

## The role of Market-knowledge, to Enhance customer, value Survey study in the Middle Euphrates region

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**Abstract :** The current research, aims to shed light on the effect of shared Market-knowledge in creating customer value for a sample of faculty members in the Middle Euphrates region. The sample size was (156). The research problem was represented by the weakness of customer value or some of its contents and dimensions in the sample studied. The research problem was formulated with a main question that states (what is the role of Market-knowledge in creating customer value). The Market-knowledge variable includes three main dimensions: (customer knowledge, competitor knowledge, and market research). As for the customer value creation variable, it included four dimensions: (time value, mental perceived value, emotional value, and monetary value). For the purpose of achieving the research objectives, the descriptive analytical method and the questionnaire were relied upon to collect data related to the research variables, and then analyzed using some statistical methods such as (arith,metic, mean, standard, deviation, and Pearson correlation coefficient), and the statistical program (SPSS.V24) was also used C (Amos.V24) to know the customer and a set of results were reached, most notably the existence of a correlation and a statistically significant effect to remove Market-knowledge in creating customer value.

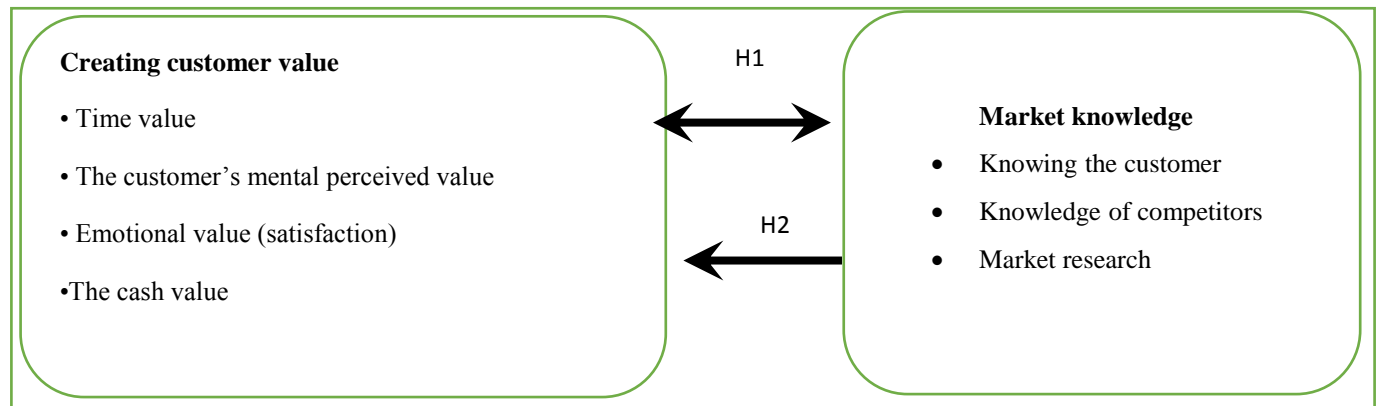
**Keywords - Keywords:** Market knowledge, customer value creation

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**Introduction:** Contemporary business organizations face great challenges due to rapid technological changes and high uncertainty in the external environment. This requires the adoption of modern approaches and methods that enable them to keep pace with these changes. Perhaps among the most important of these approaches is market knowledge and how it can be employed in creating value for the customer, so it requires organizations to be armed with knowledge. Marketability is considered one of the latest concepts that entered modern administrative literature and one of the most important resources for achieving superiority over competitors. Therefore, the managements of organizations in general and organizations must invest market knowledge in the process of creating value for the customer, because creating value for the customer in these areas is an important matter for many organizations. If it wants to survive, continue and grow, knowledge forms the basis that leads to success. The rapid changes in customers' needs and preferences also require adopting modern methods to explore and meet them before competing organizations by providing innovative services. In light of the above, the current research attempts to understand and explain the relationship between the variables by formulating a main question: Is it possible to explain the relationship between market knowledge and customer value creation? In order to achieve a number of advantages through the contribution of market knowledge in linking organizations to external developments and considering it as a means of predicting changes that could affect their work and a way to benefit from available opportunities and avoid threats and risks. We also work to develop and consolidate the belief among administrative leaders in the surveyed organizations of the necessity of developing market knowledge capabilities because they represent an important and vital aspect in enhancing market knowledge. In order to achieve the main goal of the research, which is to verify the correlation and influence between (market knowledge and customer value), within the framework of the research problem and its importance, its objectives can be limited to the following: Within the framework of the research problem and its importance, the research objectives can be limited to the following:

1. Measuring the extent to which knowledge sharing contributes to enhancing customer value and providing a special conceptual framework for knowledge sharing because it is a modern topic
2. Detecting the level of availability of market knowledge dimensions in the researched organization through identifying the level of customer knowledge, competitor knowledge, and market research)
3. Verifying the extent to which the research sample possesses the ability to create customer value with its dimensions represented by (time value, perceived (mental) value, emotional value, monetary value)
4. Reaching a set of conclusions and recommendations that contribute to increasing the level of market knowledge and thus contributing to enhancing customer value.

In light of what was discussed regarding the research methodology and its objectives, a hypothetical research diagram was prepared, see Figure (1), to express the relationship between the research variables. This diagram is represented by a set of correlation and influence relationships between these variables, as follows:



**Figure (1) Hypothetical diagram of the study**

The first main hypothesis: There is a statistically significant correlation between Market-knowledge and customer value creation. The following hypotheses branch out from this hypothesis:

- A - There is a statistically significant correlation between customer knowledge and customer value creation.
- B- There is a statistically significant correlation -between knowledge of competitors and customer value creation.
- T - There is a statistically significant, correlation, between market research and customer value creation.

The second main hypothesis: There is a statistically significant effect of knowledge accumulation in creating customer value, and the following sub-hypotheses branch out from this hypothesis:

- A - There is a statistically significant effect of knowing- the customer in creating customer value.
- B- There is a statistically, significant effect of knowing competitors in creating customer value.
- T - There is a statistically significant effect of market research in creating customer value.

## **The Second Topic : Literature review**

### **First: the concept of Market-knowledge**

To define the scope of Market-knowledge, Marinova (2004:3) noted that the two most prominent features of a competitive market, are customers and - competitors. Market factors such as competition and demand have been identified as critical determinants of organizational, phenomena such as generating, creativity. At the basic level, Market-knowledge is necessary to identify needs and desires. Target markets, and satisfy them - better than a competitor can. The term “Market-knowledge” means knowing customers and competitors. Change in Market-knowledge refers to the amount of change in decision makers’ knowledge about customers and competitors between two points in time. Market-knowledge refers to knowledge related to targeting customer groups, market entry, distribution channels, and marketing methods (Burgers et al., 2008).

(Petrovici et al., 2020:2) provided insight into this concept by emphasizing, that Market-knowledge has different characteristics and that these characteristics affect the success of the organization in many ways, and he worked to develop this approach by placing Market-knowledge in the context, of the existing point of view. On the resources of the organization, investment can be targeted in generating, different types of Market-knowledge and Market-knowledge resources must be deployed according, to specific contexts in order, to create a sustainable competitive advantage.

Market-knowledge reflects a new venture's understanding of its competitors and customers, and it relates to relationships and actions between organizations, such as market reactions to competitive moves and organizational-level responses, to customer needs and desires. In the face of resource scarcity and environmental disturbances, new ventures need external sources to expand their knowledge base and support the development of innovation. Market-knowledge characteristics, such as breadth and tacitness, have had significant and varying impacts on the process of absorption, integration, and transformation of established knowledge into new products (Jin et al., 2019:2). The organization's knowledge of the market is primarily the result of the influence of the organization's strategic direction in the market, as the organization creates a culture and climate that focuses on its customers, competitors, and the general market situation (Dabrowski, 2019:2). However, its stronger levels of tacitness, specificity and complexity, compared to other types of organizational knowledge, as well as its “experiential” nature, “stickiness” and strong

coherence in cultural understanding make the investigation of marketing knowledge transfer processes, particularly important because the appropriate, interpretation, of market preferences and demand is A basic condition for the success of innovation in the organization (Crespo et al., 2022:2).

