

The relationship between marketing experience and marketing knowledge and its impact on marketing performance: A field study in the Iraqi oil sector companies

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Abstract

The Iraqi oil sector is of great importance as it is considered the main pillar of the country's economy and its revenues. Therefore, the goal of the current research is to explore the relationship between marketing experience and marketing knowledge and its impact on marketing performance in oil products companies (Maysan Oil Company, National Oil Company, North Oil Company, Oil Company Dhi Qar and Basra Oil Company). The features of the basic problem were the weak awareness of the effective role of marketing experience and marketing knowledge in influencing the level of marketing performance, which reflects negatively on the level of overall performance of the companies in the research sample, as well as their competitive position. Therefore, it has become necessary for the marketing department to pay exceptional attention to marketing experience and knowledge within the framework of the organization's strategy.

In its quest to shift from traditional business to contemporary trends compatible with environmental changes, marketing departments in the companies sampled in the research should adopt experience and knowledge to improve their performance. Therefore, this research came to shed light on these trends and show the extent of their effectiveness in achieving the organization's goals, through their application in the Iraqi oil sector. The research derives its importance from the importance of the topics it covers, as well as the companies studied.

The research adopted the descriptive analytical method as an approach to the current research, and the research community was represented by unit officials working in petroleum products companies throughout Iraq, as a random sample of (303) unit officials in the mentioned companies was selected. In order to reach the results, a number of statistical methods were used, supported by the statistical program (SPSS). Among the most prominent results reached: There is a significant correlation and influence between marketing experience in its combined dimensions and marketing knowledge in its combined dimensions in Iraqi oil sector companies. One of the most important recommendations is the need for the companies under study to develop marketing knowledge and marketing experience in a renewed and updated manner by benefiting from training courses in the marketing field in order to raise the level of marketing performance.

Keywords: marketing knowledge, marketing experience, marketing performance.

1. Introduction

The research gap, according to the review conducted by the researcher, is the lack of a study that addresses the relationship between the three variables (marketing experience, marketing knowledge, and marketing performance). The research was based on the following question: What is the extent of availability of marketing experience and marketing knowledge in the oil companies in the research sample, as well as the degree of its impact on marketing performance .

The contribution of the current research was represented by its priority in addressing three topics (marketing knowledge, marketing performance, and marketing experience), as this research is the first of its kind to address these variables in the Iraqi oil sector.

Marketing experience is all sensory experiences, feelings/affections, cognitions, physical and lifestyles, as well as relationships with certain cultures or references that are finally able to provide an imagination that has an impact on the emergence of the value of the consumer experience on a product or service (Daga & Pollil,2019:149). Customers want a product that can give them experience, so the concept of marketing has evolved towards the business of experience marketing in which customers gain experience in evaluating consumption situations (Dahmiri,2020:8). Experience-based marketing evokes a strong emotional (cognitive) response

using the sensory method, and is practiced when marketers go beyond satisfying basic consumer excitement needs to be part of the shopper's everyday experiences. Finding insights into people's passion for the brand (Kozak & Smyczek, 2015:70).

The current business environment is characterized by rapid change, intense competition, tremendous technological development, the age of information and the Internet, and a knowledge-based economy, which has placed the management of the organization on the shoulders of a great responsibility represented in creating a state of adaptation to the new environmental data, and the adoption of knowledge as a work philosophy in order to achieve this (Hoffman & Bateson, 2011:20). knowledge (philosophy) appeared in Greek civilization, and then Islamic philosophy and its prominent figures such as Al-Kindi, Ibn Sina and Al-Farabi (Renn, 2017:110). knowledge is an intangible wealth that successful organizations employ in providing new products and services that meet the tastes and desires of their customers (Ismail & Salman, 2019:43). Marketing knowledge management is part of the organization's total knowledge management, because it actually represents the vital part of the organization's knowledge, and directed at realizing the importance of the market, and customers (Al Bakri, 2001: 3).

Marketing performance is defined as the ability of the organization's management to achieve its marketing goals and objectives, which the marketing department aspires to achieve, and which are part of the goals and objectives of the organization as a whole. About the goals of its customers (Uqbi, 2020:36). (Al-Naji, 2012:11) defined marketing performance as the organization's achievement of the objectives included in the marketing plan. Marketing performance is the efforts made by all individuals using the resources available in the organization, and these efforts reflect the organization's goals of customer satisfaction, market share, growth, etc. (Zoukh, 2015:13).

The research adopted the descriptive analytical approach to determine the relationship between its variables, as this approach provides a description of the phenomenon included in the research through its topics, and this is done in depth by analyzing the intellectual contents of the research topics, providing interpretations and conducting objective analysis regarding them. This approach is compatible with the nature of the research community and its sample (Oil products companies in the Iraqi oil sector), as according to this approach the data obtained

from the sample members in the aforementioned organization is analyzed, and results are reached based on the statistical analysis process, in addition to the proposed recommendations that are made. Prepared based on the research results.

A set of statistical methods were used to reach the research results. In the field of descriptive statistics, percentages were used for the purpose of describing the personal data of the sample of respondents. The arithmetic mean was used to calculate the centering of the sample members' answers around the arithmetic mean, while the standard deviation was used to indicate the level of dispersion of the sample members' answers regarding the paragraphs related to the research variables.

