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The role of marketing ingenuity in building an insight into customers / an exploratory study of the opinions of workers in the Oasis soft drink factory

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Abstract. The research seeks to know the position of the management of the Oasis Soft Drinks Factory on marketing ingenuity and its employment in building customer insight and to show the impact of marketing ingenuity in its dimensions (exploring opportunities and exploiting opportunities) as an independent variable in building customer insight in its dimensions (customer behavior, customer attitude, customer culture) as a dependent variable. The research problem was identified in a number of points, the most important of which was the extent of the ability of the Karbala Oasis Soft Drinks Factory to build customer insight by adopting marketing ingenuity, and in order to achieve the goals of the research, the questionnaire form was adopted as a tool for data collection, and the Karbala Oasis Soft Drinks Factory was adopted as a study community where it was chosen A sample of its employees numbered (280).

Keywords. Marketing dexterity, customer insight, Oasis soft drinks factory in Karbala

Introduction:

Customers enjoy different and rapidly evolving tastes, and this is reflected in the type of products that satisfy their desires and meet their needs. In the business world, in order to reduce the size of the gap between the nature of products and the needs of customers, the management of the organization requires building relationships with its customers through marketing ingenuity to maintain their loyalty in the long term and achieve its goals.

Thus, the research seeks to arouse the attention of the management of the Karbala Oasis Soft Drinks Factory to adopt marketing ingenuity in its dimensions (exploring opportunities and exploiting opportunities) to build the insight of customers by offering products that have distinctive characteristics that are in line with their needs.

First - Literature review and hypotheses

1 - Marketing Dexterity

A- concept

The concept of ingenuity in the field of work comes from finding balance, understanding, and convergence in viewpoints among the competitors in order to achieve a

specific goal, through the application of dual organizational structures that enable them to create harmonization with working conditions and adapt to them (Tempelaar, 2010:28), where he sees (Lubatkin, et al., 2006:34) that marketing prowess is the organization's ability to achieve strategic integration by providing solutions to crises that enable it to discover opportunities and take advantage of them. It was defined by (Josephson et al., 2016:26) as creating value for the organization by exploiting available marketing opportunities. While (Gentimir, 2015:200) defined it as creating opportunities and exploiting them based on the internal systems and programs used for the organization in line with the strategic plans in the organizational structure, while (Dutta, 2013 :67) defined it as facing the challenges facing marketers in meeting the needs of their customers By providing incentives to the customer through the research and development department in order to satisfy those needs. (Prange, et al., 2016:12) explains marketing prowess as access to new opportunities through the resources available to the organization in order to enhance its competitive position. As seen by Hughes, 2018: 224) the ability of the organization to satisfy the needs of current customers and seek to discover and satisfy the needs of future customers.

B- Dimensions of Marketing Dexterity:

(Gylling et al. 2012:128) agreed Two dimension Marketing dexterity:

1- **Exploring opportunities:** It is the approach adopted by the management of the organization and based on facing difficulties in order to develop the intellectual capital of the organization as the most important pillar for implementing the strategic plans of the organization through which access to appropriate resources to create new products targeting newly discovered markets through research and development, as the organization seeks to survive In the competitive market, it motivates its employees to discover and apply the best modern and innovative methods to achieve its marketing goals.

2- **Exploiting opportunities:** In order to achieve strategic success in competition in the external work environment, it is required to expand its skill circle in order to enter new markets by improving the activities and methods used in order to create added value for the organization.

2- customer insight

A- Concept

Organizations compete in order to acquire the customer's thinking and attract him to it, and therefore the customer's dealings with an organization without others is based on an insight that creates value for the organization as a resource that is difficult to imitate (Florin 2007:8). Ensuring product marketing and long-term profitability (Wilson, 2015: 2). It was addressed (Gibbert, et al., 2011:213) is the knowledge that the customer possesses, which determines his choice of products and services offered in the market. (Zanjani, et al., 2018:5), he defined it as the ability of the customer to compare products in order to determine his desire and make the purchase. Whereas(Rowley, 2002:290) has defined it as a process of integration between the knowledge of the customer and the technology of the organization adopted in the production and marketing of its products. (Campbell, 2015: 80) dealt with it as the accumulated customer experience and expertise from previous purchases of the product. Therefore, the customer's insight into the development of competition between organizations has a clear role summarized in (Modoran, 2014: 5) (Wiele, 2005: 530)

Clarity of communication with customers.-

- Benefit from feedback from customers to the organization.

- Exploiting information that affects the customer's insight.
- Using customer insight in product development.
- Motivating the customer to express his opinion in order to develop the quality of the product.
- Notify the customer of the value of his opinions and their importance for product development.
- Developing the process of direct communication between marketers and customers to gain their loyalty.

B- The importance of customer insight:

The importance of customer insight can be summarized according to what(Zanjani, 2018:15),Enhancing the organization's information base about its customers, according to the information they provide about their desires and needs. Assisting the organization in preparing and developing a business map for dealing with its customers. Determine the amount of time that the organization needs to expand the customer's perceptions about its products in order to build his insight.

