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## Interactive Marketing Measurement According To Sustainable Competitive Advantage Goals: A Scale Development

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### Abstract:

**Purpose:** The objective of this study is to create an interactive marketing model that aligns with the commercial development strategies of mobile phone operators in Iraq.

**Theoretical framework:** Recent literature has reported good results on the new design of the interactive marketing model that is compatible with the development of work in the Iraqi mobile phone companies in the research sample.

**Design/methodology/approach:** Mobile phone companies in Iraq (Asia Cell, Zain, Korek) were chosen as a field for the application, and a purposive research sample consisting of (35) people was chosen from the human resources of the aforementioned companies. Questions prepared for this purpose were adopted as a tool for obtaining data, while the (Atlas-ti) program was used. Statistician in entering and analyzing research data.

**Findings:** The volume of research has been increasing over the past 20 years, although there are only a few reference authors, institutions and journals contributing to the unification of topics. The researchers were able to design an interactive marketing model that simulates the environment and reality of mobile phone companies in Iraq.

**Research, Practical & Social implications:** We suggest a future research agenda by highlighting the contributions made to designing marketing models to suit the environment in which companies of various types operate.

**Originality/value:** Originality/value: The results indicated a proposal for a new interactive marketing model through which we hope to contribute to adding marketing services to companies operating in the Iraqi telecommunications sector.

**Keywords:** interactive marketing, business, mobile phone companies, Iraq.

**JEL Classification:** M10, M12, M15, M19.

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Writing —Original Draft — H.H.F.; Writing — Review & Editing — W.K., and H.H.F.; Visualization — H.H.F.; H.A.H. & G.A.K.A.; Supervision —W.K., and H.H.F.; Project Administration —H.H.F.

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### **1.Introduction :**

Unlike in the past, firms now have to contend with more than only a developing economy and markets (Tahezadeh Kivy & Shojaei Baghini, 2022). Instead, businesses must find innovative methods to strengthen their competitive edge in the face of fierce competition in the globalization period (Vitálišová et al., 2022). From an economic perspective, the expansion of competition into new areas has made the customer the cornerstone and primary focus of all marketing initiatives for the business; however, from a competitive perspective, an organization's ability to remain in business depends on its ability to find, acquire, and retain its current clientele (Sardehae and Gorbani, 2016). Keeping and enhancing client relationships is therefore essential to establishing and preserving a competitive advantage in the marketplace (Tahezadeh Kivy & Shojaei Baghini, 2022). As per (Kotler et al., 2015), interactive marketing denotes the notion that the caliber of services rendered is predominantly contingent upon the caliber of the mutual relationship or interaction between the seller and the buyer (during the service provision). When it comes to product marketing, the method of obtaining the goods frequently has little bearing on its quality. However, marketing in service organizations is contingent upon two elements: the service provider's level of quality and the individual offering the service. As a result, service providers cannot consider themselves to have satisfied customers simply by offering the right services; rather, they must additionally possess good interpersonal or interaction skills in order to satisfy clients (Armstrong et al., 2014). It should be mentioned that workers at the company have a responsibility to add value and give clients excellent services. (Buettner, 2020) As a result, satisfied customers are more likely to make more purchases (Judd, 2003). It is important to remember that in a market where competition is fierce, a company's ability to focus on its customers, raise customer satisfaction levels, and attract and keep devoted clients is what gives it a long-term competitive edge (Minta, 2018). Repurchasing and using services actually increase the number of long-term customers for the business and other businesses. Additionally, through word-of-mouth marketing and repeat business, the business's sales and market share will inevitably rise, which ultimately indicates profitability. These are the reasons why customer commitment and loyalty are so important (Tahezadeh Kivy & Shojaei Baghini, 2022) (Shojaei Baghini & Maleki, 2021). In order to satisfy clients and establish a long-lasting relationship, businesses must thus constantly watch over and manage their interactions with them, as well as provide them with valuable goods and services by learning about and comprehending their needs and values (Ghorbani et al., 2016). In keeping with what was said, considering the complexity and adaptability of mobile phones, telecommunications corporations today have a significant impact on every aspect of life. Mobile phones are used for more than just communicating; they are now used for applications in the technological, emotional, religious, social, political, and educational spheres of life (Hussein & Al-Qaysi, 2022), as well. Following the US occupation of the Republic of Iraq in 2003, the country's economy expanded beyond the oil and gas industry to include investments in a variety of sectors. As a result, private sector investors looking to raise capital increasingly focused on the communications sector, with companies such as Asiacell, Zain, and Korek being among the leading examples. The extensive coverage of the communications launch in Iraq (Doski, 2014). As per the most recent data from the Iraqi Ministry of Planning's Central Statistics Agency for 2017, about 40 million individuals are subscribers to the three largest mobile phone companies, Asiacell, Zain, and Korek (Salim Abdulrahman, 2019). Moreover, by the conclusion of the third quarter of 2019, there were 19 million Internet users worldwide, up from roughly 3 million in

2007. Additionally, from 10% of the population in 2003 to 70% by the end of the year, more people were using mobile phones to access the Internet. 2017.

Furthermore, according to the Iraq Statistics Center (2019), mobile phone service revenues climbed from 8 billion in 2006 to 45.11 billion in 2019. The three mobile phone carriers in Iraq are in intense competition with one another as a result of the notable increase in mobile phone customers in recent years, according to statistics. Recently, as a result of the competition amongst businesses, client prices have decreased and service quality has continued to increase (Salim Abdulrahman, 2019). Since every consumer is unique, these and other characteristics haven't yet given these businesses a permanent competitive advantage (Zarei et al., 2012). Customers today assess the goods and services they buy, and they typically have varying thoughts on each step of the buying process. This is the case even if they could find some goods and services appealing and pleasurable while finding other features objectionable (Kauffmann et al., 2019). The need for interactive marketing has therefore arisen for these companies in order to obtain a larger share of the market by taking steps to create, maintain, and improve interactive relationships with their customers and thereby increase the profitability of their sales. This is because there is more competition among telecom companies, as well as increased customer awareness and diversity in service offerings. While interactive marketing has been studied in a number of studies, this one will focus on creating a model for interactive marketing that aligns with business development in Iraqi telecommunications businesses (Asiacell, Zain, Korek). Our current research is a sincere attempt to address a significant question regarding how to create an interactive marketing model that is compatible with the growth of the businesses of three operational telecommunications companies in the Iraqi telecommunications sector, as there hasn't been any research done in this area up until now.

