

The Impact of the Mix of Marketing Communications on Enhancing Competitive Priorities: Exploratory Research for the General Company of Iraqi Airways

Adil Dawood Salman^a, Faten Nihad Jawad^b, ^{a,b}Administration & Economics College, Mustansiriyah University , Baghdad - Iraq, Email:
^aAdilsalman2017@uomustansiriyah.edu.iq,
^bFatin.nuhad@uomustansiriyah.edu.iq

The aim of this study was to test the extent impact of mix marketing communications elements (advertising, personal selling, sales promotion, public relations, publishing and direct marketing) in the promotion of competitive priorities. The study's importance stems from the significant role played by marketing communications in achieving the objectives of the inspected organisation (the General Company of Iraqi Airways) in accomplishing its work efficiently by enhancing its competitive priorities. The data were collected using a questionnaire distributed to a sample of 48 respondents, and a set of statistical methods was used to determine the level of importance of the variables of the study, as well as to test the extent of the impact of the independent variable on the dependent variable through the use of SPSS23. A number of conclusions were reached, the most important of which is that the management of the research company depends on the personal selling element in the promotion of its products relatively more than the other elements of the mix of marketing communications as a service company. Personal selling is fundamental to the marketing of services. The most important recommendation is that the company should focus on a payment strategy in the promotion of its services to enhance its competitive advantages.

Key words: *Marketing communications, marketing communications mix, competitive priorities.*

Introduction

The marketing communications process is one of the main factors on which business organisations, including the company surveyed, the General Company of Iraqi Airways, focus upon in order to build socially responsible relationships with existing and potential customers to meet their needs and requirements. The company resorted to the adoption of a process of communication and exchange of information and ideas, with customers adopting different marketing methods leading to an interactive process between the parties to build a close and continuing relationship. Marketing management involves selecting a channel of communication that is compatible with the target customer, to provide them with the information they need about the company's services, including specifications and prices, in order to persuade them to be part of the exchange process. Through the adoption of elements of the marketing communications mix, the company seeks to enhance its competitive edge by offering quality services that meet customer expectations and working to meet customer demands and deliver the product on time and at a competitive price to gain satisfaction.

The research problem relating the independent variable (the mix of marketing communication) to the dependent variable (competitive priorities) was formulated in the form of questions that were answered by diagnosing and analysing the results of the study.

Research Problem

Iraqi Airways was completely disrupted after the second Gulf War as a result of the international embargo imposed on Iraq until the 2003 invasion. After that date, the company was also criticised for negligence, mismanagement and a continued decline in its quality of service and performance. It is widely known that it does not meet deadlines and often delays or cancels flights without warning, which has generated a poor mental image of the airline. This has enabled competitive air carriers in neighbouring and regional countries to control the market share. However, the company has recently sought to improve its fleet of modern aircraft and adopt modern technologies in the field of improving services to its customers and on time delivery, which requires Iraqi Airways to improve its image and enhance its competitive priorities through the adoption of a mix of marketing communications. This study sought to reflect the problem of knowledge and field research through the following research questions:

- RQ1:** Is the management of Iraqi Airways aware of the concept and importance of the mix of marketing communications?
- RQ2:** How important are the current research variables in Iraqi Airways?
- RQ3:** What is the effect of marketing communication in the promotion of the competitive priorities of Iraqi Airways?

The Importance of Research

The importance of research can be reflected in the following:

- Specialised scientific research can help the managers of organisations to employ a mix of marketing communication in an appropriate manner to enhance the competitive priorities of the organisation.
- The current research combines two very important variables. The first is a combination of marketing communication, which involves the process of planning and implementing efficient and efficient communications by business organisations with their current and potential customers in order to influence them and convince them to buy their products. The other is the competitive priority, which is one of the important goals that business organisations need to achieve in order to meet the needs and requirements of their customers, enabling them to remain in the market and increase their competitiveness.
- Research provides information that is of importance to the senior management of a company. It can be used to support the future direction of the company, as it analyses the company's current and future activities.