As for (Yeung& Devlin 2003: 236), he indicated the importance of customer insight in developing the organization's products through the following:

Clarity of customer insight trends-

- Delivering information through customer insight.
- The ability of the organization to benefit from the insight of its customers.
- The customer's insight enjoys the flexibility to keep up with the change in tastes.

C- Dimensions of customer insight

Customer behavior: In order to predict the customer's purchasing behavior, the individual's characteristics, his decision to buy, customs, traditions, brand, culture, sub-culture, social class, psychological factors, and the environment in which he lives (Bracewell, 2015:34) must be studied. Distinctive, which reflects the behavior and mood of the customer and his actions that have a rational or emotional motive (Rani, 2014:58) .

● **The customer's attitude:** The organization requires continuous research to determine the customers' reactions towards its products in order to develop its activity and achieve profitability (Duhachek & Iacobucc, 2005:60), as the customer's attitude refers to the customer's needs, preferences and beliefs, which reflect the degree of his satisfaction and loyalty to the organization's products (Keyvanara & Monadjemi, 2015: 58).

● **customer's culture** : Knowing the customer's culture and its elements of acceptability, social status, social culture, and the role of the individual socially provides an important information source for marketers to influence their insights into the organization's products (Langford & Schulz, 2006:20).), and Montgomery, 2008:33) sees it as a set of values. The customs and traditions prevailing in the society and the family to which the customer belongs, which affect his choices and preferences of products.

Secondly :Documented processes

In this framework, we envision the dimensions of the process that describe the interactions between marketing ingenuity and customer insight and the enabling processes required to facilitate the implementation of basic operations, and within these processes is customer insight. (Eigbe, et al., 2015: 10).

Therefore, this study aims to examine the positive impact of marketing ingenuity in building customer insight. Accordingly, the following hypotheses can be formulated:

H1: Morale, marketing acumen, customer insight.

H2: Marketing acumen has positive effects on customer insight.

1- methodology

The data of the current study were collected from the Al-Waha soft drink factory in Iraq, and the questionnaire was used as a main tool in data collection, and it included two items.

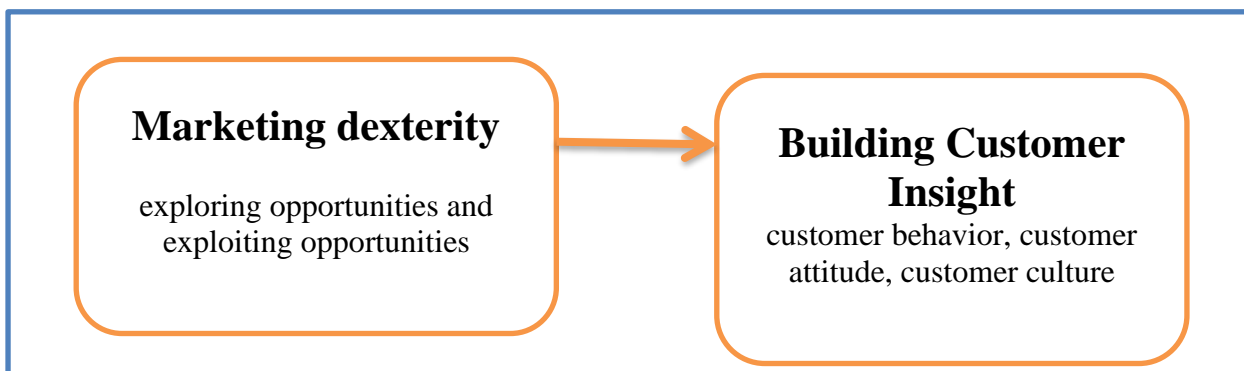
First, the customer's ingenuity and insight were measured on a 5-point Likert scale. The sample of the study was represented by the managers of departments and people working in the Al-Waha Soft Drinks Company in Iraq. The sample size was 220 respondents. After obtaining the approval of the company's management for the research community, specifically from the human resources managers in the companies, the nature and purpose of the questionnaire were explained to the participants. Volunteers were contacted to provide transparent answers to each question. This measure reduces the potential impact of employees' hesitation and bias toward social desirability (Lindell & Whitney, 2001).

Second: The validated questionnaire was distributed to the participants. The HR managers and managers of each workplace formally distributed the same questionnaire and overall, 220 valid responses were pooled out of 245 (males = 131, females = 89). The response rate was 87%, which is acceptable for paper-based workplace questionnaires. Most of the respondents ranged from 35 to 44 years old.

The number of holders of a bachelor's degree ranges from 125, 53 participants obtained a high diploma, 31 participants completed a master's degree in different specializations, while 11 participants completed a doctoral degree with specializations that serve the field of the companies in which they work. Table 1 presents the demographic profile of the participants.

The study explored two variables, as Figure 1 illustrates. All primary measures were based on those found in the literature.

