
**The Role of Lean Marketing in Enhancing Marketing Effectiveness:
An Exploratory Study at the General Company for Petrochemical Industries – Basra-
Iraq**

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Abstract. Nowadays we face many challenges and difficulties that prevent developments towards the age of lean marketing to arise after the failure of costs and small business economics in the face of corporate compensation, flexibility and the economics of diversification. In light of this, the reason for choosing the subject of the study is the prevalence of the philosophy of agility in all aspects of organized life, and here there must be a role for marketing in initiating the philosophy of agility in order to reduce waste in every marketing activity, as well as the importance of the role of marketing effectiveness. It is one of the important concepts that organizations implement to achieve their goals in order to organize them in the labor market and seek to increase their profits if it is applied properly. The problem of the study revolves around several fundamental questions, the most prominent of which is how does lean marketing contribute to enhancing marketing effectiveness? What is the nature of the relationship and influence between the lean marketing methodology and marketing effectiveness? The importance of the study lies in the field dimension based on attempts to diagnose and analyze the reality of lean marketing and its relationship to marketing effectiveness in the company. The study field aims to diagnose and analyze the reality of the lean marketing methodology and its impact on the effectiveness of suspense. The General Company for Petrochemical Industries in Basra was chosen as the study community. A deliberate sample consisting of (60) individuals from different levels of management was elected. A questionnaire form was designed to collect data related to the variables of the study. Descriptive approach to measure the indicators of the adopted variables according to the five-point Likert scale was used. Data were subjected to descriptive and inferential statistical analysis using (SPSS) program, and the study reached several conclusions, the most prominent of which is that there is a strong, positive, and statistically significant correlation and influence between: the dimensions of lean marketing and the dimensions of marketing effectiveness. The most important recommendations of the study were to strength the company's direction to adopt the lean marketing methodology which contributes to enhancing marketing effectiveness.

Keywords: Lean Marketing, Marketing Effectiveness, General Company for Petrochemical Industries in Basra - Iraq

Introduction

The world has witnessed a major change in all aspects of life, and in the field of business, the pace is accelerating towards radical changes in work methods and administrative practices, in addition to the intensification of competition between business companies in order to maintain the continuity of their competitive position in the market. In light of these challenges and circumstances, philosophies, phenomena, have been born. New concepts of great importance in the future of organizations in general, and our national organizations in particular, including the philosophy of agility in marketing, which is based on maximizing the added value for customers, reducing waste, and achieving continuous improvement of activities. Marketing, eliminating redundant marketing activities, increasing the professionalism of employees, focusing on the customer, achieving (the Four Ps) in an

economical and efficient manner, and creating maximum impact by using the minimum amount of effort, and based on the above, many organizations are trying to practice Lean marketing activities in order to achieve marketing effectiveness in particular, by adopting the customer philosophy, an integrated marketing organization, integrated marketing information, the presence of a strategic direction as well as the efficiency of marketing operations. Based on the above, this study came to focus on basic topics of the organization's success and excellence, which is Lean Marketing, and marketing effectiveness through discussing the intellectual and theoretical philosophy of these topics and their applications. The study was divided into four sections, the first on is dealing with the research methodology, the second, the theoretical aspect, the third, the applied aspect, and the fourth the conclusions and recommendation.

Scientific Methodology

Research Problem

Marketing and production organizations seek to improve their performance by possessing successful means that enhance this trend, and therefore they adopt methods that enable them to achieve this. Due to the prevalence of the philosophy of agility in many aspects of the organization's life and the positive aspects that this philosophy has created, it has become necessary to use agility. In marketing activities, achieving efficiency and reducing waste, and adopting a philosophy of continuous improvement in all activities of marketing, building value and added value to the customer, and achieving customer satisfaction, in an effort to enhance the effectiveness of marketing in the organization. Based on the above, the problem of the study was formulated with the following basic question:

How does lean marketing contribute to enhancing marketing effectiveness in the organization under study?

According to the main question, we derive the following immediate sub-questions: -

1- What is the level of awareness of the management of the organization in the field of study of the importance of the study variables and the need for them, which prompted the researchers to address them in order to encourage the organization to adopt modern marketing methods instead of traditional methods.

2 - What is the availability of trained material and human resources available to the organization in the field of study? To apply the marketing agility philosophy to enhance marketing effectiveness.

3- To what extent does the marketing agility philosophy enhance marketing in its research organization?

4- Is it possible, for the organization, to adopt the lean marketing as a central business philosophy through which it can effectiveness marketing?

Study Importance

The importance of the study stems from the importance of lean marketing and its role in enhancing the effectiveness of marketing for contemporary organizations, as follows: -

1- Cognitively: The importance of the study is embodied in framing the literature and research contributions in two areas of knowledge in marketing management, represented in the field of lean marketing and marketing effectiveness, with the aim of providing an integrated model and concepts regarding the causal relationships between the two fields of knowledge.

2- The field dimension of the study represents the attempt to diagnose and analyze the reality of lean marketing and the effectiveness of marketing in the organization, the field of study in order to increase the interest of the organization, the sample of the study, in the topic of lean marketing, its dimensions, and work to implement it to enhance marketing effectiveness.

Study Objectives

The current study, based on its problem and importance, aims to achieve the following:

- 1- Determine the extent to which the organization under study adopts the dimensions of lean marketing in its marketing activities.
- 2- Determine the level of adoption by the researched organization of the dimensions of marketing effectiveness.
- 3- Providing a set of conclusions and suggestions that the organization can benefit from in its field of work.