In the field of inferential statistics, the Cronbach's alpha coefficient was used for the purpose of demonstrating the reliability of the questionnaire items and their validity for research, and the correlation coefficient was used to determine the level of relationship between the two research variables, while the regression coefficient was used to determine influence relationships. This was done using the statistical program (SPSS).

The research reached a number of results, the most prominent of which were: the existence of a correlation between the dimensions of marketing knowledge and the dimensions of marketing performance, and there is an important role played by the dimensions of marketing knowledge in the effectiveness of marketing performance. In addition to a significant effect of marketing knowledge in its combined dimensions on marketing performance in the Iraqi oil sector companies. As for the most prominent recommendations is the need for the companies under study to develop marketing knowledge in a renewed and updated manner by benefiting from training courses in the field to improve their understanding of the dimensions of marketing knowledge and marketing experience In order to raise the level of marketing performance.

2. Literature Review

To the knowledge of the humble researcher, there are no studies that have addressed the relationship between the three variables of the current research (marketing experience, marketing knowledge, and marketing performance), so the research dealt with a number of studies related to one of the research variables or its dimensions.

Yohanna & Furo (2015) conducted a study aims to assess the marketing efficiency of honeybees' products in Nigeria focusing on (Ganye) domain for its role as the most producing area in the locality. The results of the study were explained that Most (58.6%) of the marketers sourced their funds through personal savings. Of the containers used in the sales of beehive crops, one-liter bottle recorded the larger chunk (47.1%). Prominent of the constraints recorded were poor road linkage and lack of government support. The study of (Martínez & Casielles,2018) aimed to analyze the relationship between different shopping experience dimensions, consumers' engagement, and their willingness to spend more time at the retailer. the results show that shopping experiences stimulate the consumers' engagement and their predisposition to spending more time at the store. In addition, a moderating effect of visit frequency to the retailer is observed, such that the higher this is, the more intense the relationship between experience dimensions and consumer engagement will be. The purpose of (Mbama et al,2018) study is examines managers' perceptions of digital banking's effect on customer experience and banks' financial performance. The most important results is that the The attributes affecting digital banking experience are: service quality, functional quality, perceived value, service customization, service speed, employee-customer engagement, brand trust, digital banking innovation, perceived usability and perceived risk. They affect customer experience, satisfaction and loyalty, and financial performance. The research revealed relationships amongst these attributes (e.g. brand trust and loyalty). The Sthapit et al (2022) study aims to explore the activities that guests perform while staying in Airbnbs, emotions associated with these experiences and the components of memorable Airbnb experiences. The most important results shows that Airbnb's experience with the positive emotion of joy and sharing the trip with travel companions and spending time with friends, and resolving any problems they face in relation to the rental property.

The aim of the (Veismoradi et al,2013) represented by examines the relationship between marketing knowledge management Assets and capabilities and the performance of the banking industry. The results explained that there is a significant relationship between assets (capabilities of IT) and abilities (creativity, innovation, internal and external of marketing abilities) of marketing knowledge management and performance of Saderat Bank in the West of Iran. The purpose of (Rezaee & Jafari,2015) study is to evaluate different views of marketing knowledge management (MKM) and its role to reach sustainable competitive advantage (SCA)

within banking industry. The study shows that marketing knowledge management (MKM) maintained the greatest effect on the market centered sustainable competitive advantage (SCA), while it had the least influence on the customer centered. Sanggorn et al (2018) study aimed to evaluating brand image and consumer product knowledge of Apple smartphone in Manado. The results of study explained that Apple smartphone needs a periodic assessment about the performance of brand image and product knowledge so the program that established always meets the customer's satisfaction in needs or expectation. The (Akroush & AL-Mohammad,2022) study aim to investigate the relationship between marketing knowledge management (MKM) and performance in Jordanian telecommunications organizations (JTOs). The most important results is that the marketing knowledge management (MKM) assets and capabilities have a positive effect on the overall performance.

The Zulfikar's (2018) study aim is to find evidence on the impact of market orientation to marketing performance through value creation in small and medium enterprises (SMEs) of knitting industry in Bandung, West Java/Indonesia. Most important results is that the market orientation has no direct impact on marketing performance but has a positive and significant indirect impact to marketing performance with value creation as intervening variable at small and medium enterprises (SMEs). Study of (Hammad,2019) aim to investigate the relationship between electronic advertising and marketing performance of the banking sector in North Kordofan State. The most important results show that the existence of a positive relationship between electronic advertising means and profitability. (Suleiman et al,2021) study aim is to identify the impact of customer knowledge management on the marketing performance of private clinics. and the most important results is that the importance Marketing performance where the level was high, and that there is a direct statistically significant relationship between marketing performance and customer knowledge management. Omar & Sadiq's (2022) study purpose is to determine the relationship and impact of the elements of marketing audit on the marketing performance of mineral water production plants in Sulaymaniyah Governorate. The most important results that the most influential variables that were subjected to the study in the marketing performance were the audit of the marketing systems.

