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### STRATEGIC BEHAVIOR AND ITS IMPACT ON LEAN MARKETING PRACTICES, A FIELD STUDY IN THE 5 & 4 STARS HOTELS IN THE CITY OF BAGHDAD

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#### **ABSTRACT**

The research aims to the extent to which hotel administrations can avoid cases of discrepancies between guests' expectations and the level of hotel service provided by relying on predictive and proactive strategic behaviors, which are reflected in the employment of many productive and research tools, and the research problem crystallizes in a state of chaos or lack of The regularity in the hotel management's strategic behavior, which is reflected in decisions, values, and an organizational culture that is marred by a lot of regression, irregularity and stability. Hotel and tourism, and one of the most important of these mechanisms and concepts is to work according to the thought and the lean approach in production and supply, specifically marketing, and the research sample was represented by five hotels in Baghdad that operate within the classification of (5 and 4) stars and are considered the most prominent in the hotel work scene today, as opinions were surveyed ( 120) from the departments operating in it, and the statistical treatment of the questionnaire prepared for this purpose and in order to determine the most important opinions related to the research variables was completed. One of the results of the research is that if the authorities responsible for the tourism sector, in its official and private forms, adopt the lean marketing approach, it will contribute to a qualitative leap in the life of business organizations, as it paints the image of creativity as an effective tool in its maintenance and programming through the use of its tools, reducing waste and loss and adapting His human resources are in line with the organization's ability to excel and regenerate in its environment. One of the recommendations of the research is that in order to reach a distinguished level of hotel performance adopters in accordance with graceful international standards, hotel administrations must work to identify places and places of waste and loss in all activities that burden the organization and pay attention to Lean marketing that achieves the optimal use of all marketing activities, and focus on activities capable of adding value so that

the surveyed organizations can exclude all surplus activities and thus reduce marketing costs to achieve the required goals and enhance the competitive position of hotels

### **INTRODUCTION:**

Today's business environments are witnessing many intellectual and field changes that greatly affect the nature of how different departments deal with many concepts and standards that they would not have given sufficient attention in earlier times. Therefore, operating departments in general and hotels in particular stand today in front of the inevitability of pursuing intellectual products. Because it will therefore be affected by it either through the need to adopt what those products have produced or through its exposure to threats as a result of competitors adopting modern concepts. In the evolving business environment, which the research is trying to explain because it represents the explanatory variable, on the other hand, one aspect of modernity and development that we have referred to appears in considering hotel and tourism performance standards today focus and pay greater attention to environmental influences and related concepts, including leanity, green and environmentally friendly production, social responsibility and others. One of the concepts that have become standards on the basis of which a hotel or hotel is based. The tourism institution may be subject to accountability and suspension if it is proven to violate these standards in many countries. One of the most prominent lean practices is the lean hotel marketing aimed at eliminating waste, loss and negative environmental and social impacts, which represents the responsive variable in the current research, and the research problem crystallizes in a state of chaos. Or the irregularity in the hotel management's strategic behavior, which is reflected through decisions, values and organizational culture that is marred by a lot of regression, irregularity and stability. Countries at the hotel and tourism level, and one of the most important of these mechanisms and concepts is to work according to the thought and the lean approach in production and supply, specifically marketing. To predictive and proactive strategic behaviors, which are reflected in the employment of many productive and marketing tools. The research sample was represented by five hotels in Baghdad that work within the classification (5 and 4) stars and are considered the most prominent in the hotel work scene today, as the opinions of (120) from the departments working in them were surveyed and the statistical treatment of the questionnaire prepared for this purpose and in order to determine the most important opinions related to the two variables. The research and the research included four sections, the first representing the methodology of the research and the second highlighting the theoretical frameworks and concepts related to the research variables and their sub-dimensions.

#### ***First, The Research Problem***

There is a belief in the research community, according to modern ideas and theories, that the focus in understanding the various organizational phenomena is through highlighting and clarifying the intangible aspects at the individual and organizational levels in order to reach a statement of strategic behavior. Hence, the research problem crystallizes in a state of chaos or irregularity in the behavior of hotel management. The strategic situation, which is reflected through decisions, values, and an organizational culture marred by a lot of

regression, irregularity and stability. These mechanisms and concepts are working according to the thought and the graceful approach in production and supply, and in particular marketing, and it is the complex problem that the research tries to dismantle to reach the most important causes and influencing factors, which basically stems from the case of intellectual and theoretical treatment to establish a theoretical rooting for both dimensions (strategic behavior and lean hotel marketing practices) To be tested and its dimensions determined in the practical environment.

***Second - Questions: The Aforementioned Problem Can Be Formulated In The Following Questions:***

- 1- What is the most appropriate strategic behavior for successful hotel management, and how can the adoptions of this behavior consolidate lean practices at the level of the hotel marketing function as it is the most prominent in the priorities of modern hotel management?
- 2- To what extent do hotel managements in the research sample have an understanding and awareness of what are the appropriate strategic behaviors?
- 3- What is the level of hotel organizations' adoption of a solid base of lean hotel marketing practices?
- 4- What is the level of correlation and influence relations between the two variables (strategic behavior, lean hotel marketing practices)

***Third - Importance: The Importance of The Research Derives from The Importance That Each of The Two Variables (Interpretive and Responding) Enjoys for Hotel Organizations, Which Can Be Summarized as Follows:***

- 1- The strategic behavior represents the starting point on which the hotel organization relies towards creativity and innovation.
- 2- The strategic behavior represents a function of the organization's ability to deal with guests in multiple and innovative ways that contribute to crystallizing the organization's orientations towards them, as the organization seeks through it to shift from responding to the guest's requests (which may be late) to being proactive in achieving his latent desires, also through which the organization can Work on developing marketing methods and ideas that express the organization's capabilities in the relentless pursuit of winning the guest's satisfaction before the competitor in the market.
- 3- The lean marketing approach represents one of the most important modern approaches to hotel work, as hotel organizations today are facing an important challenge related to their ability to achieve the maximum production goals through lean value chains that avoid all aspects of waste and loss and achieve the lowest level of environmental damage. It is an actual reflection of all this chain, and it is a determinant in many countries of the hotel's success or failure, as hotels that are far away in their general performance, the eco-friendly and green thought, are often exposed to limitations and obstacles that may lead to their suspension from work and their exit from the circle of competition.
- 4- The importance of research and its variables is growing in harmony with the prevailing environmental awareness, which forms the general framework for the nature of hotel demand and supply, as hotel organizations race to be

described as a lean, green, environmentally friendly organization, in light of the general global climate that witnesses a great focus on such ideas.

***Fourth - Objectives: The Most Important Objectives Of The Research Can Be Clarified Through The Following Points: -***

1- A statement to the extent that hotel managements can avoid cases of discrepancies between guests' expectations and the level of hotel service provided, by relying on predictive and proactive strategic behaviors, which are reflected in the employment of many production and research tools.

2- Shedding light on the benefits of hotel management adopting the principles and practices of lean marketing and working on them within marketing concepts, which presents modern cognitive concepts and at the same time trying to verify the feasibility of adopting lean production tools within marketing concepts, as indicated by some researchers.

