

Relationship marketing and its role in the success of industrial project management

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Abstract

The research aims to identify the role determined by the dimensions of marketing in the relationship represented by (trust in the relationship, commitment to the relationship, communication during the relationship) in how to contribute to the success of the industrial project management in Iraq as a case study in the General Directorate of Industrial Development. Their number is (50) workers, where the research problem centered on knowing the impact and importance of relationship marketing on the success of industrial project management. The descriptive analytical approach. Using SPSS and Amos, the researcher tested and analysed hypotheses about the relationship and the influence between the research variables through a questionnaire.

Testing and assessing the hypotheses used in the research yielded a set of findings.

As a result of the investigation, some recommendations were made, including the General Directorate of Industrial Development, to promote and develop the use of the term marketing as a modern concept that helps achieve customer satisfaction with the outputs of industrial projects.

Keywords: Relationship marketing, project management, industrial project success

Introduction

With the important changes that have appeared recently in all areas of life and in various modern trends, and in view of the intensification of competition and the emergence of what is known as economic globalization and the rapid development that has occurred in information technology, all of this has in turn led to a lower cost of customer retention than the cost of attracting new customers, hence the interest in relationship marketing. As it is the basis for achieving growth, success and continuity in global markets and in order for business companies to be able to attract the largest number of customers for the outputs of the projects they undertake by developing their loyalty and establishing a close partnership relationship with all customers and treating them as if they were a separate market division. These factors make companies that have a competitive advantage by providing modern marketing models and procedures that are the starting point for creating information and how to classify these factors in supporting the work of industrial project management and interest in rethinking the requirements of customers and what they want these projects to provide them to meet their needs and requirements and build a healthy and strong partnership relationship Between the

company and the person responsible for managing the project and customers

Relationship marketing is concerned with increasing the knowledge of customers' needs and desires and getting to know the services that customers want from the project's outputs in order to reach the success of the industrial project management in achieving the project's goals, the most important of which is meeting the customers' desires.

Research Methodology

First: the research problem:

The concept of relationship marketing is one of the essential concepts in industrial companies, especially those with the nature of presenting projects, including projects of production or innovation of a new commodity, as the customer is the primary source for them.

And the research problem lies in the following:

1. Does the General Directorate of Industrial Development in question know the concepts of relationship marketing?
2. Does relationship marketing contribute to the success of industrial project management?

Second: the importance of research:

The importance of the research is based on clarifying the nature of the work on which the General Directorate of Industrial Development is found in its marketing of new products to customers through the concepts of relationship marketing, which is one of the essential topics in the success of the work of companies, especially those who are in direct contact with customers and who think about how to find product development projects Which meet the needs of customers. There must be essential marketing services characterized by quality, reliability and reasonable price, which is reflected in achieving satisfaction and thus its role in achieving the success of project management, which is represented in the introduction of innovation of a new product.

Third: the research objectives

The research aims to:

1. Explaining the role of relationship marketing in the success of project management.
2. Identifying the nature of the work of the General Directorate of Industrial Development investigated through the concepts of relationship marketing
3. 3-Recognize how industrial project management succeeds and the impact of relationship marketing in achieving this success
4. Submitting proposals to the Industrial Development Authority in the light of the indicators of the results of the field reality, which would enable it to complete some of the shortcomings regarding the axes adopted by the current research

Forth: Research hypotheses:

This section is dedicated to testing the hypotheses, such as the correlation and impact hypotheses, as follows:

1. The first main hypothesis: Success in industrial project management is tied to Relationship marketing and its sub-dimensions, from which the sub-hypotheses are generated, the specifics of which were described in the research's application section.
2. The second main hypothesis: The effectiveness of industrial project management is influenced by Relationship marketing and its sub-dimensions, from which the sub-hypotheses are generated and whose specifics are presented in the applied component of

the research.

Theoretical framework for research

First: Relationship Marketing

The relationship marketing:

In relationship marketing, the term refers to a systematic and ongoing effort to retain clients, build a solid customer base and increase customer confidence in a product. Business owners can ensure their sales volume while also increasing their profit margins by cutting back on marketing costs in the early stages of their business. The client database is constantly being updated and maintained by various methods. The customer's preference for a long-term relationship with the good or service provider rather than trying out multiple companies and the customer's attitude toward loyalty are two of the most critical assumptions made by the relationship marketing approach. Customers who know a business well are more likely to spend more money on its products. (2017:124, Albakri).