### **Second : The importance of Market-knowledge**

Siegel & Renko (2012:802) believe that the positive effects of Market-knowledge are:

1. Awareness, of customer problems, as sources of potential opportunities.
2. Ease of determining the market - value of new technological discoveries or other market changes
3. Increase the possibility of transferring tacit - knowledge of new technology between the user and the end, customer.

### **Third : Dimensions of Market-knowledge**

The names mentioned in the academic literature regarding the dimensions of Market-knowledge have varied and varied, and the reason for this variation is due to the difference in specializations and research objectives. The study will review the viewpoints of some researchers regarding the dimensions of Market-knowledge, as Table () shows some of those ideas.

#### **1. Knowing customers**

Knowing customers is an essential intangible asset for any organization, because, it enables them to regroup, and create value (Tseng, 2009:488). In general, customer, knowledge helps enhance the competitive advantage of organizations, by allowing them to explore opportunities arising from customer requests and needs and meet them as quickly as possible. Which in turn is reflected in the marketing- performance of organizations (Al-Dawi, 2017: 7). Knowing your customers falls into three important categories. The first type, called “from” customer, knowledge, recommends learning about the elements, markets, and service providers associated with meeting the customer's information needs. The second type refers to knowledge “about” customers, which is prepared based on the investigation of real customer data and information. The third type, which is known as “customer” knowledge, refers to customers’ reactions (Castagna et al., 2020:3).

#### **2. Knowing the competitors**

Competitor knowledge is one of the key capabilities of competing organizations. In addition, the quantity, timing, and accuracy of competitor intelligence requires managers to have an accurate understanding of their competitors and remain vigilant to identify threats and opportunities in the market (Tseng, 2009:488). A competitor is a commercial organization or individual involved in obtaining a share of customers' money spent on the same product Products (Alghamdi, 2016: 144) and the steps through which the organization can deal with competitors in the same industry as the organization can be determined as follows (Al-Dawi, 2017: 7):

- A. Identify competitors
- B. Determine competitors' strategies
- C. Identify strengths and weaknesses
- D. Appreciating different forms of competitor behaviors (reactions)
- E. Choosing the competitors who will be dealt with
- F. Collect information about competitors

#### **3. Market research**

Market research determines the desired functions of a new product and the price at which the product will be sold, given the attractiveness of competitors’ prices (Kotler & Keller, 2005:389), and the use of market research is more common in large organizations than it is in small organizations (Phiri, 2009:55). ). This is because it is a business activity that discovers information to use in making, marketing decisions (Elliott et al., 2012:75).

The American Marketing Association defines marketing research as: the function that links consumers, customers, the public, and marketing specialists through,, information. This information, is used to identify and define marketing opportunities and problems in order to generate, improve, and evaluate marketing activity and to monitor marketing - performance and improve, understanding, of marketing (May 2007: 55). ). Market research can mean several things. It can be the process, by, which we gain insight into how markets work, or function in an organization, or it can refer to the results of research, such as a database of customer purchases or a report containing recommendations. Market research can help organizations by providing answers to questions Which organizations may have about their customers and competitors (Sarstedt & Mooi, 2014).

### **Fourth : The concept of customer, value**

As one of the most important tasks in marketing is to create value and deliver it to customers to drive their satisfaction, loyalty and profitability, customer, value is a dual concept. First, in order to succeed, organizations (and the marketing function) must create perceived value for customers, and to this end, marketers must measure perceived customer, value, and they must submit customers' perceptions for evaluation through the elements of marketing. Second, customers in return give value through multiple forms of engagement (customer lifetime value, in the broadest sense) to the organization (Kumar & Reinartz, 2016:1).

