

The impact of lean marketing on enhancing marketing performance: A study of the employees' opinions at the Mosul Dairy Factory

By

Iayla Jarallah Khalil

Department of Marketing/ College of Administration and Economics, University of Mosul/Iraq

Email: iayla_garallah@uomosul.edu.iq

Hend Khader Al-Qaisi

Email: hend_79@uomosul.edu.iq

Abstract

Organizations generally seek to reach satisfactory marketing performance by the practice of lean marketing activities. This research investigated the impact of lean marketing on enhancing marketing performance. It basically explored whether there is a significant effect of lean marketing on marketing performance. The questionnaire was adopted to obtain data from a sample of 48 employees working in the Mosul dairy factory. Furthermore, statistical methods were used in analyzing the data and extracting the results using SPSS. Results showed that of lean marketing has a significant effect on marketing performance. The study indicated with a set of recommendations that account for enhancing the marketing performance at Mosul dairy factory.

Introduction

lean marketing with its various dimensions plays an important role in improving the marketing performance of productive organizations. lean marketing achieves an increased profitability as well as the growth in the market share of the organizations. It also gains customer satisfaction by identifying their current and future needs and trying to satisfy them. For this reason, many organizations try to practice lean marketing activities in order to improve their performance in general and their marketing performance in particular.

Research problem

Our today era is featured by the technological developments, strong competition and diversified products among other features. In the local market, there are many dairy products that are locally produced or imported from foreign countries. The organization under study strives to improve its marketing performance. Accordingly, the current research problem is crystalized into the following two questions:

- 1- Is there any significant correlation between lean marketing and marketing performance?
- 2- Is there any significant impact of lean marketing on marketing performance?

Research significance

The importance of the research can be classified into the following points:

- 1- Raising the interest of the Mosul dairy factory on the subject of lean marketing and its available dimensions and working on its development, development and investment

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- towards improving marketing performance.
- 2- Motivating the Mosul dairy factory to identify clear and specific indicators to measure its marketing performance and trying to find out the shortcomings in this aspect and address them in order to reach its goals.
 - 3- Providing a theoretical framework for the research variables, i.e., lean marketing with its multiple dimensions and marketing performance with its various indicators.

Research objectives

In light of the research problem, the research objectives are as follows:

- 1- Diagnosing the extent of awareness of Mosul dairy factory in the research variables.
- 2- Determining the relationship effect between the research variables.
- 3- Presenting a set of conclusions and suggestions that benefit the Mosul dairy factory

Research hypotheses

The researchers relied on two main hypotheses:

- 1- There is no significant correlation between agile marketing and marketing performance. Some sub-hypotheses are emerged from the first main hypothesis:
 - a) There is no significant correlation between reducing excessive marketing operations and marketing performance.
 - b) There is no significant correlation between reducing waiting time and marketing performance.
 - c) There is no significant correlation between reducing unnecessary movements and marketing performance.
 - d) There is no significant correlation between reducing unnecessary treatments and marketing performance.
 - e) There is no significant correlation between reducing defective outputs and marketing performance.
 - f) There is no significant correlation between activating untapped talents, creativity of employees and marketing performance.
- 2- There is no significant effect between lean marketing and marketing performance. The following sub-hypotheses emerge from the second main hypothesis:
 - a) There is no significant effect relationship between reducing excessive marketing operations and marketing performance.
 - b) There is no significant effect relationship between reducing waiting time and marketing performance.
 - c) There is no significant effect relationship between reducing unnecessary movements and marketing performance.
 - d) There is no significant effect relationship between reducing unnecessary treatments and marketing performance.
 - e) There is no significant effect relationship between reducing defective outputs and marketing performance.
 - f) There is no significant correlation between activating untapped talents, creativity of employees and marketing performance.

2- Literature review

2.1 lean marketing

The principle of lean marketing coincides with the principle of agile manufacturing in terms of intellectual standpoint. Both terms stem from one philosophy represented in reducing

activities and processes that do not generate value (Hamdi & Raouf, 2013). The philosophy of lean marketing focuses on maximizing value for customers and continuous improvement of processes and activities. It also stimulates marketing operations, excludes redundant activities, and builds a general culture within the organization that includes all workers and marketers. Likely, the customer is the central point around which the organization's efforts revolve around, and the maximum impact must be built using the minimum effort (Taleb *et al.*, 2018). Furthermore, agile marketing is known as a system that is concerned with researching how to use few material and human resources and focusing on high-quality organizational efforts which lead to producing of products at the lowest possible cost and in the shortest possible time (Ali *et al.*, 2021). Al-Hashemi (2018) viewed lean marketing as a strategic approach which is based on the principles of eliminating or reducing waste, using technology, reducing costs, and introducing continuous improvements to operations and activities. It is also account for the accurate determination of the value in addition to the speed and high efficiency of delivery. Agile marketing considers the customer as the main pillar of marketing activities.