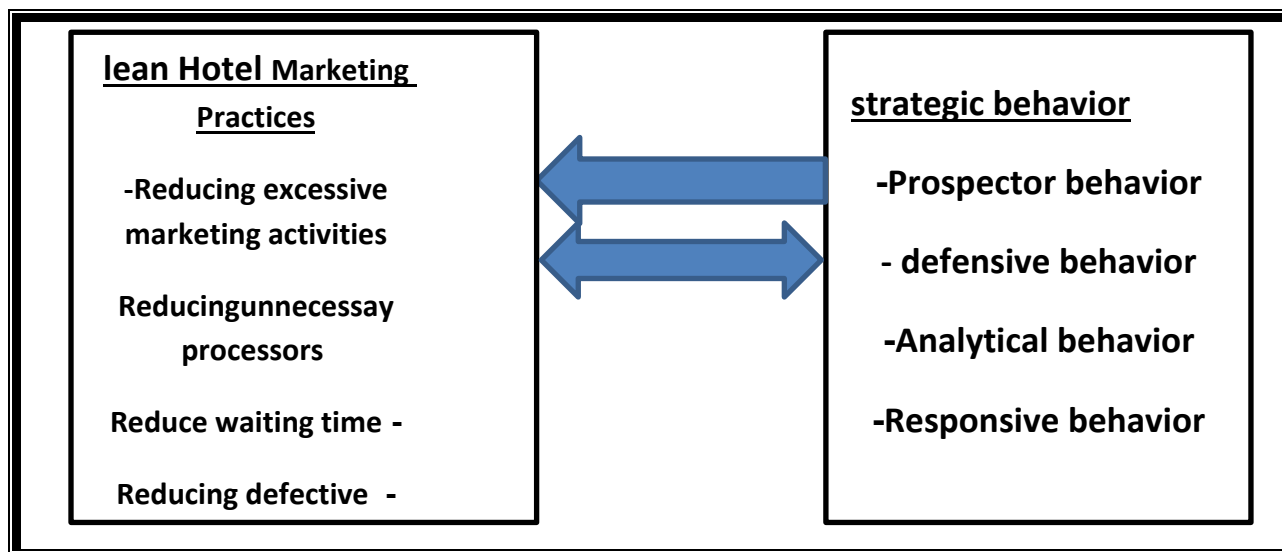
3- Clarify the state of integration and comprehensiveness between behavior, strategic thought, the quality of the jobs that exist within the hotel and the marketing ones in particular, and unify efforts towards achieving a state of continuity between the tasks and objectives of all jobs, which improves the reputation of the hotel. 5- Presenting a set of recommendations accompanied by executive mechanisms to the concerned authorities through which they can establish a distinguished strategic behavior in accordance with modern hotel standards, which enhances a set of lean practices at all functional levels, most notably lean marketing.

***Fifthly, The Hypothetical Research Scheme:***

The hypothetical scheme represents the expressive image of the research idea, and for the purpose of solving the research problem to its practical framework in order to analyze, interpret and extract its results, the research model was built according to the assumptions that resulted from the topics (strategic behavior and lean marketing practices), and in line with the nature of the correlation and influence relationships between the main variables. and subsidiaries, as shown in Figure (1). This model includes the main variables, which are:

- The explanatory variable (independent): strategic behavior and its dimensions (prospecting behavior / defensive behavior, analyzed behavior / responsive behavior) .
- The responsive variable (adopted): Lean hotel marketing and its dimensions (reducing excessive marketing activities, reducing unnecessary treatments, reducing waiting time, reducing defective outputs).

**Figure No. (1)** The hypothetical research scheme, correlation, relationship, effect, source, figure, prepared by the researcher



**Source:** Figure prepared by the researcher

***Sixth: The Hypotheses of The Study: The Hypotheses of The Study Were Formulated as Follows:***

1- The first main hypothesis: There is a significant statistically significant correlation between strategic behavior and lean hotel marketing in Baghdad governorate hotels, and the following sub-hypotheses emanate from it.

1-1 There is a significant statistically significant correlation between the adoption of strategic prospecting behavior and the lean hotel marketing in Baghdad governorate hotels.

1-2 There is a significant statistically significant correlation between the adoption of strategic defensive behavior and lean hotel marketing in Baghdad governorate hotels.

1-3 There is a significant statistically significant correlation between the adoption of the strategic analytical behavior and the lean hotel marketing in the hotels of Baghdad governorate.

1-4 There is a significant statistically significant correlation between the adoption of responsive strategic behavior and lean hotel marketing in Baghdad governorate hotels.

2- The second main hypothesis: There is a significant statistically significant effect of strategic behavior in lean hotel marketing in Baghdad governorate hotels, and the following sub-hypotheses emerge from it:-

2-1 There is a statistically significant effect of the prospective strategic behavior in lean hotel marketing in Baghdad governorate hotels.

2-2 There is a statistically significant effect of the strategic defensive behavior in lean hotel marketing in Baghdad governorate hotels.

2-3 There is a statistically significant effect of the behavior Strategic Analyst in Lean Hotel Marketing in Baghdad Governorate Hotels.

2-4 There is a statistically significant effect of strategic responsive behavior in lean hotel marketing in Baghdad governorate hotels.

#### ***Seventh - Research Methodology:***

Specialists in the field of scientific research consider the method element as a design process through which plans are made to collect information with the aim of making the study clarify its purposes in a simplified, coherent and systematic manner. Real and detailed information about the phenomenon under study in the community of the organization under study, and it explains the various phenomena associated with it, and then extracts the results and basic indicators using the description in collecting data and information required by the study for the purposes of determining the results and standing on the most prominent indicators, so that the description is combined with the analysis of the study variables, and this approach is compatible with the variables investigated. As well as using the questionnaire tool in collecting data about the organization in question in the field side of the research, as well as personal interviews and field coexistence in hotels (the field of study) to identify the actual reality of hotel work.

#### ***Eighth - The Limits of The Study: It Includes The Spatial, Temporal And Human Limits That Can Be Clarified As Follows:***

1- Spatial limits: The spatial limits were represented by a sample of the first- and first-class hotels in Baghdad, which amounted to 5 hotels, which are the most active and the most widely known, so they were chosen.

2- Human limits: represented by the management team working in hotels, the research sample

3- Temporal limits: includes the period of conducting the practical aspect of the research, represented by the initial field visits, diagnosing the study problem, preparing the questionnaire, distributing it, retrieval and processing the data, which extended between the months of December of the year 2021 and January of the year 2022.

#### ***Ninth - Methods of Data And Information Collection:***

In collecting data and information on the theoretical and practical aspects, the research relied on the following sources:

Theoretical aspect: the study relied on the contributions of writers and researchers obtained from scientific sources (books, magazines, theses, and Arabic and English theses) related to the subject of the study, as well as the use of the Internet.

2- The practical aspect: In collecting data and information related to the practical aspect, the study relied on the following:

A- Records and data obtained from hotels in the research sample to support the research with a number of information related to the date of establishment of the hotel or the start of work, the number of rooms and other information.

B- Personal Interviews: The researcher conducted a number of personal interviews with officials in hotels, the sample of the research, for the purpose of obtaining data and information on the nature of work.

C - Field coexistence: to get acquainted with the reality and nature of workflow in hotels and to know the extent to which the requirements and practices of strategic behaviors and lean hotel marketing practices are applied.

