



ARTÍCULOS

UTOPIA Y PRAXIS LATINOAMERICANA. AÑO: 25, n° EXTRA 1, 2020, pp. 530-544
REVISTA INTERNACIONAL DE FILOSOFÍA Y TEORÍA SOCIAL
CESA-FCES-UNIVERSIDAD DEL ZULIA. MARACAIBO-VENEZUELA.
ISSN 1316-5216 / ISSN-e: 2477-9555

Marketing Intelligence System and its Impact in Determining Strategies of Competitive Positions

Sistema de inteligencia de marketing y su impacto en la determinación de estrategias de posiciones competitivas

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Este trabajo está depositado en Zenodo:
DOI: <http://doi.org/10.5281/zenodo.3784914>

ABSTRACT

The aim of the research is to know the impact of the marketing intelligence system adopted by the College as it is and the effectiveness of managing its marketing information and its ability to achieve a distinct strategic position in the Private university education market in Baghdad. In order to achieve these objectives, a model has been developed to determine the nature of the relationship and the impact between the system of marketing intelligence as an independent variable and the strategies of the competitive positions of the concerned faculty as a dependent variable. The research hypotheses have been formulated and tested using SPSS-22

Keywords: Marketing information system, marketing intelligence, strategies of competitive positions.

RESUMEN

El objetivo de la investigación es conocer el impacto del sistema de inteligencia de marketing adoptado por la Universidad tal como es, y la efectividad de administrar su información de marketing, y su capacidad para lograr una posición estratégica distinta en el mercado de la educación universitaria privada en Bagdad. Para lograr estos objetivos, se ha desarrollado un modelo para determinar la naturaleza de la relación y el impacto entre el sistema de inteligencia de marketing como una variable independiente y las estrategias de las posiciones competitivas de la facultad en cuestión como una variable dependiente. Las hipótesis de investigación se han formulado y probado utilizando SPSS-22

Palabras clave: Estrategias de posiciones competitivas, inteligencia de marketing, sistema de información de marketing.

Recibido: 08-02-2020 • Aceptado: 24-04-2020



INTRODUCTION

Information is a vital resource in various business organizations for their importance in achieving competitive advantage. Information should be considered and managed properly in all organizations to keep pace with contemporary developments in the various knowledge sciences and technological changes, especially we live in the 21st century challenges of expanding markets and product diversity, the rapid development of information technology, and fierce competition in the university education market. This requires that the administration of the universities should deal with information and management correctly through the application of the system of marketing intelligence to solve all the problems that face the achievement of competitive position in the market by adopting a strategy of a distinct competitive position. Al-Mansour College in Baghdad is one of those faculties competing in the private university education sector, which suffers from many problems, foremost of which is the problem of dealing with marketing information and how to manage it, not realizing the importance of this in achieving the competitive position in the Iraqi market which is crowded with private colleges.

Accordingly, the current research aims at identifying the impact of the marketing intelligence system in determining the competitive position of the above-mentioned college in the private university education market. The research includes two main hypotheses, from which sub-hypotheses emerge, all of which were subjected to numerous tests to ascertain their validity, acceptance or rejection.

The questionnaire is based mainly on the collection of data and information related to the applied side. It is distributed to a sample of (80) members who are members of the College Council (Dean, his assistants and heads of departments), directors of the administrative sections and units who have academic and scientific experience in the college. Several appropriate statistical methods are used to get the proposed results.

Based on the above, the subject of the research is dealt with through four topics. The first topic includes the methodology of the research. The second topic is devoted to the theoretical framework. The third topic deals with presenting and analyzing the applied results of the research, the fourth one contains the results and recommendations.

Research problem

The university education sectors, especially the private one, face many competitive conflicts, which have imposed on it the need to rely on modern tools and systems to confront these conflicts. Nowadays, information is one of the tools through which to make progress and success in this vital competitive field. Therefore, the system of marketing intelligence is the key to the success of universities and colleges. It should provide a huge amount of information that the administration of the university or the college have to deal with and manage properly and to solve all the problems they face, especially with regard to attracting students and enroll them and thus achieve a competitive position in the labor environment through the adoption of the strategy of competitive positions in that environment or market. Al-Mansour Private College is one of those competitive colleges in the university education sector, which suffers from many problems, foremost of which is the problem of negligence of marketing information and how to manage it and the lack of awareness of the importance of this aspect in achieving competitive position in the Iraqi market which is crowded with private colleges whose reputation of education is not at the required level, especially among students both inside and outside Iraq. The problem of Al-Mansour College in Baghdad can be clarified through the following questions:

1. Does the college administration realize the importance of having marketing intelligence system to provide a huge amount of marketing information and how to manage it?
2. On which strategy should the college administration concentrate to determine its competitive position in the labor market of the private university education in Baghdad?