## **2. Literature Review And Hypnosis Development:**

Interactive marketing is one of the various forms of marketing techniques (Neamah et al., 2017). In light of this, marketers confront numerous difficulties as a result of the quick advancement of technology, intense rivalry, and market fragmentation and growth. As a result, the entire company prioritizes the customer while anticipating his needs and desires (Dushyenthan, 2012). This gave rise to the concept of interactive marketing, which may serve as the foundation for fostering cordial relationships amongst internal customers and encourages them to participate in the business. Internet technology is used in many ways during the product development process, including chats, emails, web-based questionnaires, and discussions. Since direct marketing is one of the components of integrated marketing communication and involves direct communication between the product and the customer without the need for middlemen, the concept of interactive marketing is typically associated with direct marketing. As a result, companies that engage in this type of marketing find great success (Gentsch, 2018). Because interactive marketing is a developed trend in marketing science that primarily relies on repeated dialogue processes and continuous interaction between the customer and the company, it is similar to how the interactive marketing system uses some advertising tools to influence the audience and customers (Lim et al., 2022). As per (Armstrong et al., 2014) perspective, interactive marketing signifies that the caliber of the services rendered is predominantly contingent upon the caliber of the mutual relationship or interaction between the seller and the customer (during the service provision phase). When it comes to product marketing, the source of the product is usually not as important as the quality of the final product. However, when it comes to service company marketing, the two most important criteria are the service provider and the service delivery quality. As a result, service providers cannot consider themselves to have satisfied customers simply by offering the right services; rather, they must also possess strong interpersonal or interactional abilities in order to satisfy clients. According to the majority of writers and academics, interactive marketing's dimensions include: (ASLAN, 2021; Kotler et al., 2015).

In order to profit effectively and efficiently from the effects of that trust and the benefits resulting from it, organizations typically aim to strengthen their relationship with their customers through behavior based on cooperation, interaction, and understanding new concepts and ideas based on the characteristics of mutual trust between the two parties (the organization and the customer) (Gao et al., 2020). Thus, trust can be understood as the customer's strong conviction that they can depend on the seller to deliver the promised service, thereby enhancing the organization's legitimacy and encouraging repeat business from customers (Sahin et al., 2011). According to (Yun et al., 2021) commitment is typically defined as the ongoing desire of at least one person to keep a valuable connection going. According (Jassim & RIDHA, 2022), commitment is a unique psychological force that binds a customer to a business. It significantly enhances the customer's intention to stay in the connection with the organization as well as their willingness to invest in and grow it. Most authors and researchers concur that communication is the most crucial component of interactive marketing and that it serves as the fundamental instrument for interaction between the two parties involved in the process. In order to affect change and accomplish predetermined goals, communication and interaction are among the most crucial guiding components that take part in the flow of information, commands, decisions, and instructions from one person to another or to another group. Because discussing and interacting with customers is crucial to understanding both their expressed and implicit requirements and desires, interaction is the key component of the interactive marketing process (De Andrés et al., 2022). The secret to success in the service sector is offering top-notch services. Enhancing the quality of service is crucial in the current period of fierce rivalry to grow the efficiency and volume of the business, and it usually translates into the customer's overall opinion of his appreciation for the services received (Jassim & RIDHA, 2022). The study (Neamah et al., 2017) examined interactive marketing techniques and how they might help raise the standard of care provided in hospitals in the State of Egypt's Marsa Matrouh Governorate. Through their use in hospitals in the Marsa Matrouh Governorate, it sought to assess the contribution of interactive marketing techniques and its dimensions—two-way communication, sophisticated organization management, the website, modernization of the website's content, mobile marketing, and effective control—to raising the standard of healthcare services along the dimensions of (responsiveness, reliability, tangibility, safety, and empathy). A total of 348 questionnaires were given to the study participants. The data was analyzed using SPSS V.25. The analysis's findings demonstrated a statistically significant correlation between interactive marketing's components and the caliber of medical care. In Iraqi telecom firms, (Hussein & Al-Qaysi, 2022) looked into the effects of interactive marketing on the brand based on four dimensions (brand value, brand image, brand love, and brand loyalty). Customers of Iraqi mobile phone providers (Asiacell, Zain, and Korek) made up the statistical population for the study, and 395 individuals were chosen at random to make up the study sample. A questionnaire was used to gather data, which was then analyzed using the partial least squares approach and the clever program. The study's findings, which came from statistical analysis, showed that interactive marketing is still important and prioritized and has a statistically significant and positive impact on brand promotion even in the face of the abundance of advertising tools and the effects of various media on consumers. (Saud et al., 2022) used a quantitative technique to investigate the effect of interactive marketing on customers' purchasing behavior at Zain Telecommunications Company in Iraq. Data was gathered by delivering a questionnaire to 129 customers. The study data were entered and analyzed using the pre-made statistical program SPSS v22. The regression routes of the link between the research dimensions were found using AMOS v.22. With the exception of the commitment dimension, the findings showed that all aspects of interactive marketing—communication, consumer behavior, and willingness to keep shopping—had a significant and positive correlation with the actions of the customers.

