E-ISSN: 2997-934X

American Journal of Business Practice
https://semantjournals.org/index.php/AJBP

| Research Article

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The Effect of Adopting Marketing Strategies on the Performance of Small and Medium Enterprises: A Case Study of Small and Medium Enterprises in Baghdad, Iraq

Ayad Fadhil Mohsin
(Marketing of Department) ,Polytechnic College Kirkuk,Northern Technical University ,Kirkuk,36001,Iraq

Abstract: The proposed study will focus on discussing the contribution of marketing approaches namely product, price and promotion and their influence on improving the performance of small and medium enterprises (SMEs) in Baghdad in Iraq. The study employed the descriptive-analytical research design, which involved a literature review and research to categorize, study, and define the theoretical framework. The research was done in small and medium enterprises in Baghdad, where the senior management (company managers and assistant managers) and the middle management (department and division heads) were surveyed using a questionnaire survey. The respondents comprised 45 members of the senior and middle-level managers. Statistical package of the social sciences (SPSS) was utilized to analyze data with the help of correlation coefficients and standard deviation to ascertain the relationship and impacts of the research variables. The findings showed that there is a statistically significant positive relationship between independent variable (product) and its effect on company performance. Also, the findings showed a positive, however, statistically insignificant correlation between the independent variables (price and promotion) and dependent variable (company performance). The research suggests that every small and medium business should concentrate on the aspects of marketing mix, wherein they should be regarded as the main aspects of organizational performance improvement.

Key words: Marketing mix, product, pricing, promotion, small and medium enterprises (SMEs)

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INTRODUCTION

The world is experiencing swift and drastic developments and changes on every level, which influence the external environment of organizations (Kashkoul et al., 2022, p. 5). Some of the most crucial of these variables are product, price, and promotion, which have brought about significant alteration of external environment of organizations. The Iraqi economy is mostly comprised of small and medium-sized enterprises (SMEs) that are the source of local employment. Although the economy is being plagued with various issues and unfavorable circumstances due to the COVID-19 pandemic, such as a decrease in local products prices, SMEs are now trying to enhance their financial and marketing results. The cost of advanced systems

may tend to frustrate planning and organization of resources in large, medium and small enterprises in Iraq. Adopting such practices in Iraqi business sector can offer competitive advantages which influence the performance of local organizations in a positive manner.

Organizational performance remains a topic of interest regardless of the existing research (Waheed and Ahmed, 2023, p. 55). Research has been involved in the formation of a theoretical framework on performance and competitive advantage, although it has contributed to many studies involving marketing performance and its influence on competitive advantage and overall performance (Mahmoud & Al-Samawi, 2020, p. 17). The studies have indicated that marketing strategies result in better performance of the companies and there is a positive relationship between marketing strategy and market performance. It is believed that marketing strategy is a component of success and sustainability of a company. Marketing strategies are one of the major keys to competitive advantage, organizational performance will significantly increase when the strategic marketing is improved. This, in its turn, contributes to the increased capacity of the company to respond to the ever-changing needs of customers and improves its marketing strategy, which has a positive and practical impact and is identified as a significant theoretical aspect of strategic marketing development, company functioning, and competitive advantage (Saleh & Fakhri, 2022).

It is clear that the organizational performance of various sectors of enterprises in Iraqia has been enhanced by the effectiveness of the marketing strategies. One of the tools that can be used to develop competitive advantage is marketing strategies, which are a major determinant of organizational performance, and as a strategy to improve the marketing and the financial performance of Iraqi companies.

Problem of the Study

The marketing strategies of small and medium enterprises (SMEs) in Iraq have recently become a threat to the survival of small enterprises because of the improperly planned strategies, which influenced their budgets. This is because the risks related to strategic marketing are unique to SMEs compared to other companies because Iraqi SMEs tend to rely on lending credit to more than one client as a marketing approach. They, therefore, incur the burden of late customer payments which can determine the performance of the company. This still creates a void and a weakness in the performance of SMEs in Iraq, largely because of inadequate utilization of accounting information systems and modern technological resources in marketing departments. In line with this, the research problem may be stated as follows:

1. Does the element of product have a statistically significant impact on the success of SMEs in Baghdad?
2. Does the price dimension have a statistically significant effect on the success of SMEs in Baghdad?
3. Is the outcome of the performance of a company statistically important in the success of SMEs in Baghdad?