D - Questionnaire: The questionnaire was used as a main tool in collecting data and information on research variables, as it contributes to providing an accurate diagnosis of the views of the study sample regarding the requirements of strategic behavior and lean hotel marketing practices.

***Tenth - Description of The Questionnaire:***

The paragraphs of the questionnaire were prepared and prepared by relying on many sources that dealt with the research variables referred to in Table No. (1) below, as they were presented to arbitrators with different specializations and based on the proven observations, the questionnaire reached its final form and was tested for honesty and reliability The questionnaire was designed within two axes: The first axis: the personal information of the members of the study sample, which included (the job location and years of service). The second axis: information about the research variables, the strategic behavior and the practices of lean hotel marketing, as shown in the table below, and Table (1) shows the main variables of the study and its sub-dimensions with reference to the sources that were adopted in formulating the questions for the questionnaire and my agencies

**Table No. (1)** Description The composition of the questionnaire form

No.	Variables	sub-dimensions	paragraphs	sources
1	<b>Strategic behavior</b>	<b>prospector behavior</b>	5	<b>Martins Elvis,2014</b>  <b>Anderson C., &amp;Paine F.,2014</b>
		<b>defensive behavior</b>	5	
		<b>Analytical behavior</b>	5	
		<b>responsive behavior</b>	5	

2	lean Hotel Marketing Practices	Reducing excessive marketing activities	5	AL- hashimi, 2018 Asefeso,2013
		Reduce unnecessary processing	5	
		Reduce waiting time	5	
		Reducing defective output	5	

**Source:** Table prepared by the researcher

***Eleventh: Testing The Validity And Reliability Of The Questionnaire:***

1- The apparent honesty test: the specialists in scientific research take a very important

procedure, which is to submit the questionnaire in its initial form to scientific arbitration, and for that the questionnaire was presented to (12) of the arbitrator’s professors in different administrative disciplines closely related to the subject of the study variables such as (administration Strategic Hotel Marketing and Sustainable Tourism), and the questionnaire was modified based on the observations and amendments made in the arbitration forms, which have become in their final form.

2- Alpha-Cronbach reliability test: Alpha-Cronbach is used to calculate the reliability coefficients for survey tools that use response groups of the type of Likert scale, whether it is three-way, five-way or seven-point, as Alpha-Cronbach estimates the reliability of the tool’s responses (questionnaire) and then evaluated by the topics that indicate the stability of the tools. The value of Alpha-Cronbach ranges from zero to one with higher values indicating that the elements measure the same dimension, in contrast if the value of Alpha-Cronbach is low (close to 0), it means that some of the elements or They are not all measured at the same distance. It is possible that there are negative numbers as well, as the negative number indicates an error in the data, and the acceptable (Alpha-Cronbach) values are (0.60) and above, these values are good indicators (Al-Jadri. and Abu Helu, 2009: 171) And the table below shows the results of the test values.



**Table No. (2)** The stability and consistency test of the research scale (main variables) using the Alpha-Cronbach test

variable	)Alpha -Cronbach(
<b>Strategic behavior</b>	<b>0.980</b>
<b>Lean marketing</b>	<b>0.964</b>
<b>Total</b>	<b>0.986</b>

**Source:** The table was prepared by the researcher based on the results of the statistical program

It is clear from the results shown in Table (2) that the value of Cronbach's alpha coefficient is high for the research, and the total value of the research variables' alpha coefficient reached (0.986), which is greater than the accepted percentage (0.60), which is a high stability value, and this result confirms the validity and reliability of the study's questionnaire and its validity to apply to the basic study sample, analyze the results, answer the study questions and test its hypotheses.

*Twelfth - Statistical Tools and Methods Used in Data Processing and Analysis: In Analyzing and Processing Data, The Researcher Relied on A Number of Statistical Tools and Methods, As Follows: (Buzan, 2012: 23-45)*

1- The ready-made statistical program package (25 - Spss - Ver): used: to extract the results.

Microsoft Excel for data analysis 2010 -2

Descriptive Statistics, as a number of measures were used, as follows: -3

A- Frequency Distribution: It is used for the purpose of describing the data for testing the research sample

B - Arithmetic Mean: It is used in calculating the average of the answers of the sample members and knowing the level of variables for the purposes of analysis.

C- Standard Deviation: It is used to find out the homogeneity or dispersion in the answers of the sample members about the arithmetic mean of the variable.

D- Coefficient of Variation: It is one of the measures of dispersion, as it is used to compare the degrees of dispersion of two or more groups of values from their arithmetic means, in the form of a percentage.

E- Percentages: It is used to determine the percentage of answers to the research variables, as it represents the product of dividing the partial value by the total value multiplied by (100) .

F - Relative importance = arithmetic mean/maximum scale value x 100

### *Inferential Statistics*

A- Reliability coefficient (Alpha-Cronbach): It is used to test the validity of the questionnaire items.

B - Simple Correlation Coefficient Pearson: It is used to determine the nature of the relationship between the main and sub variables by correlating the large values of the first phenomenon with the large values of the second phenomenon, if the correlation is positive or direct, or when one of the two phenomena goes in an opposite direction to the other, it will the correlation is negative or inverse, and the values are unclassified and in numbers.

5- Simple Liner Regression: It is used to measure the effect of independent or explanatory variables on the dependent variable or the so-called response variable.

### *Thirteenth- Research Community:*

The part or paragraph related to the research sample and community element can be considered one of the most important elements on which the researcher's success depends to a large extent in achieving the objectives of the study or research in question and in the current research.

As a result of the researcher's desire to reach accuracy in the research outputs, he deliberately surveyed the opinions of the largest number of departments' teams working in the research sample hotels, which were selected as they represent the most active and famous hotels in the city of Baghdad, which are shown in the table below, and (25) forms were distributed in Each hotel belongs to the senior management, i.e. a total of (125) forms, of which (120) were recovered and (5) were deemed invalid, so that the (120) forms were subjected to statistical analysis.

**Table No. (3):** Hotels, the research sample, and the number of forms distributed and retrieved

No.	hotels	classification	Distributed questionnaire	Retrieved questionnaire
1	AL-rasheed royal tulip	5	25	25
2	Grand crystal Ishtar	5	25	23
3	Palastine	5	25	24
4	Babylon rotana	4	25	25
5	Baghdad	4	25	23
			125	120

**Total Source:** Table prepared by the researcher

***Fourteenth: Characteristics of The Research Sample***

1- Job position: Table No. (4) includes the distribution of sample members according to job location in hotels, the research sample, as follows

**Table No. (4)** Distribution of sample members by job position

job position	Frequency	Percentage
General Manager / Member of the Board of Directors	<b>5</b>	<b>4.2%</b>
Managing Director	<b>4</b>	<b>3,3%</b>
Head of Department	<b>51</b>	<b>42.5%</b>
Division Manager	<b>60</b>	<b>50%</b>
Total	<b>140</b>	<b>100</b>

The table was prepared by the researcher based on the results of the field study

It is clear from the data contained in the above table for determining the job position of the research community members that the percentage of the general manager and board member category was (4.2%) of the society and with a frequency of (5), while the category of delegated manager constituted (3.3%) of the society and recurrence of (4) While the percentage of department heads was (42.5%) and frequency (51) while the highest percentage of job sites in the society were for people's managers and by (50%) and at frequency (60). The research sample hotels are characterized by a state of diversity in the form and composition of the organizational structure Which is reflected in the nature of the decision-making mechanism in the senior management, and certainly the strategic behavior, due to several factors, including ownership, including the subjection of some hotels to the investment law and other factors. The data obtained from the field study.

