T.C.
THE REPUBLIC OF TURKEY
FIRAT UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS
ADMINISTRATION

PROACTIVE MARKETING AND ITS IMPACT ON IMPROVING THE INNOVATIVE VALUE

MASTER'S THESIS

SUPERVISED BY
Prof. Dr. Burcu ÖZCAN

PREPARED BY
BOTAN TARIQ M. SALIH

ELAZIĞ-2019

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Jürimiz, …./…../2019 tarihinde yapılan tez savunma sınavı sonunda bu Yüksek Lisans tezini oy birliği ile başarılı saymıştır.

Jüri Üyeleri

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Prof. Dr. Ömer Osman UMAR
Sosyal Bilimler Enstitüsü Müdürü

ABSTRACT

Master's Thesis

Proactive Marketing and Its Impact on Improving the Innovative Value

BOTAN TARIQ M. SALIH

Firat University
Graduate School of Social Sciences
Department of Business Administration

Elazığ-2019; Page: XI+86

Besides the serious impacts of the recession on the performance of institutes and organizations,it can seriously affect the survival of companies. However, not all of thecompanies are equally affected by the recession. In fact, some institutes can even experience better conditions in markets during recessions. Previous studies and researchesonmarketing during economic crises, specifically about proactive marketing, suggest that some institutes see the recession as an opportunity and they develop an accordingly aggressive marketing reaction, while others cut back and passively wait for the end of the recession.The term 'proactive marketing'is used to represent the strategic reactions of institutes toa recession, or more generally, to a turbulent environment.It is determined that proactive marketing is an important factor for institutes to create a strategy and accordingly react to recessions.A model is specifically established on the basis of previous knowledge in the scope of this study; consequences of proactive marketing during a recessionare analyzed and the model is carefully tested.

The concept of added value, perceived as a proactive instrument in this study, will certainly contribute to the value of the institute efficiently using it; and by this way, the institute will usually move one step beyondthe other institutes functioning in the same market. At that point, it should be noted that such institutes with proactive approaches will eventually increase the level of competitionbetween organizations in the same market. On the basis of this data, it can be said that organizations functioning in these competitive markets should prioritize proactive strategies for ensuring their existence.

The basic goal of this research is to investigate the effects of proactive marketing on the possibility of adding to the innovative value of private institutes; the analysis is based ona specific questionnaire issued by the administrative leadership of private institutes in Duhok Governorate for analyzingproactive marketing strategies adaptation level of these institutes. Therefore, the obtained results can be generalized and adapted by all of the private institutes.

The data obtained from the study will be analyzed to obtain useful results by using the links between the research variables and the regression analysis. A number of conclusions in line with the problem of the study and its objectives are presented to the readers to understand and analyze the effects of proactive marketing on institutional values. The study, on the other hand, presents a number of suggestions on the basis of the findings obtained through the research process. According to research, proactive marketing strategies are highly important for technical institutions.

Keywords: Proactive Marketing, Innovative Value, Marketing Strategies, Proactive Marketing Dimension

ÖZET

Yüksek Lisans Tezi

Proaktif Pazarlama ve Yenilikçi Geliştirmede Etkisi

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Durgunluk, enstitülerin ve kurumların performansı üzerindeki ciddi etkilere sahip olmakla beraber, şirketlerin hayatta kalması üzerinde de etkilidir. Ancak, tüm şirketler durgunluktan eşit derecede etkilenmemektedirler. Aslında bazı kurumlar durgunluk döneminde daha iyi piyasa koşulları yaşayabilmektedirler. Ekonomik krizler sırasında pazarlama ve özellikle proaktif pazarlama ile ilgili çalışma ve araştırmalar, bazı kurumların durgunluğu bir fırsat olarak gördüklerini ve buna bağlı olarak güçlü bir pazarlama tekniği geliştirdiklerini; bir kısmının ise durgunluğu bir sorun olarak gördüklerini vesonlanması için beklediklerini ortaya koymaktadırlar. "Proaktif pazarlama" terimi, enstitülerin durgunluk sürecinde veya genel olarak çalkantılı bir ortamda stratejik tepkilerini temsil etmek için kullanılmaktadır. Proaktif pazarlama, enstitülerin stratejiler geliştirmeleri ve durgunluğatepki vermeleri için önemli bir faktör olarak belirlenmiştir. Bu çalışma kapsamında önceki bilgilere dayanarak özel bir model tanımlanmış ve bu şekilde durgunluk sırasında proaktif pazarlamanın sonuçları analiz edilmiş ve model test edilmiştir.

Bu çalışmada bir proaktif araç olarak sezilen katma değer kavramı, onu etkin bir şekilde kullanan enstitünün değerine kesinlikle katkıda bulunacaktır. Bu yolla enstitü genellikle aynı pazarda faaliyet gösteren diğer kurumların bir adım önüne çıkacaktır.Bu noktada, proaktif bir yaklaşıma sahip bu enstitülerin, nihayetinde pazardaki kuruluşlar arasındaki rekabet seviyesini artıracağı unutulmamalıdır. Bu verilere dayanarak,

rekabetçi pazarlarda faaliyet gösteren kuruluşların varlıklarını devam ettirmek için proaktif stratejilere öncelik vermeleri gerektiği söylenebilmektedir.

Bu araştırmanın temel amacı, proaktif pazarlamanın özel kurumların yenilikçi değerini artırma olasılığı üzerindeki etkilerini araştırmaktır. Analiz, bu enstitülerin uyum ve proaktif pazarlama stratejilerinin seviyesini analiz etmek için Duhok Valiliği'ndeki özel enstitülerin idari liderliği tarafından çıkarılan özel bir ankete dayanmaktadır. Bu nedenle, elde edilen sonuçlar tüm özel enstitüler tarafından genelleştirilebilir ve uyarlanabilir niteliktedir.

Araştırmadan elde edilen veriler, araştırma değişkenleri arasında ilişki kurularak ve regresyon analizi kullanılarak faydalı sonuçlar elde etmek amacıyla analiz edilecektir. Çalışma, ayrıca araştırma süreci ile elde edilen bulgulara dayalı olarak bir dizi öneri de sunmaktadır. Araştırmaya göre proaktif pazarlama stratejileri teknik enstitüler için büyük önem taşımaktadır.

Anahtar Kelimeler: proaktif pazarlama, yenilikçi değer, pazarlama stratejileri, proaktif pazarlama boyutları.

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DECLARATION

I hereby declare that I am the sole author of this master's thesis and it is necessary to declare that all data and information in this document have been obtained and submitted in conformity with the ethical demeanor and academic rules. I also mention that I did not submit this thesis to any other institution to obtain a degree.

ELAZIĞ – 2019 **BOTAN TARIQ M. SALIH**

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INTRODUCTION

The recent years have led to significant developments and changes in the world of business due to the effects of globalization. There has been a greatpursuit of innovations, which has led to environmental instability, competition and continuous changes in customer needs and desires. Organizations had to face and overcome great challenges. Today, an organization that cannot sustain itself within its market is doomed to fail. Organizations, in general, are affected by the environmental variables surrounding them. They have to face exceptional circumstances during the course of their work and find reliable and sustainable solutions; besides marketing operations are affected by these exceptional circumstances.

Therefore, organizations are working to develop strong and useful organizational strategies that enable them to predict possible future changes and benefit from possible or actual opportunities. On the other hand, they have to identify the constantly changing needs and wishes of customers. In the competitive modern world, institutes are now working to acquire, develop and employ their capabilities in line with proactive marketing strategies to move their marketing capabilities beyond its competitors. During this carefully designed process, they consider traditional strategies and they either use or modernize them to create a useful proactive approach. The aim of these marketing strategies is to provide valuable preferences to the customers and carry out the best possible performance. However, the concept of value mentioned above is not only about the physical components and services of an organization, but also about the added value that it creates through qualified services. A distinguished organization differs from the others as long as it creates and supports the added value in its products. Competitors in the very same market are positive in their relationships with one another as long as they believe in the strength and value of one other; thus, it can be said that strength of values in an organization usually increases its competitive capacity and the respect it receives from the others.

Proactive marketing simply tries to identify the needs and desires of customers and predict marketing trends before they actually occur. On the other hand, this marketing strategy depends on the analysis of the competitors in the market. This strategy analyzes them and makes careful decisions based on the strengths and weaknesses of them. A company functioning on a proactive marketing strategy needs to do the crucial marketing researches to identify current market trends, the needs, and desires of customers in the market (Obaid Bin, 2018:1).

CHAPTER ONE

1. THE METHODOLOGICAL FRAMEWORK OF THE STUDY

1.1. Research Methodology

The intellectual significance of the study problem is analyzed and explained in this part of the study. The importance of a variety of sub-themes in the study is carefully set and the objectives are explained. The drafted default scheme and hypotheses that have been carefully created and the limitations of the study are stated. The most important challenges encountered during the research are mentioned below:

1.1.1. Intellectual Problem

Business organizations seek to achieve profit, growth, sustainability and they aim at staying within the sector for the longest possible period of time. However, the market which is the place where these activities and businesses are practiced involves many organizations that function in the same area. Consequently, there are different types of intense competition between those organizations; sometimes these organizations cannot cope with the changing conditions and they have to make changes to survive. The competitive environment in a market directly leads to the failure of relatively weaker organizations and sometimes to the destruction of the market as a whole. At that point, organizations and institutes are particularly committed to providing the best services and goods to their customers. It is highly necessary to determine and satisfy the needs of permanent customers and win their support and loyalty by employing the best useful methods. On the other hand, organizations should be careful to avoid any kind of problems that might change their image perceived by customers and the government at the same time. Therefore, organizations need appropriate tools, policies, and strategies through which they can efficiently compete with their competitors. Strong organizations with reliable methods keep their distance from the others while inspecting and analyzing the strengths and weaknesses of their competitors.

Based on these data, it can be said that it is crucial to follow and combine proactive and innovative processes to assist organizations and technical institutes. In the modern competitive business sector, performance and competitive advantage of an organization or a technical institute rely on knowledge and strategy. The study, in particular, aims at analyzing and supporting the performance of institutes by creating value and predicting marketing processes within the current environment in the Duhok Governorate.

1.2. Research Problem

There has been a recent increase in the number of private institutes in Duhok Governorate. This change in the business environment has naturally increased the rivalry between institutes functioning in the same markets. The change in the competitive atmosphere is confirmed by the studies, researches and field observations conducted by teachers and administrations in the sector. As known, there has been a financial crisis in the region in general and it can be said that a variety of organizations and institutes are negatively affected. The current financial crisis in the region is analyzed on the basis of the interviews conducted by the researcher about the ongoing competition among institutes and private universities. Current changes and developments in many areas of life have changed and increased the needs and desires of customers; organizations should take advantage of these changes and developments and benefit from the opportunities by providing useful and profitable products that cost less. These services must be provided proactively before the competitors; moreover, the factor of accuracy, beyond the capabilities of competitors must be prioritized. All these facts should be taken into consideration and each step should be carefully designed to increase the innovative value of the organization.

Based on the above statement, the problem of the current institutes is based on the question of how to build proactive marketing strategies that fuel the competition in the market. Providing the best possible service in a market with the lowest cost and ensuring sustainability in services that satisfy target consumers are the key factors that support these strategies. An organization following these factors and employing them can create innovative value and move beyond its competitors.

The researcher made careful literature surveys to analyze the studies and theories that focused on the same variables of this research. Books and periodicals are studied by the researcher to obtain data and make reliable analyses.

Based on the theoretical survey data, the problem of this study can be defined by the following questions:

1. Do the research institutes rely on proactive marketing to improve their innovative value, which is explained by the current study in terms of the model?
2. Do you agree with the views about the variables in the study (innovative marketing, innovative value)?
3. Which dimensions of proactive marketing or innovative are important in competitive markets?
4. Are there correlations and causal relationships between proactive marketing variables and the variable of innovative value?
5. Does the innovative value of the subject vary according to proactive marketing strategies?

1.3. Research Importance

The present study seeks to present a theoretical framework by taking variables of the study into consideration. The researcher presents these variables within the limits of his knowledge and can reflect the importance through:

1.3.1. Academic Significance

The academic importance is based on the two subjects analyzed in the study: 'Proactive marketing' and 'Innovative value'. These subjects are analyzed and combined through scientific methodology. The goal in doing so is to enrich the theoretical frame on the basis of the findings of this study.

1.3.2. Field Importance

The importance of the study field relies on the analyzed institutes (research environment) and the extent of its relevance to daily life. The study seeks to help the institutes working within the province of Duhok; evaluating the performance of institutes in the region and enabling them to work better in a competitive environment are the basic goals of this study. On the other hand, this study attempts to build relationships with target groups in the market, which will increase the values of organizations and their place in the markets of the target consumer group.

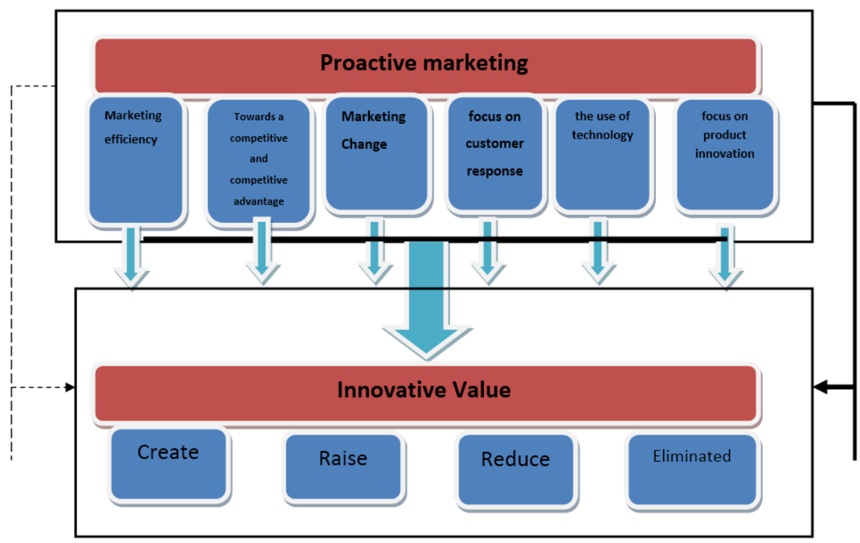
1.4. Research Objectives

The objectives of the study are based on the below-mentioned issues. It is attempted to carefully analyze, understand and reach conclusions about the four main themes stated below. The variables of the study are interpreted and different dimensions of these variables are analyzed during the research process:

1. The sample study group's statements' agreement levels about the variables are analyzed in this study (proactive marketing, innovative value).
2. Proactive marketing dimensions that focus on promoting and supporting innovative values are identified.
3. The extent of awareness or interest of the sample group on the basis of the current study variables is determined.
4. The nature of the relationship between proactive marketing and innovative value within the study field is analyzed.