Objectives of the Study

The paper seeks to establish the effects of marketing strategy in the performance of SMEs in Iraq. Its goals may be outlined as follows:

1. To establish the impact of the marketing strategy of products on the performance of small and medium size enterprises.
2. To establish how the pricing marketing strategy has impacted the performance of small and medium-sized enterprises.

To establish the impact of the promotion marketing strategy on the performance of small and medium-sized enterprises.

Study Hypotheses

The study includes the following research questions:

1. How does the marketing of the product affect the performance of SMEs?
2. How will the pricing marketing strategy affect the performance of SMEs?
3. How does the promotion marketing strategy affect the performance of SMEs?

Study Population

The study was restricted to the service, production, food, construction, oil and aviation companies, such as Hamkar Group, Power Team, Uber Taxi and Airlink Iraq. The questionnaires were administered to the senior management, who represented them, the general manager and the assistant manager, and the middle management and this included the department managers, their assistants, the director of the advertising and marketing, the human resources manager, the accounts manager, the employee training and development manager, the call center manager and the sales department manager. These are the target companies that are based in Iraq. The sample of managers surveyed was 45, which was determined by the organizational data on Google Forms. The table below shows the type of companies, managers, and population to be used in the study.

Table (Study Population Size)

Type of Companies	**Number of Companies**	**Population Size**
• **Construction and Design Company**	**1**	**5**
• **Electric Power Company**	**1**	**20**
• **Service Companies**	**5**	**75**
• **Food Companies**	**1**	**22**
• **Oil Companies**	**3**	**15**
• **Airline Company**	**1**	**8**
• **Total**	**12**	**145**

Study Sample

The study population in this paper is all managers at different levels of administration covers general managers, executive managers, branch managers, and administrative staff in Iraqi companies (productive, service, and food company, Emar and Design Company, an Electric Power Company, oil companies and an airline company). The study will have a population of about 45 managers. These companies have been chosen in Iraq because their managers are able to provide data concerning the practices of their leaders and their innovative approaches using a questionnaire (survey form). Moreover, such companies manufacture products to many consumers, and that is why they are pertinent to the research.

Table (Study Sample Size)

Type of Companies	Number of Companies	Sample Size
• Emar & Design Company	1	2
• Electric Power Company	1	3
• Service Companies	5	27
• Food Companies	1	5
• Oil Companies	3	6
• Airline Company	1	2
• Total	12	45

Data Collection Method

The research used the descriptive-analytical method that entails the collection of facts, analysis, ensuring that the facts are accurate, and finally analysis and interpretation of the facts in a manner that organizes the facts and gives conclusions regarding the subject of study. In order to accomplish the study requirements, the theoretical framework was constructed based on available resources including scientific sources including books, journals, dissertations and theses, studies among others, as well as the available internet based resources that were related to the study variables.

Marketing Strategies

The process of making decisions concerning the growth of the organization and its profitability in the long-term, and the attainment of adaptation of the organization to its environment is defined as a strategy (Bashara, 2024). It is also explained as: an organization strives to develop and sustain its relationship with the environment where it is located, by developing or deciding goals, objectives, growth strategies, and business plans to all the operations or activities that the organization carries out (Al-Samandouni, 2024). On other definition of strategic management, it states as: the process of managing the organizational profession with regard to determining the mission and objectives of the organization, with regard to managing the organizational relationships and internal and external environment with regard to managing the stakeholders that are influenced or affected by the activity of the organization.

Objectives of Marketing Strategy (Talib et al., 2023)

Marketing strategies aim to achieve a set of integrated objectives across several areas:

- Dealing with the uncertainty in the marketing work environment.
- Determining and steering strategic paths and purpose.
- Identifying and leading investment choices in the organization based on the market demands.
- Establishing and growing the performance of the organization with proper marketing management.

Product Marketing Strategy

Product or service presentation is of utmost importance to all marketing concerns of a company and is generally the initial point of building the marketing mix. The product is majorly concerned with the way the organization can holistically evolve its services to suit the needs and wishes of the customers. Such services can be new services as well as competitive services (Abbas et al., 2023).