2. Methodology

Basic features of the research problem represent by weakness of realizing the role of marketing experience and marketing knowledge on the Marketing performance, which requires finding ways to deal with growing competitive environment to achieve the companies goals to excel competitively. Another problem, which is the lack of studies that deal with the cognitive aspect of the study's topic. A set of questions emerge from the problem, such as: the level of availability of marketing experience and marketing knowledge in the Iraqi oil sector companies? And the extent to which marketing experience and knowledge can be employed in raising the level of marketing performance of the companies under study? Is marketing experience marketing knowledge contribute to enhancing the level of marketing performance?

The importance of research came from importance of the topics it addresses. And Providing a theoretical framework by presenting the conceptual foundations of experience, marketing knowledge and marketing performance. assistance to the Iraqi oil sector companies through some recommendations to benefit from consolidating the adoption of marketing experience and knowledge as part of the company's business philosophy, and improving its marketing performance. while the main objective is to Diagnosing the extent to which marketing expertise and marketing knowledge are employed in raising the level of marketing performance of the research companies.

2.1. Research Scope

The scope of the research included the oil sector in the Republic of Iraq, represented by companies specialized in petroleum products, which are five companies spread throughout the country from north to south, and these companies are: (Maysan Oil Company, National Oil Company, North Oil Company, Dhi Qar Oil Company, Company Basra Oil).

2.2. Conceptual Model of Research

Figure (1) shows the research model, through which the main relationships between the research variables are clear

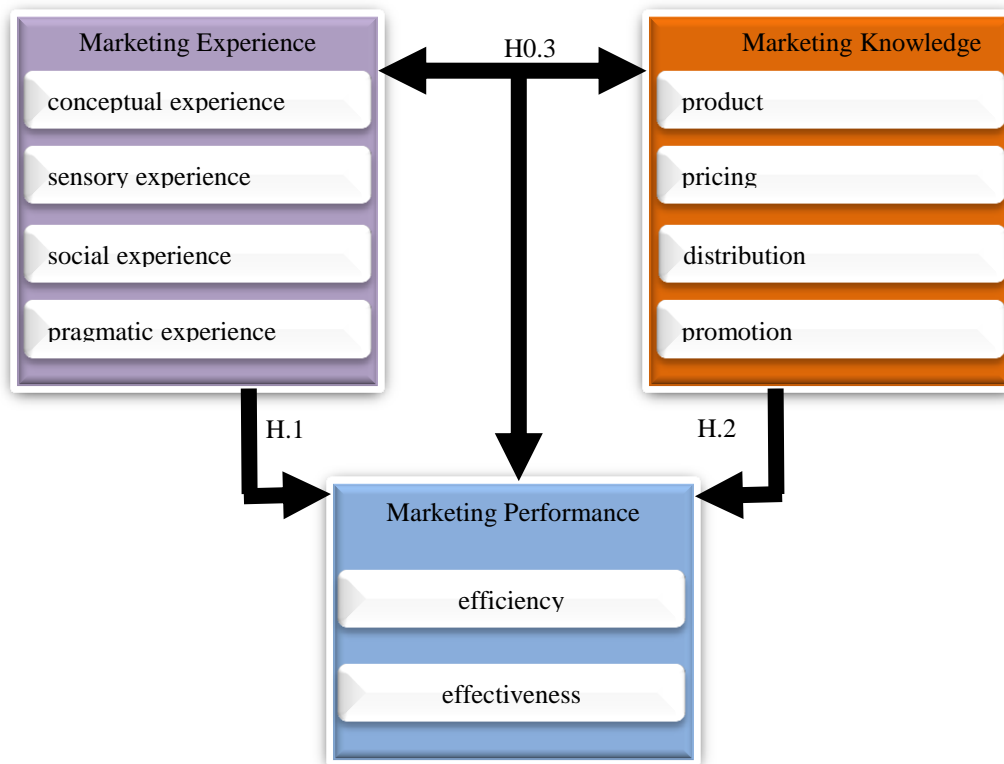


Figure: (1) Conceptual Model of Research

The research model, with its variables and dimensions, was formulated according to what was included in the relevant literature, as the dimensions of marketing experience were adopted based on (Doga & Pollil, 2019); (Herdem, 2019); (Sagha et al, 2022). While a number of literatures were relied upon to define the dimensions of marketing knowledge, as is the case in (Siagian et al, 2020); (Al-Thabit, 2021); (Jennifer, 2022). As for the dimensions of marketing performance, reliance was placed on (Al-Faraji, 2020); (Al-Saadi, 2018).

2.3. Research Hypotheses

The research includes six main hypotheses, some of which them consist of a number of sub-hypotheses, as follows:

H1: There is no significant effect of marketing experience on the marketing performance at Iraqi oil sector companies.

H2: There is no significant effect of marketing knowledge on the marketing performance at Iraqi oil sector companies.

H3: There is no significant effect of marketing experience and marketing knowledge combined on marketing performance at Iraqi oil sector companies.

2.4. Research Sample

The sample is a set of items or elements that are drawn from the community that we want to research, or in other words it is part of the whole. In the current study, a random sample of corporate employees was chosen from the study community, 400 questionnaires were distributed, and 303 questionnaires were retrieved valid for statistical analysis.

the main tool study is the questionnaire (five-point Likert scale) was relied upon as an important tool for obtaining information and data from the study sample, and based on that, a questionnaire was designed and distributed to the intended sample, where 400 questionnaires were distributed in accordance with the study community, and 303 questionnaires were reviewed, i.e. 76% of the study community. Morgan's criterion was adopted to determine the sample size.