Hypothetical Scheme of Study

Figure (1) shows the hypothetical diagram of the study, which depicts the causal relationships between the dimensions of lean marketing and marketing effectiveness, which can be defined as follows:

1- Independent variable: which explain the dimensions of measuring lean marketing include reducing (excessive marketing operations, unnecessary inventories, unnecessary outputs, waiting time, unnecessary processing, unnecessary transportation, defective outputs, activating untapped skills, creativity, and continuous improvement practices in marketing activities (Stowell, 1998; Ohno, 1998; Liker, 2004).

2- Dependent variable: which reflect effective dimensions of marketing including (customer philosophy, comprehensive marketing organization, detailed marketing information, existence of strategic orientation and operational efficiency) (Kotler, 1977, 1997).

In light of the above, it was decided to subjugate variables of the hypothetical chart to the study and examination to explain the correlation of the variables and the effect of the variation as they are shown in Figure (1).

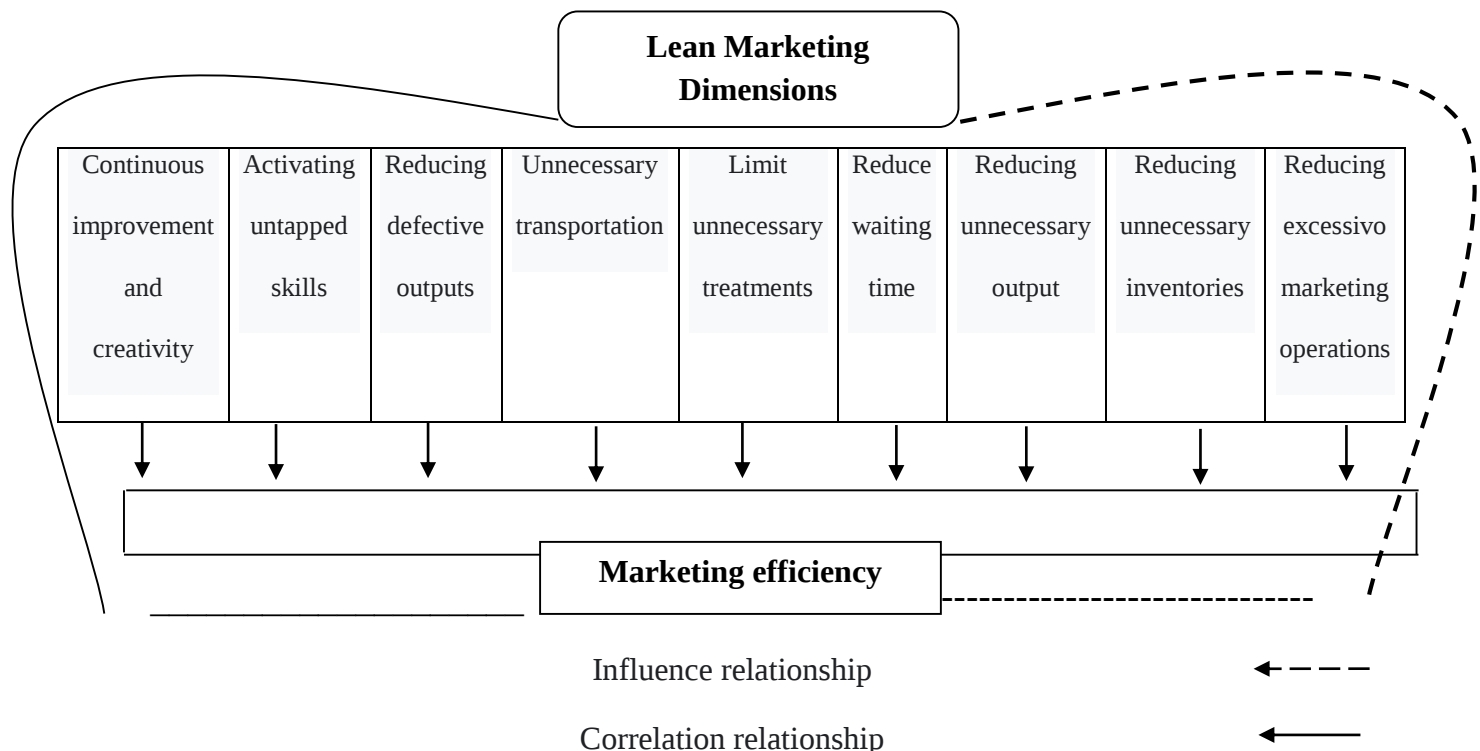


Figure (1): Dimensions of Lean Marketing

Source: Prepared by the researchers by making use of scientific sources related to the variables of the study

Study Hypotheses

The study hypotheses stem from an attempt to answer the intellectual questions that arise from the problem and objectives of the study. The hypotheses have been formulated as follows:

A- The main hypothesis states that (there is no statistically significant correlation and influence between lean marketing in its dimensions and marketing effectiveness in its dimensions)

From this main hypothesis, the following sub-hypotheses emerged:

1- There is no statistically significant correlation and effect between reducing excessive marketing operations and marketing effectiveness.

2- There is no statistically significant correlation and effect between reducing unnecessary inventories and marketing effectiveness.

3- There is no statistically significant correlation and effect between reducing unnecessary movements and marketing effectiveness.

4- There is no statistically significant correlation and effect between reducing waiting time and marketing effectiveness.

5- There is no statistically significant correlation and effect between unnecessary treatments and marketing effectiveness.