According to Awad (2017), a product or service encompasses anything offered to the market to satisfy desires or meet needs, including goods, services, experiences, events, places, properties, people, organizations, information, and ideas. Identifying the components of a product in the form of services is a challenging task because service products are intangible and can be perceived at different levels. Lovelock and Wirtz distinguish two main levels of service products: the core service product, which is essential, and supplementary services, which enhance the core service product. This includes the general service concept that the company seeks to provide and position in the market (Mahmoud & Al-Samawi, 2020).

Pricing Marketing Strategy

Price is the pricing actions of an organization which have been carried out strategically. According to Kotler and Fox, the set price ought to be comparable to the vision, mission and objectives of the organization. Moreover, the price that is set by the organization should also be taken into account and adjusted to the demand and competition (Karmad, 2023). Yusuf and Mumeet observed that, price entails the amount of money needed in order to acquire a certain amount of goods and services. Price therefore plays a critical role in marketing activities and as such it forms the reference point of the company in the implementation of its marketing activities. A large number of pricing objectives are widely used to regulate such undertakings (Saleh & Fakhri, 2022).

Promotion Marketing Strategy

During the 1980s, promotion emerged as one of the major tools of increasing sales and marketing operations in order to cover the targeted region or market. This position has expanded alongside different advances in the promotional activities of any type. Promotion is a communication process between the organization and the environment such as targeted market. It entails promotional elements that are being applied in order to outline organizational strategies. Also, promotion is a way of communicating between users and the service providers (Kafi, 2016).

The Relationship Between Product Marketing Strategy and Performance

The marketing strategy, especially the product marketing strategy, is vital to the performance of the company as the efforts of the organization and the team form the foundation of developing a marketing strategy. The marketing strategies have various goals to achieve, (aquiring customers, creating awareness, educating the target audience, or advertising a product or service). Some studies have shown that there exists a positive correlation between marketing of products and the performance of a company. Indicatively, Al-Hamdani and Kazem (2022) have provided a statistically significant impact of marketing tools (website marketing, social media marketing, email marketing, and mobile marketing) on increasing the marketing performance of companies.

On the same note, Omar (2022) discovered that marketing strategies have a powerful influence on the marketing performance expressed in terms of brand image, and the marketing mix influences the marketing performance and purchase benefits. Al-Aradi and Ali (2022) also revealed that customer-oriented approach has a positive influence on new projects, which positively impact the company performance. Implementing an intensive marketing mix planning enhances the chances of business survival whereas venture capitalists are likely to

undervalue a startup when the proper attention is not given to customer trends and the operational marketing mix planning.

The Relationship Between Pricing Marketing Strategy and Performance

Pricing marketing strategy is a key element in company performance, because it enables a company to evaluate its competition with other firms as well as evaluating its market status. As an example, a differentiated product may appeal to the customers who want differentiated goods. A number of studies have pointed at positive relationship between pricing marketing strategies and the performance of the company. Indicatively, Yusuf and Al-Hamdani (2023) observed an importance and significant relationship among variables, where the marketing mix, especially price and brand image impact positively on the decision to purchase.

Besides, marketing strategy is crucial in the creation of purchase interest and marketing mix is also critical in buying intentions. The other research by Asal and Katheer (2024) revealed that effective pricing strategies have a positive effect on market share and consumer satisfaction. These researches note the significance of tactical pricing decisions, which have a direct influence on the performance of small and medium-sized enterprises (SMEs).

The findings indicate that there is a positive correlation between service quality, profitability, and international market density, which have a positive impact on the performance of the company. The pricing of its products also influences the profitability of the company. Moreover, the research paper has pointed out that the influence of pricing strategy, mediated by technology, has a positive significant effect on the performance of micro, small, and medium-sized enterprises, especially in the food industry. It also observed that micro, small and medium sized companies particularly those that deal with food industry are also benefited by effective pricing strategies.

The Relationship Between Promotion Marketing Strategy and Performance

Promotion marketing plan is regarded as significant in the performance of the company. The mediating role of the organizational innovation strategy to the company promotion was exhibited through an experimental study carried out using a survey of supervisors of financial industries in Taiwan. A number of studies have established a positive correlation between promotion marketing and performance of the company.