2- Distribution of the sample members according to the years of service: Table No. (6) highlights the data related to the years of service for the members of the research sample

**Table No. (6)** Sample members according to years of service

Years of service	Frequency	Percentage
1-10 years	<b>15</b>	<b>12.5%</b>
11-15	<b>17</b>	<b>14.3%</b>
16-20	<b>65</b>	<b>54.1%</b>

More than 20	23	19.1%
Total	140	100%

**Source:** The table was prepared by the researcher based on the results of the field study

The results contained in the above table show that the category (16-20 years) came in the first order with a rate of (54.1%) and with a frequency of (65), while the category (more than 20 years) came in the second order with a frequency of (23) and at a rate of (19.1%), while The category (11-15 years) came in the third rank with a rate of (14.3%) and a frequency of (17), and finally in the fourth arrangement was a category (1-10 years) with a rate of (12.5%) and a frequency of (15), and these percentages mean a state of diversity in the structure of departments The factor is that it is one of the positive points in the research, given that the largest group of the sample is the one with outstanding experience in hotel work and is able to understand the variables and provide important and realistic data about them.

#### ***Fifteen: Previous Studies:***

Study (2008, Pappas & Karen)- 1

The Effect of Trust on Customer Contact Personnel Strategic Behavior and Sales Performance in Service Environment

The study aims to explore the participation of customer contact employees in the strategy process in a largely unexplored field in both marketing and strategic management, as well as examining the nature and extent of the strategic participation shown by customer contact employees by exploring bilateral relations. The study sample included a number of communication company managers in The study adopted the analytical descriptive method, and one of the most prominent results of the study is that defining the features and nature of strategic behavior leads to beneficial results for the individual and the organization, which is reflected in the level of alignment between the interests of the employee and the institution, and thus provide proof of the importance and continuity of the participation of individuals at various levels in formulating the strategy.

#### ***Study (2016, Patell) Seasoned***

How to Apply Lean Marketing in Your Business

The study aimed to adapt the concept of marketing to identify waste in marketing activities and suggest some tools that can contribute to reducing or eliminating waste in marketing strategies. The results of applying these tools in marketing strategies were measured in a sample of (10) small and medium organizations located in Northeast of Italy. The results of the study showed that the relationship between waste and the proposed tools helps organizations to

improve the management of marketing activity, increase the level of customer satisfaction, standardize operations and reduce the process time cycle. In addition, organizations use multiple mechanisms such as value stream maps to identify and eliminate activities that do not add value. The process, and a questionnaire addressed to customers was used as a measurement tool in addition to semi-structured interviews with senior executives, salesmen and customer service employees in order to identify the main types of waste. Some tools to eliminate or reduce waste in each of the marketing activities.

By looking at the above studies, the following observations can be established

1- The two previous studies represented a source of enriching the theoretical aspect of the current research, as previous research and efforts contributed greatly to enriching the theoretical aspect, through two ways, the first (the direct way) through quoting from studies and benefiting from their theoretical framing, and the second (the indirect way) through inference and obtaining On new sources and websites that these researches showed, and through them, those sources were searched and a large percentage of them were obtained, and this is what enriched the current research in every major.

2- The researcher was able to develop the current research methodology by preparing and building the current research methodology by formulating the intellectual problem dilemma, the objectives and the statistical tools used.

3- Building the research tool, as previous research and efforts contributed greatly to building the current research tool by looking at the tools and means used in similar research.

4- This research came to present a cognitive approach that links the research variables and an attempt to test the nature of the variables and measure the impact of the main variables of strategic behavior and lean hotel marketing, noting that this relationship between the two mentioned variables has not been tested in any research at the level of the tourism and hotel sector to the knowledge of the researcher This puts this research in the position of distinguished studies.

### ***The Second Topic - The Theoretical Framework***

#### ***First, Strategic Behavior***

1- Concept: The forms of scientific definitions of different concepts take various directions due to the different ideologies and sources of researchers' ideas or their influence on the various schools of broad management thought. Part The researcher tried to identify the most important definitions that dealt with this concept by the number of researchers, which is shown in Table No. (7) below.

**Table No. (7)** Definition of Strategic Behavior

No.	Definitions	Researcher, year, page
1	A set of actions taken by companies that aim to influence the market environment in which the organization competes, which includes long-term actions and decisions such as production capacity, research and development, investment, location, advertising, product differentiation, and others.	Bernheim, 2014:3
2	Policies followed by organizations in light of the prevailing industry structure and conditions of demand and their behavior towards other competing organizations in the industry in order to achieve the goals of the organization in the long term, especially	Najia, 2015: 53
3	The design of a set of decisions taken by the organization aiming to affect the structure of the industry in which it is active in order to increase its profits. The structure of the industry includes all factors that affect market variables (price, quantity, profit). It also includes the perceptions of consumers, organizations active in the industry, the number of competitors, and the prevailing technology in the industry. Industry and freedom to enter the industry	Arabyat, 2017, 193
4	The administrative style adopted by the senior management of coordinating the efforts of everyone in the organization through a clear vision and translating the mission of the organization and the strategic goals set into practical reality to achieve the organization's response and its adaptation to its environment, which leads to putting the organization on the right track to achieve its strategic goals	Bejai, 2022: 54

**Source:** The table was prepared by the researcher based on the sources mentioned therein

The researcher believes that strategic behavior can be defined as  
 ) The totality of decisions, procedures and policies that direct the pattern of administrative performance of the hotel and tourism organization, which determines the mechanisms that can be adopted by the tourism organization in order to influence the environment of the competitive mission that it serves in a manner that ensures the provision of an outstanding level of hotel and tourism services)

Second - Influencing factors: The form and pattern of strategic behavior in any organization can be considered the focus of the influence of many factors, and

many researchers believe that the form of behavior is only a true reflection of the nature of the impact and identification of those factors, which can be stated in the following points: (Martins Elvis et al, 2014: 395)/( Cancellier Donald, 2015: 45)

1- Slouchy bureaucracy: the inflation of bureaucratic power and its focus on developing and expanding the scope of its powers, and standing as a stumbling block in front of anyone who wants to make some kind of change or renewal, has led to it being considered an obstacle that must be resisted and stopped at its own end, and the bureaucratic culture service has become in many traditional organizations. It is the departmental goal, while the objectives for which organizations are established are secondary objectives.

2- The obsolescence and stagnation of systems and regulations, which results in (the inability to speed up decision-making and meet work requirements / many amendments and interpretations of laws and regulations sequentially without the other officials being informed of them, which makes them build their decisions on the basis of old rigid texts / ambiguity of some systems and regulations in a way that makes leaders They strive to explain it, which leads to error / inappropriateness of the physical work environment, or in other words, the physical obstacles that put pressure on the workers and alienate them from the work environment, which makes them wait for the end of the working time to leave this organizational environment that is not conducive to work and achievement).