The stages of development of relationship marketing

Relationships develop between partners through a sequential process over time, and the marketing man tries to track it and expects to develop a mutual relationship with the customer in the long run, and to teach you how to benefit from the relationship and how Five general stages characterize this process: (137: Kotler, 2005)

The first stage: awareness : refers to a situation where one of the parties is a possible partner, but they don't talk to each other. Instead, they try to put themselves in the best position possible to make other organizations want to work with them.

The second stage: Exploration: During this time, the parties to a proposed contract are examining the implications of liabilities, advantages, and burdens, as well as exploring the prospects for cooperation and trade.

The third stage: Expansion: Refers to the continuous increase in the returns obtained through the cooperating partners (the parties to the exchange) and the increasing mutual dependence. The main difference in this stage from the previous one is that the partners now trust each other immensely and are satisfied with those relationships.

The fourth stage: Commitment: It is formed when the relations develop, then the commitment arises between the two work teams, which is the most desirable aspect of the links and indicates an implicit pledge to the continuity of the relationship between the partners (Sin: 41, 2006).

Fifth phase: The partnership description and its end: It begins with a step within a step within a phase within a stage within a degree within a phase within a phase within a phase within a phase within a phase within the phase of the other part of the parties, as a result of the costs of transgressing or continuity increases from the losses of the relationship, which enters into the levels of the negligence, and that is in the way of the failure, and that is the reason for the extent of their,(McDougall,2000:21).

The importance of relationship marketing

1- Acquiring a new customer costs the organization five times the number of satisfying customers

- 2- The organization loses, on average, ten of its customers every year due to significant changes in sectors and organizations.
- 3- The customer's profitability tends to rise as the relationship between him and the organization improves.
- 4- An increase in customer loyalty by 5% leads to a rise in profits by 50% on average. Varying according to sectors and organizations

second: success of industrial project management

There are several concepts of the project, some of which are specific to the private project and others to the public project. Some definitions have differentiated between projects that produce for the market and for-profit and projects that do not make for the market or profit. These definitions are "a group of interrelated activities that have specific start and end points, and are assigned to them." Specific resources result in a unique product. (Krajewski&Ritzman,2010:342) It is the drawing of a plan to make an effort to achieve specific requirements, and the project is characterized by having clear goals, a clear beginning and specific ends for project management; it means establishing a balance between the project conditions (i.e. (time, cost, quality), which represents the project triangle, and is responsible for achieving efficiency and effectiveness in performance through commitment to the main elements of project construction, and because each of the conditions for the success of the project has unique data and factors that govern it for this It needs to specialize in work, and this specialization leads to the concepts of project management being more independent from the management of the rest of the organization's operations(Nancy,2010: 17).

Project characteristics:

- 1- Projects are unique in the quality of their operations and outputs: they are not routine work, as their results of products or services differ from those in the market or the surrounding environment.
- 2- Purposeful projects: The nature of projects is characterized by containing specific results and knowledge in a clear way, which are accessed through an organized process aimed at obtaining respective outputs, and the work can be divided into small tasks that lead to the achievement of the overall goal of the project.
- 3- Projects are characterized by a life cycle: where projects begin with an idea and continue through planning and implementation processes to their end. Accordingly, each project has a temporary nature and a life characteristic that starts from a point and ends at a certain point.
- 4- The projects are characterized by the overlapping of their data and the intertwining of their factors: the activities related to the tasks are carried out in a specific sequence, and everything related to them of internal or external factors can affect the entire project.

The importance of project management:

- 1- Facilitate teamwork and communication within the organization and society as a whole.
- 2- It simplifies the process of planning, organizing, managing, and tracking.
- 3- Allows knowledge and experience to accrue over time by making accomplishments visible.
- 4- Allows control of the cost of work and other pressures.
- 5- Clarifies the responsibilities of individuals, work team and groupings towards the project and their expected contributions to its success.

Industrial project success

Individuals or groups working on the project have different needs and expectations, so

it is natural for them to explain the project's success differently. (Armstrong,2017:327)

The importance of defining and measuring project success since 1986 was diagnosed by the Project Management Institute (PMI) and this topic was discussed in the seminar held by the Foundation. (Brancheau, 1999:25), and there have been many attempts to define success criteria, although the reasons for the success or failure of the project have been the subject of many studies. Determining the project's success criteria from the beginning of its establishment is one of the essential success factors which must be documented. It has a significant impact on determining the project management method. And sometimes both (or failed if it fails to achieve the qualitative goal even if it is accomplished within the constraints of time and cost and the success of the project is an achievement of some of the project's predetermined goals for those working in the project). (Bounds et al., 2017: 247). The public has different views that depend on the satisfaction of the beneficiary. (Walker 1999:19) indicates that "the success of the project is to complete it timely and within budget, with a profit acceptable to the organization, high-quality products according to specifications, and satisfying customer expectations."