In contrast, the study (Idan et al., 2022) employed a quantitative method to survey a sample of sixty employees of the Fana Furniture Company in Iraq in order to examine the impact that interactive marketing plays in expanding marketing potential. The study's findings demonstrated a strong and positive correlation between interactive marketing and marketing opportunities, and they recommended that businesses build strong bonds with their clients by attending to their needs and demands. These relationships should be built on trust and commitment. Since the client is the cornerstone that ensures the two parties' relationship will succeed and continue. The study's findings demonstrated a strong and positive correlation between interactive marketing and marketing opportunities, and they recommended that businesses build strong bonds with their clients by attending to their needs and demands. These relationships should be built on trust and commitment. Since the client is the cornerstone that ensures the two parties' relationship will succeed and continue. The findings demonstrated that the Youth Welfare Department at Sohag University lacks a strategy plan for the gradual transformation through interactive and digital marketing systems. In her 2019 study, "The Impact of Interactive Marketing on Improving the Quality of Service in Egyptian Tourism Companies," (Abdelwahab, 2019). looked into this topic. A total of 390 questionnaires were sent out to employees of 30 Cairo-based tourist enterprises; 264 of these were returned, yielding a 67.7% response rate. The findings demonstrated that interactive marketing can enhance the quality of services. Additionally, the study suggested that travel agencies employ the idea of interactive marketing to enhance customer service by facilitating communication between agencies and travelers. Regarding "The Impact of Emerging Technology on the Effectiveness of Product Development: A Study from an Interactive Marketing Perspective," a study by (Regret Iyer et al., 2022) was conducted. A review of the available documents and a two-stage screening process for 713 publications and 42 completed studies comprised this search. The findings indicated that customers have a greater propensity for advertising and cognitive actions in order to develop the product through interactive marketing. Based on the findings of earlier research, it can be concluded that a variety of pertinent ideas and literature were examined in order to build an interactive marketing model for use by Iraqi telecommunications businesses, the goal of the current study. Examining the theoretical underpinnings and historical context of earlier studies, the findings demonstrated that interactive marketing boosts consumer engagement and loyalty while also offering businesses a variety of marketing options. This research is unique and noteworthy because, in addition to being mostly quantitative in nature, it examined interactive marketing from a qualitative perspective.

### **3. Research Methodology :**

#### **3.1 Research question:**

**3.4.1** The first research question: What are the causal factors of the interactive marketing model in line with business development in mobile phone companies in Iraq?

**3.4.2** The second research question: What are the underlying factors of the interactive marketing model for business development in mobile phone companies in Iraq?

**3.4.3** The third research question: What are the intervening factors of the interactive marketing model in line with business development in mobile phone companies in Iraq?

**3.4.4** The fourth research question: What are the strategies of the interactive marketing model in line with business development in mobile phone companies in Iraq?

**3.4.5** The fifth research question: What are the consequences of interactive marketing model strategies in line with business development in mobile phone companies in Iraq?

#### **3.1. research importance.**

The objective of this study is to create an interactive marketing model that aligns with the commercial development strategies of mobile phone operators in Iraq.

### **3.2. The research issues:**

The research challenge consists of posing two queries:

1. Is the updated interactive marketing model design in line with the growth of the Iraqi mobile phone businesses used as a research sample?
2. Do Iraqi businesses use the updated interactive marketing model?

### **3.3. Research methods:**

In this study, grounded theory methodology was applied in a qualitative manner (Strauss and Corbin). Managers and specialists from Iraq's Asiacell, Zain, and Korak mobile telecommunications businesses were among the study's participants. The intentional snowball method was used to conduct 35 interviews. The necessary data was first obtained by enriching it with this number of interviews, then it was classified, tested, and continuously compared through a regular process in three stages: open, central, and selective coding, and finally the model was created and designed in the Atlas-ti program.

#### **3.1 Sample:**

The biggest telecom companies operating in Iraq's telecom market are Asiacell, Zain, and Korek Telecom, in that order: Leading businesses in the Middle East and North Africa's mobile communications space are part of the Zain group. Because this company is present in eight nations, it has a distinct geographical dispersion. Zain considers itself the primary partner for the communities it serves, even in spite of its dedication to offering mobile communications services globally. This business is dedicated to fulfilling its social responsibility obligations to the communities in which it conducts business. At the end of 2016, the Zain Group had made almost \$520 million in overall profits. There are 11 million Zain Iraq users, and the Kuwait Mobile Telecommunications Company owns the entire "Zain" brand. [www.zain.org](http://www.zain.org)

#### **2.1. Asiacell:**

With over 17.1 million users, Asiacell is the top provider of high-capacity mobile communications services in Iraq. Since it is the primary provider of mobile communications services in Iraq, this firm is regarded as the country's first network. Because it offers its services in every governorate, including Baghdad, the company has been successful in covering the entire nation. Asiacell is regarded as the greatest telecommunications operator in Iraq because its network covers 99.09% of the country.

#### **2.2. Korek Telecom:**

The Barzani family owns Korek Telecom, an Iraqi mobile communications company, along with France Telecom, a French partner. Together with Asiacell and Zain, this business is one of the three that is authorized to conduct telecom business in Iraq. Korek offers its customers third-generation services, covering all eighteen governorates in Iraq. Six million people are subscribers of this company (Hussein & Al-Qaysi, 2022).

### **4. Results:**

In this paragraph, the results of the research were explained, firstly how to conduct and implement the interview, and then the process of analyzing the data was discussed in the method of data theorizing in the organization with reference to the research interviews. Open coding and how to code the interviews are discussed after explaining how concepts and categories were formed. In order to achieve the goal of designing an interactive marketing model, the qualitative method of Strauss and Corbin's basic theory was used, and we present its results below. The application of the data theory method in the organization began by conducting interviews, collecting and coding data, so that the researcher would gain greater skill in conducting interviews by conducting preliminary exploratory interviews, which was very important for the research. Recorded transcripts of the interviews are also labeled and stored in a database, which is based on the name of the interviewee, the audio file of the interview, and the date of the interview. After storing it, the researcher listened to it and performed it to conduct the research.

#### 4.1 Interview analysis and coding:

A model for the development of interactive marketing is completed in line with the business development of mobile companies Asiacell, Zain and Korek. Foundational data theory. Data analysis stages are done through open, centralized and selective coding.