Third - Dimensions: Through the researcher's review of many classifications of strategic behavior, it was found that there are many of these classifications. A classification (5: 2012, DA Novikov / Bejai, 2022: 60) was adopted as the closest to the environment of our current research, in which the dimensions were identified as follows:

1- Defending behavior: In this type of strategic behavior, it is referred to (organizations that take a conservative approach in competitive processes and work to make competitive efforts in areas in price and quality instead of investing heavily in developing new products, that is, they often focus on specialized markets And attention to improving the efficiency of their existing operations (12: 1978, Miles & Snow), and therefore these organizations need more mechanical structures and require more coordination at the center level, and this behavior achieves a competitive advantage through successful work in the current markets with current products, with minimal A level of uncertainty compared to other types of strategic behavior An organization can sustain internal focus by focusing on a narrow range of well-defined markets and products with a corresponding loss of ability to adapt to environmental changes ) 96 : 2014 , Gnjidié(

2- Prospecting behavior: This strategic behavior is defined as (continually pursuing searches for market opportunities, and experimenting with potential responses to changes in the environment. Organizations in this behavior are often pioneers in developing new products, being structured in a manner consistent with this trend to a high level of decentralization (2010, 10, Wulf et.

al), and prospective organizations can achieve competitive advantage by entering new markets with new innovative products and rapidly adopting new technology, and these organizations maintain external focus through continuous adaptation to changes market, but with potentially significant losses in operational efficiency.

3- Analyzed behavior: It is defined as (a strategic mixture of the two types of defensive and prospective behavior, as it includes elements of all strategic behaviors of defenders and prospectors. Managers who adopt this type of behavior are constantly scanning the environment to obtain new ideas, and adopt those ideas that are promising in the future and trying to explore new market opportunities and at the same time they are keen to find a stable base of current products and current customers (Gnjidić, 96: 2014) and in this behavior the manager urgently needs to build a structure that ensures a balance between autonomy on the one hand, and central authority on the other.

4- Responsive behavior: The administrations that follow responsive behavior are defined as (the administration that is characterized by its lack of any fixed forward-looking strategy, it rarely adjusts its strategy and behavior unless it is forced to do so due to environmental pressures, and it usually lacks an alignment between strategy and structure) (Wulf et. al ,2010 : 9). In this type, the method of responding to market changes is relied on in varying and temporary ways.

The researcher believes that the types referred to in the above points are very clear in the tourism and hotel market, as it is one of the most dynamic and changing markets, and therefore the strategic behavior appears clearly with the movement of the market and the change of the general curve in performance. Now the Iraqi hotel organizations in particular often tend towards the responsive behavior that deals according to The reality of variables and inter-pressures, due to the industry's lack of many elements of stability and institutionalization, in addition to the fact that most of the leading organizations in the market are either affiliated with the government sector and its policies, or they revolve in this orbit due to the weakness of capabilities. Therefore, the tourism and hotel sector is very sensitive and affected by many economic and security crises that have afflicted In Iraq in the past years, which means that it always adopts a responsive behavior that shows strategies as a reflection of the reality of environmental influences.

### ***Second - the lean hotel marketing mix***

1- Concept: Many specialists in marketing and productivity management point out that the concept and idea of lean marketing revolves around a basic goal, which is to earn more money by reducing spending. Marketing, innovating cost reduction, and measuring the marketing plan through the distinguished use of technology and its prior preparation, and around this idea, many definitions have been developed that are reviewed in Table No. (8) below



**Table No. (8)** some definitions of lean marketing

No.	definitions	Researcher, year, page
1	Continuous improvement process methodology that will reduce waste and inefficiencies of operations, speed up production cycles and increase the professionalism of workers in all areas of marketing, great emphasis on process and procedures with technology support, as well as technology that leads to improved job performance	Dewell , 2007:23
2	The use of all the different marketing elements to improve the efficiency of marketing operations and focus on team efforts and project development to achieve great benefit to the end customers, and works intensively to improve the results that are communicated continuously. The ultimate goal is to raise the production efficiency of the marketing department and increase the quality of innovation and development	Dager , 2010: 14
3	The medium that makes you more effective than your competitors, which is an important thing some organizations want to do to beat their competitors, is basically a knowledge transfer system, a training system on how to identify and close knowledge gaps, that takes a completely different perspective on knowledge transfer, not from an education point of view. It is from the point of view of learning from customers, understanding how they are used and what are the benefits of your products and services, and it targets certain types of organizations that are really educated, and that are committed to continuous improvement rather than just doing things and running things as they are	Mollomo , 2013:17
4	It is the process that involves making continuous improvements to the method that already exists and this method can achieve high efficiency, reducing the challenges that arise from inefficient method of building leadership, management tools, and inefficient methods that also take a long time.	Hammad,2020:29

**Source:** The table was prepared by the researcher based on the results of the sources mentioned therein

The researcher believes that by looking at many sources, they agreed that the lean marketing methodology is one of the most important methodologies necessary to ensure the lean transformation phase and beyond. This is the first step in the transformation process, which is called the stage of product concept development. It should be noted that many researchers ignore the role of the Lean marketing methodology by focusing on the aspects and challenges related to Lean manufacturing, despite the fact that knowing the market and customer needs is the first step in the transformation phase. Lean, and one of the most important advantages of lean transformation is the liberation of production capacities and achieving more returns and profits, and this requires restructuring the sales network and a new communications strategy, and the lean transformation is a process that begins and does not end. Marketing is the decisive factor in the process because it is a source of continuous innovation, which always increases the ability To turn continuous improvements into competitive advantages.

lean hotel marketing can be defined as (the strategy methodology adopted by the hotel management to simplify and automate the marketing processes of the service provided in order to improve efficiency and get rid of all forms of waste. Modification of hotel services according to customer demand and continuous improvement of the quality of hotel service and other mechanisms that govern all aspects of hotel work).

**Second** – Objectives: The most important objectives can be stated in the following points: (Ellias and Harrison, 2015:20),( El-Tahan and Esawy, 2021:13)

- 1- Reducing waste and inefficiencies of operations and increasing the professionalism of workers in all marketing fields.
- 2- Providing the required job performance by changing some operations and applying correct principles to save time and money.
- 3- Providing support to a growing number of customers who are determined to move into the new era of lean marketing by using specialists to help them improve best practices and processes, empower employees and introduce new technology.
- 4- Putting the customer at the center of marketing activities and providing significant value to the customer
- 5- The ability to be creative for continuous improvement.
- 6- Increasing productivity, reducing the cost of sales, and improving marketing effectiveness

7- Searching for new customers horizons and providing them with service

8- Building brand awareness around global sourcing

Getting rid of marketing activities that do not provide value to the customer 9-

**Third** - Reasons for choosing the Lean Marketing Approach:

Of course, adopting the Lean Marketing Approach is not an idea that is adopted out of the luxury of management or just a vision that revolves around the minds of officials.

A- Quick action/ B- Stay focused/ C- Priorities/ D- Intelligently tackle projects/ E Examine the entire organization and launch the applicable product/ G- Content marketing.