The study tool was designed from 52 phrases divided into the following parts:

- The first part: the personal data of the study sample
- The second part: Marketing Experience, it includes 20 phrases, divided into 4 dimensions, and each dimension contains 5 phrases.
- The third part: Marketing Knowledge it includes 20 phrases, divided into 4 dimensions, and each dimension contains 5 phrases.
- The fourth part: Marketing Performance, it contains 12 phrases, divided into two dimensions, and each dimension contains 6 phrases.

3. Theoretical Background

3.1. Marketing Experience

Experience is now at the heart of the interest, and marketing researchers and practitioners have demonstrated an interest in experience as key to understanding customer needs (Veríssimo & Loureiro, 2012: 296). Marketing Experience is one of the main pillars that receive the attention of organizations, as the marketing management in organizations realizes that customers deal with the organization beyond the goods and services it provides, which is to buy what these offers will do for them (Kotler & Armstrong,2014:249). The original researchers Pine and Gilmore (1999) who introduced experiential marketing into the economics literature. They explained, “When a person buys a service, he buys a set of intangible activities that are performed on his behalf. But when he buys an experience, it pays to spend time enjoying a series of memorable events organized by the company to engage him in a personal way.” (Pine & Gilmore, 1999:2). Holbrook and Hirschman (1982), the founders of experiential marketing in the fields of consumption and marketing, stated that experiential marketing is the consumption of illusions, feelings and pleasure (Uecharoenkit,2013:38). Creating a superior marketing experience is one of the central goals of marketing management. Marketing Experience Management is embraced by organizations around the world (Verhoef et al,2009:31). Experience-based marketing focuses on customer experiences. Experiences occur as a result of facing or living situations (Chao,2020:80). New marketing focuses on understanding customer experiences and creating new ones. Customer satisfaction is the basis for creating experience. Customer satisfaction is the fulfillment of their expectations. However, that is not enough to keep customers (Vardari & Arapi,2017:179). Experience-based marketing aims to make the consumer buying process easier as it relates to the perceived value of products (Dahmiri,2020:8). See figure (2)

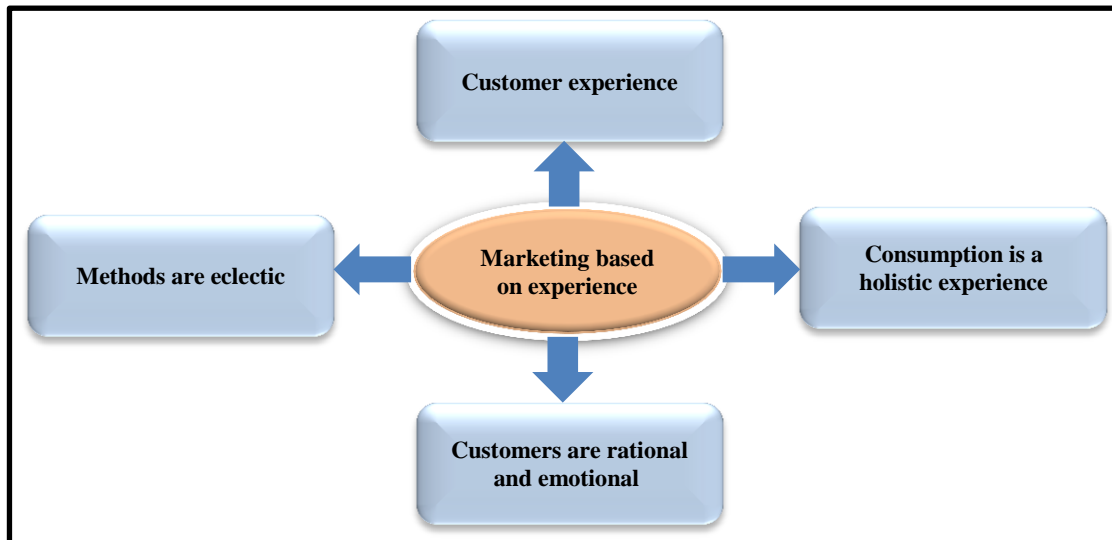


Figure 2 Four factors for marketing experience process

Source: Adopted from: Srivastava, R. K.(2008), How experiential marketing can be used to build brands: a case study of two specialty stores, *Innovative Marketing*, Vol. 4, Issue. 2, P.70

Creating a superior marketing experience is one of the central objectives of the Marketing Department (Verhoef et al,2009:31). Effective management of marketing experience enhances brand value and positively affects satisfaction, with concurrent market advantage in a competitive environment. Understanding experience is essential to adopting successful marketing strategies to improve brand value due to its positive impact on customer loyalty (Olufemi,2020:38). It is clear that the marketing experience is of great importance from the organization's management, as it is a key factor in achieving the goals of the organization and the goals of the marketing management.