#### 4.2 Coding:

In open coding, data from interviews are first carefully studied, examined and analyzed, then conceptualization is developed and data that are conceptually similar to each other are given appropriate names. Below, the interviews, the extracted statements, and the concepts attributed to them will be presented. Below are the extracted concepts, which were classified under the headings and dimensions of the marketing concept. The researchers placed 107 coded codes in 15 categories, as follows:

**Table (1): Identifying components related to open codes**

Concepts	Open coding
<b>planning</b>	Timing Business infrastructure processes Increase the speed of transactions Planning activities based on today's technology Information sharing Correct pricing Correct management of organizational resources cost management Digitization of the organization
<b>Customers</b>	Identifying customer needs Intimate communication with customers Useful and effective interactions and communications Classification of customers Data mining of customer information and data Creating a customer database
<b>Individual characteristic</b>	The personality of consumers Acceptance of technology Demographic characteristics of customers social position Criticism and accepting the opinions of others Individual participation
<b>Information Technology</b>	Fast communication The epidemic of using mobile phones and smart devices Data mining techniques and artificial intelligence Digital transformations The emergence of new media Global use of the Internet Integration of traditional online store
<b>Marketing Management</b>	Direct and indirect communication and interaction with consumers Establishing long-term relationships with the company's clients Common interests of customers and companies Determine customer needs Greater empathy with customers Mutual communication

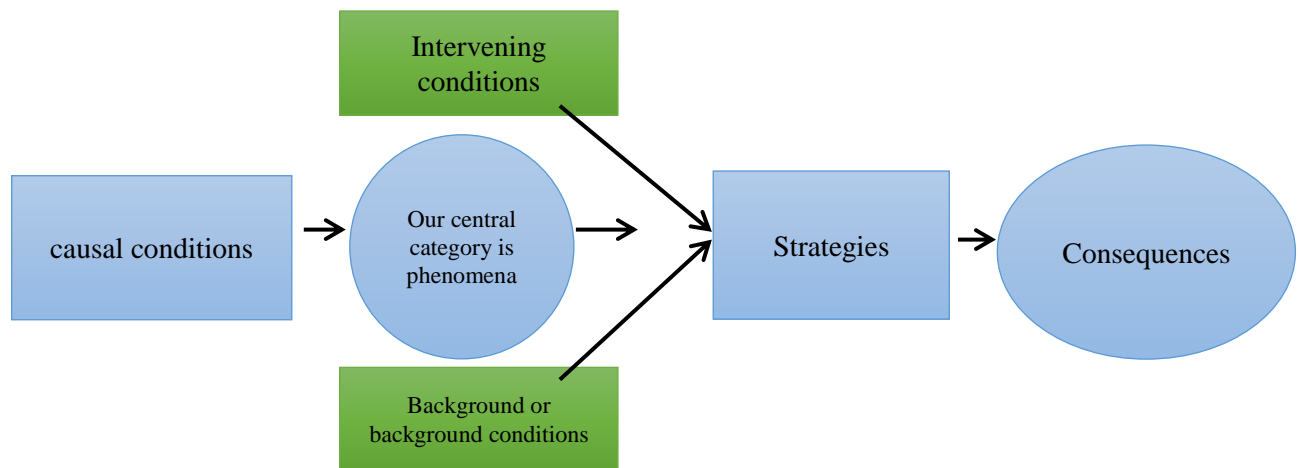
<p><b>Economic conditions and policy making</b></p>	<p>Rapid changes in global markets                  Lack of necessary standards for online marketing management                  The emergence of virtual currency and the uncertainty of its future                  Low internet speed                  Range of pricing changes                  No monitoring of online pricing                  Capital market fluctuations                  Uncertain tax mechanisms of e-businesses</p>
<p><b>Social and cultural conditions</b></p>	<p>Adequate understanding of information security                  Unstable digital business culture                  Low level of digital business knowledge                  Traditional ideas of business managers                  Perceived risks</p>
<p><b>Strategies tools used</b></p>	<p>Niche story marketing                  Create a marketing slogan through word-of-mouth marketing                  Establish competition among consumers                  Email and interactive messaging                  Create multi-channel marketing                  Updating digital marketing tools                  Continuously perform scans</p>
<p><b>Create professional marketing</b></p>	<p>New training                  Professional ethics of managers and employees with customers                  Appropriate interaction (neither too much nor too little) with customers                  Friendly tone and win-win relationship with customers                  Use of marketing specialists                  Improving organizational trust based on customer-oriented training                  Updating the traditional structure of staff management                  Using new technologies in interactive marketing techniques</p>
<p><b>Innovation</b></p>	<p>Company brand management                  Outsourcing in marketing                  Flexibility in marketing techniques based on market analysis                  Mining of marketing knowledge                  Innovative marketing model                  Supporting innovation and creativity among employees                  Improving the organizational strategy based on the indicators of the competitive market                  Creating a unique marketing practice                  Creating sustainable and added value</p>



<b>Valuation</b>	<ul style="list-style-type: none"> <li>Creating sustainable and added value</li> <li>Increase customer retention</li> <li>Achieving local production goals</li> <li>Achieving an economic boom</li> <li>Profitability</li> <li>Creativity development</li> <li>Increase the efficiency of strategic plans</li> <li>Amending laws and regulations to serve the company's competitive position</li> </ul>
<b>Sustainable competitive advantage</b>	<ul style="list-style-type: none"> <li>Competition in the market through technology and brands</li> <li>Promoting the company's reputation through the company's brand</li> <li>Continuous improvement of the company's products and services</li> <li>Increasing competitiveness</li> <li>Creating a sustainable competitive advantage</li> </ul>
<b>Synchronization with global standards</b>	<ul style="list-style-type: none"> <li>Keeping pace with global changes</li> <li>Increase international communications</li> <li>Digital marketing strategies</li> <li>International standards</li> <li>International business model opportunities</li> </ul>
<b>Short-term economic consequences</b>	<ul style="list-style-type: none"> <li>Business growth and maturity</li> <li>Meet industry and company needs internally and externally</li> <li>Technological innovation</li> <li>New product development</li> <li>Support and encourage industrial innovations</li> <li>Improving the economic situation of workers by increasing wages</li> <li>Improving the economic status of employees</li> <li>Creating employment and eliminating unemployment</li> </ul>
<b>Long-term economic benefits</b>	<ul style="list-style-type: none"> <li>Increasing digital businesses</li> <li>Improving online buying and selling</li> <li>Facilitating entrepreneurial conditions</li> </ul>

**Axial coding:**

The purpose of this stage is to establish a relationship between the categories produced in the open coding stage. This coding is called central because coding is centered around a research category, namely "designing a model for the development of interactive marketing in line with business development in mobile phone companies Asiacell, Zain and Cork". This category is chosen as a central category and is placed in the center of the model; Because its footprint and effect can be clearly seen in most of the data and quotes of the interviewees. Therefore, this category can be placed in the center of the model and other categories can be related to it. Strauss and Corbin's paradigmatic model has been used for the central code-crossing in this research. This model helps the theorist to have a general understanding of the theoretical process. The components of the paradigm model for axial coding are: the central category, causal conditions, context or contextual conditions, intervening conditions, strategies and consequences. The relationship of other categories with the central category according to the paradigm model is as follows. In the following, each of the key coding components in this research will be explained.