The practical side

First: Descriptive statistics for variables:

Analyzing search variables using descriptive statistics methods such as arithmetic means and five Likert scales is a useful way of determining how well a given answer relates to the rest of the data set, as well as how well it relates to the five distinct answer categories. Here are the results of the independent variable's statistical description explained in detail (the relationship marketing)

If the adopted variable (the success of industrial project management) with its three dimensions:

The concept of relationship-based marketing: This component has been statistically characterised the following three aspects:

- 1- ***Confidence in the relationship:*** The findings of the current analysis of this variable dimension are presented in Table (1), where the third paragraph (the project management strives to provide good services to the project's beneficiaries) had the lowest coefficient of variation among the variable dimensions by (0.29260) and an arithmetic mean of (3.2794) With a standard deviation of (0.95956) and a moderate answer level, this indicates there is consistency among sample members regarding the content of this paragraph, as confirmed by the value of the low coefficient of variation, which ensures the presence of apparent convergence in the answers of the sample around its arithmetic mean, placing this paragraph at the top of the sections. The independent variable, while the second paragraph (that project management is explicit in presenting the facts when problems occur) had the highest coefficient of variation and its amount was (0.32136, the arithmetic mean was (3.7355) and the standard deviation was (0.95956), and the level of response of the sample members was moderate and occupied a position of relative importance. It ranked third and last based on the coefficient of variation for this part relative to the other sections of this dimension, which varied its statistical description according to Table (1). These results indicate that the paragraphs received moderate response levels, indicating that there is consensus among the members of the sample analyzed regarding the paragraph's content.
- 2- ***Communication during the relationship:*** The findings of the empirical assessment of

this dimension, which are shown in Table (1), displays that the third paragraph (the project management provides effective and fast communication channels for clients and project beneficiaries) had the lowest coefficient of variation (0.23411) The low coefficient of variation shows that the sample members agreed on how important this paragraph was compared to the other paragraphs after the operation. The fact that the sample answer level was high shows that the sample members agreed on this paragraph., and we find that the first paragraph (The project management provides complete and accurate information about the project) achieved the highest coefficient of variation by (0.282), where the arithmetic mean was (3.5244) and the standard deviation was (0.99661) with a high answer level, while it achieved relative importance which is the seventh and last according to the coefficient of variation in this paragraph when compared with The other sections of the operation dimension, according to what was presented in Table (1), and we find that all the areas of this dimension achieved a high response level, except for the second paragraph, where it reached a moderate response level, and this reflects the existence of a relative agreement between The members of the researched sample

- 3- Commitment to the relationship: Table (1) shows the descriptive analysis results for this dimension. that the first paragraph (the project management provides a record for submitting proposals for the development of the project) by obtaining the arithmetic mean of (3.4853) and a standard deviation of (0.88928) and the lowest coefficient of variation of (0.25515). The level of the sample answer was high, which confirms the existence of a high agreement among the sample members about this paragraph, and as indicated by the low coefficient of variation, and this shows the arrangement of the sample members, which stated the importance of this paragraph among the paragraphs after the operation, and we find that the third paragraph (based on Project management by providing unique services that are consistent with the requirements and aspirations of customers and beneficiaries of the industrial project) achieved the highest coefficient of variation by (0.28571), where the arithmetic mean reached (3.5000) and the standard deviation was (1.00000) with a high answer level, while it achieved relative importance, which is the third and last according to The coefficient of variation of this paragraph when compared with other sections for the dimension of commitment to the relationship and according to what was presented in Table (1).