Data analysis provided six antecedents of psychological distance in the study results, which was achieved through personal interviews. According to the further quantitative analysis, only the national aspect of psychological distance is influenced by the efficiency of employees. Psychological distance affects cooperation, experience in the organization, exposure to the global market and national and personal aspects of perception. The research revealed that the dimensions of psychological distance influence the pricing in the marketing mix with regard to distribution which only demands modifications in the product dimensions of the marketing mix.

This paper has mentioned the advantages of artificial intelligence (AI) in organizations as the capability to improve organizational performance financial, marketing, managerial, and operational using AI (Abdulaziz & Yaqoub, 2021). As a result, organizations are able to increase the business values of the transformed projects. The findings also indicated that the organizations are only able to gain better performance after the AI capabilities are successfully applied. Moreover, according to the study by)Al-Hamdani & Al-Haidari ,2024), the digital technology has a positive effect on the marketing strategies of the company that subsequently influences the overall performance of the company.

Further research determined a list of marketing variables which could be controlled by the company to track the levels of desired sales in the target markets and determine their effects on performance. The marketing tool that should be used to achieve its goal of reaching customers is

promotion, which consists of real activities utilizing different tools and channels. It is usually combined with price, product, promotion and placement strategies. Its short- and long-term consequences, in relation to sales, as well as brand equity and financial value, have been repeatedly studied and proven. These researches show that marketing communications intervene between the association between marketing capabilities and the competitive strategy.

In addition, this study found the moderating influence of technological disruptions, which reinforced two associations: the one between marketing capabilities in promotion and the other between marketing communications and the competitive strategy. The implications of the findings include far reaching research in the field of industrial engineering (IE), decision making in new ventures and the performance of a company (Khattab & Wardi, 2023).

Measurement of Variables

Conceptualization of the Dependent Variable (Performance)

The changes to the company's products and services are termed as performance, thus it is crucial in managing the business (Qassas & Zakiya, 2019). The survival and continuity is paramount; the performance should be good and operational. Efficiency is not a goal of successful companies, and managers cannot be content with the fact that they do their job right and work hard. Their aspirations should not be limited to mere competency but rather emphasize on efficient change whenever it is required.

The effective change and performance are the distinguishing features of the organizational performance and services. To improve performance, companies can engage qualified personnel, create certain types of management, or provide open development of performance among all employees (Mahmoud, 2020). This may also be extended to customers, suppliers, or the wider community segments and each practice needs to have the right conditions and environments. Continuous performance development is an advantage to some companies (Smith, 2011).

The best practices that service company leaders can use to retain customers consist of customer experience personalization, the use of loyalty programs, and the utilization of modern technologies to provide customers with unique experiences. New customer loyalty programs will be needed to enhance customer experience (Muller et al., 2018). The loyalty programs reward customers, who consistently purchase and interact with a brand, with such benefits as discounts, redeemable points, free products, or access to new developments (Nakano & Wechsler, 2018). Such programs will be aimed at maintaining interest in the brand.

Therefore, performance is one of the fundamental aspects of creating competitive advantage, organization success, and economic power on the societal level. The current business environment has become dynamic with a fast changing technology, low product life cycles and globalization. As such, organizations have to become more innovative and adaptive to remain able to grow, remain competitive and leadership (Waheed, 2023).

Performance is also an effective thinking process that cannot occur randomly but is built over a period, until the individuals come up with creative marketing ideas. A creative mind is capable of developing new answers to the existing issues that have not been solved before, developing new and innovative products. Performance in this regard entails problem sensitivity, awareness of weaknesses, gaps, contradictions, and deficiencies, new assumptions formulation, the formation of new relationships, employment of available information, finding solutions, revision of assumptions, reassessment where needed, and the communication of the outcome (Yusuf, 2023).

The theoretical literature about performance reveals that market-centric companies and their executives are ever responsive to the identified needs of their customers. Nevertheless, there are certain chances to create new products and services, which may fail because customers

cannot express their specific needs. Companies should therefore embrace entrepreneurial strategies to warrant active intensive focus on arising and unrestricted customer demands (Kashkoul et al., 2022).