Chiu et al., (2019:4) believe that customer, value is exploring how customers evaluate value and what the results of value are at a certain point in time, that is, after consuming the product or service. The concept of customer value can be divided into two concepts: value in exchange and value in use. The basic distinction between these two subcategories of value is the relationship between the actors who create said value. While value in exchange is primarily rooted in the supplier, value in use includes what the supplier has provided in conjunction with customer contributions. Thus, value in use allows actors to become good collaborators by integrating their activities into an interlocking co-creation process. Customers are no longer passive consumers of content, they are actively contributing to the conversation. Customer interaction includes not only prior to transaction interactions but also extends beyond the completion of the actual purchase process (Riley, 2020:351).

#### **Fifth : The importance of customer, value**

(Al-Faraji & Al-Rabaiwi, 2021:135) noted that the strategic and comprehensive importance of customer, value can be summarized as follows:

1. Design and provide products with characteristics and specifications consistent with customer requirements.
2. Customer, value is one of the successful business strategies in organizations today.
3. Designing and providing superior value to customers drives organizations to achieve entrepreneurship in global markets.
4. Customer, value management plays an important role in the survival and continuity of organizations by providing innovative products and services.

While (Rahim & Yahya, 2022:89) see the importance of customer, value as follows

1. Customer value helps organizations retain the most valuable customers.
2. It enables the organization to target and attract potential customers
3. It is used as a criterion for evaluating and rewarding employees in the organization.
4. It works to improve organizational capabilities (workers, infrastructure and culture by filling gaps, making repairs, improving the product, following up and monitoring its quality for the purpose of customer satisfaction and gaining competitive advantages.

#### **Sixthly : Dimensions of customer, value**

The study relied on the model (Al-Rubaie and Tawfiq, 2021) to measure the value of the customer in the organization for several reasons, including the fact that it was used in an Iraqi environment, which added to the ease of measuring and applying it. The study will review the dimensions of this model in some detail:

##### **1. Time value**

It refers to the value of time wasted to obtain the good or service. Some customers believe that time is greater than its monetary value, and this is clearly evident among customers who do not want the duration of obtaining the service or good to be longer than the time specified for them (Al-Rubaie and Tawfiq, 9:2021).

##### **2. Perceived (mental) value**

The utilitarian perspective on perceived value derives from a psychological construct that describes the common intuition that "...any increase in wealth, no matter how large, will always lead to an increase in utility that is inversely proportional to the number of goods actually owned." In this context, the utility of a service is measured and defined as the subjective value of individuals under risk and uncertainty. Expected utility theory thus states that price is the value of a service, and thus consumers spend their income in order to maximize the "value" they obtain from services. Thus The utilitarian perspective of perceived value is conceptualized as a trade-off between the benefit of using the service and the futility of obtaining and using the service (Boksberger & Melsen, 2011:230). Perceived value is defined as customers' net evaluation of the perceived benefits accumulated from the offer that depends on the costs that They are willing to give up in exchange for the needs they seek to satisfy. Perceived customer, value is the summation of the benefits that the customer seeks, and the expectation or experience of the undesirable consequences that come with them. The undesirable benefits and consequences are the consequences of purchasing and consuming the offering, and these benefits and consequences may be realized Indirectly, direct or indirect and immediately or delayed, the central aspect of this concept is that customers choose actions that, *ceteris paribus*, maximize desired consequences and minimize concurrent undesired consequences (Kumar & Reinartz, 2016:37).

##### **3. Emotional value (satisfaction)**

Emotional value is the benefit derived from feelings (Lu & Hsiao, 2010:152) or emotional states generated by a product/service (Ariff et al., 2012:127). Emotional value becomes one of the factors that can cause customer satisfaction. Customer, value is the value that the customer hopes for, where social value is in line with status and self-esteem, emotional value is in line with aesthetics, quality/performance is in line with product specialization, and self-esteem or value is in line with... Efficiency and emotional value is the emotional touch of the brand they provide (Nurfaedah & Mustikasari, 2017:422).