6- There is no statistically significant correlation and influence between unnecessary transportation and marketing effectiveness.

7- There is no statistically significant correlation and effect between reducing defective outputs and marketing effectiveness.

8- There is no statistically significant correlation and influence between activating untapped skills, creativity, and marketing effectiveness.

9- There is no statistically significant correlation and influence between continuous improvement, creativity, and marketing effectiveness.

Limitations of the Study

The limitations of the study are as follows:

1- Field boundaries of the study: Due to the nature of the variables of the study, and the fact that marketing agility seeks to enhance marketing effectiveness, the General Company for Petrochemical Industries in Basra Governorate was chosen as a field for the study.

2- The temporal limits of the study: related to the researchers' field experience, which extended for the period from 2/12/2022 to 4/5/2023.

3- Human limits of the study: Employees of the General Company for Petrochemical Industries in Basra who hold degrees: Master's, Bachelor's, Technical Diploma and from various specializations.

Data Collection

In its theoretical and field aspects, the study relied on a number of methods. These methods are:

1- The theoretical aspect: Theoretical and field knowledge (Arab sources, foreign sources, Arab and foreign research, research site) related to the subject of the study was employed in establishing and framing the theoretical aspect in a way that serves the objectives of the study.

2- The practical aspect: For the purpose of testing the study's hypotheses in light of the study's problem, its importance, and its main variables, a questionnaire was designed that included (42) items that covered 2 main variables. It included (14) sub variables, and the five-point Likert scale was relied upon, which is graded according to the following (strongly disagree 1, disagree 2, somewhat agree 3, agree 4, strongly agree 5). The questionnaire was presented to a group of expert arbitrators from various Iraqi universities.

Study Population and Sample Description

In order to achieve the objectives of the study, the General Company for Petrochemical Industries in Basra - Iraq, which is one of the public sector organizations, was chosen as a field for the study, and many field visits were carried out to the aforementioned company to survey the opinions of senior and middle leaders, people's officials, and administrative units as a research community. For this purpose, the purposive sampling method was used, as a questionnaire prepared for this purpose was distributed to the aforementioned sample, consisting of (administrative and middle leaders, officials of the people, and administrative units), and it included (64) respondents of the questionnaires that reached the audit stage, 4 of them were excluded because they were not suitable for statistical analysis. Thus, the sample size within the statistical analysis stage was (60) respondents, whose answers were subjected to statistical analysis using the (SPSS) program.

Statistical Methods

A number of statistical methods were used that helped to complete this study, through which the required results were reached by analyzing the relationships between the study variables and the nature of their influence on the other, as well as testing hypotheses. these methods include:

- 1-Factorial and exploratory analysis to test the measurement instrument.
- 2- The correlation matrix (simple Spearman correlation coefficients) and multiple correlation coefficient were used in order to test the correlation hypotheses emerging from the study.
- 3- Multiple and simple regression coefficient, program (SPSS var23) to test impact hypotheses.
- 4- Excel 2007 program for extracting mathematical equations.

Starting Points of Study Variables

Lean Marketing Concept

1- Lean marketing is a way to earn more money by reducing spending. It is lean marketing - it focuses on identifying, reducing or eliminating waste in marketing activities, innovating cost reduction, distinguished use of technology and preparing it in advance in order to reach customers in moments (Jenkins & Gregory, 2003:13).

2- Lean marketing is everything about customer value, focusing efforts on eliminating waste, and focusing on valuable elements for customers to get things, when they want them, and how they want them, with all extensive experience in this field (Girdler, 2016:2).

The Importance of Lean Marketing

The literature agreed that lean marketing is very important, whether before or after the lean transformation process. Before starting the lean transformation, there was a need for an initial step, which is that the company must choose products that will guarantee it in the future. This step we call understanding the product, and it is often done Lean marketing ignored by hardliners who care only about manufacturing aspects. But at the stage of understanding marketing, the process of knowing the market and customer needs must play a major role, even when the lean transformation process is implemented, the production capacity that was freed through the lean transformation. It must be (sold) and converted into more revenues and profits. This often requires restructuring the sales network, a new communications strategy, and lean conversion is the process that began for the first time. Marketing is the very important factor in the process because it is the agent of continuous innovation that always increases. From the

ability to transform continuous internal improvements, into a never-ending ability to compete (Mitto, 2016:2).

Objectives of Lean Marketing

Lean marketing seeks to achieve the following goals (Lowry, 2003:47; Dewell, 2007:24; Asefeso, 2013:11; Elias & Harrison, 2015:1):

- 1- Reducing waste, insufficient processes and increasing the professionalism of workers in every field of marketing.
- 2- Providing the required functional performance by changing some processes and applying the correct principles to save time and money.
- 3- Placing the customer at the center of marketing activities and providing significant value to the customer.
- 4- Continuous improvement of systems that will provide different benefits as the business changes or it develops more skills.
- 5- The ability to innovate before the need for continuous improvement to ease the necessary interaction between management and workers.
- 6- Increase productivity, reduce cost of sales, improve marketing and sales effectiveness, retain customers and grow new business.
- 7- Eliminate marketing activities that do not add value to the customer.
- 8- Building awareness of the business relationship around global sourcing.