Table (1): *The outcomes of the descriptive statistical analysis of the strategic planning dimensions*

dimensions	No	Statistical tools dimension paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	The level of the answer
Confidence in the relationship	1	Having confidence and confidence in the quality of services provided by the project	3.2647	1.04550	0.32024	Moderate
	2	The project management is frank in presenting the facts when problems occur	3.2059	1.03027	0.32136	Moderate
	3	The project management aspires to provide good services to the project beneficiaries	3.2794	0.95956	0.29260	Moderate
Communication during a relationship	1	Project management provides complete and accurate information about the project	3.1471	1.02600	0.32601	High
	2	The project management is keen to communicate directly with the beneficiaries of the project and inform them on an ongoing basis of the changes that may occur in the project	3.2500	0.87032	0.26779	Moderate
	3	Project management provides effective and rapid communication channels for clients and project beneficiaries	3.7353	0.87447	0.23411	Moderate
Commitment to the relationship	1	Project management provides a record of proposals for project development	3.4853	0.88928	0.25515	High
	2	Flexibility of project management in meeting the requirements of the project beneficiaries	3.5882	0.93418	0.26034	Moderate
	3	The project management provides special services that are consistent with the requirements and aspirations of customers and beneficiaries of the industrial project	3.5000	1.00000	0.28571	High

Industrial Project Management's Success: This factor consists of three dimensions, that are empirically characterized as follows:

Table (2): Statistical data describing the success of industrial project management has been analyzed

dimensions	No	Statistical tools dimension paragraphs	Arithmetic mean	standard deviation	Coefficient of variation	The level of the answer
cost	1	Project management has a cost control system to counter potential budget changes	3.7206	1.09061	0.29312	High
	2	The project management was able to obtain financial allocations to meet the expected expenses in relation to the estimated amounts	3.3235	0.96878	0.29149	Moderate
	3	The actual expenditures of the project did not exceed the appropriations at his disposal. Project activities are defined according to the schedule that includes the definition and documentation of the work to be carried out	3.1912	0.95037	0.29781	Moderate
time	1	The project schedule is realistic, as its activities can be carried out according to computer programs or manual technical methods	3.2941	1.13373	0.34416	Moderate
	2	The project schedule is set as part of the integrated control process by the project management	3.2206	1.14404	0.35522	Moderate
	3	The project management uses the available resources in a correct manner to complete the project within the agreed specifications	3.2647	1.00175	0.30684	Moderate
quality	1	Project management uses all available modern methods to ensure project quality	3.0000	0.99251	0.33083	Moderate
	2	All employees contribute innovative opinions and ideas on a regular and continuous basis to improve the quality of operations	3.3824	1.00787	0.29797	Moderate
	3		3.7794	0.87836	0.23240	High

1- Cost: As shown in Table 2, the study findings statistics for this dimension show that the second paragraph (the project management was able to obtain financial allocations to meet the anticipated expenses in comparison to estimated amounts) achieved the lowest coefficient of variation, which came to a total of (0.29149). Because of its high arithmetic mean (3.3235) and low variance (0.96878), which indicates a high degree of

- agreement among the sample members on this paragraph (as indicated by the covariance or dispersion), it was ranked first among the paragraphs following technology in terms of relative importance. We also come across the following paragraph. A standard deviation of 3.1112 and an arithmetic mean of (0.29781) were obtained by the third (the project's actual expenditures did not exceed the allocations available to it) (0.95037). Because this paragraph had the biggest coefficient of variation, it had the lowest relative relevance among the paragraphs in this dimension. In addition, there are many additional dimensions to consider.
- 2- Time: The descriptive statistic of this element revealed in Table (2) that the third paragraph (the project schedule is set as part of the integrated control process by the project management) achieved an arithmetic mean of (3.2647), a standard deviation of (1.00175), and a coefficient of variation of (0.30684) and a moderate answer level, indicating that there is agreement among the sample members regarding the content of this paragraph based on the value of the coefficient of variation, and we find that the second paragraph (characteristic of The project schedule is realistic, as its activities can be implemented according to computer programs or manual technical methods) achieved an arithmetic mean of (3.2206) and a standard deviation of (1.14404) with the most significant coefficient of variation of (0.35522) and a moderate answer level and relative importance is the third in its rank in light of the coefficient of variation for this paragraph Compared with the other paragraphs of this dimension, it is noted from the extracted results that all the paragraphs achieved moderate response levels that reflected the presence of agreement among the members of the studied sample about the contents of those paragraphs.
 - 3- Quality: The results that have been reached regarding the descriptive statistics for this dimension as presented in Table (2), where the third paragraph (all workers contribute innovative opinions and ideas on a regular and continuous basis to improve the quality of operations) achieved the lowest coefficient of variation, which amounted to (0.23240) and the highest An arithmetic mean of (3.7794) with a standard deviation of (0.87836) and a high answer level, which confirms the existence of a high agreement among the sample members about this item according to what is indicated by the coefficient of variation or dispersion, and thus this paragraph occupied the first relative importance among the sections after quality, while the area The first (the project management correctly uses the available resources to complete the project within the agreed specifications) achieved the highest coefficient of variation of (0.33083)

Second: testing hypotheses

Multiple regression models developed with SPSS 23 and AMOS 23 were utilised in order to examine the hypotheses underlying the research, and as shown below and before testing the research hypotheses, SPSS 23 and AMOS 23 were used to determine the direct impact on the success of industrial project management of marketing with relationship A as an independent variable.