1.4.1. The Model of the Study

The process of constructing a reliable study plan is one of the basic factors of valid systematic solution. The nature of the virtual relations between the study variables is determined and presented with a theoretical frame as shown in Figure 1 below.



Source: Prepared by the researcher

Figure1. Default layout for the study

1.5. Research Design

Research design is a useful tool for the researcher in planning and implementing his research; on the other hand, it helps him to obtain reliable results and findings. A questionnaire was used to collect the data from the respondents in the lecture at the Polytechnic University of Duhok Governorate. The research design is extremely important because it determines the success or failure of the study. Determining research design provides researchers a detailed plan which can be used for designing and implementing researches.

This part of the study primarily gives the researcher direction through which he gets a viewpoint about how the research should be executed. The research can be conducted either through qualitative or quantitative methods according to the topic to be analyzed. A proper understanding helps the researcher to separate two methodologies and leads the researcher to the correct direction. As both methodologies have their specific advantages and setbacks, the selection of an ideal methodology is crucial for the success of the research.

Quantitative research is a methodology that requires a deductive approach; gathering and analyzing the numerical data are significant steps to be followed. The data gathered from the questionnaire in this research are analyzed by the SPSS (Statistical Package for Social Sciences - Version 22) which is a suitable software package available to survey authoring, data mining, text analytics, statistical analysis, and collaboration and deployment. The following statistical methods are used in the study:

1. Cronbach's alpha is used to measure the reliability and credibility of research variables.
2. Descriptive statistics involve means, standard deviation, and differences in coefficients.
3. The multi correlation analysis is used for examining the relationship between the research variables and their dimensions.
4. Linear regression analysis in the step-wise method is used to analyze the expected effect of the independent variable in the research.

1.6. Research Framework

The research framework for this study includes only two variables:

1. The independent variable in this study is proactive marketing.
2. The adopted variable will be the innovative value.

1.7. Study Hypotheses

In order to answer the questions of the problem of the study, the researcher formulated a number of hypotheses based on the questionnaires and a plan for reaching the objectives of the research are designed accordingly. These hypotheses are mentioned below.

1. There are significant positive differences between the samples of the study about the variables.
2. There is a significant positive correlation between proactive marketing and innovative value at the macro level for the sample study.
3. There is a significant positive correlation between each dimension of proactive marketing and innovative value.
4. There is a positive moral interaction between proactive marketing and innovative value.
5. There is a significant positive relationship between each dimension of proactive marketing and innovative value.
6. The sample of the study varies in terms of its innovative value according to the proactive marketing strategies.

1.8. Data Collection

1.8.1. Primary Data

Primary data can be collected by the researcher by using various tools such as questionnaires, observation, and interviews; these data are unique and specifically prepared for the study. Several institutions require students to make researches before actually starting the study process, whereas it may not be required by some institutions. For this research, primary data is collected by a questionnaire. The researcher met all participants and explained to them how to fill the questionnaire. Moreover, the researcher conducted interviews with a group of teachers and university leaders about the study process.

1.8.2. Secondary Data

For this study, secondary data were collected mostly from textbooks, journal articles, magazines, and the Internet through a literature review process. Furthermore, the findings from the earlier researches in the same field have served as a valuable basis of supporting the material

1.9. Population and Sampling

The population of this study involves all of the teachers and leaders (deans, assistant dean, department head and unit managers) in the technical institutes of Duhok Governorate. As noted earlier, this study is based on the questionnaire, interview, and data collection processes. A sample of these students and leaders were carefully chosen in Duhok to participate in this study. The simple random sample design was used to select a sample for the study, and this indicates an equal opportunity for each individual to be a part of the sample.

The researcher distributed 200 questionnaire copies to individuals working in the private institutes of Duhok governorate to collect data related to the field in the current study; the data collected have undergone the necessary statistical analysis. Finally, results were obtained and discussions were completed.

1.9.1. The limitations of the Study

Environment Limitation: Environment of the study is Duhok Polytechnic University within the Duhok governorate.

Time Limitation: The study was conducted during the academic year 2019-2020.

Human Limitation: Members of the faculty and management department at Duhok Polytechnic University.

1.9.2. Procedural Concepts

- Proactive Marketing:

Proactive marketing strategy is a significantly developing business strategy that enables the customer feel satisfied by making an organization discover and meet the underlying customer needs or fore seea problem before it actually arises; for that reason, it contributes to the success and profitability of organizations (Nuansate and Mokhtar, 2013: 67).

- Innovative Value:

This innovative value represents the heart of the Blue Ocean*(Blue ocean strategy is the simultaneous pursuit of differentiation and low cost to open up a new market space and create new demand. It is about creating and capturing uncontested market space, thereby making the competition irrelevant*). This is achieved through the exclusion of unnecessary costs, improving the value of the customer, generating and creating more jobs in the company and supporting sustainable success (Kim and Maumage, 2005: 30).

CHAPTER TWO

2. PROACTIVE MARKETING

2.1. The Concepts of Marketing and Proactive Marketing

There are highly competitive global, regional and local markets with many similar alternative goods and services in various fields of life; it is thus very difficult to keep up with the global and ever-changing conditions. Marketing is a very challenging sector; academic, economic, social, cosmetic, or even health sectors require a lot of effort, research, analysis, creativity, and innovation. The desired goals in a market can be achieved through challenging processes. The aspect of administration, on the other hand, should be taken into consideration on the way to success.

Carefully planned marketing is an essential tool for success; maximizing profits and achieving the short-term and the long-term goals about the art of selling are the two most important factors that should be taken into consideration if success is the goal. The way products and services are presented should attract the attention of consumers who will eventually bring new customers into the marketing sector. 'Market-derived marketing' is a key element on the way to success; it includes a range of processes and activities. Defining the target customer groups, studying their needs, demands, desires, and determining the competitive prices are some of these processes. Although it seems hard to fulfill all these requirements, it should be noted that it is possible to be successful in a competitive environment only by completing these steps. Acquiring a competitive advantage at a local or global level is possible only when a company successfully take these steps. All the leading companies and organizations working on governmental level pay attention to these significant factors and instruments (Razan Salah, 16 February 2016, https://mawdoo3.com/)

In terms of marketing concepts, it is necessary to pay attention to two factors: Social and Administrative Concepts of Marketing (Kotler, 2002: 4). Firstly, Social Marketing concepts refer to community processes; through such processes, individuals obtain their needs and satisfy their desires by getting and exchanging goods and services that are valuable for them. Administrative concepts, on the other hand, indicate the direct selling of goods and services. American Marketing Association (2013) defines marketing as the activity or process that creates, delivers, exchanges, and offers added value to the customer, the organizations and the community. Through this definition, it can be seen that there are four activities or components of marketing (Tanner and Raymond, 2010: 8):

1. The activities of the establishment: It involves the process of cooperation with suppliers and customers in order to create 'value'.
2. Communication activities: These activities have a large scale; most importantly, they involve the factor of 'learning from customers'.
3. Delivery activities: The customer receives the offers in a way that it 'improves the value'.
4. Exchange activities: The value of the transactions.

Mishra and Kumar (2014:446) points out that the definition of marketing is based on two concepts:

a. **The Concept that focuses on the product:** This type of marketing involves the implementation of all product transfer activities from manufacturers or producers to the customers. These transfers include the exchange of goods and services in terms of money. The concept model is also called the concept of traditional marketing.
b. **The concept that focuses on customer service:** It involves the discovery of potential customers, reflecting the needs and desires of customers into the products in order to satisfy the needs and desires of target consumer groups; it is also called the concept of modern marketing.

According to the Arab-British Academy of Higher Education (2017), the concept means: "The process of production through which individuals and groups can get their needs and desires through the exchange of products". The corresponding value and marketing management process seek to maximize return on investors by developing and implementing strategies to build trust relationships with customers. Therefore, these are significant facts for reaching objectives, which are based on establishing relationships with target customers by satisfying their needs and desires more efficiently than competitors. As a proverb Oxford Dictionary (2006: 1201) the concept refers to the proactively to control positions by making things happen instead of waiting for them to occur and responding to them. Robbins and Judge (2009: 148) suggest that it is better to have a proactive strategy; it means predicting opportunities, ensuring perseverance, implementation, and initiative until the field is improved and change, and the desired behaviors required by many organizations are formed. Proactively is a continuous process that means taking the initiative and activating the environment to achieve benefit and value. The competitive advantage involves learning things faster than competitors and achieving competitive advantages by acting faster than the others in a market.

Studies in the related literature indicate the need to establish and support communication, especially marketing communications, since the current intense competition does not guarantee the survival of an organization's already an existing client. Thus, it can be said that proactive communication with the basic customer group is crucial for the survival of a company (Dwyer and John, 2002: 214).It can be said that rapid changes in the world, in general, have caused markets to become unstable and it is no longer easy for any organization to maintain its competitive advantage without any innovative step. Modern organizations now have to face new barriers and obstacles; so, they have to be innovative and proactive to either stop competitors or move a few steps beyond. Firstly, an organization should collect the opinions of its clients and assess them in order to know the strengths of the company; additionally, points that indicate the weaknesses of that company should be researched and marketing activities should be organized by taking these facts into consideration. It will thus be possible to increase the reputation and the number of customers in the target market (Lamba, et.al, 2011: 155). Modern proactive organizations seek to create value for their customers by providing continuous solutions and determining not only their current and but also possible future needs. Market-oriented proactive organizations also generate and exchange information on the customers' needs and pay importance in coordination among different branches they involve in order to meet customer needs (Blocker, et al., 2011: 217). Likewise, the proactive approach as organizational behavior is related to generating information, analyzing the collected data, and creating sustainable responses aboutthe market information. Such data refers to the knowledge about customers, including their current and future needs; additionally, this data means market knowledge, especially collected through careful researches that are more developed than the ones carried out by the competitors in the same sector (Hamzah et al., 2015: 112).

2.2. The Concept of Proactive Marketing

Proactive marketing is a form of marketing that allows marketers to be agile, real-time, data-driven, and adaptable to the ever-changing space of what their customers could be seeking. It encompasses all forms of marketing but shows marketers the direction towards the most beneficial approach before performing the actual campaign (Track Maven, Inc. All Rights Reserved 2018).

Proactive marketing shows a marketer what is happening in its territory/market, what the competitors do and what should be done to reach consumers effectively before generating unsuccessful campaigns. Proactive marketing uses data to see what will contribute to positive growth. Being proactive indicates predicting future problems, needs, or changes. Proactive marketing is much more than just a mindset as it is an analytical approach that allows marketing activities to be efficient, and success-oriented. It allows organizers to create more engaging opportunities and to get more value from each user. It encompasses all forms of marketing and focuses on building strategies with a detailed understanding of a campaign's consumer; the possible impacts, and metrics for success before going forward with the actual campaign are evaluated in the proactive marketing approach.

In practice, being proactive prioritizes real-time actions; analyzing data on the go and making campaigns for the higher overall brand value are the leading factors of the method. Using data to see what will contribute to the positive growth instead of reacting to data is the key in this process and it determines a campaign's success or failure. According to Narver*et al.* (2004:335), a proactive marketing strategy is the business strategy that makes the customer feels satisfied by enabling the organization to discover and meet the underlying customer needs. Moreover, a proactive organization can address the problem before it arises, which contributes to the success and profitability (Nuansate and Mokhtar, 2013: 67). The scientific researches that focused on the strategy of proactive marketing are still very limited and should be developed. These studies generally focus on the effect of proactive marketing on the new products in a market or a specific method's impact on the performance of an organization (Bodlaj, 2010: 242).Narveret al. (2004) state that a proactive marketing approach gives importance to discover, understand and meet the needs of potential clients. Today, companies need to receive theoretical information about how markets function as they have to make careful plans before actually entering a market. The proactive approach gives this chance to organizations as it not only involves information about consumers but also gives importance to planning and acting on the basis of proactive plans.

On the other hand, proactive marketing is defined as the effective behavior of the organization and the basis of innovation and regeneration. As known, modern organizations are now more aggressive and adventurous while entering new markets and introducing new products and services (Di Benedetto and Song: 2003).Belz (2005: 2) note that proactive marketing is a powerful and long-term tool for long-term and sustainable relationships with customers. Batra (2006: 61) mentions that sustainable marketing is an important tool for ensuring scientific bases according to current environmental concerns. He states that having a scientific base and adopting it on actions will increase sustainable profitability. At this point, it is important to note that we determined some differences in the concept of proactive marketing; some researchers and writers have different opinions on what is proactive marketing. It is necessary to make some clarifications in this respect.

Table 1. Some definitions of the concepts of proactive marketing

Researcher	Concept
Hillier and Baxter, 2001: 3	Search for newly emerging or hidden needs and make organizations accordingly Do not create a product that does not satisfy or attract the attention of consumers.
Srinivasan, *et al*., 2002: 2	The philosophy of allocating the resources of the organization to ensure the demands of customers before competitors.
Narver*et al*., 2004:334	Discovering, understanding, and meeting the needs of underlying customers.
Lamey, 2005: 20	The concept works to create and discover opportunities to reach the needs and desires of the customer that have not been yet achieved.
Srinivasan, *et al.,* 2005:110	The concept is a form of marketing that allows the organization to be flexible and scalable to adapt to the change in the needs and desires of customers and meet them proactively.
Grant and Ashford, 2008:20	The concept seeks excellence by providing new audio and services before competitors and the organization's work about future customers' requests.
Mesa *et al*., 2012: 2	The concept means making changes during the recession, benefiting from opportunities. Responding to an opportunity created by change and taking benefit from it is important.
O'Hara *et al.,*2015:2	The concept means identifying the opportunities and future trends for needs and desires. Customers are highly responsive to the market indicators that allow organizations to take advantage of making the first step.
NuansateandMokhtar, 2013:71	It means explaining the potential needs and desires of customers. Especially foreseeing the opportunities and desires and is the key to getting customers.