**Figure 1: Explanation of the Strauss and Corbin's Foundation data model, 1998**

**The central category:**

In this research, the category "designing a model for the development of interactive marketing in line with business development in mobile phone companies Asiacell, Zain and Korak" has been selected as a central category. As it was said, traces of this category can be seen throughout the data and they are almost mentioned in all the interviews and play a central role. To put it better, other categories are gathered around this category. The interviewees mentioned concepts such as profitability, interaction with customers, marketing strategy and other things in different quotes and in their narratives.

**The first research question: What are the causal factors of the interactive marketing model in line with business development in mobile phone companies in Iraq?**

Causal conditions of events are events and happenings that lead to the occurrence or expansion of the desired phenomenon. Causal conditions in data are often expressed with words such as when, while, since, because of, and due to. Even when there are no such identifiers, the researcher can find the causal conditions by looking at the phenomenon itself and by regularly looking at the data and reviewing the events that precede the phenomenon in terms of time. In this research, 3 categories of planning, customers and individual characteristics are considered as causal conditions. "In my opinion, in order for interactive marketing to grow, it is necessary for us to know our customers properly, to know their behavioral characteristics, and even if we can store the information about our customers in one place and actually have a database that is based on Based on this information, let's plan".

"Well, maybe interacting means having a relationship with the customer, and this happens when the person who is in direct contact with the customer should behave properly and have a good interaction with the customer. If this interaction is established well, then the customer will be satisfied and He will come back and buy from us, but when this interaction between the seller and the buyer is established properly, he will not come back. The customer should try to establish a friendly and intimate relationship, or rather, establish a close relationship with the customer and the buyer so that this interaction is maintained, I think it will make interactive marketing develop and grow.

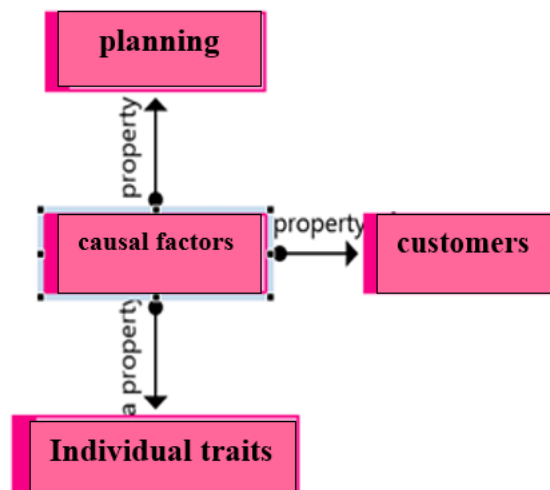


Figure 2: Causal conditions of the research

**The second research question: What are the underlying factors of the interactive marketing model for business development in mobile phone companies in Iraq?**

Temporal factors are a set of conditions that provide the background for the desired phenomenon and affect behaviors and actions. Contextual conditions affect the central category and the resulting results. In other words, a series of special conditions in which strategies and mutual actions are carried out to manage, control and respond to the phenomenon. Distinguishing underlying conditions from causal conditions is difficult because a series of factors can play two roles. In this research, the categories of information technology and marketing management are considered as background conditions. And as an example of that, "in the whole world, everyone uses the internet, phones and mobiles, advertisements in cyberspace, even when we search for something in Google, advertisements of different things keep coming up. This internet itself has made communication between people and even More sellers and customers" "Currently, almost all stores are moving towards online stores, even those who have physical stores also have an online store section and establish direct and unmediated communication with customers and a mutual relationship between customers. and the seller or the company.

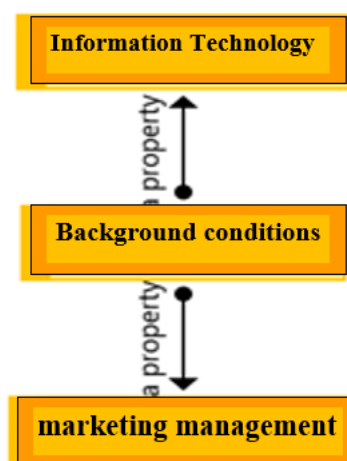
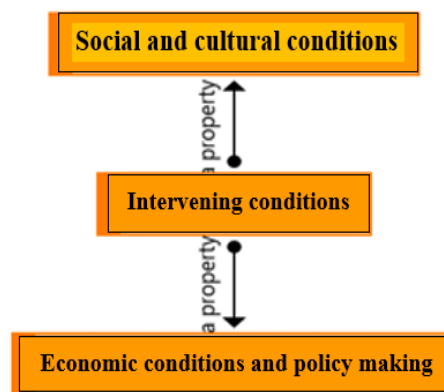


Figure 3: Conditions of research fields

**The third research question: What are the intervening factors of the interactive marketing model in line with business development in mobile phone companies in Iraq?**

Intervening conditions are factors that facilitate the causal conditions, or interfere and hinder it due to these conditions. In other words, the intervening conditions alone do not lead to the behavior, but they can affect the behavior due to the causal conditions. In this research, economic and political conditions and cultural and social conditions are considered as intervening conditions.

sample oral evidence; "In Iraq, we have many problems that prevent interactive marketing infrastructure from being provided, for example, many people do not have digital knowledge and may not be able to use phones and the Internet.... because of the war and various events that we were and are still involved in the country's economic crisis, no one is willing to invest here, our internet is sometimes cut off and the speed is very slow, and we cannot make online purchases.