Dimensions of Lean Marketing

We are inspired by the types of waste in lean marketing from the Ohno model of lean production, which includes seven types of waste that can be applied in the field of lean marketing. (Stowe, 1997) and (Lowry, 2003) (Gibbons et al., 2012) and (Payaro & Papa, 2016) are all agree with that explanation. In light of this, we review the seven types of waste in the field of lean marketing, as well as the eighth type of waste that was added by (Liker, 2004), as well as continuous improvement practices as follows:

1- Reducing Excessive Marketing Operations:

Excessive marketing operations occur when there is a deviation between what the organization provides in terms of information, functions, and communications, compared to the actual needs of the market. For example, installing an electronic device for use for the first time without there being a need to use it is a waste because that function is the result of a process. Research and development, and requires a team of technical personnel for implementation and design, thus generating unnecessary costs. Excessive marketing activities are usually a sign of poor planning if we are not completely sure of the goal we want to achieve. Measuring the return on investment is essential, and therefore enables the organization to focus more effectively on successful activity and eliminating wasteful marketing methods, thus freeing up capital, which is a profit for the organization. (Jenkins & Gregory, 2003:8)

2- Reducing Unnecessary Stocks:

Inventory is formed as a result of excessive production compared to actual market demands. Sales forecasts are difficult to achieve. In economies that are very dynamic and always rapidly changing, if they are not managed appropriately, inventory becomes accumulated and materials are not sold, thus generating additional costs for the organization.

3- Reducing Unnecessary Motions:

It refers to body movements to accomplish work or a task that do not add direct value, or do not add perceived value to the product. Such movements are considered unproductive.

4- Reducing Waiting Time:

It is the period of time during which customers receive the required value. If the waiting period is unplanned, it is usually seen as a waste. The waiting period is not seen from the

customer's point of view as an acceptable period, because waiting rooms or waiting lists generally raise thoughts. Or negative feelings. Moreover, at the present time, time is a precious resource, so waiting is considered a "waste of time" (Bateson, 1993:211).

5- Reducing Unnecessary Processing:

This happens when solutions are complex and simpler ones are tested, and with regard to any process in practice, this means using more resources than necessary. This type of waste is difficult to identify or eliminate. Lean principles can be applied in the marketing planning process, and emphasizing the Using resources correctly, without unnecessary waste, for example long-term market research, may be carried out without a real understanding of customers and their desires, which can lead to solutions that can be developed completely different from those we need.

6- Reducing Unnecessary Transportation:

Transportation is essential in making products available to customers, with continuous analysis and examination of the flow of materials from the source of raw materials to the place of consumption. Above all in the global economy, transportation can help reduce this type of waste. The extent of this waste can be seen in the costs Logistics, the expense component, does not only mean transportation organizations, but all the operations that goods need to be transported from one place to another.

7- Reducing Defective Output:

Defective outputs are never seen by customers as positive, and they are a form of waste. They occur when the system (product, service, environment) does not meet the specified quality conditions, and the costs of lack of quality are not easy to predict or determine directly, and often it cannot be underestimated, in whole or in part, what costs money are low-quality things.

8- Activating Unutilized Skills and Creativity:

In 2004, Liker presented the untapped creativity of workers as an eighth type of waste, and with the proposal he worked to present some flexible aspects such as lost ideas, untapped workers' skills, failure to attract educational opportunities, or failure to listen to other people's opinions (Liker, 2004: 197).

9- Continuous Improvement in Marketing Activities:

The term continuous improvement means change for the better, and continuous improvement in marketing activities is the process of change that aims to reduce waste in marketing activities that can help in obtaining more of the organization's marketing budget, improving the marketing database by constantly adding more information. Through feedback to the sales force or response to marketing campaigns. Continuous improvement in marketing helps achieve a better return on investment in marketing (Stowell, 1997:4).

Marketing Effectiveness

The Concept of Marketing Effectiveness

Marketing effectiveness is the extent to which marketing actions help an organization achieve its business objectives (Ambler et al., 2001). It is also the quality with which managers go to the market to improve their spending in order to achieve good results in the short and long term. (Solcansky & Simberova, 2010). It is also the process of determining the way in which organizations enter the market with the aim of improving profits, reducing costs, and achieving better results (Egberi & Okpako, 2011).

The Factors that Drive the Level of Marketing Effectiveness

(Nwokah, 2006:25; Nwokah and Ahiauzu, 2008:863) indicate that there are five factors that drive the level of marketing effectiveness:

1- Marketing Strategy:

Marketing effectiveness can be improved by using a superior marketing strategy by positioning the product or brand correctly, so the product or brand will be more successful in the market than competing products/brands. Even with the best strategy, marketers must execute their programs correctly to achieve extraordinary results.

2- Creative Marketing

Even without a change in strategy, better creativity can improve results, and introducing a new creative concept into the organization can increase the growth rate.

3- Marketing Creative Implementation:

By improving how marketers enter the market, they can achieve significantly greater results without changing strategy or execution Creativity, and at the level of the marketing mix, marketers can improve implementation by making small changes in any or all of the four elements (product, price, place, Promotion) without making changes to the strategic positioning or creative implementation marketers can improve their effectiveness by better managing and implementing marketing campaigns.

4- Marketing in Fra structure:

Improving marketing work may lead to significant gains for the organization. Agency management can prepare budget, motivate, and coordinate marketing activities to improve competitiveness as well as improve results.

5- Exogenous Factors:

In general, external factors are outside marketers' control, and they affect how marketers improve their results. Thus, seasonality, concerns, or environmental legislation can be used to improve marketing effectiveness.