2.3. The Importance of Proactive Marketing

Proactive marketing is essential to several organizations because of its contribution to adapting to rapid changes that contribute to the provision of new goods and services desired by the customer (Ewah, 2013: 164). Moreover, proactive marketing is based on the assumption that any change or stagnation is an opportunity and the ability to develop and respond to the opportunity created by change and exploitation are important (Erfani and Kheiry, 2013: 576). Organizations that have a proactive marketing strategy can stay a step ahead of their customers and deliver what the customers want before they think. Besides, it provides the ability to beat competitors and eventually to become leaders in their markets (Mwiti et al., 2013: 68). Thomson and Strickland (2006: 206) note that the importance of proactive marketing can be illustrated by the following definitions:

1. A proactive marketing strategy helps to create the organization's image and reputation among customers.
2. It also results in early commitments with new technology, components with new patterns, distribution channels, etc.
3. Customers remain loyal to the marketing organization.
4. The first move is a preventive attack that makes the tradition difficult or unlikely. The greater the advantages of the first move, the more attractive it is to take the first mobile initiative.

We can state that proactive marketing suggests that some firms view a recession as an opportunity and develop an aggressive marketing reaction, while others cut back, waiting for the recession to pass. We use the term proactive marketing to represent the strategic reaction of companies to a recession, or more generally, to a turbulent environment. Specifically, we develop and test a previous model and evaluate the consequences of proactive marketing during a recession (Erfan and Kheiry, 2013:576).

The marketing process through customer analysis has become a major issue for marketers, IT and even senior IT managers (Stone Merlin 2003: 10). There are many studies that have emphasized the importance of proactive marketing as the cost of retaining a new customer more than the cost of maintaining the current or old customer (Deng and Wei and Zhang, 2009: 1-12). Proactive marketing is different from the other relationships that institutions pursue with customers, suppliers, and shareholders as it focuses on establishing special relationships with customers. Business and marketing (Tinsley, 2002:70-77) have become two major issues that work for developing relationships between sellers and buyers (Palmer and Koenig-Lewis, 2009: 85-96). Improving the performance of an organization and strengthening overall quality is important in all kinds of sectors (Stone Merlin, 2003: 10). Table 2 illustrates the importance of proactive marketing for organizations and clients. Through proactive strategies, customers receive good treatment and their necessities are met at the right time at the right place. Organizations, on the other hand, increase their profit through these strategies as they increase the number of satisfied clients. There is a valuable relationship between two parties through proactive strategies.

Table 2. Importance of proactive marketing for organizations and clients.

Importance of proactive marketing for customers	Importance of proactive marketing for organizations
Convenience and confidence in dealing with the entity that the customer used to work with.	Long-term relationships with customers give organizations a competitive advantage in difficult markets. Competition means achieving stable and continuous profits and returns.
Social relations with the marketer or service provider and his employees that help him get special treatment in most cases.	Reducing marketing costs, especially in the field of promotion, identification of the organization, and efforts to attract new customers.
Reducing the costs of by changing marketer (social, physical or psychological costs), Relationship between the seller and the buyer is a kind of making changes between a buyer and a seller.	Achieving a good reputation through the spoken word is considered as one of the most effective means and as one of the important means to attract customers
Reducing the customer's purchase risk	Achieving trust, commitment, and sharing of information between the organization and its customers.
Reducing the need to collect information for customers' purchase preferences	The degree to which a business organization attracts its employees is greater when it maintains a broad base of loyal customers whose functions are stable and satisfactory. This leads to customer satisfaction and contributes to establishing strong relationships with them.

Source: prepared by the researcher

Srinivasan et al. (2002: 13-14) refer to the importance of proactive marketing through organizations that invest in marketing and support a proactive perspective. During the circumstances of exceptional marketing (for example risk tolerance), proactive behavior becomes more important. On the other hand, through marketing activism (such as an advertisement), proactive organizations can enter a target market and this, in turn, helps to achieve superior marketing performance. Particularly, during the recession, customers incorporate brands and organizations become more conservative and take less risk. In such cases, organizations that invest heavily in marketing should re-establish trust with customers. They should ensure their survival and prevent their clients from moving to another organization that gives the same service. At that point, proactive marketing becomes highly important as it has a positive impact on market performance as well as inputs (such as advertising, human resources, primary resources). Inputs are maximized during the peak production period which is reflected in improved work performance (Voola and O'Cassa, 2010: 248).

2.4. Proactive Marketing Strategies

Proactive marketing is a strategy that shows how an enterprise can successfully compete and stay in the market. Marketing strategy is formed on the basis of the stages of determining market segmentation, targeting, and positioning. First of all, it involves careful market research and analysis. It divides segments into meaningful groups or parts of buyers. Secondly, one or more segments are selected as the most appropriate targets for marketing activities. Thirdly, the appeal to this target group is submitted through an appropriately developed product or service (David,2000: 5). Proactive marketing strategies are "top-down “versus "bottom-up "strategies; marketing as a strategy involves division, targeting and positioning so that products and services focus on the taste of consumer groups. Many marketing textbooks (e.g. Doyle, 1994) call for a "top-down" approach in the market based on a strategy process evolves in the following order:

I) Market segment files are firstly developed by using demographic information, psychological and behavioral variables of the buyer.

II) Then, conclude the gravitational evaluation of each part by selecting the target segment.

III) Finally, select and reach a market position that distinguishes the product or service from the offers of competitors.

This process enables an organization to obtain general knowledge about markets in a sector in general before choosing a specific market. This process involves market research and assessment by specialists. Although successful entrepreneurs seem skillful in targeting a market accurately, without hesitation, the processes they use to achieve this point do not seem to correspond to the three stages mentioned above. On the other hand, according to the studies about these entrepreneurs, these successful small businesses practice "bottom-up" targeting in which an organization begins by serving the needs of a few customers and then gradually expanding the base through experience and resources (David, 2000: 10).Proactive marketing is positively associated with the exploitative and exploratory strategies, which is associated with dexterity. Thus, both the relevant and the powerful business performance Tan and Liu (2014: 420) indicate that responsive marketing behaviors are characterized by efficiency, smoothness, and implementation, which, in turn, reflects the exploitative strategy.

In businesses, it is highly common to manage a problem or respond to it after it actually occurs; this is usually more expensive than addressing a problem proactively. A problem usually becomes more important in time and proactive marketing seeks to prevent this by foreseeing any possible problem. According to this method, improving customer service by predicting problems, giving importance to the quality, and responding quickly to customer needs to guarantee long-term relationships with the customer (Olayiwola, 2012: 93).

According to the results of our study, there are a few types of researches about proactive marketing strategy. However, the majority of these studies did not distinguish proactive marketing and innovative marketing. However, researchers in the area have recently emphasized the need to distinguish these basic understandings (Bodlaj, 2010: 242). Innovative marketing refers to meeting the current customer needs while proactive marketing refers to meeting the unsatisfied needs of customers (Olsena, 2013: 11). The recent literature and studies indicate the importance of both proactive and innovative marketing for long-term business performance. On the other hand, the direct impact of excellence and cost leadership on proactive marketing and innovation is undeniable; improving business performance is achieved when these issues are taken into consideration, which is proven by a variety of researches in the field (Voola and O'Cassa, 2010: 249).

Proactive marketing is positively associated with the exploitative and the exploratory strategies, which are associated with dexterity and thus both relevant and effective in business performance (Tan and Liu, 2014: 420). Proactive marketing indicates that an organization is looking to predict changes in the market (LykovaandAtras, 2013: 10). A proactive marketing strategy focuses on and predicts the problem in delivering the goods and services before they occur. Fore xample, providing a guarantee, which means providing quality service, offering choices to customers such as pre-service delivery and strengthening the relationship between customers and service providers are important factors (Worsfold et al., 2007: 2498). Thus, proactive marketing not only is the foundation of enterprise innovation and financial performance (Kumar et al., 2011: 18) but also related to the ability to innovate. Responsive marketing that relies on current knowledge and organization experience is not preferred in this strategy.

2.5. Requirements for Applying a Proactive Marketing Strategy

Proactive marketing strategies are based on a basic principle: Adaptation to market expectations. However, the modern proactive marketing approach aims at creating a new market (that did not exist originally) by intensifying research and development activities in line with the renewed needs. Primarily, it depends on the fact that consumers may not anticipate their needs; namely, there might be completely new expectations in a market in the future. The graphic features of innovative products are illustrated in Figure (2) presented below (Jean –Jacques: 2008:25):

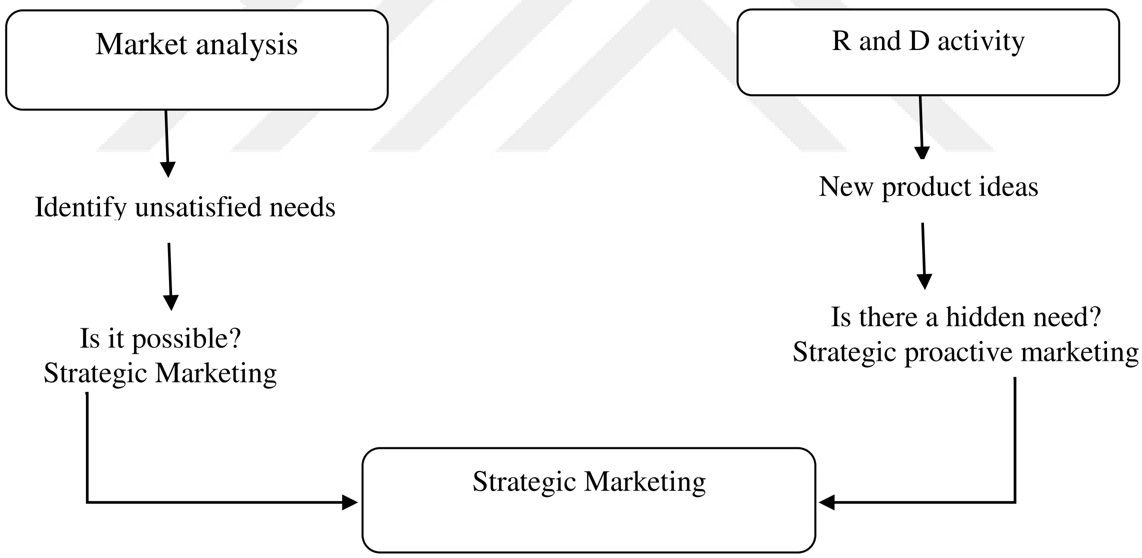


Figure 2. An Approach to Proactive Marketing Strategy

Source: Jean -Jacques Lambin, Chantal de Moerloose Marketing staratégiue et opérationnelDunod, Paris, France, 2008,25.

There are several actions that can be taken when pursuing a proactive marketing strategy, which will attract more customers and ensure high profits (Hajiheydari, 2014: 92). These are presented below:

1. Personalize customer service.
2. Answer all inquiries and solve customer problems before they occur.
3. Conduct a lot of market research and make customer surveys.
4. Train sales and marketing personnel and take proactive and responsible actions for their own departments.

2.6. Different Proactive Marketing Strategies and Some Other Concepts

We find that there is a big overlap between proactive marketing concepts and other organizational concepts: Market orientation, competitor orientation, and strategic flexibility. The advantages of proactive marketing will be discussed through these three organizational concepts as presented in Table 3 (Srinivasan, et al., 2002: 7).

Table 3. Different proactive marketing strategies about some other concepts

Market Orientation	Market orientation is defined as a collective culture designed to achieve high value for the customer through the implementation of the required activities with the highest efficiency and effectiveness (Amirkhani and Fard, 2009: 1373). It is also known as the wide market data collection process Srinivasan, et al. (2005: 7) which asserts that a proactive marketing field is intertwined and the market is oriented together as both of them include a sense of the organization environment. However, there are major differences between them. The first difference is that proactive marketing requires prediction. The second difference is that proactive marketing is specifically concerned with organizations that are aware of and have a strategic response to exceptional marketing conditions (market orientation). Market orientation is understood and measured by being a regulatory advantage, and this orientation can be applied in the direction of competition. Competition orientation is defined as regular monitoring of competitor activity, obtaining market information for competitors to develop marketing plans and to follow-up competitor activities (Darabi, 2007: 21).

Strategic Flexibility	The strategic flexibility is different from proactive marketing through three directions. Firstly, it relates to the fact that proactive marketing recognizes that exceptional marketing conditions are an opportunity; therefore, proactive marketing views the hostile environment as an opportunity. Secondly, the strategic flexibility is understood and measured as a general regulatory capacity that can play a role in different situations (such as changing market structure, competition threats, and developing new products) while proactive marketing describes the marketing response specifically for the exceptional marketing conditions. Finally, strategic flexibility involves proactive responses by organizations while proactive marketing focuses on strong marketing behavior that appears in exceptional marketing circumstances. Indeed, strategic flexibility can be seen as primacy, in other words, a necessary condition for the adoption of proactive marketing (Srinivasan, et al., 2005: 9).

Source: Prepared by researcher

2.7. The Dimensions of Proactive Marketing Strategies

Kanchanda et al. (2012: 6) state that proactive marketing strategy consists of six main dimensions (emphasis on product innovation, technology orientation, customer response focus, marketing change management, competition orientation and competitive advantage, marketing efficiency):

2.7.1. Focus on Product Innovation

The process of creating a product refers to a new idea, instrument or method, which is the process of introducing or offering new products. These newly developed and marketed goods can be based on new technology or information (Parthasarthy and Hammond, 2002: 77).Additionally, product innovation means the organization's ability to create new products, obtain new business opportunities and achieve growth in order to create more innovative products to be a leader in the market (ThipsriandUssahawanitchakit, 2009: 72). This is a key ingredient of proactive marketing's success. Palmer and Wright (2010: 33) mention that proactive strategies have a positive impact on product innovation through the availability of resources and predictability in an ever-changing environment. Therefore, product innovation in the current competitive environment has become more and more important especially with the acceleration in technological and environmental changes. On the other hand, modern companies in a market can now become more efficient by providing products that are quickly adapted to the needs and desires of the target customers. It can be said that when they adopt a proactive market approach, they gain a sustainable competitive advantage (Vidal et al., 2004: 829).