Objectives of the Research

This research seeks to achieve the following objectives:

- 1 To attract the attention of senior management in Iraqi Airways by examining the importance of the current search variables.
- 2 To provide an academic perspective on marketing communications and its importance, along with elements of (advertising, personal selling, sales promotion, public relations, publishing, direct marketing).
- 3 To indicate the priorities and importance of competitiveness.
- 4 To realise the extent of the impact of marketing communications in the competitive mix of priorities.

Research Hypotheses

The research sought to test the effect of the independent variable (marketing communication mix) and its components (advertising, sales, sales promotion, PR, publishing, direct marketing) on the dependent variable (competitive priorities) and sub-variables (cost, quality). The following hypotheses were formulated:

The Main Hypothesis

There is a significant statistical significance in the competitive priorities in the mix of marketing communication. A number of sub-assumptions were derived from the following hypotheses:

- Sub-hypothesis 1: Advertising has a significant effect on competitive priorities.
- Sub-hypothesis 2: Personal selling has a significant effect on competitive priorities.
- Sub-hypothesis 3: Promotion has a significant effect on competitive priorities.
- Sub-hypothesis 4: Public relations has a significant effect on competitive priorities..
- Sub-hypothesis 5: Publication has a significant effect on competitive priorities..
- Sub-hypothesis 6: Direct marketing has a significant effect on competitive priorities.

Community and Sample of the Research

The research community is represented by the General Company of Iraqi Airways, which was established by the Ministry of Transport. It is one of the oldest companies in Iraq, and plays an important role in enhancing the economic situation of the country and achieving the social wellbeing of its citizens. Iraqi Airways contracted with international companies to modernise its fleet of modern aircraft as well as to develop the capabilities and skills of its staff through training operations aimed at improving its services to its customers and competing with international companies. A sample of intent was chosen, namely the general manager of the company and his assistant, department managers and managers of the administrative divisions. A questionnaire was distributed to 52 members of the sample. The number of forms received (48) was valid for statistical analysis. In other words, the percentage of valid forms of analysis was 92 per cent of the distributed forms.

Tools and the Used Statistical Methods in the Study

The following tools were used in the research:

1. *Theoretical sources*: Represented by Arabic and foreign books, letters, university papers and the internet.
2. *Resolution*: This is a data-collection tool, which is based on theory. The current research was based on a five-point Likert scale. As mentioned, a total of 52 questionnaires were distributed and 48 were received back and were assessed as valid for statistical analysis.

3. *Statistical methods:* The researcher used a variety of forms of data analysis (arithmetic mean, standard deviation, relative importance, test F and coefficient of selection) to determine the level of answers of the research sample as well as to test the hypotheses of the research through the use of SPSS23.

Theoretical Aspect

The Concept of Marketing Communication

Prior to referring to the concept of marketing communication, the concept of communication and marketing must be clarified. Al-Tnoubi (2001: 14) defines communication as ‘the process of exchange of ideas, opinions and information through conversation, writing or references’ according to the perspective of business organisations (Kotler & Armstrong, 2004: 303). As ‘the process of exchanging information through dialogue between the organisation and its customers before, during and during the sale process and during the product consumption and after phase’, the communication process includes nine elements: sender, encryption, recipient, response, feedback and confusion (Kotler & Warmstrong, 2007: 80). The marketing process was defined by the American Society (1985) as ‘the processes related to the planning and implementation of concepts related to pricing, promotion, distribution of ideas, goods and services in order to achieve exchanges towards the satisfaction of individuals and to meet the objectives of the organisation’ and as ‘the business group of the organisation to introduce itself or its products to create good conditions for the purchase of its products by consumers’ (Al-Zoubi, 2010: 61; Bakri, 2015: 25). Kotler and Keller (2006) note that marketing communication is ‘the marketing mix adopted by business organisations in the region’, while Haji and Doually, 2017: 218) state that marketing communications are ‘administrative processes based on an interactive dialogue with the target audience by organizing, developing and evaluating a series of messages addressed to different groups in order to create a niche for the organisation in their mind’.