Dimensions of Marketing Effectiveness

There is an agreement between (Appiah-Adu et al., 2001), (Nwokah & Ahiauzu, 2009), and (Kotler, 1997) that the dimensions of marketing effectiveness are:

1- Customer Philosophy:

Customer philosophy includes management's awareness of the importance of the organization designing a product that meets the needs and desires of the target markets, developing different marketing offers and plans different segments of markets, and the organization's management taking into account, when planning its work, the complete vision of marketing system from (the suppliers distribution channels, competitors, customers, environment) (Al Hashemi & Al-Mulla Hasan, 2021:122).

2- Integrated Marketing Organization:

The Integrated Marketing Organization is based on high-level marketing integration and control of the main marketing functions, and it works well with the organization's marketing department in the process of research, manufacturing, purchasing, physical distribution, and conversion, as well as working to make the process of developing a new product is a well-organized process.

3- Integrated Marketing Information:

Integrated marketing information helps the organization to regularly carry out marketing research to study customers, purchasing influences, distribution channels, and competitors. It also provides the organization's management with full knowledge of sales capabilities, profitability of different market sectors, customer areas, and products. And other sizes. In addition, it gives the organization's management the ability to expand efforts to measure the cost effectiveness of various marketing expenses.

4- Existence of Strategic Orientation:

Strategic orientation enables the organization's management to develop annual marketing plans and accurate, long-term plans that are updated annually, as well as

identifying the most important emergency situations and developing emergency plans, in addition to that the organization's management works to ensure that the current marketing strategy is clear and innovative. It is based on a database.

5- **Operational Efficiency:**

The organization's management in the field of operational efficiency focuses on delivering marketing thinking to the upper levels and being applied by the lower levels, working to use marketing resources effectively, and demonstrating a good ability to respond quickly and effectively to immediate development. High-performing organizations focus on core operations through developing new products as well as attracting and retaining customers. The organization's exploitation of its resources is reflected in the efficiency of its operations and its marketing effectiveness in order to achieve competitive advantage (Al Hashemi & AL-Mula Hasan, 2021: 124).

Practical Aspect of the Research

Search Measures

The researchers used a scale consisting of nine dimensions to measure lean marketing, while marketing effectiveness was measured through five dimensions, noting that all research measures are based on the five-point Likert scale, and Table (1) provides a detailed explanation of these measures, with Cronbach alpha values. Which measures the stability of the scale, and (Al-Mashhadani et al., 2012: 320) and (Urasachi, 2015: 681) have counted that the accepted standard ratio in administrative research is (0.60) or more, and it is clear from the table that all values are acceptable from a statistical standpoint.

Table (1): Measures used in the research with Cronbach Alpha Values

Se.	Measures	Code	No. of Items	Cronbach alpha
1	Reducing excessive marketing operations	X1	3	0.70
2	Reducing unnecessary inventories	X2	3	20.60
3	Limit unnecessary movements	X3	3	0.64
4	Reduce waiting time	X4	3	0.79
5	Limit unnecessary processing	X5	3	0.78
6	Limit unnecessary transportation	X6	3	0.80
7	Reducing defective outputs	X7	3	0.77
8	Activating untapped skills and creativity	X8	3	0.86
9	Continuous improvement in marketing activities	X9	3	0.74
	Lean marketing	X	27	0.95
1	Customer philosophy	Y1	3	0.87
2	Integrated marketing organization	Y2	3	0.86
3	Integrated marketing information	Y3	3	0.87
4	The presence of strategic direction	Y4	3	0.85
5	Efficiency of operational processes	Y5	3	0.80
	Marketing effectiveness	Y	15	0.96

Source: Researchers Preparation

Construct Validity

The researchers adopted confirmatory factor analysis for the purpose of verifying the construct validity of the scale through the statistical program (AMOS, 23), as shown in Figure (2):

First: Confirmatory structural validity for the lean marketing variable: The figure below shows the confirmatory factor.

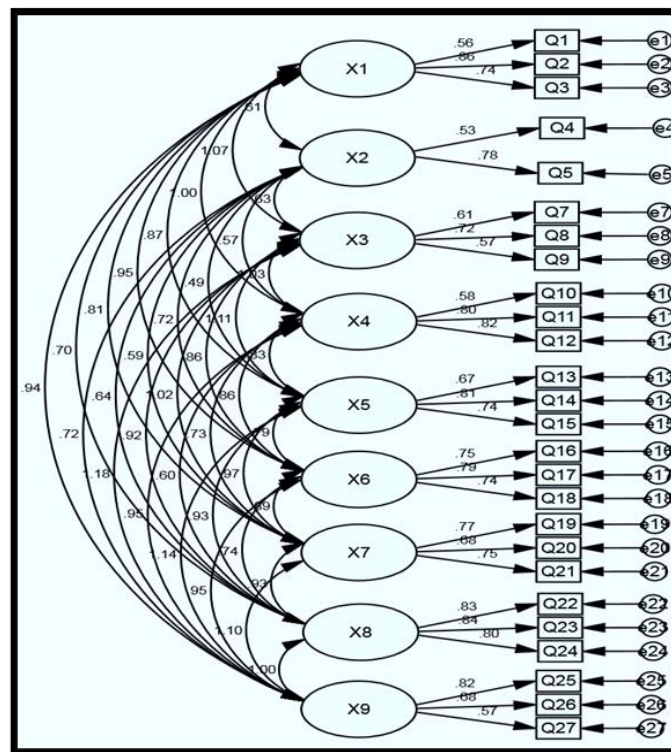


Figure (2): Confirmatory factor analysis of the Lean marketing variable

The Model Fit Index (GIMN/df = 2.05, CFI = 0.91, TLI = 0.901, RMSEA = 0.081) were also among the acceptable values, noting that the value of the Estimates Parameter exceeded or was equal to (0.40).