Product innovation is a source of competitive advantage based on increased market share, growth, and profitability. The approach is used to deliver a new and sophisticated product that meets the needs and desires of customers before competitors (Campos and Oliveira, 2001: 1).The concept of innovation is associated with the notion of proactive marketing as it has a clear impact on the success of the organization and its excellence in a market. Innovation is one of the basic dimensions through which an organization searches for a good product and make marketing improvements (Kotler and Armstrong, 2010: 626; Robert and Mary, 2004:144).

Proactive marketing involves the process of producing new products through multiple perspectives to present its new ideas to individuals or to put these ideas into a concept and present it to consumers. On the other hand, this type of marketing means making innovations on different dimensions to satisfy consumers better than the other competitors. This can only be achieved through efficient, reliable, sustainable and new products that accurately meet the needs and desires of target groups. These kinds of products reflect the capabilities of the organization (Sulaimani, 2007: 51). Product innovation is the foundation of success in the field of business. The application of a proactive marketing strategy is necessary to create new products, to develop already existing products and to advertise new products that differ from the products of competitors(Kanchanda et al., 2012: 6).

In modern marketing strategies, the focus is on product innovation which is defined as the organization's ability to design an innovative product and to develop products that are different from those offered by competitors. It is an opportunity to attract attention and create new business opportunities for an organization. Besides, creating awareness about a new product, promoting it in the market are important points to be considered (Cooper and Edgett, 2010: 34). De Jong and Vermeulen (2004: 5) mention that product innovation is providing a new product that generates profits for the organization. Product innovation broadens customer base, increases product excellence, increase profits and product reliability by using new materials or components in the product industry.

The availability of new materials increases opportunities for product innovation. However, an organizations' commitment to product innovation isn't enough for success; it should prioritize market research and consumer demands and ensure cooperation among its departments to be able to make innovations (Li and Atuahene-Gima, 2001: 1123).

2.7.2. The Use of Technology

Technology is based on the acquisition and use of advanced technological instruments and new information acquired by these instruments. The use of technology helps to develop a reliable and proper environment for a proactive marketing strategy. Incorporating new technologies in an organization is a must for being successful in almost any market in the modern world (Kanchanda et al., 2012: 8).

According to recent researches, it can be said that the trend towards proactive use of technology refers to an organization's ability to use and develop a technology to successfully expand production capacity. Recent technology trends showed that organizations are willing to accept new technologies and use technical knowledge to solve new problems (Kim et al., 2010: 476).

The current era is characterized by using technology in almost every part of life; today, technology is a factor that everyone is interested in. It is proven that technology is the most effective tool to achieve goals in modern markets. It is considered as the main factor that can increase productivity and ensure development and progress. Technological orientation is very important because of its contribution to receiving knowledge; on the other hand, it is a highly crucial tool for achieving sustainable development (AL-Dmour and Basheer, 2012: 232).

Technology refers to a set of skills, knowledge, and expertise in modern instruments. Individuals control the environment and satisfy their needs and desires by harnessing these tools and they use their knowledge to produce goods or renew and develop already existing products (Loki and Bichanga, 2014: 8).It can be definitely said that the environment, in general, has changed significantly and rapidly over the past years with the spread information and communication technology in all areas of life. The future information society presents many opportunities for organizations to improve their performance and enhance their effectiveness besides increasing their competitive power.

Technology finds its echo in the field of proactive marketing (Luppicini, 2005: 104). When an organization wants to be proactive and seeks to attract customers, it must re-engineer its traditional functions to trade these developments and deepen its utilization. Thus, it is necessary for organizations to increase their interest in aligning with these developments and guiding organizations if it targets satisfying customers. As is known, the use of technology by customers and organizations in different businesses has grown very rapidly in the environment created by internet technology (Khwild, 353: 2010).

In many recent marketing studies, it has been agreed that in today's rapid-changing markets and global competition besides rapid-changing demand structure, a stable or long-term competitive advantage cannot be guaranteed and it is therefore incumbent on every organization to adopt innovation and technology on an ongoing basis of durable and reliable technology (Attih, 2014: 45).

An organization's orientation towards the use of technology is one of the main driving forces in modern business competitions; today, an organization's structural and organizational abilities besides its ability to create new products depend on the use of technology. Today, many organizations depend on technology forexistence and sustainability (Tarawnch, 2011:108). The increase in technology use can give a company distinctive ability and it becomes difficult to imitate that company's values. This development includes the re-design of goods and services, organizational structure or sometimes changing individuals working in the organization (Zaidi, 2009: 19).An organization must choose the technology that is more consistent and help achieve the overall goals through the efficient use of it. It is better for the organization to conduct a technological investigation that gives the organization excellence; through this process, it becomes easier to be creative and highlight the spirit of innovation in the organization. The below mentioned three sub-elements (Laursen and Meliciani, 2010: 687) are important for organizations that seek success:

1. The period of adapting technologic development requires continuity and survival.
2. If competitors are unable to see the content of the new technology, it becomes difficult to imitate; thus, speed in technologic adaptation is important.
3. The organizations that can make correct predictions create more reliable innovations than their competitors; thus, prediction reliability is important.

Many organizations are pioneers in the field of technology due to the rapid diversification and innovation in their products. The advantages resulting from the technological advancements are usually (Zoghbi and Azzam, 2012: 15):

1. Goodwill.
2. A privileged position in the market which gives the organization the opportunity to control the form and methods of distributing the new product.
3. Setting marketing standards.
4. Acquiring new knowledge and skills.
5. Establishing legal barriers to counterfeiting or theft, such as patents.
6. The possibility of achieving high profits by allowing transactions and contracts to be concluded efficiently in a short time.
7. Creating an appropriate climate that enables the organization to develop and provide new goods and services to meet the needs and desires of customers in the market.
8. Achieving strategic objectives about an organization in terms of survival, growth, and excellence.

2.7.3. Focus on Customer Response

Customer response is the positive or negative feedback received by an organization about the goods and services it provides or the ethics of working within the organization. Customer response can be in the form of a response to a range of questions about products or a problem within the organization (kanchanda, 2014: 2) it helps organizations to improve the overall quality of goods and services. For example, if an organization wants to get information on customer satisfaction about its products in general, it can conduct surveys for all its customers and collect information and then send them to the relevant departments to conduct the necessary action. According to

(Bhutta et al., 2002: 196), customer response can be beneficial both for the customer and the organization.

Collecting necessary data to develop or re-arrange a particular product, receiving information about the benefits customers and finally modifying that product are highly important factors for organizational success. On the other hand, making evaluations about customer responses is a crucial aspect for all organizations to form a good relationship with the customer and to achieve loyalty and satisfaction (Ahluwalia et al., 2003: 203).Modern organizations functioning in highly competitive markets are customer-oriented; in other words, they usually think on the basis of consumer viewpoint. This new method enables organizations to look at marketing activities through a different perspective, which is important for success. Organizations that can do this increase their market share as they can foresee customer needs even before they are known by the others in the same market (AL-Zoubi, 2010: 39). This fact is proven by recent studies in many different markets. According to these studies in the literature, organizations must wait and organize their marketing activities from the customer's point of view; they must work hard to predict the needs of their specific customers.

On the other hand, we determined that most organizations have a strong desire to make analyses about the important activities of the customer and make productions according to the results of these analyses. According to (Parsons and Maclaran, 2009), the focal point of all forms of marketing is a customer-oriented approach, an essential part of social marketing. On the other hand, according to the researchers, shifting the focus on the customer towards a more general social marketing approach (customer leadership) is the basis for a modern organization's reputation. Moreover, an organization’s survival depends on understanding and managing the current and future needs of the customer group and meeting market requirements in line with the changes (Evans and Dean, 2003: 16).

2.7.4. Marketing Change

The concept of marketing change is defined as an organization’s ability to adapt to changes in different aspects of marketing (Kapoor, 2011: 98). Adaptation to different levels of changes in marketing activities is inevitable if success is targeted; a smooth and professionally organized adaptation process is crucial for today’s organizations. The concept of marketing change based on this process represents the means that ensure moving from a present situation to the desired situation including the objectives of an organization. Aladwani (2001: 267) mentions that organizations must face dynamic changes in the marketing environment and must demonstrate innovation in marketing activities. Creativity is the key to organizations' success and it ensures providing innovative goods and services for meeting market needs. (Garratt, 2007: 12). The concept of change refers to the transition from current reality to a better future reality, and this is possible only through a clear guide that directs all those who wish to change (Jamal and al-Marsi, 2006: 47). The main reasons that have contributed to the change in marketing or driven the companies to change their marketing methods and approach to the policy of openness are controversial (Laiwa 2005: 20).(Benn and Baker, 2009: 385) defend that the factors that cause marketing changes are:

1. Factors related to the external marketing environment: Technological, political, social, economic, legal, cultural.

2. Factors related to the internal environment: Changing goals, changing or diversifying the area of activity, behavioral changes, change of structure, cultural changes.

The development of customer needs, quality and the general cultural level in the society lead to changing the needs of the individual; along with these new needs of the customer, the quality of the means, goods, and services required to satisfy them have changed. This fact naturally has put pressure on modern organizations; they now have to follow these changes in the needs and tastes of the customers and respond quickly (Andreasen, 2002: 4).

The need for change in business organizations is in parallel with the constant movement of economic and social changes. Therefore, it is necessary for organizations to have constant ‘self-motivation’ for change. If their members do not think that they need to change, they will not have any commitment to it. To achieve its objectives, organizations and employees must adopt positive attitudes towards the principle of change to maintain a good position in markets that are highly competitive. Raising awareness about marketing changes by establishing a specific culture of change will contribute to the success of organizations (Buckley, 2004: 5).

The conviction of the senior management department to change is not enough to sustain the adaptation to marketing changes in an organization. It is necessary for the employees to agree with this process, their actions should support changes. Ignoring the importance of marketing changes not only decreases the overall adaptation but also causes high costs. First of all, it should be accepted that change is a ‘must’, in other words, it is inevitable; so, the change should be involved in all of the aspects of an organization, not just in marketing activities. It should include adaptation to structural changes, technical changes, behavioral changes, and functional changes. There is no doubt that a change in a dimension has significant impacts on the rest of the dimensions in an institution; there is an interactive and reciprocal relationship between the dimensions that ensure the production and success in an institution (AL-Sumaidaie, 4: 2007).

2.7.5. Competitive Advantage

In addition to political changes, new economic conditions have prioritized the concept of international trade liberalization. The rapid increase in the role of the private sector and the shift towards market economies all over the world are recent important changes. Besides, in terms of the technical and scientific level, the world has undergone tremendous transformations. There is now a new world based on communication through satellites and the Internet.

The modern world now lives in a period of "information age", the so-called post-industrial age (some call it ‘the era of knowledge’). In any case, regardless of the name, the characteristics, and features of this age, its mechanisms and standards are radically different from the past eras. Therefore, every individual in this fast-changing world has to be aware of the importance of change, innovation, and renewable mechanisms.

The most serious impact of the new era is the emergence of harsh competitions as a fundamental fact that determines the success or failure of institutions. Today, institutions have to work hard and use sustainable methods to acquire competitive advantages. It is highly important for all of the institutions to improve the current position in the market and to maintain that position against the pressures of current competitors.

Survival in competition depends on an organization's skill to identify short-term strengths, weaknesses, long-term capabilities and strategies of competitors. It is important to attract customers by using different methods including the mechanisms of quality, price, marketing, etc. (Theodosiou et al., 2012: 1060). The ability to provide the customer with more efficient goods and services when compared to the services of other competitors is crucial for success. The level of proactivity is measured by an organization's growth rates and its ability to achieve greater market share (Combe and Greenley, 2004: 1458). The importance of competition is highlighted for several reasons and presented below (Irvine and Pontiff, 2009: 1150):

1. The organization anticipates and confronts the behavior of the interviewers by taking an active defensive position; thus, the organization is able to take the lead in inventing what is ‘new’ in a market.
2. The speed of gaining a greater marketing share compared to the competitors, taking an offensive position.
3. Giving value to the customers to meet their needs and desires and ensure their loyalty.
4. Improving the reputation and image of the organization in the minds of consumers.
5. Achieving excellence in goods and services provided to customers and the ability to have necessary competencies and resources in a highly competitive environment.

There are three main factors that limit the level of competition:

1 - The number of institutions that control the supply of a particular product: The higher the number of enterprises, the greater the competition between them.

2 – Easy and difficult points while entering a market: The easier it is to enter some new institutions to produce and market a particular product, the more intense competition.

3 - The relationship between the volume of products required by individuals in the market and the quantity that institutions can offer: The more the supply of products than required, the more intense competition (Alexandria, 1997:25).

Nowadays, in the ever-changing business environment, organizations operation the bases of growth and development. It is an environment where organizations are increasingly emerging, technology is evolving, markets are shifting, processes are changing and products are getting better. These factors now determine the success or failure of business organizations (Bloom et al., 2010: 1). The characteristics, standards, and mechanisms of this age radically differ from the preceding age. There is a need to introduce new and renewable concepts and mechanisms. The organizations are in a position to work hard to gain a competitive advantage, to improve their position in the markets and maintain their position among strong competitors (Bititci et al., 2003: 415).

In today's ever-changing environment with increasing competition, the survival of an organization depends on its ability to deal with what may happen, before it 'actually' happens. Achieving excellence depends on the organization's success in terms of taking the initiative to exploit the knowledge and opportunities available (Powell, 2001: 877). A competitive advantage allows an institution to ensure its sustainability in a competitive environment. This advantage arises when an organization finds new and more effective methods than those used by others in the same market; the ability to achieve and implement a proactive marketing strategy ensures such advantages, which bring success to organizations (Kanchanda et al., 2012: 10).

The competitive advantage of an organization contributes to reaching a superior position; an organization with a competitive advantage achieves higher profits than its competitors. It is known that an organization's ability to ensure sustainable services and products with low costs distinguishes it from the rest and brings success in a competitive environment (AL-Sheikh, 2012: 17).

2.7.6. Marketing Efficiency

The interest in the optimal use of resources under the concept of efficiency goes back to ancient times because of the factor of scarcity' in resources. This was, in many ways, resulted in the creation of many concepts and theories about efficiency. Marketing efficiency is the presence of marketing and promotional plans for the activities of the organization and its projects as well as an effective program to activate external relations and to support human relations. The availability of a strong network of organizational relations, focusing on the needs of target customers and providing the best goods for them is today's leading factors of marketing. The existence of a reliable database about all FAO clients and comprehensive knowledge about competitors and influencers are the main factors that lead an organization to success (Cao, 2014: 5).