The researcher believes that marketing communications are group elements that interact and integrate with one another to achieve the goals of the marketing organisation by contacting existing customers to convince them of the benefits they will receive and working to meet their needs and satisfy their desires due to their consumption of the company’s service.

Importance of Marketing Communications

Marketing communications:

- strengthen the relationship between the organisation and its customers
- establish the organisation’s name or brand in the minds of its target customers and create awareness and a desire to move towards its products
- provide the organisation with the necessary information to inform its customers about the advantages, benefits and methods of using its products

- provide the organisation with the opportunity to identify the desires and needs of customers and how to satisfy them and how to win their satisfaction
- stimulate the interest of customers and create a preference for the organisation's products, thus achieving a competitive advantage and creating added value
- help customers to reduce the effort, time and cost of the products they are seeking
- enable coordination of promotional efforts within the organisation and the different marketing departments and units, so they work according to a unified plan and in a consistent format to deliver the required message to the consumer
- contribute to profit by increasing the effectiveness of marketing performance and reducing the impact of confusion on the messages addressed to the target customers (Bakri, 2006: 102; Odunlami & Ofoegbu, 2011: 408; Valos et al., 2016: 22).

Marketing Communication Objectives

Pelsmacker et al. (2001: 120) and Bakri (2009: 80) agree that marketing communication objectives are divided into three groups:

- 1 *Coverage*: This covers the objectives of marketing communications for the target groups of the public who are identified efficiently and effectively, and works to create awareness and stimulate demand among them towards the services provided by the company to achieve a procurement process.
- 2 *Operations*: The procedures achieved in the marketing communication system through which the company aims, through promotional campaigns, to reach the target groups of the public in order to encourage them to experience and adopt the product because it responds to their wishes. This will lead to loyalty to the company and to its brand, and thus counter the promotional efforts of competitors.
- 3 *Effectiveness*: This measures the accuracy of the arrival of the promotional message and the clarity of the content and meaning of the other party (the customer), which comes through the knowledge of the response to or rejection of the content of the message, and the effectiveness of communications to manage the relationship with the customer to meet information needs This act will lead to greater loyalty to the company and its products.

Elements of the Marketing Communication Mix

- 1 *Advertising*: The advertising plays a prominent role in the marketing communications mix; some even view it as promotion, in view of the historical depth of this activity compared with other promotional activities within the

communications mix (Perreault & McCarthy, 2003: 306). Kutlerwarmstrong (2007: 843) defines the declaration as ‘any formula paid by a specific patron whether it is an impersonal presentation or promotion of ideas or goods, or for services’. According to these two definitions, the four corners advertising are:

- *Non-personal means*: The advertisement reaches the target audience in a non-personal form, whether written, or seen or heard.
- *The provision of goods, services and ideas*: Advertising is not limited to a certain aspect of the product, but includes goods, services and ideas.
- *Information*: Any declaration by a known party, whether the producer organisation or the specialised agency; this condition reflects the credibility and commitment to the content of the declaration.
- *In exchange for a fee*: The advertisement is displayed via non-personal means of communication after the advertiser pays an amount to the advertiser stating that the advertising activity is a profit-making business (Al-Bakri, 2015: 292).

2 *Personal sale*: This is a face-to-face contact between the salesperson and the customer, as the salesperson informs customers and convinces them to buy the products of the organisation; personal sales are more convincing and the salesperson’s efforts generate immediate feedback that enables the seller to deal with the customer’s response and modify the sale in a manner consistent with the situation (BD 23, 1999: 236). Personal sales are not confined to the sales process, but extend to their promotional role, which is instrumental in stimulating sales and motivating customers to make the purchase. This is done by using the conversation’s personal character (Al Bakri, 2015: 295-296). The main objectives of the personal selling efforts lie in the following areas (Diwi Gee, 1999: 295):

- finding potential customers
- convincing potential customers to buy products
- achieving customer satisfaction.