Second: Confirmatory structural validity for the marketing effectiveness variable: Figure (3) shows the confirmatory factor analysis for the marketing effectiveness variable.

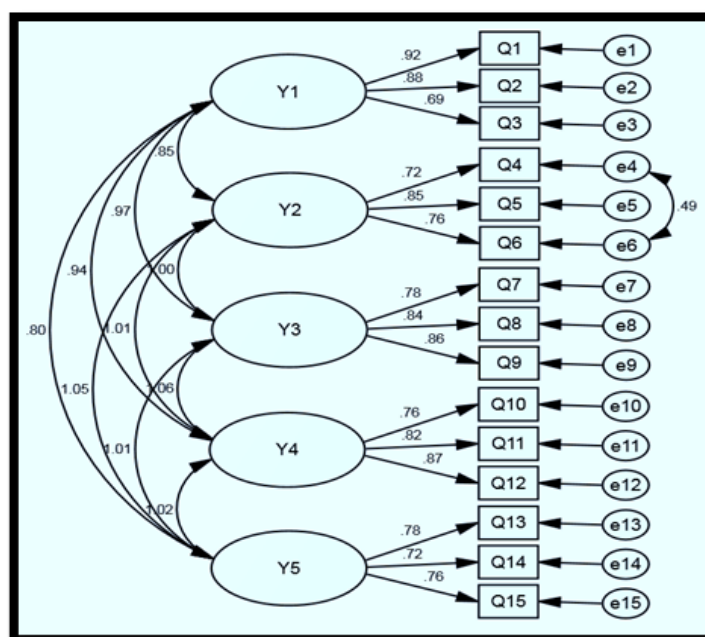


Figure (3): Confirmatory factor analysis of the marketing effectiveness variable

The Model Fit Index (CIMN/df = 2.33, CFI = 0.92, TLI = 0.91, RMSEA = 0.078) were also among the acceptable values, noting that the value of the Estimates Parameter exceeded (0.40).

Descriptive Statistics

Descriptive statistics for the study variables are noted in Table (2), noting that the hypothesized arithmetic mean of the scale (3) was relied upon as a basis to determine the extent of the study sample's awareness of the research variables.

Table (2): Descriptive statistics for study variables

Se.	Measures	Arithmetic Medium	Standard deviation
1	Reducing excessive marketing operations	3.54	0.84
2	Reducing unnecessary inventories	3.22	0.74
3	Limit unnecessary movements	3.43	0.68
4	Reduce waiting time	3.77	0.82
5	Limit unnecessary processing	3.52	0.79
6	Limit unnecessary transportation	3.49	0.83
7	Reducing defective outputs	3.51	0.86
8	Activating untapped skills and creativity	3.41	0.96
9	Continuous improvement in marketing activities	3.56	0.74
	Lean marketing	3.49	0.69
1	Customer philosophy	3.51	0.87
2	Integrated marketing organization	3.41	0.92
3	Integrated marketing information	3.41	0.86
4	The presence of strategic direction	3.50	0.91
5	Efficiency of operational processes	3.29	0.83
	Marketing effectiveness	3.42	0.81

Source: Researcher preparation

Descriptive Statistics for the Lean Marketing Variable

From Table (2) containing the descriptive statistics for the lean marketing variable, the following points have become clear:

1. After reducing the waiting time, the (LM) achieved the highest weighted average of (3.77). The value of the arithmetic mean is higher than the hypothetical arithmetic mean, and this indicates the prevalence of this dimension among the sample of the study to achieve lean marketing, noting that the answers of the sample members were consistent and this is supported by the fact that the value of the standard deviation was (0.82), which is a small value.

2. After reducing unnecessary stocks, the (LM) achieved a weighted arithmetic mean of (3.22). Although the value of the arithmetic mean is higher than the hypothetical arithmetic mean, it is the lowest of the arithmetic means for the variable, and this indicates its weak availability compared to the rest of the dimensions. This is supported by the fact that the value of the standard deviation was (0.74), which is a small value that indicates the consistency of the sample's answers regarding the aforementioned dimension. As for the rest of the dimensions of lean marketing, their weighted means range from the lowest weighted mean, which is (3.22), to the highest weighted mean, which is (3.77).

3. In general, the lean marketing variable achieved an arithmetic mean of (3.49), which indicates the strength of the company's adoption by the research community for this variable.

This is supported by the fact that the value of the standard deviation reached (0.69), which is a small value that indicates the strength of the consistency of the study sample's answers.

Descriptive Statistics for Marketing Effectiveness Variable

From Table (2), which includes descriptive statistics for the marketing effectiveness variable, the following is clear:

1. The customer philosophy dimension achieved the highest weighted mean of (3.51). The value of the arithmetic mean is higher than the hypothetical arithmetic mean, and this indicates the study sample's awareness of the importance of achieving customer satisfaction for the company's success. This is supported by the fact that the value of the standard deviation was (0.87), which is a small value that indicates the strength of the convergence of the study sample's views regarding the aforementioned dimension.