Response Rate

The data collection took a span of one month beginning with the dissemination of the questionnaires and going on until the responses were received in December. The number of questionnaires distributed was 49, as indicated in Table 9 and the study was able to receive 45 valid responses in one phase. There were questionnaires that had incomplete responses thus being left out.

Table: Response Rate

Description	Number	Percentage
Target Sample	**49**	)100(
Questionnaires were distributed in 2025 Questionnaires Received Invalid Responses Valid Responses	**49** **49** **4** **45**	**(100)** **(100)** **(0.088)** **(0.918)**
Outcome	**45**	**(0.918)**

Demographic Results

As indicated in the table above, each percentage has been described below depending on the questions and their frequencies. In the first question How long have you been in this position we can see that 15 percent are under one year in the position, 64 percent are 1 to 5 years in the position, 11 percent are 6 to 10 years at the position and rest are more than 20 years in the position.

For the second question, "How long have you been with this company?" 86% reported 1 to 10 years, and 13% reported 11 to 20 years.

In the third question that revolves around gender, 73 percent are male and 26 percent female.

On the 4 th question, age group, 73% are under 1 to 30 years, 15% are under 31 to 40 years, 8% are under 41 to 50 years and 2% are under 51 to 60 years.

In the fifth question, educational level, 13 percent have less than a bachelor degree, 82 percent have a bachelor degree, 2 percent have a master degree and 2 percent professorship.

In the sixth question, age of the company, one-third of the companies are 1-10 years, two-thirds share is 1-15 years, and the remainder, 40% is over 15 years.

In the seventh question which is ownership of the company, 71% owned by the locals, 8% owned by the foreigners, and 20% owned by joint ownership.

In the eighth question, number of employees, 48 percent of the companies have 1 to 200 employees, 11 percent have 201 to 300 employees, 6 percent have 301 to 400 employees, 2 percent have 401 to 500 employees, and 28 percent have above 500 employees.

Demographics	Frequency	Percentage (%)
1. How long have you been in		

this position?		
• Less than 1 year	**7**	**0.15**
• 1–5 years	**29**	**0.64**
• 6–10 years	**5**	**0.11**
• 11–15 years	**2**	**0.04**
• More than 20 years	**2**	**0.04**
• Result	**45**	**100**
How long have you been with this company?		
• 1–10 years	39	**0.86**
• 11–20 years	6	**0.13**
• Result	**45**	**100**
Gender		
• Male	33	**0.73**
• Female	12	**0.26**
• Result	**45**	**100**
What is your age group?		
• 1–30	33	**0.73**
• 31–40	7	**0.15**
• 41–50	4	**0.08**
• 51–60	1	**0.02**
• Result	**45**	**100**
What is the highest level of education you have completed?		
• Less than a Bachelor's degree	6	**0.13**
• Bachelor's degree	37	**0.82**
• Master's degree	1	**0.02**
• Professor/Doctorate	1	**0.02**
• Result	**45**	**100**
What is the age of the company?		
• 1 – 10 years	**15**	**0.33**
• 11 – 15 years	**12**	**0.26**
• More than 15 years	**18**	**0.4**
• Result	**45**	**100**
What is the ownership status of the company?		
• Local	**32**	**0.71**
• Foreign	**4**	**0.08**
• Joint	**9**	**0.2**
• Result	**45**	**100**
What is the number of employees in the company?		
• 1 – 200	**22**	**0.48**
• 200 – 301	**5**	**0.11**

• 300 – 401	**3**	**0.06**
• 400 – 501	**1**	**0.02**
• 500 and above	**13**	**0.28**
• Result	**45**	**100**

Statistical Description

The table illustrates the descriptive statistics of the variables of the study and summarizes the perception of the sample members on the variables being investigated to ascertain their validity and accuracy. The data underwent descriptive analyses after specific measurements were done on the dependent variable (company performance) and the independent variables (price, product, and promotion).

There are five items that comprise company performance with minimum (P) = 1 and max (P) = 5. In the case of the dependent variable (performance), the maximum value of the means is 4.311, and the minimum value of the mean is 3.600. The maximum standard deviation (SD) is 1.017 and minimum SD is 0.596. The findings showed that the lowest skewness value is -0.084, the highest skewness value is 5.611.