3.2. Marketing Experience Dimensions

With regard to the current research, the researcher adopted the four dimensions of marketing experience as following:

Intellectual experience: is experience related to conscious thinking and mental processes to get customers to use their creativity or problem-solving to revise their assumptions about a particular product (Razi & Lajevardi,2016:42). Intellectual experiences relates to thinking, arousing curiosity, analytical and imaginative thinking, curiosity is defined as the interest in

engaging in exciting experiences that stimulate people to seek new and unusual experiences (Li,2018:565).

sensory experience: marketing has taken a new turn. A product is no longer just a good or a service. A product or service provides an enjoyable experience and satisfies the customer's needs (Hinestroza & James,2015:4). Sensory experience is related to sensory marketing, and sensory marketing is defined as “marketing that engages the consumer’s senses and influences their perceptions, judgments, and behaviors.” (Krishna,2013:5).

Social experience: is the 'relationship with others and society'. (Nasermoadeli et al,2013:129). Social experience transcends all sensory, emotional, intellectual and behavioral experiences, because it relates the individual self (to which they wish to adhere) and socially towards the brand. (Uecharoenkit,2013:76). social experience includes the person, his social context, and his relationship with others, and the relationship with other clients facilitates the development of the kinds of social influence that can generate satisfaction and positive feelings (Martínez & Casielles,2017:541).

Pragmatic experience: Pragmatic experience is the experience resulting from the practical action of doing something and ease of use (Schmitt & Zarantonellom2013:42).It is the practical experience, which depends fundamentally on the utilitarian activity of the organization, and the achievement of customer satisfaction based on the monetary value and usefulness of the products, where consumers want to get the most useful product for its price (Martínez & Casielles,2017:542).

3.3. Marketing Knowledge

The world nowadays prevails in a knowledge society where knowledge is the main capital (Foumani & Chirani,2012:44). So, the primary purpose of knowledge management is to enable and enhance the exchange of knowledge between communities, organizations, units and individuals (Bhutto et al,2022:516). Knowledge management (KM) refers to competence in recognizing, purchasing, creating, solving, using, storing and sharing knowledge (Abah et al,2022:4). Market who are an important source of knowledge management, and therefore the marketing knowledge management, which is directed Towards the customer is a process of closing the knowledge gap that arises between the organization and the customer, and its

repercussions on the cognitive advantages that each customer enjoys, which enables the organization to interact directly with him (Al Bakri, 2001: 3). Marketing knowledge refers to lessons learned from previous marketing experiences for use when developing new products or while maintaining relationships with existing customers (Al-Dmour et al,2020:204). Al-Mulhim, (2003) defined marketing knowledge as a set of ideas and perceptions established by the organization's management about market variables and current and potential customers.

The importance of marketing knowledge is represented in the strategic change of the organization, and the evaluation of current strategies, through the following: (Akroush & Al-Mohammad, 2010:40). Marketing knowledge contributes to increasing the intensity of competition in the markets and developing modern innovations in the field of marketing management (ALhamamy, 2021:172). The customer and marketing are two sides of the same coin in the business environment, so the availability of information about the customer is essential to achieve marketing knowledge, and knowledge has a critical role through the integration of tacit and explicit knowledge, which results in new ways to solve business problems (Al-Shawaf, 2021:263).

3.4. Marketing Knowledge Dimensions

The marketing departments of organizations began to design the mixture based on knowledge, product knowledge, pricing knowledge, distribution knowledge, and promotion knowledge.

Product Knowledge: The product is the decisive element among the elements of the marketing mix, as it is the mainstay for the rest of the other elements, and it is important to know that the success of the product depends on the customer, so organizations seek to design products that meet the needs and desires of customers (Al Thabit, 2021:509). Product knowledge relates to the extent to which the marketer knows the technical features of the company's products, as well as customer use cases (Sangtani & Murshed,2017:726).

Pricing Knowledge: According to the opinion of (Armstrong & Kotler, 2001:249), the price has the highest flexibility compared to the rest of the elements of the marketing mix, and unlike the case with the product and distribution, the price is easily changed, and the change in price is subject to the repercussions of competition in the market. the price is characterized by deep

psychological aspects that make it an important element for the organization and the customer (Rasan and Khudair, 2022:251). Therefore, The marketer can influence the buying behavior of consumers through the use of a variety of pricing strategies (Jennifer,2022:4). It is clear from that the pricing is crucial in marketing work, and that any failure in the pricing strategy leads to loss or non-profitability.

Promotion Knowledge: The organization needs to define the characteristics of its current and potential products, so attention should be paid to the feedback coming from the market and its use for the purposes of achieving alignment with the market, and amending plans and programs, in order to achieve The desired goals (Al Thabit, 2021:509). Promotion activities work on a principle in the industry that “what is not seen is unsold” Organizations adopt strategies that encourage consumers to explore more features of the product in order to motivate them to buy, so marketers seek to adopt creativity and innovation in promotion methods (Dahl & Johnsson,2015:13).

Distribution Knowledge: These products are delivered from the organization to Places of demand, and the success of the organizations’ work and their continuity in the market depends mainly on their success in adopting an appropriate distribution channel (Al Thabit, 2021:510). The distribution function represents an interaction with customers through the approved distribution channels, and thus it contributes to solving the problems they suffer from, and marketers seek to retain customers instead of leaving them exposed to competitors (Jacob and Omar, 2021: 246).