The concept of marketing efficiency is used to describe a successful marketing approach in all of the processes namely; marketing efficiency depends on the achievement of objectives with reliable management activities in production process besides distribution and manufacturing of products in a successful manner (Tarawne et al, 2011: 321). Moreover, besides finding necessary resources, organizations have to ensure the efficiency in benefiting from these resources to reach economic and social success in a market; in other words, finding a resource is not sufficient, it is necessary to benefit from it in a proper manner.

On the other hand, the importance of marketing efficiency is a kind of motive to organizations for better exploitation of human and material resources. Marketing efficiency is a feature of actions aimed at survival and growth; these factors are crucial on the way to success in addition to the perspective of the optimal investment on resources. Moreover, the increasing importance of marketing efficiency has contributed to the complexities that usually increase with the expansion of organizations' marketing activities from regional to international level. The level of marketing efficiency relies on the perspective of an organization in terms of administration, planning, organization, motivation, and control, (Abu Farah, 2001: 258). The efficiency of marketing research is shown by the quantity and quality of the information that it provides, which helps an organization to find new marketing opportunities to satisfy the desires of the customer group that is not yet satisfied (Hamdani, 2007:311). The development and implementation of strategic marketing are based on the analysis of the information provided by general marketing research about aspecific marketing environment. This implementation will ultimately help to achieve a desired marketing efficiency level (AL-Sumaidai, 2000: 311).

CHAPTER THREE

3. INNOVATIVE VALUE

This part of the study includes the conceptual framework of the innovative value besides the research and studies about this subject. On the other hand, the concepts that the researchers analyzed, the innovative and important value emerged as a resultof the analyses about the organization and its customers, will be explained. Finally, the method used for forming innovative value will be discussed.

3.1. Innovation

Most modern companies naturally prioritize competing with and beating their rivals. As a result, their strategies tend to have similar dimensions. As is known, head-to-head competition is based largely on incremental improvements in cost, quality, or both. In their study, W.Chan Kim and Renée Mauborgne analyze how innovative companies increase success by seeking new markets.The goal in their argument is to reach success by creating products or services for which there are no direct competitors. This path on value innovation requires a different competitive mind-set and a systematic way of looking for opportunities. Instead of searching within the conventional boundaries of industrial competition, managers can look methodically across those boundaries to find an unoccupied territory that represents real value innovation. The French hotel chain Accor, for example, discarded conventional notions of what a budget hotel should be and offered what most value-conscious customers really wanted: "A good night's sleep at a low price" (Kim and Mauborgne, 2004:15).

Companies also make innovations and create values by focusing on the production of goods and services and giving importance to marketing and competitive activities. Companies usually promote some specific values inside and outside their borders. Among the values promoted by companies are wealth, the exchange value, and the use-value of goods and employment (AL-najjar, 2017:5). The role of companies has also been recognized by economists and sociologists over the past two centuries; how well they can formulate these values have been discussed by the members of these two important departments (Jones.G.R, 2007:37).

The logic behind value innovation is to provide a package (total solution) to extraordinary experiences while reducing the cost for the company. There are three platforms where value innovation can be created in a company: Product, service, and delivery (Kim and Mauborgne, 1997:25). Value innovation is the result of a combination of eliminating, reducing, enhancing, and creating new key elements of product, service, and delivery (Kim and Mouborgne, 1999b:5). At this point, it should be noted that value analysis/engineering is a useful method in the process of eliminating and reducing possible negativities. It is important to use this method while enhancing and creating new key elements, which are common activities in the product/service design and development processes.

3.2. InnovativeValue

Value innovation is neither about striving to outperform competition nor about segmenting markets and accommodating customers' individual needs and differences (Kim and Mauborgne, 1999:7).It is about making the competition irrelevant and creating new markets (Kim and Mouborgne, 1997, 1999b:15) to delight the existing customers and attracting new ones (i.e. mass market) by finding the shared common sought values; consequently, it is important to identify the values (in a non-competition context) that are critical for customers as well as finding the critical product (or quality) attributes that are critical for creating those values (Setijono, 2007:45), Value innovators are "…characterized by cultures that promote experimentation and risk-taking, loose and decentralized structure with limited hierarchy…" (Markides, 2004:37). This description is very similar to the culture practiced by Toyota Production System, where changes or improvements are seen as experimentation and facilitated by the limited hierarchy between leaders and employees (Spear, 2004:33).On the basis of this example, it can be said that Lean Thinking may be a part of the underlying "spirit" or philosophy behind modern value innovation understandings. (Womack and Jones, 1996:40) describe that value to customers should be expressed in terms of specific product capabilities, at a specific time and price. However, the primary focus of applying Lean Thinking is on creating or delivering a service at a specific time and price even before customers realize a "gap" in the market. (Womack and Jones, 2005:18) introduce Lean Solutions in order to solve customer problems "completely" by taking customer experiences into account while shaping the processes. Activities that cause customer irritation are simplified, reduced, or eliminated, which eventually leads to time and cost advantages. Therefore, Lean Solution seems to be an important part of value innovation in the sense that it is an approach to continuously improve value once value innovation has been created. This innovative value represents the core of the Blue Ocean strategy. This is achieved by excluding unnecessary costs, improving customer value, and creating more business opportunities for the company. Kim and Maumage (2005:30) has found that companies following the Red Sea approach attempt to defeat competitors by building a defensive position within an industry. According to recent researches, blue ocean followers do not generally focus on or move towards competition as their focus is usually on creating value. By creating value for consumers and opening a new space in the market, they try to make sure that the principle of the value of innovation is prioritized. However, the value without a focus on gradually increasing organizational efficiency in a market is meaningless. In other words, value-creation is important but not enough to make a company distinguished in the market. The key point is not just creating value, but adding innovation to it (Abbas, 2012: 21).

The real value means the benefits and affordable price that a company provides to customers. Value can be created by a company by keeping the balance between benefit, price, and cost. On the other hand, it can be said that value innovation represents strategic thinking which is one of the concepts that are important in the blue ocean strategy. When a company or institution successfully builds the borders of its market with the concepts of the blue ocean, it can prevent the negative impacts of intense competition and move one step beyond its competitors (Red Oceans). Value innovation plays an important role in attracting [radically] the attention of customers and creating reliable bonds with stakeholders. So, value innovation is an important part of a cognitive map of stakeholder-oriented quality management. Since value innovation is at a business level, developing the cognitive map of stakeholder-oriented quality management should adopt quality management at a business level (DjokoSetijono, 2008: 9).Kim and Mauborgne refer to innovative value as a logical strategy of growth, as it helps organizations to develop a specific curriculum; it is a way that enables organizations to create a blue ocean based on the innovative value in products which are different from the values provided by other organizations (Kim and Mauborgne, 1997:112).Meeting the demands of customers by providing them with higher value at alowerprice, increases the sales of the organization and thus maximizes profitability.

This leads to the ability to continue success in a market and develop performance besides growth(Kim and Mauburn, 1997: 53).

Makkonen (2012:14) states that the importance of innovative value comes through:

1. Providing all the advantages and values to customers.
2. Forming a good, sustainable place in a market for the organization and being unique through the products and acting differently from the competitors.
3. The innovative value allows the organization to discover new, unpredicted opportunities in a market.
4. Helping an organization to understand the business environment and identify the whole value chain through which it can make new innovations and reach high value.
5. Helping an organization to find mechanisms and methods to help them in an adaptive learning environment; assisting an organization to identify new places for action and to discover the meaning of value-creation.

3.3. Creating an Innovative Value

We determined that many organizations follow blue ocean strategies or try to find an opportunity to enter the list of successful companies by creating innovative values. In this respect, if they want to reach success in a market, organizations need a series of steps and standards, which are customer benefit, strategic price, cost of the target, and the adoption of the idea.

The customer benefit is the specific value hidden in the products provided by an organization. It is related to the extent of an organization's ability to attract customers and motivate them to buy a specific product.

The price is the amount that the customer pays to get the products provided by an organization. The customers should be convinced that the price corresponds to the benefit obtained as a result of purchasing products.

The target cost refers to the cost structure that an organization is determined to reach. Determining the strategic price and subtracting the profit margin are significant factors. An organization can create and sustain an innovative value by taking these steps into consideration (Eskandari,2015:7;Maino,2013:13;KimandMauborgne,2005:118;Jedi et al, 2015:1437).

Value innovation focuses on both ‘value’ and ‘innovation’. Focusing only on value may provide profit to the corporation in the short term; however, without innovation, it will not provide a strong position to the corporation in the market in the long term. Indeed, innovation without value can be created by technology or market innovations; but this kind of innovation solely focuses on the limits that the consumers are interested to pay. So it is important to clarify the difference between value innovation, technological innovation, and market innovation. It is very rare for corporations to create Blue Oceans through cutting edge technology or finding the right time for entering a market. Value Innovation is created only when corporations succeed in combining innovation with usefulness, cost, and prize. If a corporation fails to combine innovation with value in such a way, technological or market innovations cannot bring it the desired success(Stan Abraham Strategy, 2006: 52-57).

Value innovation requires a new insight to market orientation and/or to customer focus; in other words, being market-oriented is not simply about fulfilling current customer needs, but also about using creativity and knowledge to offer new, valuable solutions. Being proactive in offering new solutions makes value innovation sound like a push-oriented approach although it actually has a future-pull orientation (Krinsky and Jenkins, 1997:71). Solutions that are derived from the prediction of future (or latent) needs are the results of a creative exploration process in a proactive approach. Therefore, value innovation is not only about satisfying and delighting existing customers but also attracting new customers in newly created markets by predicting their demands. This means that creative market exploration and future-pull orientation should be some of the contemporary quality management principles.

As it is known, value innovation should be embedded in a network of relationships; the decisions and steps in a successful administration should be prepared with careful researches, studies, and analyses on the basis of teamwork and cooperation.

We determined that the process of creating the innovative value, as explained by (Kim and Mauborgne, 2005: 16), depends on the adoption of the strategy of differentiation and leadership cost together. An organization’s positive impact depends on the value provided to the customer besides the costs; in other words, it is important to maximize the value provided to customers while reducing costs. These factors contribute to an increase in innovative value. Figure 3shows the common dimension between the value and the cost, which together represent the innovative value:

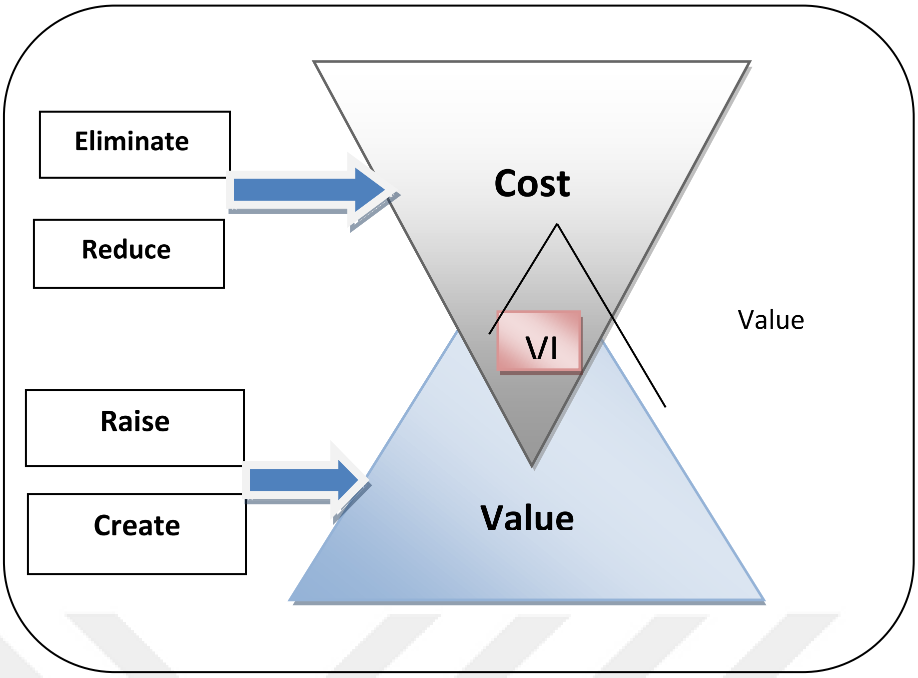


Figure 3. Innovative value scheme

Source: Kim, W. C., andMauborgne, R. (2005). Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant. Boston, MA: Harvard Business School. p. 16

In the above-mentioned figure, it can be seen that access to innovative value is not easy as it requires effort and work by business organizations. According to(Charkabti and Nicolas, 2011, 20), acquiring value requires four activities or strategic moves. The model of innovative value is necessary for the organization to reach these moves. The value described by the researchers (Kim and Mauborgne, 2005: 36) is a network, which means that the elements work in a system together. At that point, cost and differentiation strategies, where the innovative value of these four activities is created, are usually confused. At this point, it is important to note that these four activities can be considered the basis for value success. The details of these activities are presented below in detail.

3.3.1. Eliminate

An organization looking for creating a blue environment seriously considers the activities in different areas that contribute to increasing the cost such as product design. (Raouf, 2010: 322) and Al-Taei (2008) state that exclusion is an attempt by an organization to prevent some elements that the decision-maker considers unnecessary.

The important point to be considered while eliminating some elements in an organization is that these elements should reduce the costs when are excluded, but sales or quality levels shouldn’t be affected. In this case, the goal of the organization is to exclude only unnecessary elements that influence an organization negatively.

On the other hand, Tahir (2006: 66) points out that elimination or reduction is based on reductions in some procedures that the organization considers unnecessary as they don’t contribute to the profit. In other words, if it is possible to reduce the total costs and increase the quality of products, then it should definitely be practiced. Reduction in human labor or administrative staff with high costs, or reduction of unnecessary expenses, reduction in time and unnecessary material can be efficient in increasing profits. An organization must create new values and after careful analyses, it should decide on factors that either provide a benefit or cause unnecessary costs. (Kriesel, 2006: 244) mentions that organizations seek to exclude certain elements that the decision-maker sees as unnecessary in their action, and if a factor can be excluded without affecting the level of sales volume and quality, then it should be done. In other words, excluding all useless operations can offer some benefits to the organization. For example, removing the sale of the organization's products in a non-profitable market and excluding the employees who cause confusion in the work of the organization are some steps that can contribute to the success of an organization.