Therefore, the researchers believed that lean marketing is an integrated system characterized by reducing unwanted and unnecessary activities and operations. Such exclusion leads to a reduction in costs and increases in the effectiveness of implementing the activities necessary for the marketing process in a way that creates better value for the customer than competing organizations.

2.1.1 The importance of agile marketing

lean marketing is a necessary approach to the lean transformation and beyond. In the early stages of the agile transformation, the organization must select the products that form a guarantee for it in the future. This step is the first in the transformation process, which is conceptualized as the product development.

One of the most important advantages obtained from the transformation towards lean marketing is the liberation of production capacities and achieving more returns and profits. It therefore, calls for restructuring the sales network and adopting a good communication strategy. Moreover, agile marketing contributes to adding an element of innovation to the operations and activities of the organization, which helps it develop its competitive capabilities and introduce continuous improvements in its performance (Miotto, 2016).

2.1.2 Dimensions of lean marketing

Many researchers agreed upon some dimensions of lean marketing which are according to (Al-Hashemi, 2018; Lowry, 2003; Payaro & Papa, 2016) as followings:

A -Reducing excessive marketing operations

Organizations carry out many marketing processes and activities including jobs, communications or information. A kind of waste is found in such marketing processes if compared to the real or actual needs of the market. Therefore, any process that involves introducing a new system that includes a certain cost or a certain effort must be met with the actual need to this activity in a way that enhances the performance of the organization. It should also increase its marketing ability to meet the actual need of the market (Payaro & Papa, 2016).

b-Reducing waiting time

Waiting time stands for the period of time that elapses before customers obtain the required value. If the proper planning for time is missed, it represents a waste that has a certain cost. Wasting time can be occurred through inconsistency in the provision of materials necessary for the production processes and thus affects the final output. The customers view

waiting as an unpleasant time and generates negative feelings for them whenever the organization delays and takes longer to meet their needs (Zhou, 2019). Furthermore, the nature of the hierarchical communications structure can lead to difficulty in taking decisions and actions quickly. The lack of this flexibility leads to waste represented in not making use of opportunities and unnecessary inaction. It results to a waste of money if those in charge of the marketing process are ineffective (Lowry, 2003).

c -Reducing unnecessary movements

This type of waste is related to how the workers in the company perform their duties and tasks. Unnecessary movements can lead to an increase in wasted effort and time, which entails additional costs borne by the organization. The workers' unnecessary movements do not add value to the marketing activity and are considered unreasonable. The important point in this aspect is to take into account the effective design of occupation to avoid repetition in the activities and efforts made by the workers (Al-Janabi & Al-Jubouri, 2020).

d -Reducing unnecessary processing

This type of waste occurs when complex solutions are chosen over simple solutions in the practice of any activity or process. In such case, more resources are used than the actual need. This type of waste is difficult to get rid of or identify easily. Marketing research for example which is being carried out in the long term to identify market trends determine the needs and desires of customers, which drain financial and human costs. In return, sometimes the results of these research are unsatisfactory and do not rise to the required level. Therefore, the organization can use alternatives that are less expensive than conducting marketing research (Al-Hashemi, 2018).

e -Reducing defective outputs

Defective outputs represent a form of waste and have a server effect on the psychology of customers and the formation of negative impressions and attitudes towards the organization and its brand. This bad impression does not stop with a limited number of customers, but rather extends its effects to a large number of customers through the spoken word. Defective output wastes happened when the goods or service is not consistent with the specific quality conditions. Likely, this type of waste is difficult to identify and underestimate; it requires the management of the organization, which is seeking towards agile transformation, to establish an accurate system to control the quality of its products and work as much as possible to reach the zero error. Hence, the defective outputs intersect with the principles of agile marketing and it incurs the organization large financial losses that increase the costs of use and affect its commercial reputation (Payaro & Papa, 2016).