In order to use linear regression models for testing the two hypotheses, it is necessary to know the normal distributions of the data, as shown in Table (3), which shows results of the normal distribution of the dimensions of the two variables studied in this research in light of a test (Kolmogorov-Smirnov) for testing the two hypotheses.

H₀: the data are typically distributed (H₀: P=0

H₁: The data is not normally distributed (H₀: P≠0.)

An insignificant test was performed to determine whether the research data and its variables have a normal distribution, as shown in Table 4. In this way, they accepted the null hypothesis and rejected the second alternative hypothesis, which states that the data are regularly distributed. Figure 1 depicts the normal distribution of data following people, which supports the employment of linear regression models in assessing the study hypotheses.

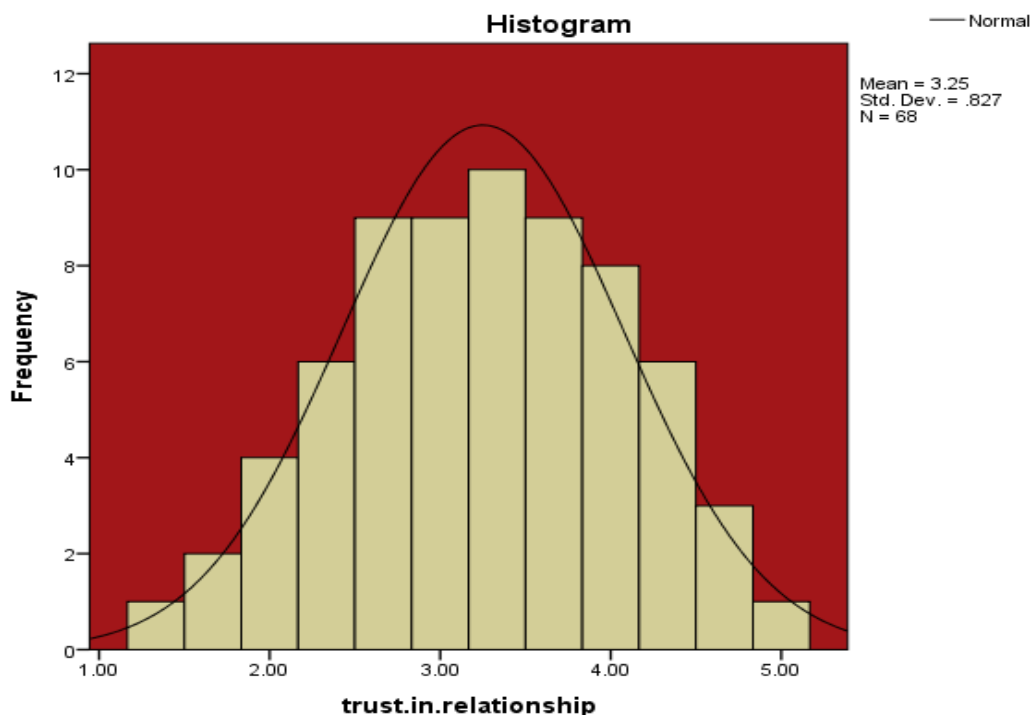


Figure (1) The normal distribution of the confidence variable in the relationship

Table (3) The results of the normal distribution test for the dimensions of the research variables

Dimensions	Statistic	df
Relationship trust	0.090	68
Communication during a relationship	0.096	68
Commitment to the relationship	0.099	68
Cost	0.100	68
time	0.092	68
quality	0.087	68

The following is a detailed explanation of the results of the research hypothesis testing:

The first sub-hypothesis: Marketing affects the relationship with its dimensions (trust in the relationship, communication during the relationship, commitment to the relationship), a statistically significant effect on the cost dimension.

The second sub-hypothesis: relationship marketing with its dimensions (trust in the relationship, communication during the relationship, commitment to the relationship) had a statistically significant effect in the time dimension.

The third sub-hypothesis: Marketing affects the relationship with its dimensions (trust

in the relationship, communication during the relationship, commitment to the relationship), a statistically significant effect on the quality dimension.