With regard to marketing ingenuity, a structure consisting of two main dimensions has been adopted: exploring opportunities and exploiting opportunities. In keeping with the criteria, this study used 15 items. (Gylling et al, 2012:128) , and customer insight was measured using the scale (Rani, 2014:58). It has been designed according to three dimensions: customer behavior, customer attitude, and customer culture. The study used (9) items.



Table(1): Characteristics of the study sample

Characteristics	Frequencies	Percentage
Gender		
Male	131	%60
Female	89	%40
Age		
25-34	60	%27
35-44	123	%56
45-54	37	%17
Education		
BA	127	%56
Diploma	51	%23
MA	34	%15
PhD	8	%4
Department		
Executive Director	81	%37
Human Resources	44	%20
Accounts	23	%10
Information Technology	38	%17
Service Providers	34	%15

2- Results

Following the previously described systematic analysis, the Confirmatory Factor Analysis (CFA) analysis results were measured (Table 2). Parameter estimates are feasible and acceptable if their values exceed 40%. As for the standard errors, the smaller they are, the more it is possible to rely on the statistical parameters and vice versa. The statistical significance of the parameter estimates is determined based on the significance of the critical ratio (CR), which represents the statistical scale for the significance of the parameter estimates. Parameter estimates are essential if they exceed the critical ratio (1.96) at the level of significance and if it exceeds 2.56 at the level of significance. The value above 0.40 (loading) indicates that it is statistically acceptable, except for items 1 from the Benefit dimension, 3 from The Ease of Use dimension, 5 from the Management supportive infrastructure dimension, 4 from the documented processes removed from the indicator measure and the baseline quality of agreement (SEM)) has exceeded the accepted statistical limits. In this study, we relied on the cut-off scores for the conformity quality indicators (CIMN/DF, GFI, CFI, TLI, IFI) identified by (Hair, 2010:647).

Table(2): Confirmatory factor analysis and Cronbach’s alpha

Variables (Dimensions)	Cronbach’s Alpha	Loading	Quality Indicators
Marketing dexterity	.889		
Exploring opportunities	.791	.713	CIMN/DF = 2.370 GFI = .879
		.775	
		.764	
	.735	.661	

Exploiting opportunities		.714	CFI = .925	
		.719		
		.700		
		.727		
Building Customer Insight	.920			
customer behavior	.764	.696	CIMN/DF = 2.463	
		.555		
		.729		
		.685		
customer attitude	.792	.509	GFI = .873	
		.552		
		.661		CFI = .914
		.706		
customer culture	.817	.649	TLI = .891	
		.729		
		.716		IFI = .915
		.609		
		.752	RMSEA = .080	
		.611		

Descriptive statistics and correlation analysis are presented in Table (2), the mean and standard deviation values for Marketing dexterity Building Customer Insight and Building Customer Insight are $M = 3.9306$, $SD = .59255$, $M = 3.7421$, $SD = .57641$. Pearson correlation coefficient shows a positive and significant relationship between Marketing dexterity and Building Customer Insight ($r = .649$, $p < 0.1$), and a positive and significant relationship between Marketing dexterity and Building Customer Insight ($r = .783$, $p < 0.1$).

Table (3): Mean, standard deviations, and correlations between main variables

Variables	M	SD	1	2
Marketing dexterity	3.9306	.59255	1	.649**
Building Customer Insight	3.7421	.57641	.783**	1

Note: $N = 220$, ** $p < 0.01$.

The table shows the direct effect and the CR and P values. To show the direct and indirect effect of using Amos software, The results of hypothesis testing in Table (4) indicate that there is a direct positive effect on Marketing dexterity Building Customer Insight, and this provides support for the hypothesis (H1, H2), from the path coefficients and the P and CR values.

Table 4. Path coefficients, SE, CR, and P-values

Effect	Hypotheses	B	CR	P
Direct effect	→ Marketing Dexterity Building Customer Insight	.819	21.536	***
Indirect effect	→ Marketing Dexterity Building Customer Insight	.626	.736	.003

Note: *** p < 0.001

Third –DISCUSSION

*Conclusions and recommendations:

1- Conclusions:

- Through the results obtained from the practical side, it is clear that there is a strong and positive relationship between marketing ingenuity and building the customer's insight into the researched company.
- The results of hypothesis testing indicate that there is a direct effect of marketing ingenuity in building the insight of the customers of the researched company.
- It is evident from the results of the statistical analysis that there is a significant correlation between marketing ingenuity and our customer insight in the researched company.
- The researched company seeks to adopt all possible means to enhance the customer's insight towards its products.

2- Recommendations:

- Conducting future research to link the dimensions of marketing ingenuity and the dimensions of building customer insight, separately, in order to draw the organizations' attention to the importance of these dimensions in increasing the organizations' competition.
- Paying attention to the company's human resources in order to enrich their knowledge of marketing ingenuity and its importance in building customer insight.
- Increasing the company's investment in marketing to enhance the company's marketing prowess to create a window of customer insight.
- Despite the importance of marketing ingenuity, it is not sufficient to build a permanent customer insight into the company's products.

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