3.5. Marketing Performance

Performance is the result of actions that employees take based on their experience and skills. In the organizational framework, employee performance is the cumulative result of the skills, efforts and capabilities of all employees who have contributed to improving organizational productivity leading to the achievement of its goal (dahkoul, 2018:12). Performance define as the outputs and goals that the organization seeks to achieve through its employees, and therefore it is a concept that links the aspects of activity and the goals that organizations seek to achieve through tasks and duties performed by employees within those organizations (Shuaib, 2021:260). Marketing performance is one of the various issues of

organizational performance that is generating increasing pressure on marketing professionals to justify the organization's investment or spending on marketing (Adesoga & James,2019:4). Marketing performance has been defined as the development of the mechanism through which the organization can adapt to external environmental variables in order to achieve goals (Al-Ziwani, 2004: 111). Marketing performance was defined by (Al-Taie, 2010:59) as the organization's ability to achieve the marketing objectives of winning customers and knowing their preferences, in a way that achieves customer satisfaction and loyalty.

The importance of marketing performance is to help make the organization more competitive in the market, as marketing performance is a compass that determines the directions required to improve the organization's operations activities, and it embodies the organization's achievement of its general goals, as well as marketing goals, through my identification achieved with the indicators set during a specific period of time (Al-Kaabi and Al-Lami, 2017:62). The interest in marketing performance has become the reality of the criterion that proves the success or failure of the marketing process in business organizations due to the fact that the difference in this success or failure is due to the interest in how to improve and develop the performance of marketing (Omar and Sadiq, 2022:65). (Suleiman et al., 11:2021) indicated that the importance of marketing performance is represented in three dimensions, namely: the theoretical dimension represented in the contents and cognitive connotations, whether direct or implicit. And the scientific dimension, which is to benefit from studies and research. And the organizational dimension represented in the application of methods related to evaluating the results of marketing performance in organizations.

3.6. Marketing Performance Dimensions

Marketing Performance Dimensions consist of two dimensions, (Efficiency & Effectiveness)

Efficiency: Efficiency is generally defined as a relationship between the amount of inputs used to maintain to achieve a given amount of output with a minimum number of inputs (Horgren et al, 2002). Marketing efficiency is defined by researchers as the process of accomplishing marketing activities with the greatest efficiency or to obtain the best marketing quality at a low cost (Bingham Rojer, 2001: 462), or it is the ratio between the outputs and inputs of the marketing activity (Al-Sawy, 2015). It is defined as improving marketing efficiency either by

increasing outputs with fixed inputs, or by increasing outputs at a rate greater than increasing fixed inputs or outputs with fewer inputs, and finally reducing outputs at a lower rate than reducing inputs (Abdullah & Al-Taye, 2020: 1129).

Effectiveness: The concept of effectiveness is closely related to the concept of efficiency, so that some consider them to be two sides of the same coin. Effectiveness is defined as the degree to which the organization achieves its goals, doing the thing in the right way, clarity of goals and the ability to achieve them, and that the degree of achieving goals is measured through the relationship between actual and planned outputs (Al-Saadi, 2018:39). Definitions of effectiveness are provided. It was defined as the degree of discrimination regarding the achievement of the organization's goals over its lifetime (Al-Masry, 2002:333). As defined by (Etzioni) as the ability of the organization to secure organizational resources, and use them efficiently in order to achieve the goals of the organization (Harem, 2010: 92). And (Mohnet & Steen) defined it as high productivity, flexibility and the organization's ability to adapt to its environment, as well as the ability to be stable, creative and innovative (Abdullah, 2001:7).

4. Analysis Results and Hypotheses Test

4. 1. Description Variables

This section illustrates the descriptive statistics for main dimensions and their construct as Mean and Standard Deviation, also the same measures of the item which follow each of them and the rank beside the level of importance.

4. 1.1. Validity and consistency

Validity refers to the consistency of the individual's responses regardless of the frequency of the measurement, where the indications of the stability of the study tool were investigated, through the use of internal consistency, where the indications of the stability of the consistency of the study tool were estimated using the Cronbach alpha treatment, as the value of the stability coefficient was (0.936). , which is a very high value, and this reflects the validity of the tool and its suitability to achieve the purpose of the study.

Table (1) shows Cronbach's alpha values for each part of the questionnaire.

Table (1) Calculation of Cronbach's alpha coefficient

Part	The number of paragraphs	Cronbach's alpha coefficient
Marketing Experience		
conceptual experience	5	0.810
sensory experience	5	0.748
social experience	5	0.735
pragmatic experience	5	0.831
Marketing Knowledge		
Product knowledge	4	0.839
Pricing knowledge	4	0.855
Distribution knowledge	4	0.787
Promotion knowledge	4	0.763
Customers knowledge	4	0.777
Marketing Performance		
efficiency	6	0.798
effectiveness	6	0.725
Total	52	0.936

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

4. 1.2. Marketing Experience

A main dimension marketing experience was measured by (4) factors with, table (2) demonstrate totally results according to these dimensions.

Table (2): Grand means & Standard deviation for sample responses on marketing experience

Seq.	Dimensions	Mean	S.D	relative weight	Level of Importance	Rank
1	conceptual experience	3.49	1.1	69.8%	High	1
2	Sensory experience	3.15	1.18	63%	Moderate	4
3	Social experience	3.36	1.18	67.2%	Moderate	2
4	Pragmatic experience	3.21	1.14	64.2%	Moderate	3

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

From the Table (2) the means range was (3.15-3.49), the highest means was for dimension conceptual experience, with a mean of (3.49), and standard deviation (S.D) of (1.1) while the Lowest means was for Sensory experience dimension, with a mean of (3.15) and standard deviation of (1.18). .