The first sub-hypothesis: The results of the first sub-hypothesis test shown in Table (4) confirmed the significant effect of two dimensions (trust in the relationship and commitment in the relationship) from the dimensions of marketing in the relationship, where the measurement of confidence in the relationship achieved the most significant effect ($\beta=0.01$, .31) and the process (.21=). $\beta=0.01$ (in the first dimension of the dependent variable, the success of project management is represented by the cost in the organization under study, while the communication dimension during the relationship was not achieved. In light of the coefficient of determination ($R^2 = .22$) with a high statistical significance ($P = 0.001$), meaning that (22%) of the cost variance as the first dimension of the success of project management dimensions was explained by the two dimensions of trust and commitment to the relationship, and the rest of the variance ratio (78%) Represented by the coefficient of indeterminacy, it concerns other factors outside the limits of the current research and therefore were omitted

Table (4) The first hypothesis findings

Statistical indicators Regression paths (hypotheses)	Regression Index β	Statistics test indicator t	The significance of index Sig.	Interpretation factor R^2	Model test statistics F	The significance of test form P
Relationship trust <--- cost	.31	2.645	.010			
Communication during the relationship <--- cost	.12	1.004	.119	.22	6.029	.001
Commitment to the relationship <--- cost	.21	2.031	.048			

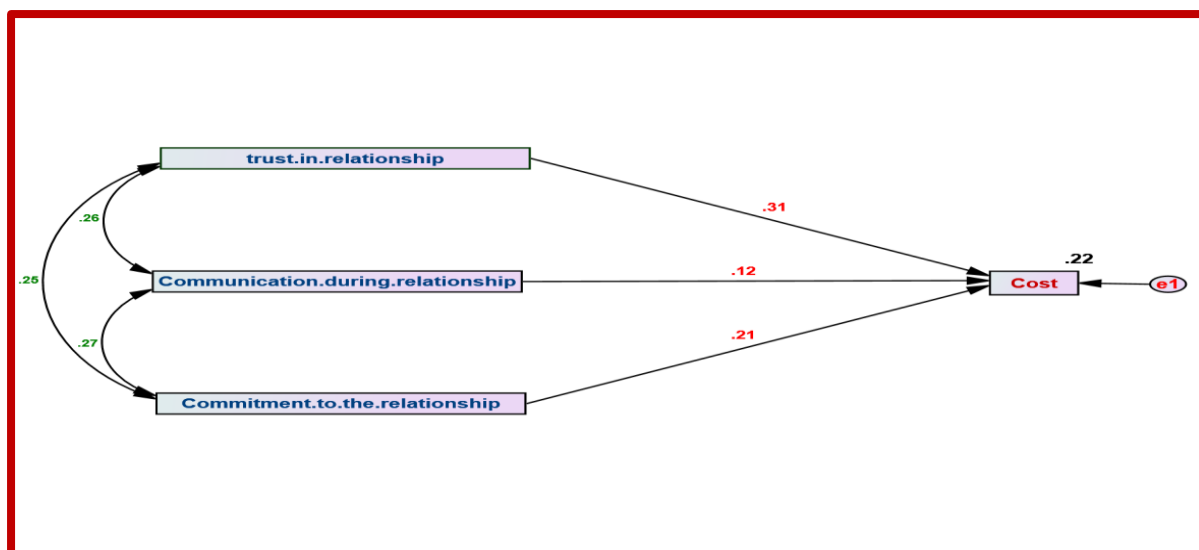


Figure (2) Regression paths of the relationship between the dimensions of marketing by the relationship in the cost dimension

According to the relationship paths depicted graphically in Figure (2), the first sub-hypothesis

is true at the micro level rather than at the dimensional level because the values of the beta coefficients shown on the vector stocks come from the marketing dimensions in the relationship towards the calculated cost dimension among the dimensions of project management success the three components of successful project management.

The second sub-hypothesis: The results of the second sub-hypothesis test shown in Table (5) showed the significance of the effect of marketing dimensions on the relationship, which is the confidence dimension in the relationship, which recorded the highest level of influence (.34, $P = 0.00 = \beta$) and after commitment to the relationship, which also recorded a strong effect (.31, $P = 0.00 = \beta$) and after contact during the relationship (.24, $P = 0.00 = \beta$) in the second dimension of the dependent variable represented by time in the organization in question, while the explanatory power of the test model in light of the coefficient of determination was ($R^2 = .40$).) with a high statistical significance ($P = 0.000$), meaning that (44%) of the time variance as the second dimension of the success of project management was explained by marketing about its three dimensions. The rest of the variance ratio (56%), called the indeterminacy coefficient, belongs to The influence of other factors outside the limits of the current research and therefore was not included in the test model.