f-Activating the untapped talents and creativity of employees

This type of waste is called wasting in talents. Failure to employ and exploit the talents enjoyed by employees is considered a waste. Talents' management does not mean that the organization owns the largest possible number of talents within the organization or is proud of them. Rather, it refers to the management of the company to exploiting them in an ideal way and employing them in the right place and the right time. An emphasis should be done on following them up and controlling their levels and measuring their development. Because talents and human resources are the basis for the success of any work, regardless of the strength and efficiency of modern automated technologies. The organization, when following these controls, is guaranteed that the talents of its employees will make a change in the organization's culture, create a competitive advantage and achieve benefits for both individuals and organization. It leads to save in material and human costs (Al-Janabi & Al-Jubouri, 2021).

2.2 Marketing performance

The performance of the organization in general, and the marketing performance in particular is an important point that attracts the attention of managers and sheds light on the organization. Marketing performance is of outstanding importance in organizations, regardless of their various types and sizes. Given that all these organizations operate in an unstable environment characterized by competition and continuous changes. At the same time, they strive to reach to achieve satisfactory performance for all stakeholders in order to survive and continue its activities (Al-Rabiawi & Al-Shuwaili, 2014).

Marketing performance is defined as the ability of the organization to achieve its goals in general and its marketing goals in particular by verifying the actual achieved indicators and comparing them with the target indicators during a certain period of time (Chris & Gerhard, 2016). It is also defined as a framework for measuring the effectiveness of marketing activities and operations that the organization seeks to achieve to survive in the environment and surroundings it operates in (Zoubi & Hashem, 2015). Likely, marketing performance is perceived as a tool that contributes to increasing the competitiveness of the organization in the market by determining the correct course of marketing activities and operations (Al-Kiki, 2010).

Marketing performance can be viewed from several perspectives. There is the effectiveness perspective, which is concerned with the extent to which some marketing procedures help the organization achieve its goals. Likely, the competency perspective, which shows the relationship between marketing outputs such as sales and the resources set for marketing. This perspective aims at maximizing outputs to the shortest possible degree. Finally, the productivity perspective, which is concerned with marketing performance as a ratio that measures the achieved marketing results in accordance with the marketing cost (Abdul-Razzaq, *et al.*, 2021).

Thus, the researchers see that marketing performance is a mirror that reflects the level of the organization's achievement of its marketing objectives in the market it operates in during a certain period of time according to pre-prepared standards and indicators.

2.2.1 The importance of marketing performance

Marketing performance measures or key performance indicators (KPIs) are useful not only for marketing managers, but also for non-marketing executives. The senior management team needs KPIs to measure the impact of marketing activities and expenditures on the company profits. This is especially important because the organization may resort to reduce marketing budgets during periods of economic recession, downsizing, and mergers.

Likely, marketing managers face more pressure to demonstrate a return on investment (ROI) on their activities. Hence, the measures of marketing performance help measure the degree to which marketing spending contributes to profits. Marketing performance highlights how marketing activities contribute to initiatives in other areas of the organization, such as sales and customer service. WebTrends (2006) stated that importance of measuring marketing performance contributes to the following:

- Monitoring the extent to which marketing activities achieve their target objectives and comparing them with the achieved objectives.
- Determining the areas of the marketing mix- product, price, place and promotion- whether they need to be modified or improved to increase some aspects of performance.

- Assessing whether the goods, ideas and services of the organization meet the needs of customers and stakeholders.

2.2.3. Marketing performance indicators

The marketing performance of the organization can be measured through financial or non-financial indicators. The following are the most important non-financial indicators to measure marketing performance. These indicators will be adopted in our current study. They are suitable for the practical side as follows:

a- Market share

The market share is one of the fundamental indicators which makes it possible to identify the performance of the organization and its competitive position. The enterprising organizations are working to increase their market share and to dominate the market.