3 *Sales promotion*: This motivates customers to purchase products. Some important methods of promoting sales include presenting promotional and souvenir gifts, holding competitions, reducing prices, giving out free samples, and so on. The activation is a direct temptation aimed at attracting new customers and finding new markets that will lead to increased sales. A sales promotion delegation called it ‘all the efforts that help personal sales and advertising by working together to make them more effective’ (Al Rabeewi et al., 2015: 205-206). The effectiveness of advertising and personal sales may be achieved on a large scale,

and the sales or demand of the company shows its effect either immediately or when it is announced or presented to customers or intermediaries. This means that advertising and personal sales are intended to convey a message about the products, but the sales promotion element is often used for immediate sales (Al Rabeeawi et al., 2015: 279–280).

4 *Public relations*: This is another major marketing communication tool, which is used to build good relations with the public in general by obtaining positive publicity and building a good image of the company, as well as dealing with and hopefully eliminating rumours, stories and negative publicity. It includes some or all of the following functions:

- press relations, possibly through a press agency. Positive information is produced and publicised to attract attention to a specific person, product or service.
- advertising for specific products
- building and maintaining relations with the local community and at the national level
- build relationships with law-makers and government officials to influence legislation
- Investor relations – maintaining and consolidating relationships with shareholders and financiers
- developing relationships with donors or members of non-profit organisations to gain funding or voluntary support.

Public relations is used to promote products, people, places, ideas, activities, organisations and even countries, and it has as significant an impact as advertising but at a much lower cost (Joseph & Chukwuemeka, 2016: 83; Kotler & Armstrong, 2007: 879-881). Public relations works with other marketing communication components in an integrated and harmonious manner. It is seen as more credible than advertising and is ideal for creating brand awareness when delivering the product to the market.

5 *Publishing*: Publishing is an impersonal promotional activity in which the information is presented in a news format that is not paid for and is not controlled by the organisation, although a declaration is provided by it. The publication is often used to increase public awareness of the organisation's activity or to counteract negative impressions of the organisation's reputation or quality of products. Many non-profit organisations and government organisations prefer to adopt publishing a means to promote their mission (Rabieoa et al. 2015: 226-227).

- 6 *Direct marketing*: This is direct contact with specific customers, and targeted carefully through the use of telephone calls, emails, social media such as Facebook and Instagram and other tools, as marketers contact the target customer directly on a one-to-one basis using detailed databases to know the needs of their customers.

Competitiveness Priorities

Organisations that aim to achieve success in a competitive environment need to focus on a number of competitive priorities or dimensions that match the needs and desires of customers in the target market in order to meet them more effectively than their competitors. Some organisations may focus on cost, while others focus on flexibility or speed of delivery. Some may rely more on competitive precedence in order to achieve excellence and gain an advantage over their competitors. Determining the appropriate dimension depends on the capabilities and capabilities of the organisation (Krajewski & Ritzman, 1996: 3). The researchers developed the competitive priorities, but the most important priorities were cost, quality, flexibility and delivery:

- *Cost*: Reid and Sanders (2002: 28) suggest that cost precedence is the supply of the organisation's products at lower prices than those of competitors (Krajewsky and Ritzman, 2005: 62). However, an organisation that does not pursue a policy of reducing the cost of its products will be subject to a decrease in their profit margin. Therefore, organisations seek to make their product costs low compared with competing organisations while maintaining levels of quality, flexibility and delivery (Slack et al, 2010: 49).
- *Quality*: Quality is defined as matching or exceeding customer expectations (Daniels et al., 2009: 703). Krajewsky and Ritzman (2005: 62) show that customers want quality products that meet their needs and desires with characteristics similar to those they expect. Organisations that do not offer quality products which meet customer requirements and expectations cannot survive and succeed. Quality organisations are competitive, as they insist on delivering a higher level of quality than expected by current customers, and higher than is provided by competitors (Karahasanovic & Lonn, 2007: 1). High-quality products contribute to customer satisfaction and improve the reputation of the organisation, enabling it to charge higher prices for products that meet the requirements of its customers (Evans & Collier, 2007: 126).
- *Flexibility*: This is an important competitive priority, which means the organisation's ability to deliver diverse products in a timely manner as well as its ability to develop existing products and improve its operations to deliver new

products that meet the needs and desires of current and potential customers (Chase et al. 2005: 26; Slack et al., 2010: 45). There are four types of flexibility in the process change aspect:

- *Product flexibility*: This means the ability of operations to deliver new or modified products.
- *Mix flexibility*: This means the ability of processes to produce a mix of products.
- *Volume flexibility*: This means the ability of processes to change the level of production to provide different sizes of products.
- *Delivery flexibility*: This means the ability of processes to change when products are delivered.

An organisation that wants flexibility to be a priority requires the following (William, 2007: 39; Reid & Sanders, 2011: 39):

- the use of advanced technological devices that contribute to the provision of several types of products
 - rapid response to changes in the design of the product or changes related to the size of customer requests
 - development of the skills of employees to perform many tasks so they can meet the needs and requirements of current and potential customers.
- *Delivery*: Time has become a key factor in the lives of communities, and customers tend to get their requests quickly and within short waiting periods, so many organisations have adopted delivery time as part of competitive competencies and responsiveness to better meet customer demands (Evans & Collier, 2007). (Krajewsky & Ritzman, 2005, 64). There are three competitive priorities for the delivery dimension (Hejer & Render, 1999: 47):
 - *Fast delivery*: The time it takes to receive a customer request and meet the demand, which is called waiting time, and can reduce the waiting time by increasing processing speed.
 - *Timely delivery*: The fulfillment by the organisation of timely delivery of customer requests.
 - *Speed of development*: The time needed to generate the idea and design the new product then submit it to the market.

Practical side of the study

This section explains the responses of the research sample regarding the independent variable (marketing communication mix) and its components, including advertising, personal selling, sales promotion, public relations, publishing, direct marketing, and the dependent variables (cost priorities, elasticity, delivery), through the weighted computational circles, the standard deviations and their relative importance.

The marketing communication mix

Table 1 shows that the mean value of this variable was 4.15 with a standard deviation of 0.795, indicating the homogeneity of the responses of the research sample regarding this variable and its relative importance. The results of the analysis of the components of this variable are shown in Table 1.

Table 1: The level of answers of the sampled sample for the variable paragraphs of the marketing communication mix

T	Dimensions	Paragraphs	Relative importance %	Standard deviation	Arithmetic mean
1	Advertising	The management of Iraqi Airways is part of its budget to announce its services.	85	0.87	4.25
2		The company's management relies on different means of advertising (visual, audible and readable.)	90.6	0.86	4.53
3		The company's management uses intensive advertising when providing new services.	89.6	0.93	4.48
4		The management of the company is keen to improve its mental image in Zabanha through the announcement of competition.	88	0.85	4.40
Total			88.3	0.87	4.41
5	Personal selling	The company's management relies on personal sales to find potential customers and persuade them to purchase its services.	76	0.82	3.80
6		Salespeople are quick to respond to customers' requests and meet their needs.	82.6	0.85	4.13
7		The management of the company is interested in developing the skills of its salespeople through their participation in training courses.	89	0.84	4.45
8		The company's management is keen to motivate its salespeople to do their jobs better.	88.2	0.83	4.41
Total			88.9	0.83	4.44
9	Sales promotion	The company's management adopts the principle of sales promotion to promote its services.	78.2	0.84	3.91
10		The company's management offers souvenirs to its	78.8	0.84	3.94