According to some researches in the literature, the elimination process involves the removal of some factors that cause companies high costs while not contributing to the competitive position; namely, any factor that doesn’t result in a profit should be eliminated (Kim, 2005: 55). For example, excluding the sale of the organization's products in some non-profitable markets or excluding some of the employees who disrupt the organization and work at high wages can reduce the costs of the organization in general. To sum up, an organization should exclude every single factor that has no positive impact on the work of the organization.

3.3.2. Reduce

An organization must not only continuously invent new values but also think about how to exclude the factors that negatively affect it. Al-Taie (2008: 22) states that limiting some of the unnecessary procedures within work is important. However, this process should be very carefully followed as sometimes highly important procedures can be affected by this limitation. The important point here is that procedures that really don't affect quality should be chosen and reduced. For example, reducing the number of administrative staff that doesn't increase the profit and minimizing time-waste inside work is a crucial step. Many modern companies tend to increase profit by imposing fees on customers, but this tendency usually has negative consequences in the long-term. There will be an increase in profits in the short-term when fees are increased, but this may cause losing loyal customers in the long-term.

On the other hand, a company can reduce the size of its investments as much as possible by reducing applications that are dangerous and harmful to the environment. Developing ideas that stimulate the application of new environmental precautions will not only contribute to the protection of the environment but also increase the value of the organization in the eyes of customers and stakeholders

An organization that wants to profit should use the strategy to reduce unnecessary business transactions which will accordingly reduce the costs and expenses. According to Lambert, it is especially important in the modern world to reduce some of the work procedures that the organization deems unnecessary. Reducing some of the services provided to customers that are unnecessary or exaggerated is prioritized in today's world as practicality is crucial (Al-Tai and Al-Allaq, 2009:29).

3.3.3. Enhancement

The enhancement process requires increasing the emphasis on certain valuable factors, in a sense 'prioritizing' some beneficial factors in the field of business operations (production) or marketing activities.

At this point, we would like to mention some procedures and materials that will increase the benefit provided to the customer. According to our research, it is important to increase the value of customers by improving the quality of the offered products. Products should be socially acceptable and valuable and in order to ensure that some specific branches in marketing should be prioritized. Making careful researches about necessary services and factors that meet the needs of the customers are key factors in this process. Here, the organization that works to achieve sustainable value should increase the benefits of its products more than competitors; the focus should be on customers, not solely on increasing the volume of sales and profit (Kim and Mauborgne, 2005:22). Supporting the processes that may improve product quality required by the consumer is a form of enhancement. Increasing the number of markets, presentation, and quality are the primary important steps for enhancement. On the other hand, the search for the factors that will contribute to meeting the needs of customers is another step that should be taken on the way to success (Lattai, 2006:16).

This process involves lifting some factors to a higher level in the industry. These factors are usually of high value and importance to customers but neglected by the company (Kim, 2005). The aim of the increase here is to support everything that would improve the ability to upgrade the quality of the products and services provided to customers. Making changes in the number of places that sell products or give services, changing the way products are offered may increase sales and market share of those organizations. The level of profits usually increases along with the reputation of the organization (Al Attar, 2010:56). An organization should focus more on certain, pre-determined factors that will ensure distinctiveness. The factor of being unique and distinctive is crucial in the field of production operations and marketing activities.

The implementation of the above-mentioned stages allows organizations to discover new resources. When these steps are carefully taken, and the strategies are developed after careful market researches, the value of the customer can be increased.

Taher (2006:34) mentions that through blue ocean strategies, organizations try to create new products, establish better working environments for their employees and use innovative methods and techniques in marketing processes. The factors of differentiation and uniqueness co-exist in the modern model of Customer Relations (RC)which focuses on the enhancement of mass customization. The platform for big data matches the order of customers and splits the process of production to suitable workers automatically. The intelligent system has been realized as the organic integration of production, logistics, and commerce. It is through this dimension that organizations try to find and create new benefits to be presented to customers. The high value attributed to customers depends on the ability of the organization to find and submit new ideas, practices, or methods of work that would attract the attention of customers in the long-term.

According to Attar (2010: 320), the ability to innovate is one of the most important weapons in overcoming the challenges faced by contemporary organizations. This ability is based on several factors, the most important of which is the rapid development in the field of communications and information technology, as well as the unique internal capabilities of the organization to transform creative ideas into products. Contribution to delivering things that exceed customer expectations is important. According to St.(Stonman, 2003:46), innovation depends onthe creation of customer values that are supported by the new elements in production, presentation and marketing processes.

Innovation, the crucial dimension of all kinds of modern organizations, means new ways of working or providing new and reliable solutions to the problems. Creating new systems and practices that help the organization to produce better and to achieve customer satisfaction are the components of an innovative process. Providing the best possible value to customers, achieving product excellence and reducing the cost of outputs at the same time are the other important components that should be prioritized. Yang (2007: 47) and Kim and Mauborgne (2005:15) indicate that creativity is never created by any new factors but rather by the industry or the organization itself. According to the writers, successful organizations are the ones who are able to create new needs for customers and new markets for companies. In today's changing environment, the best organizations are the ones who can continuously innovate on a developing basis. Stver kova, et al. (2011:42) emphasizes that innovation is creating new ideas and defining ways to deliver goods and services to satisfy customers or new systems or practices that help organizations produce better. Therefore, innovative organizations should primarily have the ability to transform creative ideas into useful outputs.

An organization operating according to the strategy of the blue market seeks to create new products, innovative work environments, innovative production processes, and marketing methods. Kim and Mabourgne (2006:20) introduced the so-called strategic model in which the researchers suggested that value-adding without innovation becomes mere ‘addition’ and innovation without value becomes only ‘a technology’. Modern organizations now seek to focus on the ‘future’ rather than just functioning in a specific market and they want to go beyond the expectations of consumers (Al-Tai, 2006).

CHAPTER FOUR

4. FIELD STUDY FRAMEWORK

The aim of this study chapter is to present and analyze the results achieved through the study sample. Responses of interviewees are used for displaying iterations, percentages, arithmetic data, and standard deviations to verify the validity of the hypothetical model of the study. Therefore, this chapter is divided into the following sections:

The first topic: Description of the study population and sample and the individuals interviewed.

The second topic: Description of the variables of the study at Polytechnic University.

The first topic

Description of the study population and respondents participated in the study for data collection is an important step for the success of a study. The reasons why the study group is chosen, a description of the study sample and the limitations of it are the main issues of this section.

Polytechnic University was chosen for making the necessary analyses, and for analyzing the hypothesis.

- The sector of education has an important position in the process of construction and development of this study.
- Universities have a specifically important position in shaping human life. They prepare humans for specific positions in life. Individuals carry out important works in business life on the basis of their university education. Universities have a great role in determining the fate, future, and hopes of people.
- The intellectual output and outputs of the educational process in universities are based on the fact of creativity; creative works are shaped and prioritized in these significant institutions.

The research sample was selected according to the stratified random method. The questionnaire forms referred to in Appendix (2) were distributed to the faculty members of the university and included scientific titles (professor, assistant professor, teacher, assistant teacher). In accordance with the study directions, the researcher distributed the questionnaire to the respondents, namely, the teaching staff. A total of 200 forms were distributed. The University of Duhok Technical was chosen for the process and 180 of the forms were determined to be valid for analysis. The percentages are presented in Table 4.

Table 4. Distribution of questionnaire forms to respondents at Duhok Technical University

N	Colleges	Percentage of total valid forms		Percentage
		Distributed	Received and valid	
1.	Duhok	35	30	16.66%
2.	Aqra	35	30	16.66%
3.	Emadi	35	28	15.55%
4.	Sheikhan	30	30	16.66%
5.	Zakho	35	35	19.44%
6.	Bardarsh	30	27	15%
Total		200	180	100%

In order to describe the population of the study, the data obtained by the researcher about the questionnaire form are specified and presented in Table 5.

Table 5. Frequency Distribution and Percentages of Characteristics of Individuals

Gender						
Female		Male				
%	N	%	N			
43.3	78	56.6	102			
Age						
MOR-51		50-41		40-31		
%	N	%	N	%	N	
13.8	25	22.2	40	63.8	115	
Social status						
Single		Married				
%	N	%	N			
33.3	60	66.6	120			
Education level						
MBA		DR				
%	N	%	N			
66.6	120	33.3	60			
Length of service						
MOR-22		21-16 Y		15-5Y		
%	N	%	N	%	N	
16.66	30	33.3	60	50	90	

Table prepared by the researcher

The analysis of Table 2in terms of frequency and percentages is presented below:

1. Gender: 56.6% of the respondents at the university level are male while 43.3%are female. According to this data, the majority of teaching staff are male.
2. Age: The most visible age group is between the ages 40-31; the second biggest age group is between 50-41.
3. Marital Status: It was found that the majority of the sample of the study is married. While 66.6% of the interviewees are married, 33.3% of the interviewees are single, which gives us data about social communication.
4. Educational Qualification: The majority of the respondents have a master's degree (66.6%). On the other hand, the percentage of interviewees with doctorate degrees is 33.3%. This confirms that the two universities provide working opportunities for young teaching staff.
5. Years of service: It is clear that 50% of the respondents have been serving for 5 – 15years, which indicates the accumulation of knowledge for a long time.

The second topic

Description of study variables and diagnosis of Duhok Technical University

This section includes a description of the study variables and making diagnoses through the analysis of the collected data. As mentioned above, the data collected from the participators are analyzed on the basis of frequency distributions, percentages, arithmetic means, and standard deviations. Each variable in the study is carefully determined and analyzed and to achieve this, the data is divided into three sections according to the study variables. This process is described below.

The First: Description and diagnosis of proactive marketing variables

This section describes proactive marketing (focus on product innovation, customer orientation, use of technology, marketing change, competitiveness, marketing efficiency) in general, at an overall sample level. The level of each faculty included in the research is presented in Table 6.

Table 6. Frequency distributions, percentages, and standard deviations of proactive marketing

Variables	The main factors	Symbol	Response scale										mean	standard deviation
			I strongly agree		I Agree		Neutral		I disagree		I strongly disagree			
			S	%	S	%	S	%	S	%	s	%		
Proactive marketing	Focus on product innovation	X1	77	33.6	69	30.1	32	14.0	-	-	2	0.9	4.216	0.813
		X2	54	23.6	111	48.5	13	5.7	-	-	2	0.9	4.194	0.660
		X3	58	25.3	84	36.7	30	13.1	8	3.5	-	-	4.066	0.816
		X4	50	21.8	91	39.7	28	12.2	11	4.8	-	-	4.000	0.825
		X5	44	19.2	87	38.0	31	13.5	11	4.8	7	3.1	3.833	0.994
		X6	60	26.2	76	33.2	36	15.7	8	3.5	-	-	4.044	0.844
	Customer orientation	X7	103	78.6	48	21.0	11	4.8	10	4.4	8	3.5	4.266	1.091
		X8	65	28.4	70	30.6	27	11.8	18	7.9	-	-	4.011	0.957
		X9	61	26.6	79	34.5	24	10.5	8	3.5	8	3.5	3.983	1.027
		X10	63	27.5	90	39.3	27	11.8	-	-	-	-	4.200	0.680
		X11	71	31.0	63	27.5	20	8.7	8	3.5	18	7.9	3.894	1.257
		X12	94	41.0	82	35.8	-	-	4	1.7	-	-	4.478	0.620
		X13	97	42.4	69	30.1	14	6.1	-	-	-	-	4.461	0.637
	Use of technology	X14	93	40.6	67	29.3	20	8.7	-	-	-	-	4.438	0.682
		X15	70	30.6	103	45.0	7	3.1	-	-	-	-	4.350	0.554
		X16	78	34.1	67	29.3	15	6.6	20	8.7	-	-	4.127	0.974
		X17	111	48.5	44	19.2	12	5.2	13	5.7	-	-	4.405	0.9012
		X18	94	41.0	74	32.3	2	0.9	6	2.6	4	1.7	4.377	0.853
		X19	94	41.0	55	24.0	16	7.0	15	6.6	-	-	4.266	0.937
	Marketing change	X20	82	35.8	71	31.0	21	9.2	2	0.9	4	1.7	4.250	0.870
		X21	93	40.6	75	32.8	10	4.4	2	0.9	-	-	4.438	0.6530
		X22	89	38.9	61	26.6	20	8.7	10	4.4	-	-	4.272	0.8705
		X23	77	33.6	67	29.3	34	14.8	2	0.9	-	-	4.216	0.7858
		X24	56	24.5	109	47.6	15	6.6	-	-	-	-	4.227	0.586
		X25	62	27.1	78	34.1	32	14.0	8	3.5	-	-	4.077	0.835
	Competitive	X26	54	23.6	83	36.2	32	14.0	11	4.8	-	-	4.00	0.8521
		X27	46	20.1	81	35.4	35	15.3	11	4.8	7	3.1	3.822	1.009
		X28	77	33.6	67	29.3	36	15.7	-	-	-	-	4.227	0.760
		X29	56	24.5	105	45.9	19	8.3	-	-	-	-	4.205	0.613
		X30	62	27.1	74	32.3	36	15.7	8	3.5	-	-	4.055	0.850
		X31	52	22.7	81	35.4	34	14.8	13	5.7	-	-	3.955	0.876
	Marketing Efficiency	X32	44	19.2	79	34.5	37	16.2	13	5.7	7	3.1	3.777	1.022
		X33	60	26.2	74	32.3	36	15.7	10	4.4	-	-	4.022	0.871
		X34	60	26.2	72	31.4	38	16.6	10	4.4	-	-	4.011	0.877
		X35	52	22.7	79	34.5	36	15.7	13	5.7	-	-	3.944	0.882
		X36	44	19.2	77	33.6	39	17.0	13	5.7	7	3.1	3.766	1.025
		X37	62	27.1	64	27.9	44	19.2	10	4.4	-	-	3.988	0.903

1. Focus on Product Innovation: According to the responses, the study sample [based on this determinant through its indicators (X1-X6)]the arithmetic mean of the answers is 4.058whilethe standard deviation value is 0.825.