However, all organizations seek to maintain their market share through the price policy and provide high quality products or by the development and improvement of their production and marketing activities. The organization obtain such techniques in order to reach the target market share and to withstand competition which is considered as one of the most important effective indicators of the success of marketing activities. Therefore, it can be found that the market share is an important measure of performance; it is also a good measure to distinguish between successful and unsuccessful organizations in their performance. Likely, all organizations seek to achieve the largest market share and always analyze their market share and collect information on the movement and transition of customers between organizations (Cooper, 2014).

b- Profitability

All profit-oriented organizations seek to achieve the maximum possible number of profits to ensure their survival in the market. Thus, they increase and maximize their market share (Abdul-Amir, 2020). Profitability represents the summary of a large number of decisions and policies, and it also represents the extent of the organization's ability and effectiveness in maximizing its profits through the efficient use of its assets (Abdul-Razzaq *et al.*, 2021).

c -Customers' satisfaction

The concept of customer-satisfaction is one of the contemporary concepts that aims to meet the needs and desires of customers, respond to all their inquiries, and secure their requirements in the right time and place, according to the required characteristics, and within the specified conditions. The more that the customers satisfy on the organization and its products, the more profits that such organization can achieve. Based on the customer satisfaction, it is possible to identify the marketing performance of the organization and the efficiency of its marketing activities (Clark, 1999). Customer satisfaction leads the customer to repeat purchase, gain new customers and maintain their loyalty towards the organization's products. In addition, achieving customer satisfaction increases the ability of the organization to develop and deliver products that exceed their expectations (Al-Kiki, 2010).

3- Methods

The hypothetical research scheme

The systematic treatment of the research problem requires the construction of a hypothetical scheme that expresses the relationship between the research variables as shown in Figure 1.

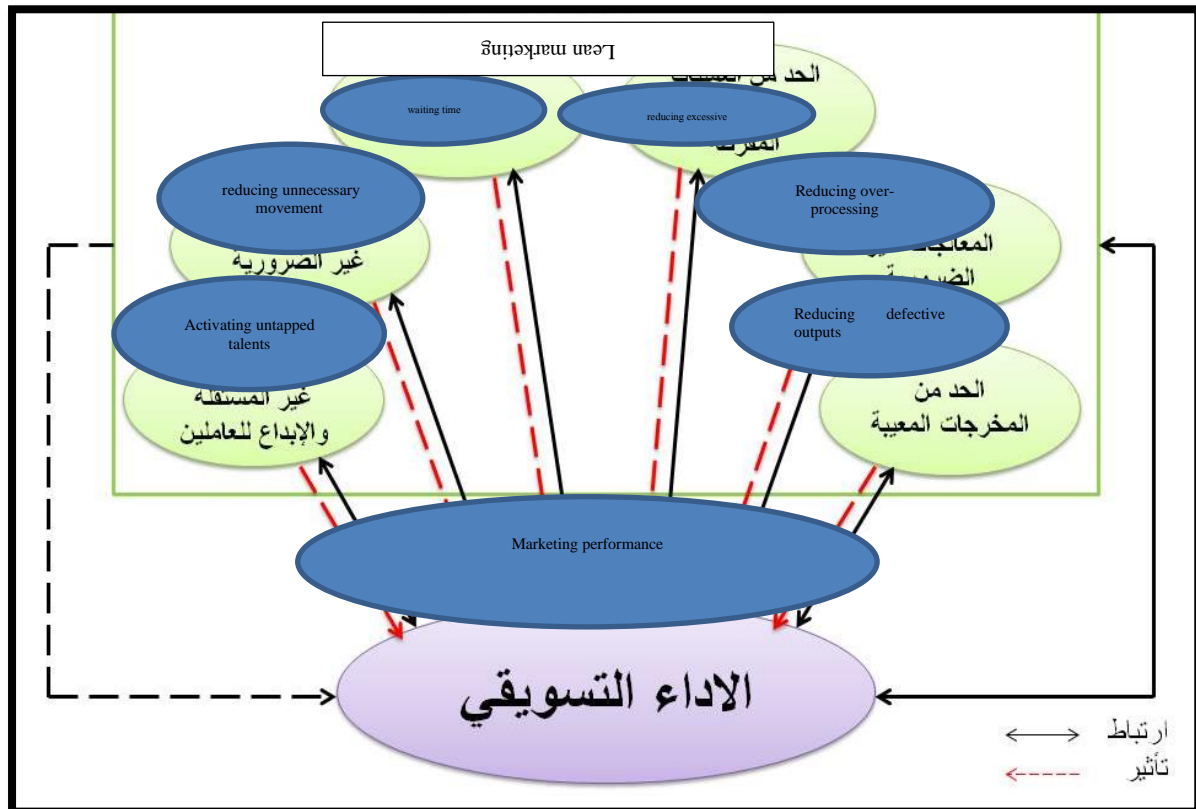


Figure 1. the hypothetical research scheme

Research limits and sample

This research is covered the temporal limits which started from 1/9/2021 to 1/11/2021. The Mosul diary factory was selected as a spatial boundary for the research. The research obtained 49 employees in the Mosul diary factory.