		customers.			
11		The company's management is keen to provide a certain percentage discount to its customers when the purchase is repeated.	77	0.87	3.85
12		The company's management is keen to focus on the sales activation component when providing new services.	63	0.67	4.15
Total			79.2	0.80	3.96
13	Public relations	The company's management is interested in public relations as a means of promoting its services.	91.2	0.55	4.56
14		The company's management relies on public relations to win the trust of its customers.	88.4	0.65	4.42
15		The company's management is keen to continue the communication relations according to a well thought-out basis, based on its social responsibilities towards the needs and requirements of its customers.	86.6	0.72	4.33
16		The company's management relies on public relations as a means of providing customers with information about their current and new products.	87.6	0.63	4.38
Total			88.4	0.64	4.42
17	Publishing	The company's management depends on the means of publishing in the media (newspapers and magazines) as a tool to increase the demand for its services provided.	70.4	0.92	3.52
18		The company's management depends on publishing to inform the public of its activities and the benefits they will receive from the service provided to them.	74.6	0.75	3.73
19		The company's management relies on publishing to counteract negative impressions of its reputation for the quality of service provided.	71.06	0.79	3.58
20		The company's management relies on publishing as a way to promote its services as it is free of charge and more reliable.	71.4	0.73	3.57
Total			72	0.80	3.6
21	Direct marketing	The company's direct marketing management depends on being an interactive tool between it and its customers.	85	0.75	4.25
22		The company's management seeks to adopt direct marketing as it represents a direct response to the needs and demands of its customers.	83.8	0.73	4.19
23		The company's management has a database that includes all the information about its target customers.	78	0.68	4.35
24		The company's management is concerned with direct marketing as it is a convenient and easy-to-use tool for communication with existing and potential customers.	84.2	0.67	4.21
Total			85	0.71	4.25
The combination of marketing communications in aggregate			83	0.79	4.15

- *Advertising*: The mean value of this variable was 4.415 with a standard deviation of 0.879, which indicates the homogeneity of the responses of the sample of the study regarding this variable; the relative importance of this variable was 88.3 per cent.

- *Personal selling*: The mean value of this variable was 4.448 with a standard deviation of 0.838, indicating the homogeneity in the responses of the sample of the study regarding this variable; the relative importance of this variable was 88.96 per cent.
- *Sales promotion*: The mean value of this variable was 3.9625 with a standard deviation of 0.809, indicating the homogeneity of the responses of the sample; the relative importance of this variable was 79.25 per cent.
- *Public relations*: The mean value of this variable was 4.4225 with a standard deviation of 0.640, indicating the homogeneity of the responses of the sample. The relative importance of this variable was 88.45 per cent.
- *Publishing*: The mean value of this variable was 3.6 with a standard deviation of 0.801, indicating the degree of homogeneity in the responses of the study sample for this variable; while the relative importance of this variable was 72 per cent.
- *Direct marketing*: The mean value of this variable was 4.25 with a standard deviation of 0.712, indicating the degree of homogeneity in the responses of the study sample for this variable; the relative importance of this variable was 85 per cent.

The competitive priority

Table 2 shows that the mean value of this variable was 4.311 and the standard deviation of 0.89 indicates the degree of homogeneity in the responses of the sample of the study regarding the competitive advantage variable (82.62%), which shows the agreement of most of the sample of the research on the paragraphs of variable competitive precedents.