**Fourth** - Dimensions: In this part of the research, the researcher intends to adopt a number of dimensions of the (Payaro & Papa 2016) model, which is based mainly on the (Ohno) model.( Al-Eqabi, 2020: 65-70)

1- Reducing excessive marketing activities: Excessiveness occurs when there is a deviation between what the organization provides in terms of documents, information, materials or jobs and what the market actually needs, and this is usually a symptom of poor planning. Performing many different marketing activities without The organization has a clear vision and strategy in the first place, which represents a huge area of waste and loss. To determine what is a successful or unsuccessful activity, a return on investment measurement must be adopted, which is necessary. This will enable the organization to focus more effectively on the successful activity and remove unsuccessful marketing methods. (Jenkins & Greogory, 2003: 8)

2- Reducing unnecessary treatments: This measure enables the organization to obtain the sales and marketing process by reducing the cost of acquiring new business and dealing with customers and providing new services and goods. Another important thing that must be included when improving operations is the measurement tools, once you start measuring success Against the strategic KPIs, you will get the information needed to continually improve processors and reduce waste. If the customer-facing processes work well, customer satisfaction will improve. Reducing unnecessary treatments is investing in smaller and smaller equipment that has been properly maintained, and combining process steps where appropriate that reduces waste and waste. associated with unnecessary processing. (Krajewski et al 2013: 297),

3- Reducing the waiting time: it is the period of time that elapses before the customer gets the required value in the absence of planning for it, and waiting is usually seen as a waste of time from the customer's point of view, and this period is not seen as enjoyable and often provokes waiting rooms Queues or queues are generally negative thoughts or feelings. Moreover, after the present time is a valuable resource, and yet is an essential component in providing a service or selling goods to a customer. Service delivery times or customer

response times can be reduced through careful analysis of the flows through the process that range from customer order to Fulfilling the demand and that one of the useful tools is (Value Stream Mapping) (VSM), which is a simple technique for analyzing and planning the flow of value, and it is indicated that waiting causes wasted opportunities in the form of missed and unnecessary opportunities at work. (Ries & Eric, 2011: 12 ).

4- Reducing defective outputs: production management specialists consider that defects lead to a drop in quality and add costs that represent a waste of the system, and waste and losses are often very large in this form of operations and that the total quality costs are much greater than what is always considered, and therefore from It is important to get rid of the causes of these costs, as quality defects lead to rework and the addition of lost costs to the system in the form of lost production capacity, returning wasted effort, increased inspection, and loss of customer desire and satisfaction (Slack et al ,2010: 436).

The researcher believes that through the dimensions that were referred to, the great diversity and structure of services provided in hotels increases the importance of lean marketing activities on two levels. Cases of waste in marketing work weaken the satisfaction and conviction of the guest, which is the main indicator of hotel success, and accordingly, adopting lean marketing activities that are free to the maximum extent of defects and waste in all its forms is necessary for both sides of the hotel process, the hotel and the guest, and together they constitute the main pillar that is adopted in the work Therefore, the case of adopting lean marketing is in fact a comprehensive philosophy and an urgent need in light of the general hotel orientation to adopt such modern standards, which is what the Iraqi hotel administrations must adopt and learn about modern global experiences in this context if they want to catch up with international hotels and get out of the situation Getting stuck in traditional frameworks and entrances to performance

### ***The Third Topic Is Th First - About Hotels Sample Search***

1- Al-Rasheed International Royal Tulip Hotel: It was established in 1982 and is located in what is known today as the Green Zone in Baghdad. The hotel was built to be a reception site for Arab kings, presidents and delegations that came to Baghdad for Arab summit conferences and other regional and international events and forums, and to accommodate the increasing numbers of tourists It includes about (449) rooms, and the hotel has about (500) employees. The hotel has gained international fame and today many international media channels are stationed in the hotel, knowing that the hotel is now subject to investment programs. The hotel includes: meeting rooms, a business center, facilities and large rooms Characters, and many services

2- Ishtar Grand Crystal International Hotel: Ishtar Hotel (formerly Sheraton) was established in 1982 as one of the well-known Sheraton chain branches and currently includes (294) hotel employees with a distinctive architectural character. The hotel includes 310 rooms in addition to more than 50 private and suites, in addition to presidential suites. The private halls for holding conferences, parties and restaurants

3- Palestine International Hotel: It was previously known as Palestine Meridian. It was established in 1982. It is a hotel located in the heart of the Iraqi capital, Baghdad. The hotel has 296 employees. The hotel overlooks the banks of the Tigris River near Abi Nawas Street and Al-Firdaws Square. The hotel was built as one of the branches of the famous international Meridian chain and includes Hotel: meeting rooms, banqueting business center, shops, barbershops, family rooms, VIP room facilities, entertainment halls and restaurants

4- Baghdad Hotel, Baghdad International Hotel: It is one of the oldest hotels in the capital, Baghdad. It was established in 1956 and opened in 1958. The hotel includes 215 employees. The hotel overlooks its six floors on the Tigris River. In 1989, the Baghdad Hotel Mixed Shareholding Company was founded. The hotel includes meeting rooms, banquet center Business family rooms, VIP room facilities.

5- Babel (Rotana) International Hotel: Babel Hotel was established in 1980, and today it is one of the hotels affiliated with the well-known Rotana chain, which is active in more than (50) countries and includes 300 rooms. It is considered one of the most active hotels in the city of Baghdad today, as it receives guests and various events. Which represents the most prominent activity of the hotel as an important interface at the present time.

It should be noted that the above data were obtained from the hotel records referred to during the field visit conducted by the researcher.

## **Second** - Description and diagnosis of the study variables

This part of the third topic deals with the presentation, analysis and interpretation of the results of the study variables, according to the answers of the research sample. For the investigated variables, the test standard represented by the hypothetical arithmetic mean of (3) was adopted as a standard for measuring and evaluating the degree obtained and related to the answers of the sample members, based on the gradations of the five-point Likert scale in the survey of the opinions of the sample. Levels on the question paragraphs that express the study variables.

1- Analyzing the level of importance of the response of the study sample to the independent variable strategic behavior

Table No. (9) shows an analysis of the level of response of the study sample to the independent variable (strategic behavior), as follows:

**Table No. (9)** of the analysis of the level of response of the study sample to the independent variable (strategic behavior) e field study

No.	variables	Arithmetic mean	standard deviation	Variation coefficient	percentage	Sort by coefficient of variation
1	defensive behavior	4.484	0.61	0.13	89.68	first
2	prospector behavior	4.265	0.72	0.16	85.31	second
3	Analytical behavior	4.252	0.74	0.17	85.04	third
4	responsive behavior	4.189	0.81	0.19	83.78	fourth
independent variable	strategic behavior	4.297	0.72	0.16	85.95	

N= 108

**Source:** The table was prepared by the researcher based on the results of the statistical program

By looking at Table No. (9) it is clear that the defensive behavior dimension came in the first order among the sub-dimensions of the strategic behavior variable, as it achieved an arithmetic mean of (4.484), which is greater than the value of the hypothetical mean of (3) to indicate that the level of importance of the sample's answers to The paragraphs of this dimension tended towards agreement, and the standard deviation reached (0.61), which indicates the presence of a slight dispersion in the sample answers regarding the paragraphs of this dimension, and the relative importance was recorded (89.68%), which confirms the agreement of most of the study sample members on the paragraphs of this dimension and with a coefficient of difference (0.13). This offer confirms that hotel administrations deliberately work according to a conservative method that looks for competition in limited areas of price and other mechanisms, a method consistent with the high uncertainty enjoyed by the Iraqi economic environment in general and tourism in particular, as mentioned previously, in what came after the behavior The respondent was in the last order with an arithmetic mean (4.189), a standard deviation (0.81), a relative importance (83.78%) and a coefficient of difference (0.19). A standard F (0.72) with a relative importance (85.95%) and a deviation coefficient (0.16), which confirms the research sample's interest in strategic behavior despite the insufficient information and understanding of the details and dimensions of the strategy, but working within the hotel sector in question imposes this state of interest as strategic work Within this industry, it has become a reality that many international companies working in the field have adopted, leaving no choice in front of specialists in this activity in any country of the need to pay attention to the reality of these concepts and strategic dimensions and what are the frameworks and adoptions that must be implemented if they are adopted as actual business adoptions.