Instrument

The questionnaire (Appendix 1) included two parts, the first part concerned with demographical information, while the second part was related to the research variables. The questionnaire items (x1 -x24) were related to the first variable (i.e., agile marketing), and the items from (x25 - x36) were related to the second variable (i.e., marketing performance). The questionnaire followed the five-point Likert scale of weights (1 for strongly disagree - 5 for strongly agree). The researcher depended on the sources available in the body of the research to build the questionnaire items.

4. Results

Research hypotheses testing

1 -Analyzing the correlation between the research variables

A- The correlation between lean marketing and marketing performance at overall level

Table 1 indicates that there is a positive significant correlation between lean marketing and marketing performance with a correlation coefficient (0.826) at the level of significance (0.01). Thus, the first main hypothesis can be rejected and substitutes it with the alternative hypothesis instead that states (there is a significant correlation between lean marketing and marketing performance)

Table 1. *The correlation between agile marketing and marketing performance at overall level*

lean marketing	correlation coefficient
Marketing performance	0.828 **
$P \leq 0.01$	n=49

B- The correlation between lean marketing and marketing performance dimensions

1 -The correlation between reducing of excessive marketing operations and marketing performance

Table 2 shows the existence of a significant correlation between the limitation of excessive marketing operations and marketing performance. It is illustrated by the value of the correlation coefficient of (0.653) at a significant level of (0.01). Accordingly, it refuted the first sub-hypothesis (of the first main hypothesis) and approves the alternative hypothesis instead. It states (there is significant between reducing excessive marketing operations and marketing performance).

2 -The correlation between reducing waiting time and marketing performance

Table 2 shows that there is a significant correlation between reducing waiting time and marketing performance. It is reflected by the correlation value of (0.690) at a significant level (0.01). According to this Sig. value, the second sub-hypothesis of research which states (there is no correlation between reducing waiting time and marketing performance) is refuted.

3 -The correlation between reducing unnecessary movements and marketing performance

Table 2 presents the existence of a significant correlation between the reduction of unnecessary movements and marketing performance. It is illustrated by the value of the correlation coefficient of (0.675) at the Sig. level (0.01). This leads to reject the third sub-hypothesis of the research was which states (there is no significant correlation between reducing unnecessary movements and marketing performance) and accepts the alternative hypothesis.

4 -The correlation between reducing between reducing unnecessary treatments and marketing performance

Results in Table 2 reflects the existence of a significant correlation between the reduction of unnecessary treatment and marketing performance. It is demonstrated by the value of the correlation coefficient of (0.400) at the Sig. level of (0.01). This finding rejects the fourth sub-hypothesis which states that there is no correlation between the unnecessary treatment and marketing performance; then takes the alternative hypothesis instead.

5 -The correlation between the reduction of marketing defective outputs and marketing performance

Table 2 shows that the correlation between the reduction of marketing defective outputs and marketing performance is significant as the correlation value indicates (0.669) at the Sig. level of (0.01). Hence, the fifth sub-hypothesis of research, which states (there is no significant correlation between reducing defective outputs and marketing performance), is rejected.

6- The correlation between activating untapped talents, creativity of employees and marketing performance

Table 2 shows a correlation between the activation of untapped talents, creativity for employees and marketing performance is significant. It illustrated by the value of the correlation coefficient of (0.768) at the level of significance (0.01). Accordingly, the sixth sub-hypothesis of research which states (there is no correlation between activating the untapped talents, creativity of employees and marketing performance) is rejected.

Table 2. *Correlations between lean marketing and marketing performance dimensions*

lean marketing marketing performance	Correlation
Reducing excessive marketing operations	0.653 **
Reducing waiting time	0.690 **
Reducing unnecessary movements	0.675 **
Reducing over-processing	0.400 **
<i>Reducing marketing defective outputs</i>	0.669 **
Activating the untapped talents and creativity of employees	0.768 **
$P \leq 0.01$	n=49

2 -Analyzing the results of the influential relationships between the research variables

A- The impact of lean marketing on marketing performance at overall level.