There is one independent variable (product) which is made of five items with minimum (MSPRO) and maximum (5) as the highest and lowest possible scores. The findings revealed that the mean value is 3.889 with the greatest value, and the mean value is 3.511 with the lowest value. The maximum SD is 0.884, and minimum SD is 0.749. The lowest skewness value is -0.585 and the highest skew value is 1.729.

The second independent variable (price) has three items, whereby the lowest and highest value (MSPRI) is 1 and 5 respectively. The obtained results showed that the largest mean is 3.711 and the smallest mean is 3.467. The max SD is 0.933 and min SD is 0.046. The lowest skewness value is = -0.764 and the highest skewness value = -0.137.

The same way the third independent variable (promotion) has three items, the lowest item (MSPRMI) has a score of 1, whereas the highest item (MPRMI) has a score of 5. The data indicated that the mean value is maximum at 3.711 and minimum at 3.644. The SD maximum is 1.158, and the SD minimum is 0.894. The lowest skew is -0.995 and the largest skewness is 1.869.

Table: Descriptive Statistics of the Variables

	(Mean)	(Observed) Min	(Observed) Max	(Standard Deviation)	(Excess Kurtosis)	(Skewness)
P-1	**3.622**	1.000	5.000	**1.017**	**1.107**	**-1.133**
P-2	4.311	1.000	5.000	0.784	5.611	-1.775
P-3	4.000	1.000	5.000	0.816	3.172	-1.267
P-4	4.000	2.000	5.000	0.596	2.300	-0.651
P-5	3.600	1.000	5.000	0.975	-0.084	-0.589
MSPRO-1	3.511	1.000	5.000	0.749	1.729	-0.860
MSPRO-2	3.578	2.000	5.000	0.882	-0.585	-0245
MSPRO-3	3.889	2.000	5.000	0.823	0.505	-0.776
MSPRO-4	3.867	1.000	5.000	0.884	1.400	-0.925
MSPRO-5	3.867	2.000	5.000	0.806	0.638	-0.801
MSPRI-1	3.489	2.000	5.000	0.910	-0.764	-0.241
MSPRI-2	**3.711**	1.000	5.000	0.046	-0.446	-0.467
MSPRI-3	3.467	1.000	5.000	0.933	-0.137	-0.579

MSPRMI-1	3.711	1.000	5.000	0.980	0.133	-0.694
MSPRMI-2	3.667	1.000	5.000	0.894	1.869	**-1.007**
MSPRMI-3	3.644	1.000	5.000	1.158	-0.995	-0.410

Data Reliability and Validity

The table gives the report of the reliability analysis. According to Sekaran (2010), the most significant tool that is used in testing reliability is Cronbach alpha, which is used to determine the consistency and stability of a variable. The closer the value of Cronbachs alpha to 1.0, the better the data reliability and the lower the value of Cronbachs alpha, the lower the data reliability is and vice versa (Guzman, Jaenisch, Gaczkowski, Ty Hang, Sekaran, Kroeger, & Simmons, 2010).

Table 7 shows the reliability calculation of the variables according to the data gathered at the companies. The alpha of the Cronbach obtained with respect to performance (dependent variable) was 0.513.

With respect to factors of marketing strategies (the independent variables) the Cronbach alpha coefficients were as follows: price 0.621, product 0.619 and promotion 0.570.

All the measures depended on the reliability of Cronbach, though they were rather low and under 0.70, and between 0.513 and 0.621 in the case of Iraqi companies. These lower values notwithstanding, everything was retained, especially because the performance variable achieved the value of 0.513 in the surveyed companies.

Table: Data Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
PERFORMANCE	0.513	0.617	0.674	0.348
PRICE	0.621	0.879	0.779	0.551
PRODUCT	0.619	0.706	0.754	0.400
PROMOTION	0.570	0.613	0.778	0.544

Correlation Test

The purpose of the research was to determine how the elements of the marketing strategy affect the performance of the trade sector of the companies in Iraq. There were four hypotheses that were formulated. The findings have shown that the independent variables aspects have a positive relation to the performance, and the associations between the variables were determined to be proportional.