Table (5) Results of the second hypothesis test

Statistical indicators Regression paths (hypotheses)	Regression Index β	Statistics test indicator t	The significance of index Sig.	Interpretation factor R^2	Model test statistics F	The significance of test form P
Relationship trust <--- time	.34	3.301	.002			
Communication during the relationship <--- time	.24	2.311	.024	.40	14.061	.000
Commitment to the relationship <--- time	.31	2.975	.004			

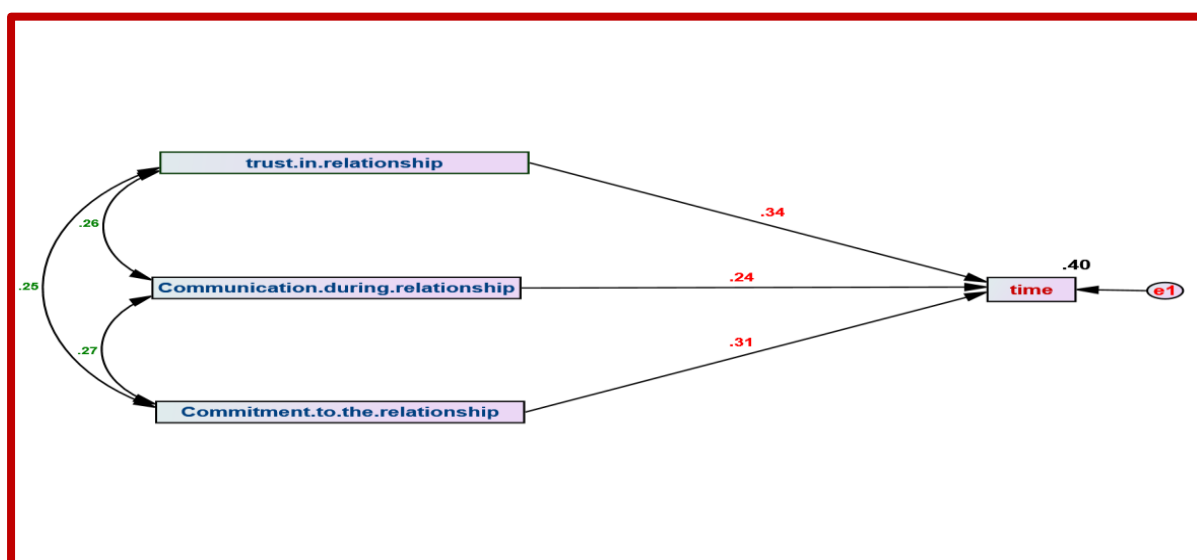


Figure (3) Regression paths of the relationship between the dimensions of marketing by the relationship in the time dimension

And through the graphic representation in Figure (3), which shows the paths of the relationship, according to which the values of the beta coefficients shown on the vector stocks

appear from the dimensions of marketing in the connection towards the time dimension among the dimensions of the success of industrial project management and therefore the validity and logicity of the second sub-hypothesis at the micro level and not on The three-dimensional level of the relationship marketing variable.

The third sub-hypothesis: The results of the third sub-hypothesis test, the details of which are shown in Table (6), revealed a significant dimensional effect (trust in the relationship, commitment during the relationship) from the marketing dimensions of the relationship, where they recorded these two dimensions, respectively (β , $P=.005=.34$), ($.22$, $P.049 = \beta$) in the third dimension of the dependent variable represented by the response in the organization in question, while the test of the communication dimension during the relationship did not affect the reaction ($.03$, $P > 0.05 = \beta$) statistically significant, and the strength Interpretation of the test model in the light of the coefficient of determination, it reached ($R^2 = .14$) with a high statistical significance ($P = 0.000$), meaning that (14.6%) of the response variance as the third dimension of banking service quality was explained by electronic readiness through its individual and process measurements. The rest of the variance ratio (86%), or the coefficient of indeterminacy, is defined by the presence of other factors that were not addressed in the current research and therefore were not included in the test model.