Table 3 presents the results of the regression analysis; it reflects the presence of a significant effect of lean marketing as an independent variable on marketing performance as a dependent variable. This significant effect is illustrated by the calculated F value (101.244) which is greater than the tabular T (7.195) at the two degrees of freedom (1.47) and at a significant level (0.01). The coefficient of determination indicates ($R^2=0.68$), which means that (68%) of the differences in the dependent variable (marketing performance) are explained by the independent variable (agile marketing). While the (32%) is due to uncontrolled random variables or that they are not calculated in the regression model. Furthermore, the B1 value which scored (0.826), as well as the T-test showed that the calculated T value (10.062) is greater than the tabular value (1.299). It is a significant value at both the significant level and two degrees of freedom (0.01; 1.47) respectively.

Table 3. *The impact of agile marketing on marketing performance at the overall level*

Independent variable Dependent variable	lean marketing			
	Coefficient of determination R ²	B ₁	F computed	F tabular
Marketing performance	0.68	0.826)10.062(101.244	7.195
$P \leq 0.01$	n=47	d.f (1,47)		

A- The impact of lean marketing on marketing performance at the single diminution

1- The effect of reducing excessive marketing operations on marketing performance

The results in Table 4 reflect that reducing excessive marketing operations has a significant effect on the marketing performance. It is illustrated by the calculated F value (34,389) which is greater than the tabular F (7.195) at two degrees of freedom (1.47) and a Sig. level (0.01). Likely, the value of the coefficient of determination ($R^2 = 0.42$) shows that (42%) of the differences in the agile marketing (independent variable) are demonstrated by the marketing performance (independent variable) while (58%) is due to uncontrolled random variables that are not included in the regression model at all. The calculated T value (5.901) is

greater than the tabular F value (1.299). It is a significant value at (0.01) and two degrees of freedom (1,47). This finding rejects the second sub-hypothesis of the main hypothesis 2 whereas the alternative hypothesis is accepted, which states (there is a significant effect of reducing excessive marketing operations on marketing performance).

2 -The effect of reducing waiting time on marketing performance

The results in Table 4 reflect a significant impact of reducing the waiting time on the marketing performance because the calculated F value (42.66) is greater than the F tabular (7.195) at (1.47, 0.01) two degrees of freedom and at a significant level respectively. Furthermore, the value of the coefficient of determination ($R^2=0.47$) demonstrates that (47%) of the differences in the dependent variable (marketing performance) are explained by the independent variable, (agile marketing), whereas the remanent (53%) is due to uncontrolled random variables that are not even put in the regression model. Moreover, based on the B1 value of (0.69) and the T test, it was found that the value of T calculated (6.532) is greater than the tabular (1.299), which is a significant value at a significant level (0.01) and two degrees of freedom (1,47). According to these findings, the second sub-hypothesis (of the main hypothesis 2) is refuted and approved alternative hypothesis which states (there is a significant effect on reducing the waiting time on the marketing performance in performance).

3 -The effect of reducing unnecessary movements on marketing performance

Table 4 reflects a significant effect of reducing unnecessary movements on marketing performance which is illustrated by the calculated F value (39.424) as it scored greater than the F tabular (7.195) at 2 degrees of freedom (1.47) and Sig. level (0.01). Rather, the value of the coefficient of determination ($R^2= 0.45$) explains that (45%) of the variations in the dependent variable are demonstrated by the independent variable whereas (55%) is due to uncontrolled random variables that are not set in the regression model at all. Moreover, following-up B1 value of (0.67) and the T-test, it was found that the calculated T value (16.279) is greater than the tabular value (1.299); it is a significant value not only at the level of significance (0.01), but also at the (1.47) two degrees of freedom.

Accordingly, the third sub-hypothesis (of the 2nd main hypothesis) is refuted and approved the alternative hypothesis which states (there is a significant effect of reducing unnecessary movements on marketing performance).