3. Are there relationships and significant effects of the variable of marketing intelligence on the strategies of competitive positions in the labor market of the college?

The importance of research

The importance of research is to analyze two basic variables that all managements, especially the management of Al-Mansour Private College, which seek to achieve excellence in their work cannot dispense with reliance on them, especially in a work environment characterized by competitive conflict to obtain the rare information and the position of the distinguished market. Marketing intelligence is a vital system in obtaining the required information through which the marketing decision maker can excel in targeting the market and enter it with confidence and consistency after analyzing the information and being able to manage the huge quantity and make the right decision to achieve the goals of the college.

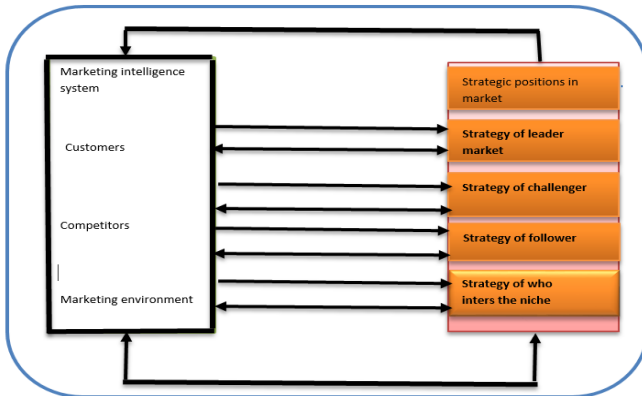
In the second variable, the strategy of the competitive position is also of great importance, through which the management can determine what is required in the establishment of a permanent relationship with customers, students of the college, as well as predetermine their needs and desires of the services and meet these needs and desires that lead to the formation of a status in the minds of students and occupy a distinct competitive position in labor market, taking a better position than its peers of the competing colleges. The importance of research lies in that it is a modest contribution to the formation of a scientific vision for the concerned bodies on the subject of private university education and about the reality of private colleges and how to address some of their problems.

Research objectives

In the light of the problem of the research and its importance the current research aims to achieve the following objectives:

1. Investigating the importance of marketing information for Al-Mansour Private College and the role of the marketing intelligence system in particular in the work of that college in a competitive environment which is not insignificant due to the large number of private colleges that are founded in Iraq and in Baghdad exclusively and which are increasing in number day after day, and knowing the effectiveness of the administration of the college in respect to the management of these information.
2. Determining the status of the mentioned college in the private education sector in Baghdad and the strategy of the competitive positions it adopts in the labor market and the strategic vision of its management to confront the competitive conflict with the peer colleges in that market.
3. Providing some scientific recommendations for the administration of this college and of the other private colleges showing the need to consider them to improve the reputation of the private university education in Baghdad, in particular, and in Iraq in general, which has been declining in recent years due to the unstable political, economic and social realities of Iraq even if that improvement is partial

The hypothetical scheme of the research



Source: Prepared by the researcher

The hypothesis of research

In light of the proposed scheme, the following main and subsidiary hypotheses were formulated:

1. The first hypothesis:-

There is a significant correlation between the system of marketing intelligence and the strategies of competitive positions in the market. This hypothesis is divided into the following sub-hypotheses:

1/1. There is a significant correlation between the marketing intelligence system and the strategy of market leader.

1/2. There is a significant correlation between the marketing intelligence system and the strategy of the market challenger.

1/3. There is a significant correlation between the marketing intelligence system and the strategy of the market follower.

1/4. There is a significant correlation between the marketing intelligence system and the strategy of entering the niche in the market.

2. The second main hypothesis:

There are significant impacts for the system of marketing intelligence and the strategies of competitive positions in the market. This hypothesis is divided into the following sub-hypotheses:

2 / 1. There is a significant influence of the marketing intelligence system on the strategy of market leader.

2 / 2. There is a significant influence of the marketing intelligence system on the strategy of market challenger.

2 / 3. There is a significant influence of the marketing intelligence system on the strategy of market follower.