Table 2: The level of answers of the sampled sample for the variable paragraphs of the competitive priority

T	Dimensions	Paragraphs	Relative importance%	Standard deviation	Arithmetic mean
25	Cost	The management of Iraqi Airways seeks to have its services at lower prices compared with competitors' prices.	85	0.95	4.25
26		The management of the company through the experience curve seeks to reduce indirect operating costs.	74.2	1.13	3.71
27		The company's management supports R&D	76.4	0.98	3.82

		activities to reduce the cost of its services to its customers.			
28		The company's management is keen to use its available resources in an economical and rational manner.	72.6	1.33	3.63
Total			77.0	1.10	3.85
29	Quality	The management of the company seeks to provide quality services that exceed the expectations of its current and potential customers.	86.6	0.86	4.33
30		The company's management is keen to provide its services with superior quality to its competitors.	85.4	0.76	4.27
31		The company's management is constantly improving its services to suit the wishes of its current and potential customers.	86.2	0.85	4.31
32		The management of the company is concerned with attracting employees with scientific and technical qualifications that contribute to providing high-quality services that exceed those of their competitors.	84	0.79	4.29
Total			86	0.81	4.3
33	Flexibility	The company's management has the ability to respond quickly to the changes required in the design of the service provided to its customers.	86.6	0.89	4.33
34		The company's management is concerned with the use of modern technology to increase the flexibility of the production of the service provided to its guests.	79.6	1.11	3.98
35		The company's management is quick to adapt to changes in the work environment to maintain its competitive position.	85	0.86	4.25
36		The company's staff is skilled in dialogue, persuasion and customer response.	85.6	0.84	4.28
Total			84.2	0.92	4.21
37	Deliver	The company's management is committed to delivering its services to its customers on time.	83.2	0.97	4.16

38	The company's management has the ability to deliver the service to its customers faster than its competitors.	81.8	0.78	4.09
39	The company's management views fast delivery of the service as important to building its current and future reputation.	84.4	0.77	4.22
40	The company's management is keen to increase its distribution outlets to deliver its services to its customers on time.	83.4	0.68	4.17
Total		83.2	0.80	4.16
Competitive overall priorities		82.6	0.89	4.13

- *Cost*: The mean value of this variable was 3.8525 with a standard deviation of 1.101, indicating the homogeneity of the responses of the sample of the study regarding the cost variable. The relative importance of this variable was recorded as 77.05 per cent.
- *Quality*: The mean value of this variable was 4.3, with a standard deviation of 0.818, which indicates the homogeneity in the responses of the sample of the study on the quality variable. The relative importance of this variable was 86 per cent, which shows the agreement of most of the sample.
- *Flexibility*: The mean value of this variable was 4.21 with a standard deviation of (0.929), which indicates the degree of homogeneity in the responses of the study sample regarding the elasticity variable. The relative importance of this variable was 84.2 per cent.
- *Delivery*: The mean value of this variable was 4.16 with a standard deviation of 0.803, which indicates the homogeneity of the responses of the sample of the study regarding the delivery variable. The relative importance of this variable was 83.2 per cent.

Table 3 shows the level of answers of the sample for the variable paragraphs of the competitive precedents to compare the dimensions of competitive priorities in terms of relative importance.

Table 3: Results of the impact of marketing communication mix in competitive priorities

Independent variable Mix marketing communications	Dependent variable	Level of significance	F calculated	The coefficient of determination % R ²	Factor B
Advertising	Competitive priorities	0.003	12.479	21.34	0.57
Personal selling		0.001	23.204	33.53	0.64
Sales promotion		0.005	8.459	15.53	0.83
Public relations		0.002	18.258	28.41	0.65
Publishing		0.03	6.979	13.17	0.91
Direct marketing		0.007	10.344	18.36	0.83
General impact of marketing communication mix in competitive priorities		0.000	25.454	35.61	0.79

Testing the Relations of Influence Between the Research Variables

This section describes the relationship of the effect of the independent variable of magnetic marketing and its dimensions on the adopted variable of competitive advantage and its distance using the simple linear regression coefficient, as shown in Table 3.