4 -The effect of reducing excessive treatments on marketing performance

The results in Table 4 exhibit that reducing excessive treatments has significant impact on marketing performance which is illustrated by the calculated F value (8.95). It scored greater than the tabular F (7.195) at two degrees of freedom (1.47), at Sig. level (0.01). Likely, the value of the coefficient of determination scored ($R^2 = 0.16$). This shows just (16%) of the differences in the dependent variable are explained by the independent variable. On the contrary, (84%) is due to uncontrolled random variables that are not included in the regression model at all. The B1 value scored (0.400) and the T-test it was found that the value of the calculated T (2.99) is greater than the tabular F (1.299). It is a significant value at (0.01) and at two degrees of freedom (1.47). Accordingly, the fourth sub-hypothesis (of the main hypothesis 2) is rejected and accepted the alternate hypothesis instead which states (there is a significant effect of reducing excessive treatments on marketing performance).

5 -The impact of reducing defective outputs on marketing performance

Table 3 reflects the presence of a significant effect of reducing defective outputs on the marketing performance because the calculated F value (38.120) is greater than the tabular F value (7.195) at a significant level (0.01), and at two degrees of freedom (1.47). Besides, the

R^2 value of the regression coefficient is (0.44) which accounts for shows that (44%) of the differences in the marketing performance (D V) are explained by the independent variable (agile marketing) while (56%) is due to uncontrolled random variables that are not indulged in the regression model at all. Following the B1 value (0.669) and the T test, it was found that the value of T The calculated (6.179) is greater than the F tabular (1.299), which is a significant value at a significant level (0.01) and two degrees of freedom (1,47). Accordingly, the fifth sub-hypothesis is rejected and the alternative hypothesis is accepted, which states (there is a significant effect to reduce defective outputs in marketing performance).

6 -The impact of activating the untapped talents and creativity of workers in marketing performance

The results in Table 4 reflect that activating the untapped talents and creativity of employees have a significant impact on the marketing performance because the calculated F value (67.73) is scored greater than the tabular (7.195). It is a significant value at both the Sig. level and 2 degrees of freedom (0.01; 1.47) respectively. Still the coefficient of determination ($R^2= 0.57$) points out that (57%) of the inconsistency in the dependent variable are accounted for by the independent variable while (43%) are due to uncontrolled random variables that are never attained in the regression model. Following-up the value of B1 (0.76) and testing T, it can be found that the calculated T value (8.23) is higher than the tabular value (1.299), It is a significant value at both the Sig. level and 2 degrees of freedom (0.01; 1.47) respectively). Therefore, the six sub-hypothesis of (the 2nd Main hypothesis) is refuted and accepts the alternative ones which states (There is a significant impact on activating the unexploited talents and creativity of workers on marketing performance).

Table 4. *The effect of agile marketing on marketing performance at the micro level*

Independent variable	lean marketing		
	Coefficient of determination R2	B1	F computed F tabular
Reducing excessive marketing operations	0.42	0.653)5.901(34.889
Reducing waiting time	0.47	0.069)6.532(42.66
Reducing unnecessary movements	0.455	0.67)6.279(39.424
Reducing over-processing	0.16	0.400)2.99(8.95
Reducing marketing defective outputs	0.44	0.669)6.179(38.120
Activating the untapped talents and creativity of employees	0.57	0.768)8.23(67.736
P ≤ 0.01 n=49		d.f (1,47)	

5- Conclusions and Recommendations

Recommendations

Based on the results of this study, a set of conclusions can be presented, namely:

1. The results showed that there is a significant correlation between lean marketing and marketing performance at the overall level.

2. The results of the analysis showed that there are significant correlations between the dimensions of lean marketing and marketing performance. The strongest correlation was with the dimension of activating the untapped talents and creativity of the employees, as it came first and then followed by reducing the waiting time. In the third place came the dimension of reducing unnecessary movements. This finding confirms that highly skilled and creative workers have a major role in enhancing the marketing performance of the Mosul dairy factory.
3. The results confirmed the existence of a significant effect of the dimensions of agile marketing on marketing performance at the overall level.
4. The results also showed that there was a significant effect in the dimensions of agile marketing on marketing performance. The dimension of activating untapped talents took the first rank, then followed by reducing waiting time. In the third place came the dimension of reducing unnecessary movements.

Recommendations

1. The Mosul dairy factory is recommended to pay more attention to the marketing information system for rapid and effective communication with beneficiaries and suppliers.
2. The Mosul dairy factory should hold training courses for employees to complete activities quickly and reduce errors during work.
3. The Mosul dairy factory is required to build a strong partnership system with suppliers and distributors to reduce the manufacturing time of products.
4. It also requires excluding marketing activities that are not necessary for manufacturing the products in the shortest possible time.

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