2/4. There is a significant influence of the system of marketing intelligence on the strategy of entering the niche in the market

METHODOLOGY

The research is determined by the following:-

1. A selected sample of the faculty members of Al-Mansour Private College who are members of the College Council (Dean, his assistants and heads of departments in the College), and some of the teachers and directors of administrative sections and units who have academic and scientific experience in the college.
2. Time Period: The search period lasted from July 2018 to February 2019.
3. Spatial boundaries: The research is limited to Al-Mansour Private College located in Baghdad governorate.

Tests for the questionnaire

1. The test of the apparent validity of the questionnaire: The ability of the questionnaire to measure the research variables that the questionnaire was designed to measure, considering the comprehensiveness of the research variables and the non-duplication of the questionnaire. In order to investigate the apparent validity of the questionnaire, the questionnaire was presented to a number of arbitrators specialized in business administration to inquire about the validity of the tool in terms of the truthfulness of its items and relevance to the hypotheses of research and its objectives and ability to measure the variables of the research, to ensure the clarity of the items and their scientific accuracy. The questionnaire received the agreement of the majority of arbitrators and the ratio exceeded 90%. The arbitrators' notes on correcting some of the phrases and replacing them and formulating some of them in a more appropriate way to make the tool more comprehensive in representing the two search variables were taken in consideration.

2. Test of validity and stability of the questionnaire: The validity of the content indicates the validity of each item of the questionnaire to the field for which it has been designed. The validity of the content can be verified through the stability coefficient using the following equation (validity = square root of the stability coefficient). Stability means that if the measurement is applied on the same group of individuals after a period of time it will give the same results. To achieve this, the Cronbach Alpha coefficient was used to determine the stability coefficient and the value of the stability coefficient = (0.94) which is significantly higher than the acceptable minimum of (60%). It is very stable and can be adopted at different times for the individuals themselves and give the same results. Since the value of the stability coefficient extracted by (Cronbach Alpha) = (0.94), the accuracy of the questionnaire = (0.97) is an excellent ratio and a reassuring parameter confirming the validity of the scale.

Society and Research Sample

Al-Mansour Private College was chosen as the current research field. The College is one of the leading colleges of private education in Baghdad. Founded in 1988, it consists of (9) scientific departments and has opened (3) other scientific departments in 2018, and it has (110) teaching members, and is now in the transition to a university, and the college has a reference reliability with the Association of the Advancement of Collegiate School of Business (AACSB) in accounting and business management to meet the quality requirements and obtain academic accreditation in this organization.

The sample of the research was selected from the levels represented by the members of the College Council because they have a strategic role and work follow-up, some of the faculty professors, and officials of the units who have the academic expertise. The number of members of the research community was 110 individuals, 85 questionnaire forms were distributed, (80) forms were considered liable for analysis, with ratio of (90%) of the total number. The table (1) shows a detailed description of the variables of the (80) individuals in the sample and according to the data they provided through their answers to the questionnaire.

Table (1)
 Results of Analytical Information Description

Metadata	Target Group	Frequency	Percentage %
Age	from 21 years old to 30	-	-
	from 31 years to 30	4	5
	from 41 yers to 50	3	3,75
	from 51 yers to 60	68	85
	from 61 and over	6,25	5
Total		80	100%
Educational levels	ph.d	74	-
	Master	6	-
	Higher Diploma	-	-
	BA	-	-
	Diploma and below	-	-
Total		80	100%
Duration of service in the current job	from 1 year to 5 years	3	3,8
	from 6 to 10 years	1	1,3
	from 11 to 15 years	7	8,5
	from 16 to 20 years 13 16.3	13	16,3
	from 21 years to 25 years 42 52.5	42	52,5
	from 26 to 30 years 11 13.8	11	13,8
	31years and over	3	3,8
Total		80	100%

Source: Results of statistical analysis of the questionnaire using statistical program SPSS v.25.

Distribution of the sample according to the variable age groups

Table (1) shows that the largest percentage of the sample consists of the age group (from 51 years to 60 years), with a total of 68 individuals and a percentage of 85%, this indicates that the college tends to employ staff members with high expertise, next age group (61 years and over) with 5 members and a percentage of 6.25%. The age group (31 years to 40 years) is a frequency of (4) individuals and a percentage (5%). The age group (41 years to 50 years) reaches (3) individuals and (3,75%), of the total sample members (80%) in total percentage (100%).