**Figure 4: Intervening conditions of the research**

**The fourth research question: What are the strategies of the interactive marketing model in line with business development in mobile phone companies in Iraq?**

Strategies or actions are purposeful actions that provide solutions for the desired phenomenon. Strategies are a set of actions that individuals, teams and organizations take in response to causal and contextual conditions and considering intervening factors in order to realize the central category of "interactive marketing". This category includes instrumental strategies, marketing specialization and innovation. sample oral evidence; "In order for us to be able to develop the business, one of the methods that can help us a lot is the discussion of education and innovation. If we teach our salespeople who are in direct contact with the customer to have a proper communication and interaction with the customer, or if we teach them how to have a friendly tone with the customer and how to create that atmosphere of intimacy, it will greatly help in attracting and being loyal. The customer has an influence and we can even use people who are experts in this field, and now in my company I use people who have a correct understanding of the market and know the customer well. Another issue is the issue of innovation and creativity that we and any other business must be creative and innovative in its business so that it can grow.

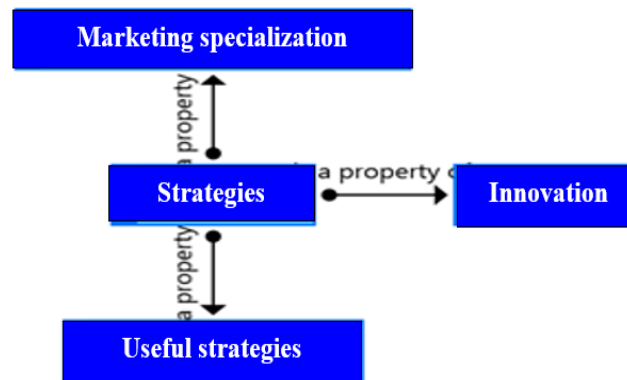


Figure 5: Research strategy

**The fifth research question: What are the consequences of interactive marketing model strategies in line with business development in mobile phone companies in Iraq?**

Consequences are results and results of strategies or actions. In other words, whenever a person or persons chooses to perform or not perform a certain action/reaction in response to a matter or issue or in order to manage or maintain a situation, consequences arise. Some consequences are desired and some are unwanted. In this research, the results of the research strategies were classified into 4 categories: profitability, brand management, purchase intention, and creating a competitive environment. In the following, each of the consequences will be described and explained. Sample of oral evidence When we use the right marketing techniques and get the right interaction with the customer, we attract more customers and the customer becomes loyal to us, and when he becomes loyal to us, our business becomes more profitable, grows and prospers and the field provides business opportunities for more consumers, and therefore more customers.

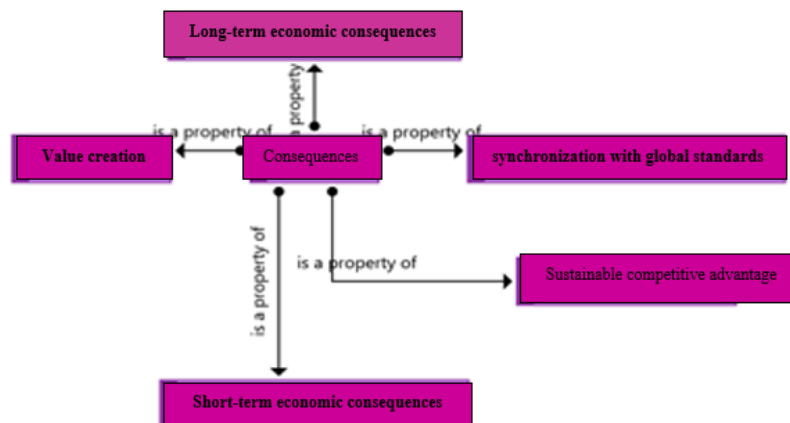


Figure 6: The consequences of the research model  
**Selective coding and theory creation**

An interactive marketing model that aligns with the growth of business in Iraqi telecom businesses was created in this study. The primary elements of the interactive marketing model, which comprised the characteristics of trust, commitment, communication and interaction, and quality of service, were identified based on the findings of the interviews performed at Asiacell, Zain, and Korek. Eventually, these characteristics will provide outcomes that, as indicated in Table 2, will result in value creation and ownership of sustainable competitive advantage, synchronization with global standards, and avoidance of short- and long-term economic consequences.

Table 2: Open, central, and eclectic codes in the Strauss and Corbin model

Pivotal symbol	secondary symbol	primary symbol
Causative factors	planning	Timing Business infrastructure processes Increase the speed of transactions Planning activities based on today's technology Information sharing Correct pricing Correct management of organizational resources cost management Digitization of the organization
	Customers	Identifying customer needs Intimate communication with customers Useful and effective interactions and communications Classification of customers Data mining of customer information and data Creating a customer database
	Individual characteristic	The personality of consumers Acceptance of technology Demographic characteristics of customers social position Criticism and accepting the opinions of others Individual participation
Background conditions	Information Technology	Fast communication The epidemic of using mobile phones and smart devices Data mining techniques and artificial intelligence Digital transformations The emergence of new media Global use of the Internet Integration of traditional online store
	Marketing Management	Direct and indirect communication and interaction with consumers Establishing long-term relationships with the company's clients Common interests of customers and companies Determine customer needs Greater empathy with customers Mutual communication
Intervening conditions	Economic conditions and policy making	Rapid changes in global markets Lack of necessary standards for online marketing management The emergence of virtual currency and the uncertainty of its future