##### **4. Monetary value**

The monetary value indicates that customers perceive the value of shopping based on the customer's level of trust in the seller, as the monetary value represents a profit for the customer (Masri et al., 2020:4). This dimension is considered one of the most important drivers of creating customer value in the organization and generating returns in the market, as it identified two methods through which tangible things are converted into financial value, and exchange in customer management relationships takes the form of a single transaction or a long-term relationship, in the first case ending when the deal is completed. The negotiation becomes full of mistrust between the two parties, the organization and the customer. In the second, the relationship is based on customer loyalty, which is defined as: "a measure of the customer's return and his desire to participate in the performance of the organization's activities." Some rely on customer loyalty as a rule. The equation is with trust in the price of the commodity, which is not the basis for winning the customer, but the rule is trust, as it is the most important in achieving the organization's policy and profitability throughout life (Al-Rubaie and Tawfiq, 9:2021).

### The third topic : the practical aspect of the tool

#### First : coding and description

Table (1) shows the coding and description of the variables. Study more clearly.

**Table (1) Coding and describing the variables under study**

The main variable	Sub-dimensions	Paragraphs	Statistical indicator symbol	
Market-knowledge	Knowledge of customers	8	KMCU	KNMA
	Knowledge of competitors	8	KMCO	
	Market research	8	KMRE	
Creating customer value	time value	5	CVTI	CUVA
	Perceived value	4	CVPE	
	Emotional value	5	CVEM	
	The cash value	5	CVCA	

### Second : Descriptive statistics

#### 1. Market-knowledge

##### A. knowledge of customers

Table (2) shows the results of the statistical description of the paragraphs of the knowledge of customers dimension, which was tested through eight paragraphs. The value of the arithmetic mean for this dimension was (3.99) and the standard deviation was (0.67) with a relative importance of (80%). This indicates that the sample studied It seeks to improve educational service by understanding the nature of its students' needs.

**Table (2) presents, analyzes and interprets the dimension of customer, knowledge**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance
KMCU1	4.43	0.78	89%	1
KMCU2	3.79	1.05	76%	7
KMCU3	4.00	1.00	80%	5
KMCU4	4.04	0.86	81%	2
KMCU5	4.01	0.93	80%	4
KMCU6	4.04	0.74	81%	3
KMCU7	3.88	0.91	78%	6
KMCU8	3.69	1.06	74%	8
<b>Customer knowledge dimension rate</b>				
<b>Arithmetic mean</b>		<b>3.99</b>	<b>standard deviation</b>	<b>0.67</b>
<b>Relative importance%</b>				<b>%80</b>

##### B. knowledge of competitors

Table (3) shows the results of the statistical description of the paragraphs of the knowledge of competitors dimension, which was tested through eight items. The arithmetic mean value for this dimension was (3.87) and the standard deviation was (0.65), with a relative importance of (77%).

**Table (3) presents, analyzes and interprets the dimension of knowledge of competitors**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance
KMCO1	4.11	0.84	82%	3
KMCO2	4.34	0.73	87%	2
KMCO3	3.61	0.97	72%	6
KMCO4	3.31	1.16	66%	8
KMCO5	3.68	1.03	74%	5
KMCO6	3.49	1.12	70%	7
KMCO7	4.06	0.90	81%	4
KMCO8	4.36	0.72	87%	1
Average level of knowledge of competitors				
Arithmetic mean		3.87	standard deviation	0.65
Relative importance				%77

**C. market research**

It is noted from Table (4) the results of the statistical description of the paragraphs of the market research dimension, which was tested through eight paragraphs, as the value of the arithmetic mean for this dimension was (3.93) and the standard deviation was (0.66) with a relative importance of (79%).