Distribution of the sample according to the variable of academic achievement

Table (1) shows that the percentage of sample individuals with a PhD degree reaches (74) with a percentage of (92.5%). This percentage indicates that the tendency of the college administration is to employ people with the highest degrees. Next the percentage (7.5%) of the total number of individuals who have MA degree consists of (6) of the sample members (40) in total percentage (100%). The percentages above indicate that the college meets the requirements for the establishment of private colleges and the continuation of the performance of scientific work.

Distribution of the sample members by categories of the variable of duration of service in the current job

Table (1) shows that the category (from 21 years to 25 years) is the most frequent one, with 42 members representing 55%, followed by the group (16 years to 20 years) with percentage (16.3%), the category (26-30 years), the percentage (13.8%), the category (from 11 years to 15 years) percentage (8.8%), category (1 to 5 years) Years and category (31 years and over) percentage (3.8%),and category (6 years to 10 years), percentage (1.3%). These percentages indicate that the college has teaching staff with an expertise and ability to compete and develop in the field of its work, and achieve its scientific and educational goals in light of the competitive environment in which it operates.

THEORETICAL ASPECTS OF THE RESEARCH VARIABLES

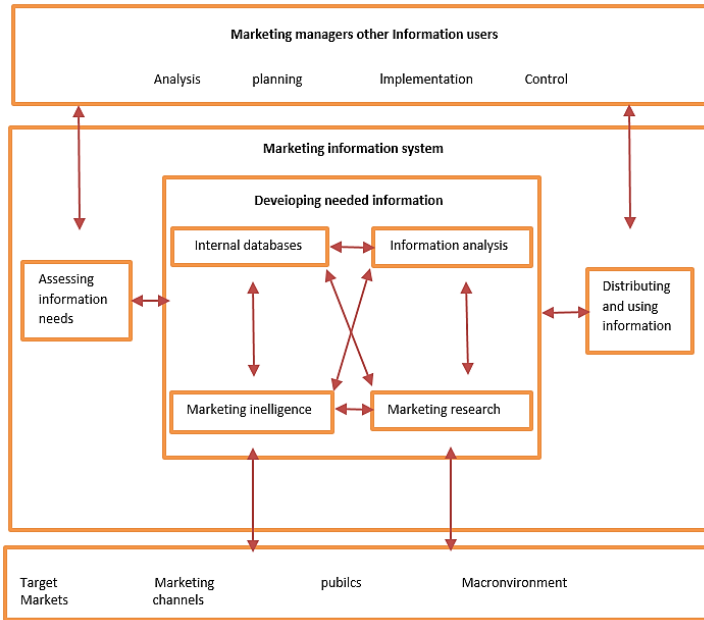
The first axis: - Management of the marketing information system of the organization

The key to the success of organizations in their marketing activities and under the current circumstances and future environment, both internal and external, is how to manage the vast amount of marketing information through which they can access the insight and thinking of customers and the fact that they are aware of what is going on around them in order to know their real current and future needs and desires. They have goods and services of high real value that affect their mentality and thus gain their satisfaction and absolute loyalty (Kotler & Armstrong, 2008, p.97) As the organization expands its marketing operations beyond the borders of its state, its need for information grows as well because the management of organizations globally requires knowledge of what is going on and happening around the world, so many organizations develop and establish a global marketing intelligence system or systems that are more complex than the system at the local level (Etzel, et al., 2001). It is imperative for organizations to find a balance between the information required and the overall information obtained from their various sources to serve the marketing managers in making their strategic marketing decisions on the continuity of the organization in its work and sustainability at the local and global levels.

The marketing intelligence system also contributes to improving strategic decision making, following up evaluating competitors 'activities and orientations, working to attract managers' attention to avoid risks and threats early, and seize opportunities in the market and invest them (Al Taae, 2010, p.433).

We see in table (2) that the MIS is composed of a group of individuals, requirements and procedures for collecting, organizing, analyzing, evaluating and then distributing them to relevant stakeholders from inside and outside the organization. The system is designed mainly for the purpose of serving marketing managers in the organization as well as external partners such as suppliers, sales forces, marketing agencies and others.

Figure (2)
 Marketing Information System



Source: Kotler, Philip, Armstrong, Gary, (2008). "Principles of arketing", 12edition, Pearson Edn cation, Inc., upper saddle River, New Jersey,u.S.A. P97.

The marketing information system, as illustrated above, consists of four sub-systems: the internal database system, which collects information obtained from data sources in the company electronically. Data collected from different departments of the organization in financial reports, details of sales, costs, cash flows, production schedules, storage levels, etc.