2- Analyzing the level of importance of the response of the sample members to the approved variable: Lean hotel marketing:

Below is Table No. (10), which represents the data for analyzing the level of responses of the sample members to the approved variable (lean hotel marketing), as follows:

**Table No. (10)** analyzes the level of response of the study sample to the approved variable (lean hotel marketing)

No.	variables	Arithmetic mean	standard deviation	Variation coefficient	percentage	Sort by coefficient of variation
1	Reducing excessive marketing activities	4.309	0.69	0.16	86.17	fourth
2	Reduce unnecessary processing	4.504	0.60	0.13	87.08	second
3	Reduce waiting time	4.460	0.57	0.12	89.21	first
4	Reducing defective output	4.343	0.62	0.14	86.85	third
dependent variable	lean hotel marketing	4.366	0.62	0.14	87.32	

N=108

**Source:** The table was prepared by the researcher based on the results of the statistical program

Through the table (10) above, it is clear that the dimension (reducing waiting time) came in the first order with an arithmetic mean (4.46), which exceeds the hypothetical mean (3) and with a standard deviation (0.58), which confirms the homogeneity and agreement of the answers of the sample members and with a relative importance that amounted to (89.21%) and with a coefficient of (89.21%) A difference of (0.12), which confirms that the hotel management, according to the feedback data (reverse) obtained from the opinions of the guests, is trying through its marketing message to show that the hotel service has reduced and to a minimum the most important form of waste, which is the length of waiting period to obtain hotel services such as Obtaining the meal or reducing the waiting period to complete the reservations or leaving operations at the front office, while it came after (reducing excessive marketing activities) in the last order and with an arithmetic mean (4.309) and with a standard deviation of (0.69) and a relative importance of (86.17%) and with a coefficient of difference (0.16), which indicates the presence of the dimension within the

interest of the responding sample members. In general, the approved variable (Lean Hotel Marketing) achieved an arithmetic mean of (4.366), exceeding the hypothetical mean of (3) and with a standard deviation of (0.62). With relative importance (87.32%) and with a coefficient of difference (0.14), which confirms the availability of the variable within the administrative thought enjoyed by the responding sample, which confirms the hotel administrations' efforts at different levels and orientations towards achieving the goal of adopting lean marketing thought, and that at a simple level based on the idea of reducing waste Loss in its various forms and maximizing gains.

**Fourth, The Correlation Hypothesis Test:**

In this part of the research, the Spearman coefficient test was adopted as an indicator of the correlation between the main and sub-variables of the research. The results of the test were as expressed in Table No. (11) which represents the matrix of values for Spearman's coefficient as follows:

**Table No. (11)** a matrix of correlations between strategic behavior and lean hotel marketing

lean hotel marketing strategic behavior	Reducing excessive marketing activities	Reduce unnecessary processing	Reduce waiting time	Reducing defective output	lean hotel marketing
Defensive behavior	0.547	0.501	0.536	0.565	0.679
	0.000	0.000	0.000	0.000	0.000
Prospector behavior	0.608	0.451	0.544	0.554	0.699
	0.000	0.000	0.000	0.000	0.000
Analytical behavior	0.404	0.415	0.438	0.475	0.577
	0.000	0.000	0.000	0.000	0.000
Responsive behavior	0.414	0.468	0.345	0.417	0.490
	0.000	0.000	0.000	0.000	0.000
Strategic behavior	0.667	0.617	0.652	0.689	0.880
	0.000	0.000	0.000	0.000	0.000

**Source:** The table was prepared by the researcher based on the results of the statistical program

According to the table (11) above, the results of the sub-hypothesis test were as follows

1-1 There is a significant statistically correlation between the adoption of defensive strategic behavior and lean hotel marketing in the research sample hotels. This hypothesis was accepted in terms of the value of the correlation



coefficient, which amounted to (0.679) at the level of significance (0.000), which indicates the existence of a strong direct relationship between the two variables.

1-2 There is a significant statistically correlation between the adoption of prospective behavior and lean hotel marketing in the research sample hotels. Approved.

1-3 There is a significant statistically correlation between the adoption of analytical behavior and lean hotel marketing in the research sample hotels. Analyzed behavior and responder variable.

1-4 There is a significant statistically correlation between the adoption of responsive behavior and lean hotel marketing in the hotels of the research sample. This hypothesis was accepted in terms of the correlation coefficient index, which achieved a value of (0.490) with a significant level of (0.000), an indicator of a weak correlation between the responsive behavior dimension and the dependent variable.

By looking at the above values, it was found that the dimension (prospecting behavior) achieved the highest level of the relationship between the sub-dimensions of strategic behavior and lean marketing, with a correlation coefficient value of (0.699), which indicates that this dimension is the most decisive in the case of the wills of hotel organizations that adopt the lean production approach Achieving success, according to the sample's opinion, in what came after (responsive behavior) in the last order, with a weak correlation relationship that amounted to (0.490), and by achieving a percentage of (100%) of the correlation relationships, although in varying proportions between the dimensions of the independent variable and the dependent variable.

1- The first main hypothesis: By accepting the sub-hypotheses referred to above, the first main hypothesis of the research can be accepted, which states (there is a significant statistically significant correlation between strategic behavior and lean hotel marketing in Baghdad governorate hotels) in terms of the value of the correlation coefficient that reached ( 0.880) and at a significant level (0.000), which indicates the existence of a strong direct correlation between the independent variable and the dependent variable.

#### ***Fifthly, Testing the Impact Hypotheses***

In order to identify the level of influence of the independent variable (strategic behavior) on the adopted variable (lean hotel marketing), the regression coefficient will be adopted as an indicator of the amount of influence, as well as the coefficient of determination ( $r^2$ ) and a number of measures shown in the table below

**Table No. (12)** results of the impact relationships test for strategic behavior, lean hotel marketing

independent variables	regression coefficient a	beta effect factor $\beta$	Interpretation coefficient $r^2$	The calculated F value	Tabular F value at significant 0.05	level of confidence
defensive behavior	1.841	0.569	0.461	90.568	3.93	%0.95
prospector behavior	2.095	0.539	0.489	101.362	3.93	%0.95
Analytical behavior	2.731	0.390	0.333	53.022	3.93	%0.95
responsive behavior	2.762	0.389	0.240	33.563	3.93	%0.95
strategic behavior	0.650	0.869	0.774	363.007	3.93	%0.95

N=108

**Source:** The table was prepared by the researcher based on the results of the statistical program

:

Through the data presented in the above table, the sub-hypotheses of influence were tested as follows

2-1 There is a statistically significant effect of the defensive strategic behavior in hotel marketing lean in the hotels of Baghdad governorate. The first sub-hypothesis is accepted, as the value of the regression coefficient reached (1.841), and the value of the beta coefficient  $\beta$  (0.569), meaning that the hotel management's interest in adopting the behavior The defensive strategy by one unit will lead to a change in the practice of lean hotel marketing by (5.6%), and that the value of the coefficient of determination ( $r^2$ ) indicates that (46%) of the change in lean hotel marketing results from adopting the defensive strategic behavior and that (54 %) of the change resulted from other variables that were not included in the model, and since the calculated (F) value of (90,568) is higher than its tabular value of (3.93), this confirms the acceptance of the hypothesis.