2. The efficiency of operational processes achieved the lowest weighted mean of (3.29). The value of the arithmetic mean is higher than the hypothesized arithmetic mean. This indicates the strength of the study sample's awareness of the importance of the efficiency of the company's operational marketing processes. The consistency of the sample members' answers is noted because the value of the standard deviation amounted to (0.83) indicates the strength of the convergence of the views of the study sample regarding the aforementioned dimension. As for the rest of the dimensions of the marketing effectiveness variable, their weighted means range from the lowest weighted mean, which is (3.29), to the highest weighted mean, which is (3.51).

3. In general, the marketing effectiveness variable achieved a weighted mean of (3.42), which indicates the strength of the study sample's awareness of the importance of marketing effectiveness in the company. This is supported by the value of the standard deviation (0.81), which is a small value that indicates the strength of the consistency of the answers of the study sample members.

Testing Research Hypotheses

The researchers adopted a set of statistical methods to test the first and second main hypotheses that emerged from the research, as follows:

First Hypothesis

There is a significant correlation between lean marketing and its dimensions (reducing excessive marketing operations, reducing unnecessary inventories, reducing unnecessary movements, reducing waiting time, reducing unnecessary processing, reducing unnecessary transportation, reducing defective outputs). Activating untapped skills, creativity, and continuous improvement with effective marketing.

Table (3): Correlations Between Study Variables

Sr.	Independent Variable	Marketing effectiveness
1	Reducing excessive marketing operations	**0.75
2	Reducing unnecessary inventories	**0.70
3	Limit unnecessary movements	**0.85
4	Reduce waiting time	**0.66
5	Limit unnecessary processing	**0.88
6	Limit unnecessary transportation	**0.77
7	Reducing defective outputs	**0.86
8	Activating untapped skills and creativity	**0.84
9	Continuous improvement in marketing activities	**0.94
	Lean marketing	**0.95

Note: **Significant at 1% level

Source: researchers' preparation

Table (3) above indicates the results of testing the first main hypothesis and the subsidiary hypotheses that emerged from it. All correlations were positive and significant at the level of (1%) between lean marketing and marketing effectiveness, whether on the dimensional level or on the overall level. It is clear that the strongest correlation was between continuous improvement in marketing activities and marketing effectiveness, with a correlation coefficient of (0.94). The weakest correlation was between reducing waiting time and marketing effectiveness, with a correlation coefficient of (0.66). At the overall level, the correlation between lean marketing and marketing effectiveness reached (0.95), which is a strong relationship. The researcher infers acceptance of the first main hypothesis and its sub-hypotheses

Second Hypothesis

Lean marketing has a significant effect by reducing (reducing excessive marketing operations, reducing unnecessary inventories, reducing unnecessary movements, reducing waiting time, reducing unnecessary processing, reducing unnecessary transportation, reducing Defective outputs, activating untapped skills and creativity, continuous improvement) in marketing effectiveness. Table (4) shows the test of the second hypothesis using simple regression.

Table (4): Testing Second Hypothesis

Independent and dependent variables	Marketing Effectiveness A B		Value of "t" and its significance	Value of "F", its significance	Value of R2
Reducing excessive marketing operations	0.85	0.73	**8.74	**76.40	0.57
Reducing unnecessary inventories	0.95	0.77	**7.57	**57.24	0.50
Limit unnecessary movements	-0.03	1.00	**12.17	**148.22	0.85
Reduce waiting time	0.98	0.65	**6.68	**44.67	0.43
Limit unnecessary processing	0.28	0.89	**13.89	**191.80	0.77
Limit unnecessary transportation	0.78	0.76	**9.30	**86.64	0.60
Reducing defective outputs	0.60	0.81	**12.77	**163.17	0.74
Activating untapped skills and creativity	.99	.71	**12.00	**144.06	0.71
Continuous improvement in marketing activities	--.25	1.03	**20.66	**427.00	0.88
Lean marketing	--.46	1.11	**21.92	480.4	0.89

Note: **Significant at 1% level

Source: Prepared by researchers

1- It is clear from Table (4) that the dimensions of lean marketing have a positive effect on enhancing marketing effectiveness in the General Company for Petrochemical Industries by an amount of (0.73). For the dimension of reducing excessive marketing operations, (0.77) for the dimension of reducing unnecessary inventories, (1.00) for the dimension of reducing unnecessary transactions, (0.65) for the dimension of reducing waiting time, (0.89) for the dimension of reducing unnecessary transactions, (0.76) for the dimension Reducing unnecessary transportation, (0.81) for the dimension of reducing defective outputs, (0.71) for the dimension of activating unexploited skills and creativity, (1.03) for the dimension of continuous improvement in marketing activities. In light of this, the researchers infer that the first, second, third, fourth, fifth, sixth, seventh, eighth, and ninth sub-hypotheses are proven.

2- In general, lean marketing has a positive effect in enhancing the company's marketing effectiveness in the research community by an amount of (1.11) if it is enhanced in the company by one unit. Note that both the value of (t)(21.92) and (f)(480.4) were significant at the level of (1%), while the value of the coefficient of determination (R^2) was (0.89) of the changes that occur in the marketing effectiveness of the General Company for Petrochemical Industries. The researchers infer the validity of the second hypothesis.

Conclusions and Recommendations

This section deals with a review of the most important conclusions and recommendations reached by the study in its scientific aspect, according to the following:

Conclusions

Conclusions Related to Lean Marketing

The statistical results of diagnosing the study sample regarding lean marketing showed dimensions in the company and the research community. The overall weighted arithmetic mean for rational marketing was greater than the hypothesized mean, and this indicates the strength of the company's management in the research sample's adoption of this variable because lean marketing works to reduce waste in all marketing activities in a way that secures profits for the company and enhances its position in the market. This is evident through the following:

1- There is a need and desire among the company's management in the field of research to adopt the process of reducing excess in marketing operations to implement new ideas related to the use of process flow maps and review of marketing activities, as well as adopting a strategy of agility in distribution and marketing.