The second system is a marketing research system, which handles the assessment of the market potential or estimate the market share of the organization, research on customer satisfaction and knowledge of their behavior, purchasing calendar returns, advertising campaigns and other scientific research solutions to marketing problems that face organization preparation.

The third system is the analysis of the marketing information system which specializes advanced statistical analyzes to determine statistical relationships and influences between two variables or more of the research variables such as the relationship and influence between the price and the quality of the product, sales promotion, the impact of brand loyalty and consumer satisfaction. And it provides results to managers to facilitate marketing decision-making processes, especially the strategic ones.

The fourth system is the marketing intelligence system or the so-called marketing cleverness system:

In order to serve the purposes and objectives of the research, we will focus on this system and highlight its tasks and roles entrusted to it. This system is specialized in obtaining information from the external environment of the organization and here the task is very complex because the increasing appearance of printed, electronic and published information in the newspapers, magazines, and various websites has created a fundamental problem for marketers because they must keep abreast with all these sources of information, which need coordination, surveying, analysis, translation and dispersion of efforts in the marketing intelligence system, which raises the costs to more than the desired benefit from them (Keegan,2014, p.243).

In fact, when it comes to marketing intelligence, the information that is required to be provided (Kotler & Armstrong, 2018, p.127) is based on understanding three basic variables:

1. Customers: The system of marketing intelligence helps marketers to observe (first-hand) consumers, control their concerns and analyze their talk about the brands of their favorite products. There are many organizations that send trained groups of their employees to personalize and integrate with consumers who use their products to closely monitor their reactions to those products and use these reactions as feedback that is analyzed and interpreted to determine their future marketing objectives and strategies. The organization's ability to build strong relationships in the long term with customers and to identify their needs and desires accurately require understanding their purchasing behavior as the behavior of the purchase is only a decision-making process by the customer (Pride & Ferrell, 2000, p.423).

Marketing managers can use information and data from the marketing intelligence system to predict sales volatility in accordance with economic and political conditions, as well as events that increase consumer perceptions, trends and preferences, in addition to some future specialist researchers who are able to predict consumer trends and changes in lifestyles that will affect his wishes and needs in the coming years (Solomon, et al., 2001, p.126). Consumers and clients are, in the view of many organizations, the real capital of the organization, not the equipments and services, so many of these organizations, especially consumers themselves, have begun to view psychological and physical stability as more important than material possessions. We should as (Wichy Robol Higgam) Vice President of Walt-Mart Exhibitions said: Think about the customer before thinking about specifications On the other hand, globalization has allowed organizations to think and talk to each client separately and to have an open opinion about their services. Successful organizations must therefore be familiar with their clients' names individually or they will not be able to retain any customers at all.

2. Competition: The marketing intelligence system is primarily concerned with obtaining information about competitors, their trends and strategies, as well as their future plans. This information can be obtained from within competing organizations. The procurement and sales staff, engineers and technicians of these organizations represent the best source of such information. Some organizations go further, buying and analyzing competitors' products, ensuring patents on their inventions, and monitoring their sales in the market.

But organizations may be exposed to problems as a result of following illegal ways to obtain information about their competing organizations and entangled themselves with legal problems and commercial excesses led to the courts, causing them financial losses because they enter into the field of competitive espionage or theft of ideas and innovations of others. They avoid this and go to obtain information through the organizations' annual reports, television advertisements, newspapers and magazines, electronic websites and exhibitions held by these organizations, as well as television interviews of their managers and direct conversation with their customers and consumers. This way of obtaining information about competitors is more humane and within accepted constitutions locally and globally (Kotler-Armstrong, -p.). With the expansion of organizations for their operations beyond the national borders, the need for information is increasing day by day to look at the nature of the competition prevailing in the world and to monitor the activities of the competing organizations to follow the sites of social networks affiliated to analyze and compare the quality of services and the variety of products and consumer reactions to them. The internet network can be used to search for the name of one or more of the competitors and the nature of their tendencies and discoveries and their movements in the market and marketing strategies followed by them so that they can meet them with and prepare for a quick response opposite them or perhaps avoid them (Hall & Bensoussan , 2007, p.68) that marketing managers have the ability to compete to meet the growing threats of competitors, which helps them to determine their movements in the current markets and know their competitive positions.

3. Marketing environment: The marketing intelligence system goes beyond gathering information related to consumers and competitors. It aims at the external marketing environment of the organization, analyzes it and identifies its opportunities and the threats it faces and works to seize those opportunities and avoid the threats and try to turn them into investment opportunities.