2-2 There is a significant statistically significant effect of the prospective strategic behavior in the lean hotel marketing in Baghdad governorate hotels. By looking at Table No. (12) above, it is clear that the value of the regression coefficient is (2,095), and the value of the beta coefficient  $\beta$  is (0.539), meaning that adopting prospective mechanisms for opportunities as a strategic behavior for hotel management with a ratio of one unit will lead to a change in the lean hotel marketing By (53.9%), and the value of the coefficient of determination ( $r^2$ ) indicates that (48.9%) of the change in the practice of lean hotel marketing resulted from the application of prospecting for opportunities as a strategic behavior in hotels, and that (52%) of the change resulted from other variables that were not are included in the form. Since the calculated (F) value of

(101.362) is higher than its tabular value of (3.93), the second sub-hypothesis is accepted.

2-3 There is a significant and statistically significant effect of the analyzed strategic behavior in the lean hotel marketing in the hotels of Baghdad governorate. It is evident from the data in Table No. (12) that there is a positive effect of the analyzed strategic behavior in the lean hotel marketing, and the value of the regression coefficient is (2.731). And the value of the beta coefficient amounted to  $\beta$  (0.390), that is, adopting the analyzed behavior would lead to a change in the lean hotel marketing by (39%), and the value of the coefficient of determination ( $r^2$ ) indicates that (33%) of the change in lean marketing resulted from the application of The analyzed behavior and that (67%) of the change resulted from other variables that were not included in the model. Since the calculated (F) value of (53.022) is higher than its tabular value of (3.93), the third sub-hypothesis is accepted.

2-4 There is a significant and statistically significant effect of strategic responsive behavior in lean hotel marketing in Baghdad governorate hotels.

Table (12) which includes the results of testing the hypotheses of the effect showed a positive impact of the strategic response behavior in the lean hotel marketing, and the value of the regression coefficient reached (2.762), and the value of the beta coefficient reached (0.389), meaning that the use of the responsive strategic behavior by one unit will lead To a change in the lean hotel marketing by (38.9%), and the value of the coefficient of determination ( $r^2$ ) indicates that (24%) of the change in the lean hotel marketing resulted from adopting the strategic behavior, and that (76%) of the change resulted from other variables that were not implemented. Include it in the model, and since the calculated (F) value of (33.563) is higher than its tabular value of (3.93), and accordingly, the sub-hypothesis is accepted.

2- The second main hypothesis: There is a statistically significant effect of strategic behavior in lean hotel marketing in Baghdad governorate hotels

Through the results mentioned by the researcher in Table No. (12), it is clear that there is a positive impact of strategic behavior in lean hotel marketing, and the value of the regression coefficient is (0.650), and the value and value of the beta coefficient  $\beta$  (0.869), indicating that the change in the adoption of strategic behavior is by One unit will lead to a change in the lean hotel marketing by (86.9%), as indicated by the value of the coefficient of determination ( $r^2$ ) that (77.4%) of the change in the lean hotel marketing results from the quality of the strategic behavior, and that (23%) of the change results from other variables It was not included in the model, and since the calculated (F) value of (363,007) is higher than its tabular value of (3.93), the second main hypothesis is accepted.

## **THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS**

### ***First, The Conclusions***

1- In the tourism, hotel and Iraqi business environment in particular, the issue of lean marketing is one of the modern and contemporary topics whose conceptual and intellectual frameworks are still under development at the theoretical and analytical level, and the research literature still lacks integrated theories to clarify and explain its contents.

2- If the authorities responsible for the tourism sector, both official and private, adopt the lean marketing approach, it will contribute to a qualitative shift in the lives of business organizations, as it paints a picture of creativity as an effective tool in its maintenance and programming through the use of its tools and the reduction of waste and loss and the harmonization of human resources for it. In line with the organization's ability to distinguish and renew in its environment.

3- The results of the analysis show that most of the departments in the surveyed hotels suffer from real dependency on routine and traditional work, despite their knowledge of the importance of using the vocabulary of lean marketing in completing transactions.

4- The study showed, through its theoretical and field sides, that strategic behavior assumes and acquires great importance and value in the thought and culture of various researchers and thinkers on the color and diversity of their ideological walks, and this is because it is one of the real solutions through which wealth can be created, the capital of projects and organizations, and the achievement of added value. at all organizational levels.

5- Hotel managements, by deepening the understanding of what strategic behaviors are, can determine the shape of the future of the hotel organization as a function directing performance in the short and long term and an indicator of the capabilities of discovering opportunities and opening new markets and other activities and procedures.

6- The field study showed the existence of a correlation and impact relationship of strategic behavior in lean hotel marketing in hotels operating in the city of Baghdad, which formed the field container for research.

### ***Secondly, recommendations***

1- In order to reach a distinguished level of hotel performance adopters in accordance with international lean standards, hotel administrations must work to identify places and areas of waste and waste in all activities that burden the organization and pay attention to lean marketing that achieves the optimal use of all marketing activities, and focus on activities capable of Adding value so that the surveyed organizations can exclude all surplus activities and thus reduce marketing costs to achieve the desired goals and enhance the competitive position of hotels.

2- The operating hotel managements must define in detail the practices of lean marketing work and develop an accurate road map to adopt this approach by working on the employment of lean marketing tools in order to make more impact on the performance of marketing activities and thus reduce the waiting time for the guest to obtain the service Hotel management, increasing interest and awareness, and working to strengthen the role of the marketing department in the hotel organizational structure towards adopting the lean marketing methodology with its dimensions to reduce waste and loss and carry out continuous improvement processes for all marketing activities.

3- It is imperative for the authorities responsible for the hotel and tourism sector, as well as the departments working in hotel organizations, to link strategic behavior with organizational performance standards that the organization's management should think of when establishing its goals and objectives of profitability, efficiency, cost reduction, growth, maximizing the wealth of owners, and leading the market. (market share), technology leadership (innovation), and survival.

4- Striving and vigorously towards building and implementing training programs that guarantee the preparation of a hotel cadre capable of absorbing the concepts and mechanisms of strategic behavior in hotel work, as well as a real understanding of the graceful marketing programs that can make a real leap in the reality of Iraqi hotel work.

5- Building bridges of communication with academic and research institutions and advanced international hotel organizations to be a guide for local hotel administrations in order to adopt advanced experiments and research that achieved distinct levels of hotel performance based on strategic foundations and reached superior levels of lean production operations in the world of hotels.

### ***Third - Suggestions:***

The most important proposed titles can be highlighted to be a continuation of the efforts of this research in the following points:

- 1- The impact of strategic behavior in raising the level of the hotel market share
- 2- The effect of adopting prospective strategic behavior in achieving the quality of tourism and hotel services
- 3- The impact of the strategic choice in determining the shape of the lean hotel marketing mix

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