**Table (4) Presentation, analysis and interpretation of the market research dimension**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance
KMRE1	4.26	0.70	85%	1
KMRE2	4.17	0.76	83%	2
KMRE3	3.71	1.03	74%	7
KMRE4	3.92	0.90	78%	5
KMRE5	3.96	1.02	79%	4
KMRE6	4.03	0.93	81%	3
KMRE7	3.54	1.18	71%	8
KMRE8	3.87	0.96	77%	6
Market research dimension rate				
Arithmetic mean		3.93	standard deviation	0.66
Relative importance				%79

**2. Customer value****A. the value of time**

Table (5) revealed the results of the statistical description of the items of the time value dimension that was tested through five items, as the average value of the arithmetic means for this dimension was (3.82) and the standard deviation was (0.74) with a relative importance of (76%).

**Table(5) displays, analyzes and interprets the time value dimension**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance
CVTI1	3.85	1.11	77%	4
CVTI2	3.33	1.20	67%	5
CVTI3	4.01	0.85	80%	2
CVTI4	3.90	0.98	78%	3
CVTI5	4.02	1.06	80%	1
Average time value dimension				
Arithmetic mean		3.82	standard deviation	0.74
Relative importance				%76

**B. perceived value**

Table (6) explains the results of the statistical description of the paragraphs of the perceived value dimension, which was tested through four items. The arithmetic mean for this dimension was (4.19) and the standard deviation was (0.62) with a relative importance of (84%).

**Table(6) Display, analyze and interpret the perceived value dimension**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance	Paragraph symbol
CVPE1	4.40	0.76	88%		1
CVPE2	4.04	0.99	81%		4
CVPE3	4.07	0.77	81%		3

CVPE4	4.25	0.78	85%	2
Average perceived value dimension				
Arithmetic mean	4.19	standard deviation		0.62
Relative importance				
%84				

### C. emotional value

Table (7) shows the results of the statistical description of the paragraphs of the emotional value dimension, which was tested through five items. The arithmetic mean for this dimension was (4.26) and the standard deviation was (0.72) with a relative importance of (85%).

**Table (7) Presentation, analysis and interpretation of the emotional value dimension**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance
CVEM1	4.28	0.91	86%	2
CVEM2	4.25	0.85	85%	4
CVEM3	4.32	0.89	86%	1
CVEM4	4.26	1.00	85%	3
CVEM5	4.20	0.97	84%	5
Average emotional value dimension				
Arithmetic mean	4.26	standard deviation		0.72
Relative importance				
%85				

### D. monetary value

It is noted from Table (8) the results of the statistical description of the paragraphs of the monetary value dimension, which was tested through five paragraphs, as the average value of the arithmetic mean for this dimension was (3.93) and the standard deviation was (0.73) with a relative importance of (79%).

**Table(8) displays, analyzes and interprets the monetary value dimension**

Paragraph symbol	Arithmetic mean	standard deviation	Relative importance%	Order of importance
CVCA1	4.04	1.11	81%	3
CVCA2	4.19	0.91	84%	1
CVCA3	4.11	1.07	82%	2
CVCA4	3.81	1.01	76%	4
CVCA5	3.52	1.21	70%	5
Monetary value dimension rate				
Arithmetic mean	3.93	standard deviation		0.73
Relative importance				
%79				

### research assumes

The first main hypothesis: There is a significant correlation between Market-knowledge and customer value.

The results presented in table (9) revealed that there is a statistically significant correlation between Market-knowledge and customer value, amounting to (0.752) and at a significance level (0.01), which means that Market-knowledge is governed by a strong relationship with customer value.

**Table (9) The relationship between Market-knowledge and customer value**

R	Knowledge of customers	Knowledge of competitors	Market research	Market-knowledge
				time value
R	.616**	.607**	.524**	.659**
				Perceived value
R	.528**	.466**	.557**	.585**
				Emotional value
R	.478**	.426**	.630**	.580**
				The cash value
R	.587**	.463**	.611**	.627**
				Customer value
R	.677**	.603**	.710**	.752**

\*\* Correlation is significant at the 0.01 level (2-tailed).