This result means that the marketing experience dimension has achieved first place among the dimensions of the marketing experience variable, which reflects that this dimension receives great attention in the surveyed organizations from the point of view of the sample members, and what this reflects is the concentration of their answers around the “agreement” option with a low level of dispersion in The answers support this by the arithmetic mean value of (3.49) and the standard deviation value of (1.1). As for the remaining three dimensions within this variable, they all recorded an average level of interest, and thus they did not receive much attention from the organizations surveyed, as high dispersion appeared in their answers, and this is supported by the values of the arithmetic averages and standard deviations for these dimensions.

4. 1.3. Marketing Knowledge

A main dimension Marketing Knowledge was measured by (4) factors with, table (3) demonstrate totally results according to these dimensions.

Table (3): Grand means & Standard deviation for sample responses on marketing Knowledge

Seq.	Dimensions	Mean	S.D	relative weight	Level of Importance	Rank
1	Product knowledge	3.49	1.14	69.8%	High	2
2	Pricing Knowledge	3.37	1.17	67.4%	Moderate	3
3	distribution Knowledge	3.36	1.1	67.2%	Moderate	4
4	Promotion Knowledge	3.79	1.01	75.8%	High	1

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

Table (3) demonstrate the means range was (3.36-3.79), the highest means was for dimension Promotion Knowledge, with a mean of (3.79), and standard deviation (S.D) of (1.01) while the Lowest means was for distribution Knowledge dimension, with a mean of (3.36) and standard deviation of (1.1).

This result means that the Promotion Knowledge dimension has achieved first place among the dimensions of the marketing experience variable, which reflects that this dimension receives great attention in the surveyed organizations from the point of view of the sample members, and what this reflects is the concentration of their answers around the “agreement” option with a low level of dispersion in The answers support this by the arithmetic mean value of (3.79) and the standard deviation value of (1.01). As for the second rank in the dimensional sequence, it was achieved for the Product knowledge dimension, as the arithmetic mean value was (3.49) with a standard deviation of (1.14), which means a high level of interest from the point of view of the respondents whose answers centered on the “agreement” option. As for the remaining two dimensions within this variable, they all recorded an average level of interest, and thus they did not receive much attention from the organizations surveyed, as high dispersion appeared in their answers, and this is supported by the values of the arithmetic averages and standard deviations for these two dimensions.

4. 1.4. Marketing Performance

A main dimension Marketing Knowledge was measured by two factors with, table (4) demonstrate totally results according to these dimensions.

Table (4): Grand means & Standard deviation for sample responses on marketing performance

Seq.	Dimensions	Mean	S.D	relative weight	Level of Importance	Rank
1	Efficiency	3.51	1.13	70.2%	Moderate	1
2	effectiveness	3.35	1.1	67%	Moderate	2

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

Table (4) show the highest means was for dimension Efficiency, with a mean of (3.51), and standard deviation (S.D) of (1.13) while the Lowest means was for effectiveness dimension, with a mean of (3.35) and standard deviation of (1.13)..

This result indicates that the Efficiency dimension has achieved first place among the dimensions of the marketing performance variable, which reflects that this dimension receives great attention in the organizations surveyed from the point of view of the sample members, and what this reflects is the concentration of their answers around the “agreement” option with a low level of dispersion in The answers support this by the arithmetic mean value of (3.51) and the standard deviation value of (1.13). As for the second rank in the sequence of dimensions, it was achieved for the effectiveness dimension, as the value of the arithmetic mean was (3.35) with a standard deviation of (1.1), which means an average level of interest from the point of view of the respondents whose answers centered around the “neutrality” option.

4. 2. Hypotheses test

H1: There is no significant effect of marketing experience on the marketing performance at Iraqi oil sector companies.

Table (5): effect of the marketing experience on the marketing performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.604 ^a	.365	.360	.52947	.365	86.085	2	300	.000
2	.607 ^b	.368	.362	.52896	.003	1.581	1	299	.210
a. Predictors: (Constant), marketing experience									
b. Predictors: (Constant), marketing experience, marketing performance									

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

The (5) table indicates the following information:

The correlation coefficient (R) was (0.604) between the two variables (marketing experience) in the first model, and after introducing the variable (marketing performance) the correlation coefficient (R) increased and became (0.607) in the second model. The R Square was (0.365) between the two variables (marketing experience, marketing performance) After introducing a variable (marketing performance), the R Square increased and became (0.368) As for the coefficient (R Square change), it only decreased to (0.365) in the first model, and to (0.003) in the second model. This means that this variable in itself is closely related to the dependent variable, but with the inclusion of other variables, it adds strong predictive power, and is adjusted at a high level. That for Sig. F Change was (0.000) between the two variables in the first model, and after introducing a variable (marketing performance), Sig. F Change and became (0.210) in the second model. Therefore, the null hypothesis is rejected and the

alternative hypothesis is accepted, which means that there is an effect of marketing experience on marketing performance.