In light of the results shown in Table 3, the following findings can be reported:

- 1 The variable of the declaration has a significant effect on the adopted variable (competitive precedence). The calculated value of F is 12,479, which is greater than the value of F in the table at a significance level of 0.01 with the degree of freedom at 46.1 The value of R² is 21.34 per cent, which reflects the ratio of the interpretation of the variable to the competitive priority variable. The remainder of the total differences is due to random error. The value of B is 0.57. One variable in the declaration leads to a change in the value of competitive precedents by 0.57.
- 2 The value of F was calculated as 23.204, which is greater than the value F of the table at a significance level of 0.01 with the degree of freedom 46.1. This indicates the realisation of the second hypothesis. The value of R² is 33.53 per cent, which reflects the ratio of the personal selling explanation of the competitive priority variable, and the remaining total differences due to the random error. The value of B is 0.64. The personal selling variable leads to a change in the value of competitive priorities by 0.64.

- 3 The sales promotion variable has a significant effect on the adopted variable. The calculated value of F is 8.459, which is greater than the value of the F table at a significance level of 0.01 with the degree of freedom at 46.1. The value of R^2 is 15.53 per cent, which reflects the ratio of sales promotion interpretation to the competitive priority variable; the remaining total difference is due to random error. The value of B is 0.83, which indicates that the change of one unit in the promotion variable sales leads to a change in the value of competitive priorities by 0.83.
- 4 The public relations variable has a significant effect on the adopted variable. The calculated value of F is 18.258, which is greater than the value of (F) in the table at a significance level of 0.01 with the degree of freedom at 46.1. The value of R^2 is 28.41 per cent, which reflects the ratio of the interpretation of PR to the competitive priority variable. The remaining total difference is due to random error. The value of B is 0.65, which indicates that the change of one unit in the PR variable leads to a change in the value of competitive priorities by 0.65.
- 5 The value of the published variable has a significant effect on the adopted variable. The calculated value F was 6.979, which is greater than the value of F in the table at a significance level of 0.05 with the degree of freedom at 46.1. This indicates the acceptance of the fifth hypothesis. The value of R^2 is 13.17 per cent, which reflects the ratio of interpretation of the variable of competitive priority; the remaining total differences are due to random error. The value of B is 0.91, which indicates that the change of one unit in the publication variable leads to change in the value of competitive priorities by 0.91.
- 6 The direct marketing variable has a significant effect on the adopted variable. The calculated value of F is 10.344, which is greater than the value of F in the table at a significance level of 0.01 with the degree of freedom at 46.1. The value of R^2 is 18.36 per cent, which reflects the ratio of direct marketing interpretation of the competitive priority variable and the remaining total differences due to the random error. The value of B is 0.83, which indicates that the change of one unit in the direct marketing variable leads to a change in the value of competitive priorities by 0.83.
- 7 The independent variable (marketing communication mix) has a significant effect on the adopted variable. The calculated value of F is 25.454, which is greater than the value of F in the table at a significance level of 0.01 with the degree of freedom at 46.1, indicating that the main hypothesis was accepted. The value of R^2 is 35.61 per cent, which reflects the ratio of the interpretation of the marketing communication mix to the competitive priority variable, with the remaining total differences due to random error. The value of B is 0.79, which indicates that one variable in the combination of marketing communications leads to a change in the value of competitive priorities by 0.79.

Conclusions

The results showed the following:

- The management of Iraqi Airways depends on the personal selling element in the promotion of its products, more than the rest of the elements of the mix of marketing communications. This is consistent with the company's business as a service company, given that personal selling is the backbone of marketing services.
- The publishing component achieved less relative importance than the rest of the elements of the marketing communication mix, which indicates a lack of interest by the company's management in this element.
- The company viewed quality as a competitive advantage in the marketing of its services more than the rest of the rest of the dimensions.
- Cost as a competitive advantage achieved the least relative importance compared with the rest of the dimensions, which indicates a lack of interest by the company management in cost as a competitive advantage in the marketing of its services.
- There is a significant effect of the mix of marketing communications and all its elements in the competitive priorities, which shows that the mix of marketing communication works to promote competitive priorities.

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