Table (6) results of testing the third sub-hypothesis of the main hypothesis

Statistical indicators	Regression paths	Regression Index β	Statistics test indicator t	The significance of index Sig.	Interpretation Model factor R^2	The test statistics of form F	The significance of test form P
Relationship <--- Quality	trust.	.34	2.930	.005	.21	14.061	.000
Communication during the relationship <--- Quality		.03	.235	.815			
Commitment to the relationship <--- Quality	the.	.22	1.981	.049			

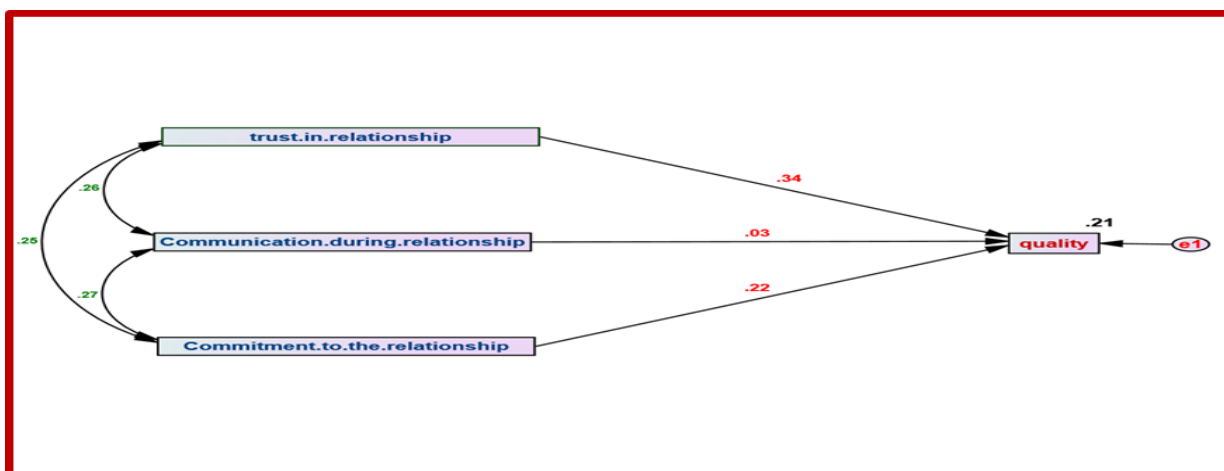


Figure (4) Regression paths of the relationship between the dimensions of marketing by the relationship in the quality dimension

And Figure (4) shows the regression paths of this hypothesis with the values of beta coefficients on unidirectional stocks from the dimensions of marketing in the relationship towards the

quality dimension, which showed a significant extent (trust and commitment to the relationship) and as presented in Table (6). Thus, the logicity of the third sub-hypothesis was proven At the micro level as well, and not at the level of the three dimensions of the relationship marketing variable.

Fourth: Conclusions and Recommendations

First: the conclusions

- 1- Relationship marketing is one of the current and essential topics because it has the elements that support service projects and allows them to re-engineer their business in a way that makes them focus on the customer and provide projects that meet the desires and needs of customers.
- 2- Relationship marketing is the best way to win, delight and retain customers
- 3- All employees contribute innovative opinions and ideas on a regular and continuous basis to improve the quality of operations
- 4- The project management was able to obtain financial allocations to meet the expected expenses concerning the estimated amounts
- 5- The project schedule is set as part of the integrated control process by the project management
- 6- Relationship marketing affects its dimensions (trust in the relationship, communication during the relationship, commitment to the relationship) with a statistically significant effect on the cost dimension, which is one of the dimensions of the success of industrial project management
- 7- Relationship marketing with its dimensions (trust in the relationship, communication during the relationship, commitment to the relationship) has a statistically significant effect in the time dimension.
- 8- Relationship marketing affects its dimensions (trust in the relationship, communication during the relationship, commitment to the relationship) with a statistically significant effect on the quality dimension, which is one of the dimensions of the success of industrial project management

Second: recommendations

1. The application of relationship marketing requires the support of the senior management and its belief in the importance of its dimensions as it contributes to achieving customer satisfaction with the quality of the projects provided.
2. The importance of building relationships between companies that provide service projects and customers and working on how to meet the needs of customers contributes to the success of industrial project management in general, thus achieving the company's goal of growth and profitability.
3. The researcher suggests using the dimensions of relationship marketing to support the success of industrial project management
4. The necessity for the company in question to create new management under the name (Customer Relationship Management) since the success of the project management is one of its outputs, the extent to which customers are satisfied with the quality and value of the projects presented to them.

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