2- Despite the company's interest in reducing unnecessary movements, it did not develop a handling system that contributes to the flow of materials between marketing work stations, in addition to not adopting the results of the time and motion study with regard to marketing activities, as well as not ensuring the flow of physical work requirements for marketing activities. With the least time and effort.

3- The management of the company in the field of study pays remarkable attention to the dimension of reducing waiting time, as it contributes significantly to reducing waste in marketing activities, through the adoption of the management of the company in the field of research, the limited-time delivery strategy, as well as the use of the lean marketing mix, in addition to its adoption of the marketing information system. In order to communicate with suppliers and beneficiaries.

4- Despite the interest of the company's management and the research community in reducing unnecessary transportation, the supply system (transport and distribution) lacks efficiency and flexibility, as well as not being characterized by a wide geographical spread, in addition to the failure to constantly improve the management of the transportation and supply system.

5- Despite the interest of the company's management and the research community in activating untapped skills, there is a weakness in adopting a declared motivational strategy for creative workers, as well as a failure to employ the workers' creative abilities in developing its marketing mix. In addition to the weakness of the employee skills development program.

6- The management of the company sample of the study pays great attention to the dimension of continuous improvement in marketing activities, as it contributes to reducing waste in marketing activities by adopting a clear methodology for managing change in marketing activities, as well as listening to the voices of current and prospective customers, as well as adopting strategies for team and cooperative work in Managing continuous improvement processes for marketing activities.

Conclusions Related to Marketing Effectiveness

The statistical results showed that the company management, the study community, adopted marketing effectiveness in its dimensions, as the overall weighted arithmetic mean for marketing effectiveness was greater than the hypothetical meaning, and this indicates the strength of the company management's adoption of this variable as It works to achieve goals in the form of increasing sales volume and marketing share. The desired growth of the organization is evident through the following:

1- The company's management pays clear attention to the field of research due to the philosophy dimension, because the management of the researched company realizes the importance of achieving customer satisfaction in the success of the company's work. This comes in order to design a product that meets the basics and desires of the market and the target, as well as developing offers and marketing plans for parts of the market, so he began to start managing the company's management sees the entire marketing system from suppliers, distribution channels, competitors, customers and environment.

2- Despite the interest of the company's management in the field of study in the dimension of the integrated marketing organization, there is a clear weakness in the integration and control of the main marketing functions, as well as weak coordination between the company's management and the marketing management in the process of research, production, distribution, as well as the product development process. The new ones are substandard.

3- Although the management of the study company's sample company is aware of the importance of integrated marketing information, there is a clear weakness in implementing marketing research to study customers, the effects of purchasing, distribution channels and competitors, as well as a weak level of knowledge about potential sales, the profitability of market sectors, products, as well as Lack of efforts made to measure the cost effectiveness of various marketing expenses.

4- The company's management attaches great importance to the strategic direction dimension, as well as the importance of the strategic direction towards marketing for the purpose of enhancing its effectiveness by developing an annual and long-term marketing plan that is updated annually. The company's management also works to ensure that the current marketing strategy is good and innovative, in addition to the importance of developing a plan. For emergency.

6- Despite the company's management's interest in the efficiency dimension of operational processes, the company's management does not work to deliver marketing thinking to the higher levels in order to implement it at the lower levels, as well as not employing marketing resources in effective work, as well as a weak response to the speed and effectiveness of immediate development. .

Recommendations***First Recommendation***

Strengthening the direction of the company under study towards preparing the requirements for adopting the lean marketing methodology in its marketing operations through the following:

1- The need to educate all employees of the company in the field of study of the importance of adopting the concepts and requirements for implementing the marketing agility methodology and the benefits expected from it, through courses on how to implement it by the company's management in cooperation with the company's marketing department.

2- Strengthening the role of the marketing department in the company is researched towards adopting the marketing agility methodology to reduce waste and continuously improve marketing activities.

3- Importance of adopting the principle of lean marketing in the marketing operations of the company in the field of study by focusing on customer value, generating value streams, striving for perfection, towards raising the level of marketing performance.

4- Implementing the dimensions of the lean marketing methodology to reduce waste in production, inventories, movements, transportation, waiting time, processors, defective outputs, activating untapped skills and creativity, implementing continuous improvement practices, in order to raise the level of sales and marketing functions.

Second Recommendation

Activating the role of the marketing effectiveness methodology in the company sample of the study, which contributes to directing all efforts to identify the needs and desires of customers and work to provide the products that the customer needs through the following:

1- It is necessary for the company to adopt the customer philosophy by working to design a product that meets the needs and desires of the target market, with a complete vision of the company's marketing system.

2- The company's adoption of an integrated marketing organization in the field of study reflects the organizational structure of the marketing philosophy and the design of the main marketing functions, as well as raising a high level of integration in the main marketing functions.

3- The management of the company in the field of study should work to collect sufficient marketing information for executive managers to carry out the planning process and allocate resources.

4- The strategic direction of the company's management should be based on developing a constantly updated marketing plan, and the company's marketing strategy should be clear and innovative.

5- The company's management should work to develop its products by using its marketing resources and responding quickly and effectively to immediate development.

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