2. Customer Orientation: Frequency allocations, computational methods, and standard deviations of study sample responses (X7-X13) the average is 4.184 and the standard deviation is 0.895.

3. The Use of Technology: The results indicate that (X14-X19) the mean of this dimension is 4.32 and a standard deviation is 0.8168. This indicates that the administrative leaders in the university rely on technology in their decisions

4. Marketing Change: The answers to the study sample have a mean of 4.246 and a standard deviation of 0.766. 22% of the sample is neutral about the issue.

5. Competition: The results of the frequency distributions, arithmetic media and the standard deviations of this dimension represented by the variables (X26-X31) are carefully observed. The mean arithmetic value is 4.044. The standard deviation is 0.8266.

6. Marketing Efficiency: The results of the respondents' answers indicate that the study sample on this dimension (X32-X37), the arithmetic mean is 3.198 and the standard deviation is 0.93.

Second: Description and diagnosis of innovative value variables

This section describes the innovative value of b (Eliminate, Raise, and Create) at the macro level of the study sample. The results are presented in Table 7.

Table 7. Frequency distributions, percentages and standard deviations of innovative value dimensions

Variables	The main factors	Symbol	Response scale										mean	standard deviation
			I strongly agree		I agree		Neutral		I disagree		I strongly disagree			
			S	%	S	%	S	%	S	%	s	%		
innovative value	Eliminate	X38	103	45.0	38	16.6	19	8.3	12	5.2	8	3.5	4.2000	1.1453
		X39	67	29.3	58	25.3	35	15.3	18	7.9	-	-	4.288	0.1061
		X40	61	26.6	69	30.1	34	14.8	8	3.5	8	3.5	3.927	1.051
		X41	69	30.1	75	32.8	36	15.7	-	-	-	-	4.1833	0.7435
		X42	71	31.0	61	26.6	26	11.4	7	3.1	15	6.6	3.922	1.202
		X43	96	41.9	69	30.1	12	5.2	3	1.3	-	-	4.433	0.693
	Reduce	X44	95	41.5	59	25.8	25	10.9	1	4	-	-	4.377	0.741
		X45	83	36.2	64	27.9	29	12.7	3	1.3	1	0.4	4.250	0.824
		X46	65	28.4	94	41.0	17	7.4	4	1.7	-	-	4.222	0.7055
		X47	78	34.1	57	24.9	23	10.0	20	8.7	2	0.9	4.050	1.053
		X48	102	44.5	46	20.1	18	7.9	14	6.1	-	-	4311	0.9412
		X49	87	38.0	71	31.0	11	4.8	6	2.6	5	2.2	4.2722	0.9265
	Raise	X50	84	36.7	60	26.2	23	10.0	13	5.7	-	-	4.1944	0.922
		X51	76	33.2	73	31.9	22	9.6	3	1.3	6	2.6	4.166	0.942
		X52	89	38.9	76	33.2	12	5.2	3	1.3	-	-	4.394	0.689
		X53	86	37.6	64	27.9	22	9.6	8	3.5	-	-	4.266	0.8429
		X54	75	32.8	67	29.3	36	15.7	2	0.9	-	-	4.194	0.7917
		X55	53	23.1	107	46.7	18	7.9	-	-	-	-	4.3833	1.864
	Create	X56	60	26.2	76	33.2	29	12.7	11	4.8	2	0.9	4.338	0.1819
		X57	56	24.5	83	36.2	27	11.8	12	5.2	2	0.9	3.994	0.9123
		X58	46	20.1	84	36.7	26	11.4	15	6.6	9	3.9	3.7944	1.071
		X59	72	31.4	68	29.7	32	14.0	6	2.6	2	0.9	4.122	0.894
		X60	53	23.1	100	43.7	20	8.7	4	1.7	3	1.3	4.088	0.8006
		X61	59	25.8	78	34.1	29	12.7	12	5.2	2	0.9	4.000	0.927

1. Eliminate: The results indicate that respondents at the universities of the study sample in this dimension (X38-X43) with an average of 4.15 and a standard deviation of 0.823.
2. Reduce: Data indicate that the indicators of that dimension (X44-X49). The arithmetic mean is 4.247 and the standard deviation is 0.89.
3. Raise: The results of the respondents' answers and the overall level of the indicators of this dimension (X50-X55) show the arithmetic mean is 4.266 and the standard deviation is 1.006.
4. Create: Frequency distributions, percentages, arithmetic means and standard deviations of responses to the terms in this direction (X56-X62) the mean of this dimension is 4.056 and the standard deviation is 0.798.

CHAPTER FIVE

5. TEST HYPOTHESIS

This chapter aims to test the hypothesis of the study to identify the correlation and interaction between the in dependent and dependent. The validity of the assumptions will be verified through the use of a number of statistical methods and tools which are chosen to perform the analysis of the study variables.

The first topic: Analysis of correlations.
The second topic: Analysis of impact relations.
The third topic: Analysis of variance.

The first topic
Analysis of correlations
Analysis of correlations between study variables

The descriptions and diagnosis based on the descriptive analysis data were analyzed and the correlations between the study variables were determined. The correlation between proactive marketing and innovative value is analyzed by using the correlation coefficient (Spearman) and the level of significance ($P \leq 0.05$). The process is described below:

1. Analysis of correlations between proactive marketing and innovative value:

This section focuses on testing the second hypothesis of the correlation between study variables. The determined variables are closely related to proactive marketing and the innovative value in the study sample at Duhok Technical University at the macro and micro-levels.

1.1: The relationship between proactive marketing and innovative value at the micro-level of the study sample

Table (8) shows that there is a positive and statistically significant correlation between the variable of proactive marketing and the variable of innovative value. The correlation coefficient total index is 0.735^{**} which is a significant value (0.01).

According to this data, the third hypothesis at the macro level of the study sample is accepted.

Table 8. Association between the dimensions of the innovative value and proactive marketing at micro-level in the study sample

Proactive marketing / Innovation	Focus on product innovation	Customer orientation	Use of technology	Marketing change	Competitive	Marketing Efficiency	Overall index
Eliminate	0.461**	0.787**	0.487**	0.566**	0.457**	0.227**	0.648**
Reduce	0.119	0.427**	0.445**	0.323**	0.237**	0.314**	0.406**
Raise	0.338**	0.453**	0.419**	0.637**	0.499**	0.389**	0.598**
Create	0.440**	0.227**	0.228**	0.439**	0.264**	0.276**	0.406**
Overall index	0.506**	0.683**	0.558**	0.698**	0.514**	0.419**	0.735**

The table is prepared by the researcher based on the results of electronic calculation

1.2:1 The relationship between proactive marketing and each dimension of innovative value at the micro-level of the study sample

Table 8 shows that there is a significant correlation between innovative marketing and each dimension of innovative value. According to the table, the strongest correlation is between customer orientation and innovative value of exclusion; the correlation coefficient is 78%. On the other hand, the weakest correlation is between customer focus and reduction; the correlation coefficient is 11%. Based on these data, it can be said that the third correlation hypothesis is fully confirmed at macro-index while partially confirmed at sub-dimensional levels.

According to correlation analysis, the relationship between the two study variables is very strong in most dimensions, which indicates that the chosen dimensions represent the study sample in a good manner. This is specifically represented in the macro and micro-levels of the study sample.

1.2.2. The relationship between proactive marketing and innovative value of universities in the study

As shown in Table 9, a strong correlation is identified between each of the dimensions of proactive marketing at Duhok Technical University. As known, the university is a pioneer in terms of the direction towards marketing. According to the values presented in the table, it can be said that 81% of the university sample tends to focus on the services it provides to teachers and society. On the other hand, the lowest percentage of proactive marketing is determined at Bardash University; the reason for this may be the geographical location of the university and the nature of the region.

Table 9. Correlations between innovative value and proactive marketing at the level of the university sample study

	Proactive Marketing						
Innovation value	University	Focus on product innovation	Customer orientation	Use of technology	Marketing change	Competitive	Marketing Efficiency
	Duhok	0.811**	0.801**	0.870**	0.880**	0.504**	0.757**
	Aqra	0.5.6**	0.683**	0.558**	0.968**	0.751**	0.637**
	Emadi	0.760*	0.894*	0.928*	0.894**	0.812**	0.586**
	Sheikhan	0.339	0.934**	0.931**	0.938	0.849	0.923
	Zakho	0.787**	0.487**	0.566**	0.456**	0.227**	0.620**
	Bardarsh	0.461**	0.119**	0.388**	0.657**	0.698**	0.492**

The second topic

Analysis of impact relationships

Analysis of impact relationships between study variables

In order to know the level of significance in the relationships between study variables, it is crucial to make an analysis of the variables both separately and as a whole. An analysis of the impact of study variables and interpretation of statistical significance is presented below:

1. Analysis of the impact of proactive marketing on innovative value

This dimension includes testing the fifth hypothesis which states that there is a significant effect of proactive marketing on innovative value according to the study sample at Duhok Technical University. According to the sub-hypotheses derived from that assumption, there is a significant effect of proactive marketing on the innovative value.

A. The effect of proactive marketing on innovative value at the macro-level of the sample study

Table (10) shows that there is a significant impact of proactive marketing on innovative value, supported by the calculated value (F) of 208,838. This data indicates that the regression curve is useful for explaining the relationship between innovative value and innovative marketing at the macro-level. The (R2) coefficient is 0.540, which indicates that the independent variable's ability to explain the organization's influence is about 50%. This value increased the regression coefficient (β1) to 0.669. This finding is confirmed with the study by Al-Nouz (1999) and Banai et al. (2004). The study by the researchers suggests that innovative value, even partially, has a clear impact on the composition of innovative marketing. This information indicates the validity of the fourth hypothesis. Proactive marketing affects the VS value in the university sample study.

Table 10. The effect of proactive marketing in the innovative value at the macro-level of the study sample

Independent / Certified	Proactive Marketing		R^2	F Values	
	β_0	β_1		Calculated	
Innovative Value	0.735	0.669 (14.451)**	0.540	208.838	3.84

The table is prepared by the researcher based on the results of electronic calculation P≥0.05, N= 180

The effects of proactive marketing on the innovative value dimension at the college-level and micro-level for the study sample are presented. Table 11shows the relationship between proactive marketing and innovative value at the dimensional level The data presented in the table indicates that the strongest effect is between the dimensions of eliminate and marketing; the calculation result based on R^2value is 0.420. According to the F value calculation, the result is 128,951. On the other hand, the weakest relationship is in the dimension of ‘create’ where the value of R^2 is 0.15 and the value of F is 35.1116, which in both cases is greater than the tabular values. On the basis of these data, it can be said that the fourth hypothesis is fully verified along with the hypothesis related to this dimension. The impact of proactive marketing and dimensions of innovative value is significant.

Table 11. The effect between each dimension of the innovative value and proactive marketing at macro-level for the study sample

Innovative Value	Proactive Marketing		R^2	F	
	β0	β1		Calculated	
Eliminate	0.648	0.666 (11.356)**	0.420	128.951	3.84
Reduce	0.406	0.583 (5.936)**	0.165	35.233	
Raise	0.598	0.731 (9.942)**	0.357	98.841	
Create	0.406	0.743 (5.929)**	0.156	35.115	

The table is prepared by the researcher based on the results of electronic calculation $P \geq 0.05$, N= 180, DF= 1,179

B. Analysis of Impact Relationships between Proactive Marketing and Innovative Value based on the Sample Study (Universities)

Table 12 shows that the most effective relationship between proactive marketing and the innovative value is at Duhok Technical University with a value of 81%. It is determined that Duhok Polytechnic University is interested in the dimensions of value and proactive marketing. The university has an important position in the competition in the university sector in Kurdistan Region. Duhok Technical University is followed by Sheikhan Polytechnic as the second among the analyzed universities, with a value of 73%.

Table 12. The relationship between proactive marketing and innovation value of each university group

Innovation value	Sample	proactive marketing		R^2	(F)	
		B1	B0		Calculated	
	Duhok	0.901	0.609	0.813	12.377	3.84
	Aqra	0.780	0.408	0.609	13.146	
	Emadi	0.834	0.480	0.697	13.370	
	Sheikhan	0.845	0.781	0.731	15.141	
	Zakho	0.816	0.473	0.666	8.328	
	Bardarsh	0.808	0.489	0.654	4.340	

The third topic

Analysis of variance

This section is based on the hypothesis of variance and the extent of variation between study samples (different universities) in terms of innovative value according to the dimensions of proactive marketing. In this part of the study, the fifth hypothesis, which states that there is a variation in the extent of awareness of the study sample for each dimension of study (proactive marketing, and innovative value) will be answered.

1. Analysis of variance in the faculties of the study sample.
2. Sample study variations in innovative value as a factor of proactive marketing strategies.

The content of the fifth hypothesis refers to the variation in the study sample at the Technical University of Duhok according to proactive marketing. As can be seen from Table 13, there is a clear variation in the study sample for proactive marketing. The variation is seen through the significance of the model represented by the calculated value of F (16.639) which is significant value at the level of $P \leq 0.05$.

Table 13. Sample study variation in innovative value as a factor of proactive marketing

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	28.916	35	0.826	16.639	0.000
W. G.	7.150	144	0.050		
Total	36.067	179			

$P \leq 0.05$ $N = 180$

A. Analysis of study sample variance in innovative value by sample universities

Table 14 indicates that there is a variation in the sample of the study according to its inventive value through the hypothetical model, which is a function of the calculated value of 2.159. This is higher than the tabular value, which is 0.05. This means that the hypothesis is partially acceptable.

Table 14. Sample study variability in innovation value by universities sample research

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	2.017	5	0.421	2.159	0.000
W. G.	33.960	174	0.195		
Total	36.067	179			

$P \leq 0.05$ $N = 180$

Duncan test is conducted to determine the degree of variance among the samples at the University of Duhok. The average of the obtained results is 4.0917. According to the table, each college within the university will reduce or change its value according to the change or variance in proactive marketing. According to the table, Bardesh University had the lowest mean (4.3627).

Table 15. University variations according to innovative value

Group	N	Subset for alpha = 0.05	
		1	2
Emadi	28	4.0506	
Duhok	30	4.0917	
Sheikan	30	4.1389	4.1389
Zako	35	4.1619	4.1619
Aqra	30	4.3014	4.3014
Bardarsh	27		4.3627
Sig.		.051	.075

Means for groups in homogeneous subsets are presented.