As a result of the intensification of global competition and the complexity of the environment, it became difficult to predict the events surrounding the organization. The system of marketing intelligence reduces the uncertainty, especially in the field of industrial risk management due to several reasons, the most important of which is the change in the structure of industry and the strategic movement of competitors as well as alliances and mergers in industry. Thus, it requires the marketing intelligence system to continue to interact with the marketing environment and continuous monitoring of events to monitor and receive signals about possible changes in the environment. This system is a radar or early warning system that receives any environmental signal and turns it into an intelligence product that enhances the organization's ability to take measures (Talib, 2013, p.106).

The process of monitoring and control does not mean only to collect information and data about competitors, but also leads to excellence and competitive advantage. The organization can learn and outperform competitors, as Japanese organizations have learned and excelled by observing and learning from their competitors (Eisel, Walker, Statton, 2006, p.189).

The second axis - the competitive positions of the organizations

It is natural for organizations to enter into real competition in the target market in which they operate. The nature of the competition among them is subjected to the human and material resources they possess as well as to the objectives set by them and within a specific time period as well.

Some organizations have large and varied resources and try to multiply them, while others have specific resources, which they try to maintain and develop gradually. Large and well-established organizations in the market aim to increase the growth of their market share and quickly multiply them and some are seeking to gain profits to a long period. According to these characteristics and objectives, organizations occupy different competitive positions in the market in which they operate.

These competitive positions of organizations and in line with the market share they occupy, each organization follows a strategy different from the other - and plays a distinct role in the target market according to its market share in that market.

Kotler and Armstrong, 2018, p.554, for example, provide a hypothetical explanation of market share ratios and competitive positions of some organizations in a specific market and the roles they play through their different strategies and the nature of each strategy and as follows:



Source: Kotler and Armstrong, Opresnik, Marc Oliver, (2018, p.554) "Principles of Marketing". Global edition, United States.

The following are the roles of competitive strategies that organizations play in the target market for a specific industry according to their respective positions:-

Strategies of market leader

One of the characteristics of this strategy is that the organization that follows it is the one that has the largest market share in the market in which it operates and competes. For example, it owns 40% or more as in the above form. It usually affects and manipulates the prices of products offered in the market increasingly

or decreasingly as well as prices of the new products it offers beside its ability to diversify distribution outlets and expand and use more than one means of advertising as well as their ability to double its promotional expenses.

The characteristics these organizations possess make the organizations that compete with them follow them even if it is out of their control. The competing organizations avoid market leader and move away from it because they cannot keep up and catch up with it, which could hurt them and get them out of the market if they use the price weapon or provide goods and innovative and unique services, such organizations, especially small ones with limited resources, cannot withstand the leader because they do not have the weapons with which they can face it. But there are some organizations that can challenge and compete the leader seriously or take the imitation to learn from their experiences and traditions without exposing themselves to risk.

The leader cannot guarantee his superiority and always occupy the throne of leadership. His journey is often fraught with danger, as many of his supporters are in the market on the one hand or he may be arrogant on the other. He produces and offers new innovative goods and services that are expensive and have no customers or consumers in the market or his goods and services become, over time, old compared to those of his competitors, especially those who enter the industry recently, thus losing his clients and their loyalty to him and turning to competing organizations.

However, if leading organizations are to remain at the forefront of competing organizations without being exposed to direct risks, they must take deliberate steps and calculate risks to meet their competitors by following these measures: (Kotler, Armstrong, 2007, p.989-992):

- A. Expanding the total demand:** This is done by finding new consumers who have never consumed the product, increasing the number of units consuming the same product, in addition to finding several uses for the same product.
- B. Protecting its market share:** This is done through the protection of the organization itself from the attack of competitors, especially the united ones. The leading organization increases and strengthens its relationship with customers and meets their obligations towards them and turn their satisfaction from their products to absolute loyalty. This requires that the leading organization address all of its weaknesses that competitors can exploit. In other words, the leading organizations must fill all the holes so that competitors do not jump through (Kotler, Armstrong, and2018, p.556).

Therefore, the leading organization in the market should not leave things happening and then respond to them, but it is supposed to make those things get into the market through its initiatives of introducing of new products and continuously follow the policy or principle of continuous innovation and this view agrees with the saying: (the best defense is the attack).