		<p>Low internet speed Range of pricing changes No monitoring of online pricing Capital market fluctuations Uncertain tax mechanisms of e-businesses</p>
	<p><b>Social and cultural conditions</b></p>	<p>Adequate understanding of information security Unstable digital business culture Low level of digital business knowledge Traditional ideas of business managers Perceived risks</p>
<p><b>Strategies</b></p>	<p><b>Strategies tools used</b></p>	<p>Niche story marketing Create a marketing slogan through word-of-mouth marketing Establish competition among consumers Email and interactive messaging Create multi-channel marketing Updating digital marketing tools Continuously perform scans</p>
	<p><b>Create professional marketing</b></p>	<p>New training Professional ethics of managers and employees with customers Appropriate interaction (neither too much nor too little) with customers Friendly tone and win-win relationship with customers Use of marketing specialists Improving organizational trust based on customer-oriented training Updating the traditional structure of staff management Using new technologies in interactive marketing techniques</p>
	<p><b>Innovation</b></p>	<p>Company brand management Outsourcing in marketing Flexibility in marketing techniques based on market analysis Mining of marketing knowledge Innovative marketing model Supporting innovation and creativity among employees Improving the organizational strategy based on the indicators of the competitive market Creating a unique marketing practice Creating sustainable and added value</p>

<b>consequences</b>	<b>Valuation</b>	<ul style="list-style-type: none"> <li>Creating sustainable and added value</li> <li>Increase customer retention</li> <li>Achieving local production goals</li> <li>Achieving an economic boom</li> <li>Profitability</li> <li>Creativity development</li> <li>Increase the efficiency of strategic plans</li> <li>Amending laws and regulations to serve the company's competitive position</li> </ul>
	<b>Sustainable competitive advantage</b>	<ul style="list-style-type: none"> <li>Competition in the market through technology and brands</li> <li>Promoting the company's reputation through the company's brand</li> <li>Continuous improvement of the company's products and services</li> <li>Increasing competitiveness</li> <li>Creating a sustainable competitive advantage</li> </ul>
	<b>Synchronization with global standards</b>	<ul style="list-style-type: none"> <li>Keeping pace with global changes</li> <li>Increase international communications</li> <li>Digital marketing strategies</li> <li>International standards</li> <li>International business model opportunities</li> </ul>
	<b>Short-term economic consequences</b>	<ul style="list-style-type: none"> <li>Business growth and maturity</li> <li>Meet industry and company needs internally and externally</li> <li>Technological innovation</li> <li>New product development</li> <li>Support and encourage industrial innovations</li> <li>Improving the economic situation of workers by increasing wages</li> <li>Improving the economic status of employees</li> <li>Creating employment and eliminating unemployment</li> </ul>
	<b>Long-term economic benefits</b>	<ul style="list-style-type: none"> <li>Increasing digital businesses</li> <li>Improving online buying and selling</li> <li>Facilitating entrepreneurial conditions</li> </ul>

The following is the result of selective coding (theoretical construction) of the development of interactive marketing:

"The planning based on today's technologies, with the understanding of the needs and attention to the individual characteristics of the customers, is sufficient for the necessity of paying attention to the development of interactive marketing when operating mobile phone services. The development of interactive marketing comes when information technology is taken into account in this process and appropriate marketing management is carried out in this regard. On the other hand, the intervening factors represented by economic and political conditions and inappropriate social and cultural conditions are known as the factors that limit the development of interactive marketing.



The development of interactive marketing is facilitated through strategies such as active strategies, marketing expertise, and innovation and value creation, which leads to employment. These strategies, sustainable competitive advantage, and synchronization with international standards, short-term economic consequences and long-term economic consequences. Also, the state of the extracted rulings is presented as follows:

**Theory 1:** The theme of recognizing the planning based on today's technologies, recognizing the needs and paying attention to the individual characteristics of customers as effective factors in the development of interactive marketing in line with the development of business in mobile phone companies in Iraq.

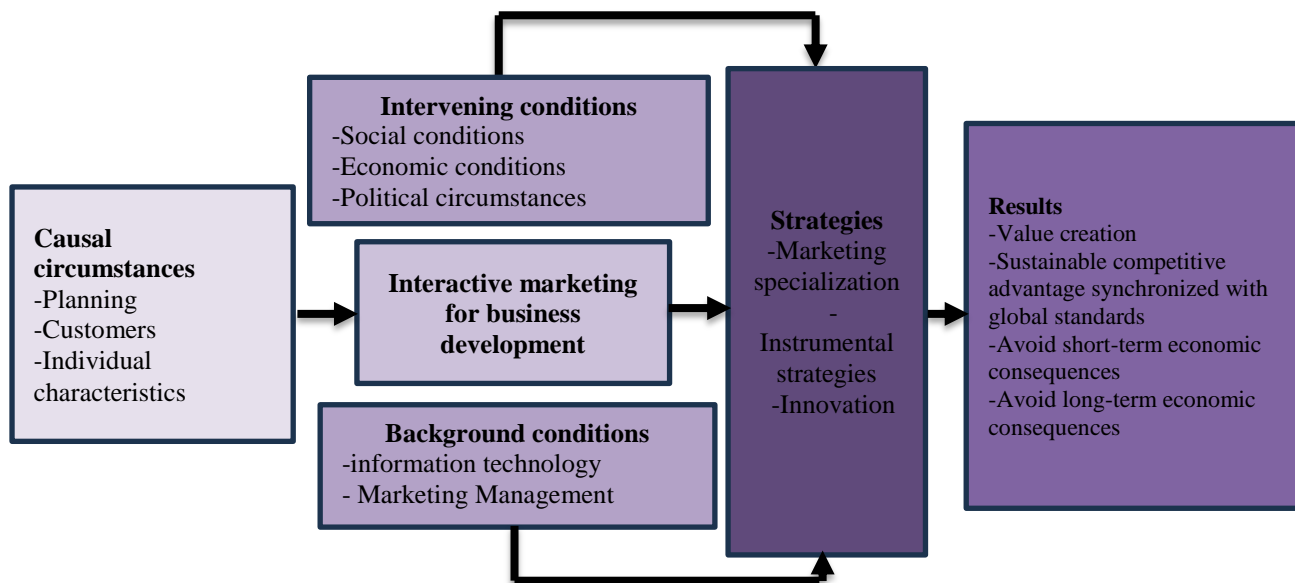
**The second theory:** considering the components and the relationships between these components as the most important aspects of the development of interactive marketing in line with the development of business in mobile phone companies in Iraq.

**The third theory:** The existence of information technology in business and the existence of appropriate marketing management provides a platform for the development of interactive marketing in Iraq.