H2:There is no significant effect of marketing knowledge on the marketing performance at Iraqi oil sector companies.

Table (6) indicates the following information:

The correlation coefficient (R) was (0.604) between the two variables (marketing knowledge) in the first model, and after introducing the variable (marketing performance) the correlation coefficient (R) increased and became (0.650) in the second model. The R Square was (0.365) between the two variables (marketing knowledge, marketing performance) After introducing a variable (marketing performance), the R Square increased and became (0.423) As for the coefficient (R Square change), it only decreased to (0.365) in the first model, and to (0.58) in the second model. This means that this variable in itself is closely related to the dependent variable, but with the inclusion of other variables, it adds strong predictive power, and is adjusted at a high level. That for Sig. F Change was (0.000) between the two variables in the first model, and after introducing a variable (marketing performance), Sig. F Change and became (0.000) in the second model. So., the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is an effect of marketing knowledge on marketing performance.

Table (6) The effect of marketing experience & marketing knowledge on the marketing performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.604 ^a	.365	.360	.52947	.365	86.085	2	300	.000

2	.650 ^b	.423	.415	.50644	.058	14.951	2	298	.000
a. Predictors: (Constant), marketing knowledge									
b. Predictors: (Constant), marketing knowledge, marketing performance									

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

H3: There is no significant effect of marketing experience and marketing knowledge combined on marketing performance at Iraqi oil sector companies.

The (7) table indicates the following information:

The correlation coefficient (R) was (0.565) between the two variables (marketing experience, marketing knowledge) in the first model, and after introducing the variable (marketing performance) the correlation coefficient (R) increased and became (0.640) in the second model. The R Square was (0.319) between the two (marketing experience, marketing knowledge) After introducing a variable (marketing performance), the R Square increased and became (0.409) As for the coefficient (R Square change), it only decreased to (0.319) in the first model, and to (0.091) in the second model. This means that this variable in itself is closely related to the dependent variable, but with the inclusion of other variables, it adds strong predictive power, and is adjusted at a high level. That for Sig. F Change was (0.000) between the two variables in the first model, and after introducing a variable (marketing performance), Sig. F Change and became (0.000) in the second model. This result refer to reject null hypothesis and accepting the alternative hypothesis which means there is an effect of marketing experience and marketing knowledge together on marketing performance.

Table (7) effect experience and the marketing knowledge compline on the marketing performance

Model Summary					
Mo	R	R	Adjusted	Std.	Change Statistics

del		Square	R Square	Error of the Estimat e	R Square Chang e	F Chan ge	df 1	df2	Sig. F Chan ge
1	.565 ^a	.319	.314	.54828	.319	70.16 4	2	30 0	.000
2	.640 ^b	.409	.404	.51129	.091	45.97 4	1	29 9	.000
a. Predictors: (Constant), marketing experience, marketing knowledge									
b. Predictors: (Constant), marketing experience, marketing knowledge, marketing performance									

Source: prepared by the researcher based on the outputs of the statistical program (SPSS).

5. Results and Recommendations

5.1. Results

1. Most of the companies under study lack effective training programs in the field of marketing.
2. There is a great need in most of the companies under study to understand marketing knowledge in its comprehensive dimensions, rather than limiting understanding to one dimension rather than another. In a way that enhances marketing experience and raises the level of marketing performance.
3. There is a correlation between marketing knowledge in its dimensions and marketing performance in its dimensions, and the impact of this on the effectiveness of marketing performance.
4. There is a statistically significant correlation between marketing experience in its combined dimensions and marketing knowledge in its combined dimensions in Iraqi oil sector companies.
5. There is a significant effect of marketing knowledge with its combined dimensions on marketing performance with its combined dimensions in Iraqi oil sector companies.

6. There is a significant effect of the combined marketing experience on the combined dimensions of marketing performance in the Iraqi oil sector companies.
7. There is a statistically significant correlation between marketing experience in its combined dimensions and marketing knowledge in its combined dimensions on the one hand and marketing performance in its combined dimensions on the other hand in Iraqi oil sector companies.
8. The influence of marketing experience and marketing knowledge individually on marketing performance varies, while their influence increases together on marketing performance.

2.5. Recommendations

1. The companies under study must adopt advanced training programs, and consulting offices in specialized colleges can be sought.
2. Spreading the culture of knowledge in the companies sampled by the study, and considering knowledge in all its fields, including the marketing field, as part of the companies' work philosophy and directions, and including it in their strategic vision.
3. Study market requirements and monitor its developments by forming specialized committees that act as sensors that anticipate all changes taking place in the market.
4. The research sample companies should provide resources that will enhance the knowledge and experience of their employees by employing technology at work through their various devices and tools.
5. Paying full attention to the dimensions of marketing experience and marketing knowledge without giving preference between these dimensions, and forming a specialized committee of management and marketing specialists to study the reasons for preferring specific dimensions over others.
6. In order to enhance marketing experience and marketing knowledge, a unit can be created within the company concerned with knowledge and its dimensions at the general level and at the marketing level.
7. Improving the level of performance of marketing audit and marketing control by making the necessary information available and including it in a database prepared for this purpose.
8. Enhancing marketing activity in the companies in the research sample through committees that study market requirements and its potential changes through scientific analysis.

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