As shown in Table 13, price is positively correlated with performance ($r = 0.499$, $p < .01$), product is positively correlated with performance ($r = 0.642$, $p < .01$), promotion is positively correlated with performance ($r = 0.511$, $p < .01$), and product is positively correlated with price ($r = 0.653$, $p < .01$). Promotion is positively correlated with price ($r = 0.514$, $p < .01$) and promotion is positively correlated with product ($r = 0.624$, $p < .01$).

Table: Correlation Test

	PERFORMANCE	PRICE	PRODUCT	PROMOTION
PERFORMANCE	1.000	0.438	1.000	0.005
PRICE	0.499	1.000	1.000	1.00
PRODUCT	0.642	0.653	1.000	1.00
PROMOTION	0.511	0.514	0.624	1.000

R-Square Test

The coefficient of determination (R^2) is measured in the table. The dependent variable in this study has a value of R^2 = 0.438. It means that the predictors (price, product, promotion) explain 43 percent of performance efficiency variation. To this end therefore, the independent variables explain 43% of the dependent variable with 57 percent variance being unexplained. These are other influencing variables that should be focused on to ensure an optimal level of performance.

Table: R-Square Test

	R-square	R-square adjusted
PERFORMANCE	0.438	0.397

Hypotheses Test

The table indicates the findings of the research indicating that one hypothesis is accepted and two hypotheses are rejected. The findings show that the effect of the product (PRODUCT) and the performance (P) is positive and statistically significant and the values of P and t are less than 0.045 and 0.009 respectively. The research also indicated that price (PRICE) and performance (P) were positively correlated but not statistically significant with the result of P and t = 0.644 and t = 0.462. Also, the outcomes showed that there was a positive and non-significant correlation between promotion (PROMOTION) and performance (P), P = 0.459 and t = 0.742.

Table: Hypotheses Test

	Original sample (O)	**Sample men (M)**	**Standard deviation (S.D)**	**T statistics (|O/STDEV|)**	**P values**	**Results**
PRICE -> P	0.109	0.136	0.236	0.462	0.644	Regected
PRODUCT-> P	0.469	0.487	0.233	2.009	0.045	Accepted
PROMOTION -> P	0.163	0.161	0.219	0.742	0.459	Regected

***** P < 0.001 **p < 0.01، *p < 0.05**

Table of Hypotheses Results

Hypotheses		Result:
First Hypothesis:	There is a positive and statistically significant relationship between product marketing strategy and company performance.	Accepted
Second Hypothesis:	There is a positive and statistically significant relationship between pricing marketing strategy and company performance.	Rejected

Third Hypothesis:	There is a positive and statistically significant relationship between promotion marketing strategy and company performance.	Rejected

Conclusion

1. The explicit marketing strategies (like digital marketing, product prices based on the market, and branding) have a positive influence on the revenue and profitability and the market share of small and medium-sized enterprises.
2. Significance of local market knowledge: Firms that engaged in market research and knew the needs of the Iraqi clients managed to create products and services that fit the consumer tastes and preferences and therefore resulted in high levels of customer satisfaction and loyalty.
3. Online marketing as a key element: The application of social media and web advertisement lowered the expenses and increased the customer base especially as the use of internet among the youth increased.
4. Environmental and regulatory issues: Lack of proper infrastructure, economic and security volatility, and inadequate marketing culture by certain entrepreneurs minimized the entire value of marketing strategies.
5. Role of human resources: The availability of qualified marketing personnel and constant training made it possible to translate marketing plans into actual output otherwise companies who could not do this experienced problems in implementation.

Recommendations:

1. Prepare overall marketing strategies: This is vital to prepare and execute marketing strategies that are premised on market research and competitor analysis, and have specific short-term and long-term measurable goals.
2. Digital transformation: Invest in electronic marketing (professional websites, paid advertisement, and managing social media accounts) to reach more people and minimize the expenses of traditional marketing.
3. Staff training: Conduct workshops and training programs to train the marketing and sales staff on their digital marketing, customer services, and brand management skills.
4. Government backing and easy access to funding: This should encourage the government bodies and banking institutions to offer financing schemes and tax breaks to promote small and medium-sized business marketing strategies.
5. Customization of the Iraqi market: Be flexible, make decisions based on the economic and security dynamics and concentrate on developing the long-term relationships with the local consumers.

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