**The fourth theory:** Identifying the overlapping conditions of economic and political conditions and inappropriate social and cultural conditions as limiting factors for the development of interactive marketing and providing the necessary platform for the development of interactive marketing strategies in mobile phone services in Iraq.

**The fifth theory:** automatic strategies, marketing expertise and innovation are strategic measures for the development of interactive marketing in mobile phone services in Iraq.

**The sixth theory:** creating value and sustainable competitive advantage and synchronizing with international standards and short-term economic consequences and long-term economic consequences from research results for strategic actions on how to develop interactive marketing in mobile phone services in Iraq, taking into account the circumstances and the overlapping context



**Figure (1) interactive marketing model for business development in Iraqi telecommunication companies**

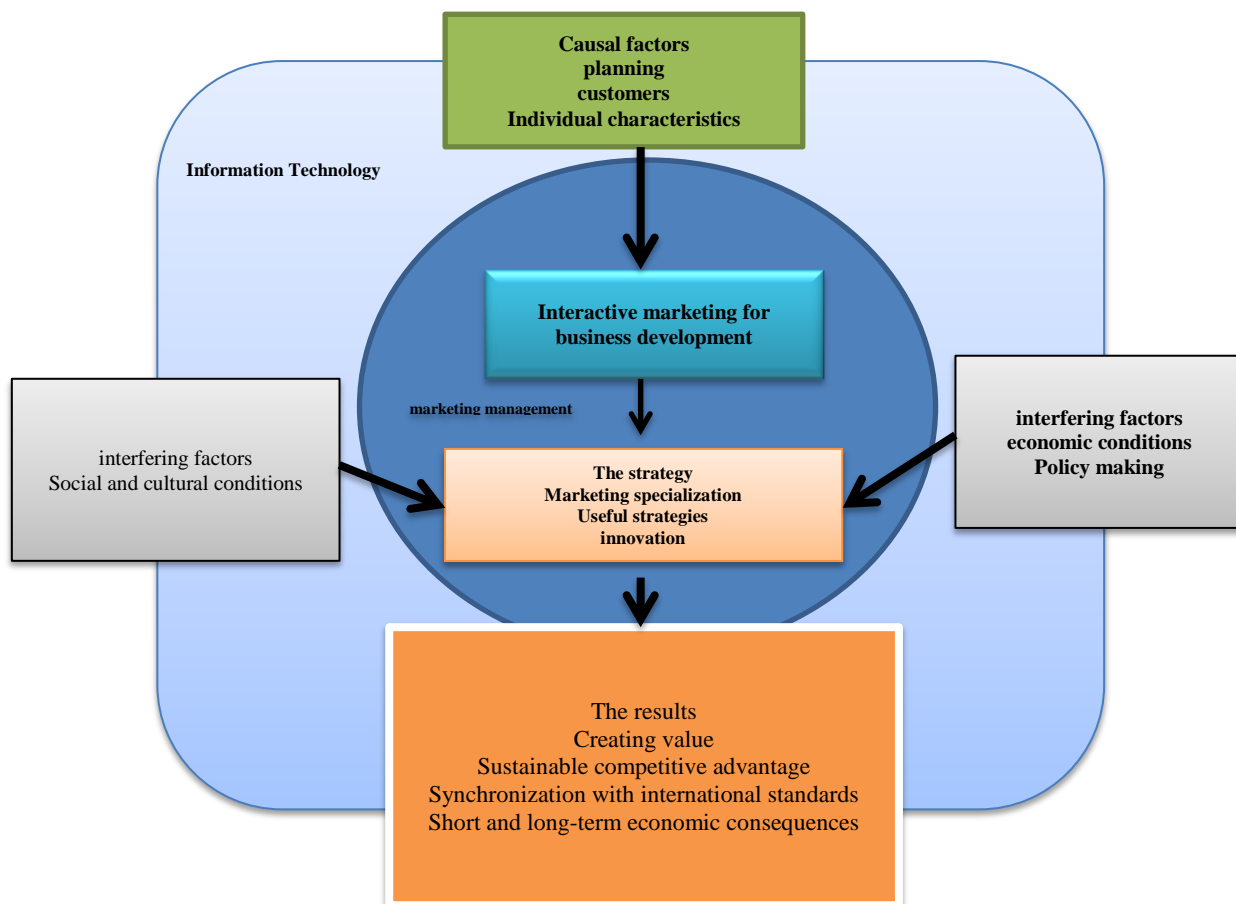
Since obtaining results in scientific research, without interpreting and analyzing them, presenting any solutions and proposals in order to solve the research problem will face a fundamental problem. In this paragraph, in order to use and apply the results obtained, the current research results were interpreted and analyzed, so we discuss:

The following is a summary of the most important research results. Finally, practical solutions and suggestions are presented in the last part of this paragraph, in addition to providing suggestions for future research.

**Research Summary:**

This research deals with developing a model for interactive marketing in line with business development in telecommunications companies in Iraq. The results of the demographic section indicated that, according to the 35 interviews conducted in three telecommunications companies, Asiacell, Zain, and Kook, the highest percentage of participants was from the male category (28 people), whose average age is between 25 and 34 years. (14 people) years old. Most of them had a bachelor's degree (18 people) and had between 5 and 10 years of work experience (15 people)

It also includes the results of identifying the main components of the interactive marketing model; The causal factors of this model, which include planning factors, individual characteristics, and clients, include the contextual factors of the model; Components of information technology and marketing management, including the overlapping conditions of the central phenomenon; They are social and cultural conditions, economic conditions and policy making. Phenomenon-oriented strategies include; The marketing discipline is a tool for innovation and strategies. Finally, the consequences of the actions taken include the following: value creation, sustainable competitive advantage, synchronization with global standards, and short- and long-term economic consequences.



**Figure (2):**  
**Interactive marketing model for business development in Iraqi telecommunication companies**

In general, it can be said that every scientific research is carried out based on specific objectives, and with these objectives in mind and based on the research results, the results should be analyzed, interpreted and discussed by comparing the data with the results and then comparing them to previous studies and then proposals will be presented to solve the research problem. current. This research, with an exploratory approach, sought to identify the main components of the interactive marketing model in line with the business development of mobile phone companies in Iraq.

#### **Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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