C. Expansion of market share: Growth and expansion of market share means that organizations are able to increase their total sales in the market and thus increase their annual profits and improve their percentage. So the market leader is always planning to be the number one in the market among the competitors. There is the truth that not all organizations with high market share are making high profits, and not all organizations with a low market share earn low profits because it is subject to the laws of unit cost, product quality, market price levels and sales. An organization with a large share in the market can achieve high profits if it can reduce the cost per unit of the product without affecting its high quality and high selling price.

Strategies of market challenger

Some organizations with market shares that are less than the leader's share, despite their large size, try to acquire a larger market share to join the leader. This is a strategic objective for them to take market leadership or play with other competitors without changing the market. These organizations are called the challenging organizations, the Market challenger.

In risk calculations, high profit or utter loss, and withdrawal from the market, the challenging organizations study and analyze competitors and leaders and know their goals and strategies and then determine which competitor can challenge first to grab his market share and which competitor should avoid so that it prevents huge loss. The organization can challenge a certain leader and avoid another leader or perhaps challenge organizations with the same strength and size or according to their financial capabilities, reputation and relationships with market customers as opposed to competitors. The organization that chooses the challenge process, whether directly or indirectly, needs precision and careful attention to identify its strengths and weaknesses because it is achieving strategic goals that are not free of risk.

Strategies of market follower

The nature of competition in the market requires that the organization that follows the strategy of market follower should avoid the challenge of the market leader and go to learn from him and his experiences, imitate products and programs and marketing methods at other times and achieve a desirable profit and this is done by monitoring and following-up from a distance without immersing itself in any direct competition with him.

It should be pointed out that dependence here does not mean the negative side of blind obedience, but it is intended to maintain the current customer and acquire an appropriate and profitable market share through entering new markets when the opportunity allows him to achieve specific advantages to customers and maintain the costs of manufacturing and marketing without being an easy target for large organizations, especially the united organizations, because they are trying to take revenge on them when they see profits and market share at the expense of their market shares.

If this strategy requires its followers to be very vigilant and alert, it will always remain active in the market and away from all forms of danger and retaliation.

Strategies of entering niche in the market

There is no doubt that there are many small organizations with limited capabilities. When working in a certain industry market they try to avoid competition with the market leader or the market challenger or even follow the market. It selects a specific strategy according to its human and material potential and selects a part of the market or small segments of it instead of the whole market or large sectors of it. The strategy adopted by it is called the market niche strategy to guarantee a specific market share of the shares of the total market. If the organization selects a small part of the market sector, it may smartly reap large profits and be protected from large organizations and fierce competition, and these profits come to the benefit of that organization through the proper targeting of the right consumer that the organization can serve correctly and better than the competing organizations. The marketing mix provided by this organization is an innovative product or service with high quality, added value, and suitable price, which suits the quality of the product, and the added value achieved for the consumer. Promotionally, the organization is keen to deliver all the information about it and its products to the consumer with all trust and credibility. This organization selects its distribution channels very carefully to ensure more successful access and delivery than its competitors. This particularity of the marketing mix has achieved great satisfaction among consumers and a constant loyalty that leaves the competitors no chance to withdraw or win any share of consumers or customers.

At a time when niche organizations are making high financial profits with the possibility of growth and increase in profits, they may be exposed to high risks when the growth of this niche stops or the size of their market diminishes or the big competitors covet their lucrative profits and enter their market and compete against the organizations which cannot continue competing with the bigger competitors, and they withdraw from the market.

The fact that we should not overlook the niche organizations is that these organizations, which can achieve high profits and a distinct success in the market, which makes large organizations to covet access to their markets, have selected human resources very carefully and have the expertise and scientific and applied

qualifications which make them able to achieve this unique and satisfactory success for their customers as well as the advanced production equipment and high efficiency to produce innovative products compared to what is offered in the market and all that is reinforced with other elements of an effective and efficient marketing mix.

CONCLUSIONS

The faculty and its departments have a good reputation among the students and the society despite the rumors about the deterioration of the scientific level in the Iraqi governmental and private colleges and universities, especially in recent years, through the following indicators:-

- A.** The availability of scientific and specialized cadres of higher degrees (PhD and MA) who possess sufficient experience in the field of work.
- B.** The College offers distinct and diverse scientific services consistent with the current and future preferences of students, and with a high quality.
- C.** The College Departments shall undertake the proper strategic planning to set their objectives and work to achieve them depending on their strengths and on the analysis of the reactions of the students to the quality of their services and their diversity, in addition to monitoring the movements of their competitors in order to excel them and achieve distinction.