**The second main hypothesis: There is a significant relationship of the influence of Market-knowledge on customer value.**

The results of table ( ) and the cross-sectional data in Figure (10) show that there is a significant effect of customer, knowledge on customer value, as increasing Market-knowledge by one unit leads to an improvement in customer value of (0.745) with a standard error rate equal to (0.053) and a critical value. Its amount is (14,057), which means

that the studied private universities realize the importance of enhancing customer value by investing in the private universities' capabilities in knowing customers, knowledge of competitors, and market research.

Knowledge of the market also contributed to explaining (0.565) of the amount of variation occurring in the value of the customer, but the remaining value falls outside the limits of the study.

Table (9): Results of analysis of the effect of Market-knowledge on customer value

**Table (10): Results of analysis of the effect of Market-knowledge on customer value**

Track			Standard weights	Standard error	Critical value	Coefficient of determination R <sup>2</sup>	Probability (P)
Market-knowledge	<---	Customer value	0.745	0.053	14.057	0.565	0.001

#### **Fourth topic : Conclusions and recommendations**

##### **First : conclusions**

1. There is a correlation and influence between market knowledge and customer value, which means that the studied private universities realize the importance of enhancing customer value by investing in market knowledge.
2. Private universities strive to improve educational service and meet students' needs comprehensively, through professors with good capabilities who are committed to the task of improving the skills and abilities of graduates. This shows that private universities care about empowering students and developing them fully.
3. The results showed that private universities have a deep understanding of students' needs and expectations, which helps them provide distinguished educational services that meet students' aspirations. Therefore, private universities can be relied upon as a reliable option for students looking for a high-quality educational experience that suits their individual needs.
4. The results showed that the university strives to develop and excel in its educational services, and places modern technologies and innovation at the core of its strategy, and this reflects its commitment to providing a comprehensive and unique educational experience for students.
5. The results emphasize the importance of a secure administrative system and fruitful cooperation between university employees and students, by highlighting the importance of consolidating knowledge and employing effective methodologies to achieve comprehensive learning and academic development at the university.
6. The results showed the university's commitment to improving the experience of its members and providing a comfortable and appropriate university environment. By developing communications and achieving student and employee satisfaction, the university seeks to enhance overall performance and improve the quality of services provided.
7. The results reflect the university's commitment to providing student services and providing a safe and protected environment for students, and this shows the importance of financial investment in providing high-quality infrastructure and educational resources.

##### **Second : Recommendations**

1. The need for universities to work in coordination of cooperative relations in a way that enhances their intellectual capital. This can be achieved by strengthening cooperation and partnerships with other entities, whether other universities, research institutions or industry.
2. Universities must invest in training methods to develop work methods. This can be achieved by providing specialized training programs for faculty and staff. This encourages learning new skills and gaining practical knowledge that enhances work efficiency and promotes innovation and excellence at the university.
3. Universities should work to enhance the process of generating ideas for new services and testing them. This can be achieved by creating mechanisms and platforms to collect ideas from workers, students and the local community. It is also necessary to encourage innovative thinking and provide a supportive environment for developing and testing new ideas to improve the services provided by the university.
4. The university must train employees to enhance their awareness of the importance of continuous improvement. This can be achieved by organizing training programs and workshops that focus on the concept of continuous improvement, its tools and techniques.
5. The need for universities to encourage consultation with employees to ensure their enthusiasm for exchanging knowledge. This can be achieved by creating mechanisms and platforms that facilitate communication and interaction between university employees, such as electronic forums, internal workshops, and public meetings.



6. Knowledge must flow at the university in a dynamic manner that contributes to satisfying the needs of employees. This can be achieved by providing platforms for continuous learning and professional development, such as training courses, workshops and seminars.
7. It is necessary for universities to pay attention to enhancing the integration of their stored knowledge with new knowledge, for the benefit of their future directions. This can be achieved by establishing mechanisms and processes to collect and analyze the knowledge stored at the university and linking it to new research and innovations.
8. The university must focus on enhancing cooperation between its departments and colleges to achieve coordination and integration in achieving goals. This can be achieved by creating organizational structures that enhance cooperation and contribute to the exchange of knowledge and experiences between different departments and colleges.

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