The results of the research show that the surveyed college has great financial resources in addition to efficient human resources, which encourage its management to study its markets well and to seek to expand that market, which is reflected positively on increasing its market share and multiplying it, which confirms the following conclusions:-

- A.** The college actually prepares itself as the number one or so in the current labor market.
- B.** It is very keen to diversify its specialties through opening various scientific departments for students, especially the rare ones.
- C.** The College administration work in accordance with the requirements of the strategy of the challenge and towards adopting the strategy of the leader as a market position for the college and away from the strategy of the follower or the strategy of owning the market.

The results of the research also show that the management of the college is working on the principle of vigilance and caution away from high risk and adventure, even though it considers itself a challenger or leader in the market, we conclude that the administration goes according to the following:

- A.** Targeting and entering the labor market is in accordance with the actual market need and in line with the strengths of the college and the available investment opportunities.
- B.** The college maintains its current market share with a degree of carefully calculated and risk-free future growth to remain at the forefront of competing colleges as required by the procedures of the challenging leader in the labor market positions.
- C.** Trying to manage away from the war of fierce competition with the peer private colleges in order to maintain its permanence and continuation of work and to avoid being targeted by competitors, limiting their activity or getting out of the market at a great loss.

The management of the college, in its strategic thinking, focused on targeting the labor market inside the Iraqi environment, which means that the management adopts the strategic approach based on the following:

- A. Growth and limited expansion of the total demand for its services
- B. Maintaining a reasonable level of annual profits.
- C. Maintaining the quality of its services without increasing the costs that lead to the increase in prices, which negatively affects the satisfaction and loyalty of its students and the poor relationship with them.

The college administration consider targeting of foreign markets to attract their students a postponed matter at present time for the security situation of the country is fraught with risks and the students of other countries avoid it as confirmed by marketing intelligence information despite the existence of cooperation between the College and some Arab and foreign colleges and universities.

The results of the analysis of the research variables show that the system of marketing intelligence has a relationship with and influence on all the strategies of available competitive positions as alternatives for the management of Al- Mansour Private Faculty. We conclude from this that any strategic site that the college competes for and wishes to adopt and occupies in its market requires that it should have a system of marketing information and rely on the subsystem represented by the system of marketing intelligence to deal with the information collected from the inside and outside through which it can implement to the insight and thinking of its customer students and determine their desires and their actual needs and work to satisfy them for without this they cannot achieve the desired market position.

The college administration must continue its legitimate competition in the private university education market within the position of the challenger and walk at a steady pace, conscious vigilance and careful and deliberate caution to reach the leader's position without high risk or threat.

The need to shift from the possession of indicators and procedures to a marketing intelligence system to build and establish an integrated marketing system that ensures the availability and flow of effective marketing information from the internal and external environment of the college to facilitate the task of making marketing decisions.

The need to think of opening branches of the college in the centers of Iraqi provinces or their districts and towns after conducting studies to determine the actual needs of their services and compete with the peer private colleges in those areas or take the lead in this field, which ensures the growth and expansion of the total demand for its services and therefore doubling its annual profits.

The college administration should undertake an effective scientific study of the labor market outside Iraq through which to learn how to seize opportunities to attract students from abroad, especially from neighboring Arab and non-Arab countries, who are able to study in this college, as these countries allow Iraqi students to study in their universities. In fact, this is not difficult, Iraqi colleges and universities have already attracted a lot of students from abroad.

It is also the duty of the college administration to follow up and care for its graduates, not just the learning students. The researcher suggests that the administration should establish a center for developing and training the graduates, and open workshops to qualify them to meet the requirements of the labor market environment after direct coordination with departments, institutions and companies of public and private sectors to create jobs for them to enhance the good reputation of the college among the students and the community as they are in urgent need of it at the present time.

It is preferable that the College administration, continuously through the activities and procedures of marketing intelligence, obtain information on the peer colleges and compete them in the same market through the legal methods allowed such as the annual reports of these colleges and their advertisements in the media, electronic networks, exhibitions, the seminars held by these colleges as well as intensifying the monitoring and observing of their movements in order to learn from them and benefit from their experiences because learning from others leads to distinction and excellence and increase the ability to compete as did the

Japanese organizations did when they learned science and excellence through monitoring their competitors and learned from them in all fields, especially in the field of education at governmental and private levels.

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