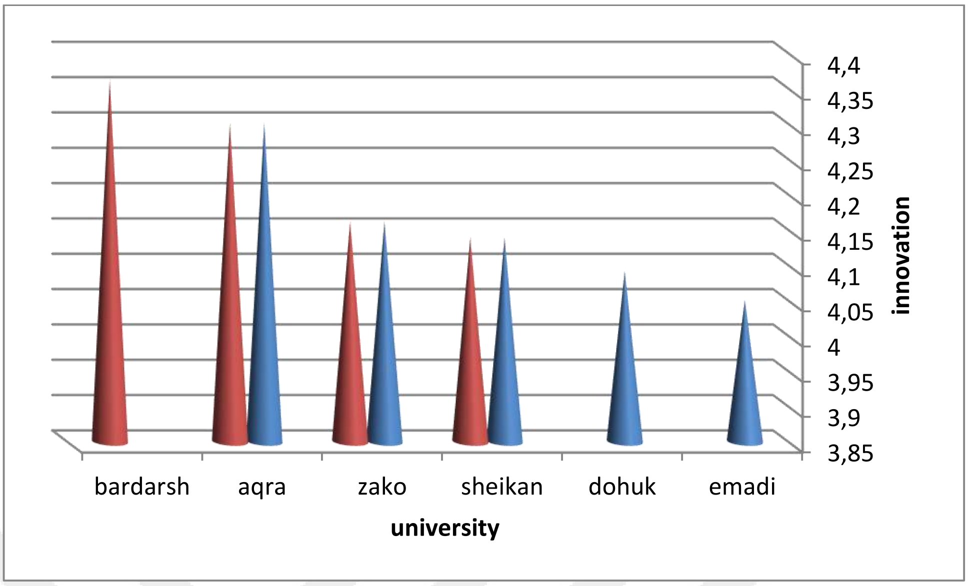


Figure 4. Innovative value of each university

B. Analysis of Proactive Marketing Variance depending on the Sample Study

In order to complete the fifth test on the variability of the study sample according to the basic variables, One Way ANOVA is conducted. The variation of the study sample in terms of proactive marketing is tested. As presented in Table 16 below, there is a slightly significant discrepancy between the samples of the study in terms of proactive marketing. This is determined on the basis of the significance of the calculated value (F= 0.620), which is not significant at the level of $P \leq 0.05$.

Table 16. Different universities sample study about proactive marketing

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	0.524	5	0.105	0.620	0.684
W. G.	29.419	174	0.169		
Total	29.943	179			

$P \leq 0.05$ N = 180

The Duncan test is conducted despite the low significance level in the relationship. Table 15 indicates that there are some differences among universities, but not at a high significance level. Table 15 and Figure 6 show that the most proactive university in marketing was Zakho University with an arithmetic mean of 4.0659; this university is followed by Sheikhan College (4.0665). The lowest university was Bardarsh with an arithmetic mean of 4.2213.

Table 17. University variations according to proactive marketing

Croup	N	Subset for alpha = 0.05
		1
Zako	35	4.0659
Sheikan	30	4.0665
Emadi	28	4.1403
Duhok	30	4.1437
Aqra	30	4.1594
Bardarsh	27	4.2213
Sig.		.209

Means for groups in homogeneous subsets are presented

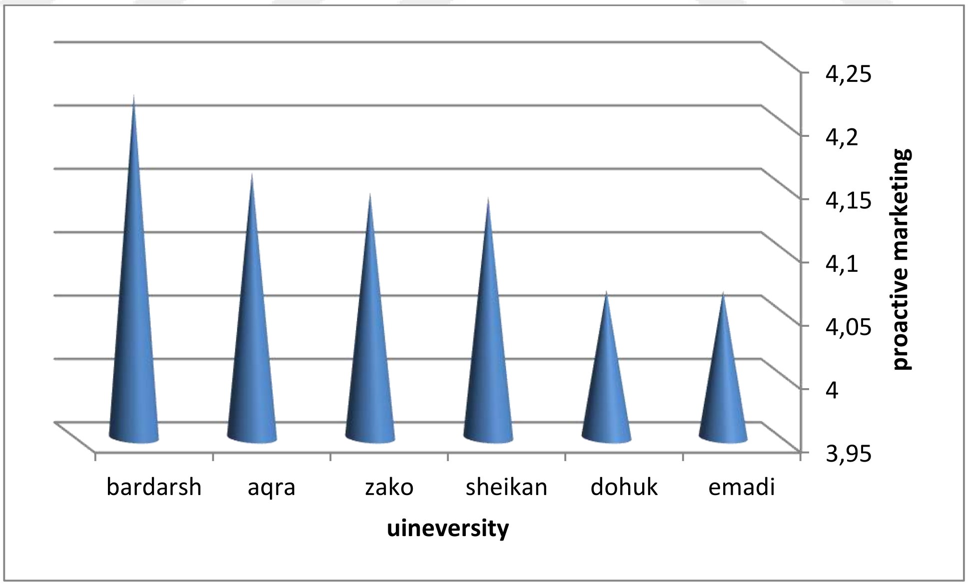


Figure 5. Proactive marketing of each university

Based on the analysis of variance about universities in the sample study, it can be said that there are differences in terms of the extent of the impact of innovative value on proactive marketing. On the other hand, the table presented below shows the variations in the faculties of the study samples according to their arithmetic data.

Table 18. The extent of variance in the sample Universities by basic variables

Impact	Proactive Marketing	Innovation value
Lowest	Zako	Emadi
	Sheikan	Duhok
	Emadi	Sheikan
	Duhok	Zako
	Aqra	Aqra
Highest	Bardarsh	Bardarsh

The table is prepared by the researcher based on the results of the analysis of variance

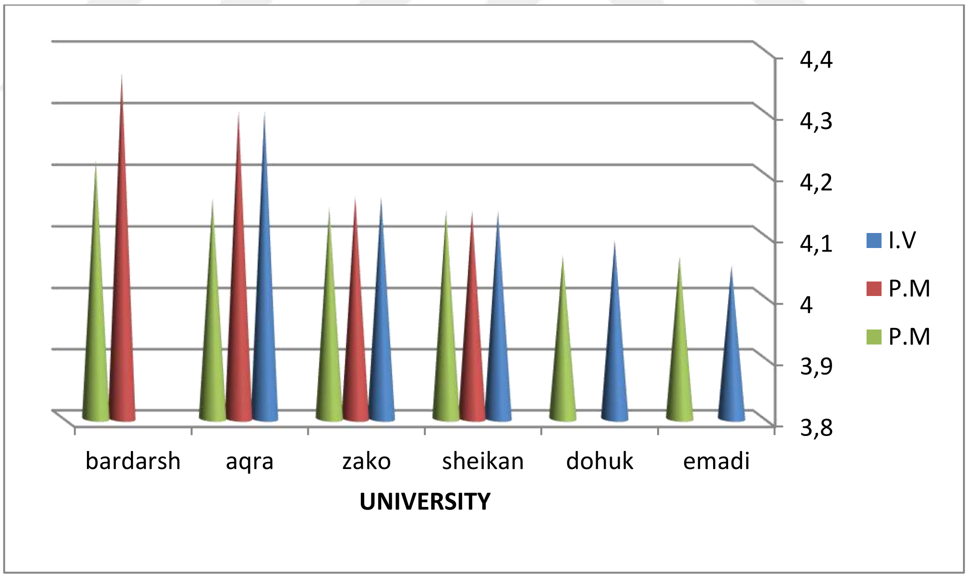


Figure 6. Innovative value and Proactive marketing of each university

CONCLUSION AND RECOMMENDATIONS

The results of the study are based on the designed theoretical frame and researches are carefully carried out for collecting data about the main subject. Results are then analyzed and suggestions are shaped for guiding future studies about the same subject. Company administrations can benefit from the results of this study.

A. There are a number of conclusions reached in this study. Conclusions about each variable evaluated in the study are separately explained below:

a. Conclusions:

1. At the end of the theoretical review, it is determined that proactive marketing strategies are one of the most important keys to success. They are useful in researches and they help their users benefit from opportunities in different markets before their competitors. Companies that practice proactive marketing strategies move one step beyond their competitors. Similarly, universities should make use of these strategies if they want to present a qualified education.
2. It is determined that there are different opinions in the study sample. Each dimension of proactive marketing is explained from a different perspective and innovative value is perceived differently. So universities must take these differences into account; the views of the sample about the evaluated dimensions and their importance in measurement are also important for universities.
3. According to The questioners, the long-term reduction of costs, increasing profitability, and survival in a market are the key factors that should be taken into consideration.
4. The study sample agreed that the dimension of ‘create ‘should be adopted in many fields. The factor of creativity has many benefits for the customer as it helps companies and organizations move one step beyond the others.
5. It is determined that organizations must work to increase the customer benefit and reduce costs; through these steps, organizations can achieve

unique innovative value through renewing and developing existing services or products.

6. The researcher determined that organizations used to focus merely on value-added concepts as a competitive advantage as they used work in less competitive markets. Along with the increase in competition, customers, technology and market demands have drastically changed. Today, it is important to foresee what is coming, make reliable predictions and benefit from the opportunities even before they appear. Innovative value is one of the most crucial determinants of success. In this study, it is determined that organizations cannot survive in the business environment if they solely rely on added value. High performance and sustainable growth should be the priorities besides the factor of added value.
7. The results of the analysis through the interviews with the study sample indicate that the sample completely agreed on the idea that pre-emptive marketing is one of the important things to consider when the goal is to form a value'.
8. The study indicates that the quality of the work is significant besides the factor of sustainability. An organization can compete with the others as long as it creates value in its works and products, which will naturally increase the customers in the end.
9. The results of the study indicate that there is a high agreement levelin the study sample. Proactive marketing of the universities in the study is not only based on having good teaching staff, but also on the sense of 'responsibility of these individuals about their institution. According to the results, internalization of the concept of reputation through reliable coordination in the university and high performance are also significant.
10. As mentioned in the descriptive analysis of the study sample on the dimension of 'raise', it may be difficult to form an innovative value; however, it is highly important for the university to survive. Universities just like all other institutions function in competitive environments; because of that, they should adapt to changes and increase their quality as much as possible. All of the dimensions in universities should be supported and values that are special to universities should be created.

11. In the descriptive analysis of the proactive marketing dimension, it is observed that the study sample shares similar views about the dimension of 'the use of technology'. On the other hand, according to this data, the extent of the contribution of technology to the formation of proactive universities should be carefully analyzed. The current competition among different universities can be understood only when technology is involved in the process of analysis. Technology is an important part of both personal and social life, and it should be used in universities to cope with the competition.
12. The sample of the study agreed on the description and diagnosis of innovative marketing:"Changes in marketing are difficult to cope with, innovation is necessary to be successful .On the other hand, it can be said that if universities want to be innovative and have a seat in the marketing environment, they should not follow the same strategy; they should change and adapt to the changes in the sector as 'change' is the only truth in today's world.
13. The results of the sample data statistical analysis indicate a strong and significant correlation between the variables of the study at the macro-level. It is known that competition creates a proactive growth in business.
14. The results of the statistical analysis on the correlations show that the strongest correlation is between customers and exclusion. This is an indicator of the necessity to exclude inefficient customers within proactive marketing, which shows the importance of innovative value.
15. The results of the statistical analysis indicate that there is a high correlation between the variables of the study. On the other hand, according to the results, innovative value is significant. Proactive marketing relies on innovation and cannot be separated from it. The sample study confirms this assumption. It is determined that innovative value brings a good reputation.
16. The results of the statistical analysis indicate that there is a significant and positive correlation between proactive marketing and innovative value. Sample universities agreed that innovative value should be studied and proactive marketing should be prioritized in all departments. Proactive marketing strategies should be carefully analyzed and implemented according to the variables of the competitive environment.

17. The results of the impact analysis at the micro-level indicate that the positive effect between both proactive marketing and the dimensions of the innovative value is very good and the reason for this is the dimension of exclusion.
18. The results of the analysis at the college level in terms of affecting the dimensions of innovative value indicate that the University of Duhok is the pioneer in terms of having marketing strategies for achieving creativity in innovative value. Sheikhan Technical University is the second one in this dimension.
19. The results of the statistical analysis of the variance after Duncan equation show that the sample universities slightly differ depending on proactive marketing. This indicates that all universities focus equally on proactive marketing variables; they basically know the importance of that variable in the formation of value.
20. Duncan equation analysis for determining the discrepancy about the innovative value in sample universities indicates that there is a noticeable and very clear variation in the value of the universities. The University of Ammady is the first when compared to the other universities according to its arithmetic mean. This indicator depends on the nature of the learning environment in the university, which attracts students through marketing and makes them feel valuable when compared to the other universities.
21. The results of the analysis of variance by the Duncan equation on the innovative value dimension indicate that the universities in the research sample significantly differed in their focus on the dimension of the innovative value.
22. The results of the variance analysis, based on Duncan equation, indicate that universities partially differed after proactive marketing. The University of Zakho occupied the largest position in terms of disparity in proactive marketing. This result is reliable as it is determined that Zakho University is different from the others in terms of its proactive method andits perception of innovative value. The university prioritizes different social dimensions in its activities.

23. Value innovation plays an important role in developing attractive quality for customers and creating value for other stakeholders. Therefore, value innovation is an important part of a cognitive map of stakeholder-oriented quality management. Since value innovation is at a business level, developing the cognitive map of stakeholder-oriented quality management should adopt quality management at a business level. Here, value innovation is the link between the enablers and the results of stakeholder value. It is true that the organizations' adoption of proactive marketing strategies is a highly important element for creating value.
24. In the end, it can be said that strategic or proactive marketing encourages organizations to adopt strategies that enable them to predict future factors in a market, which is called the value of innovation. The concepts of the Blue Ocean become significant at this point, which improves costs and ensures companies/institutions/organizations achieve the greatest benefit.

Recommendations

Based on the findings of the current study, the researcher develops a set of proposals that he deems appropriate to enhance the variables and dimensions of the study. It is suggested to apply them in the organizations that seek to reach success. The researcher also presents a number of suggestions for future studies related to the variables of the current study:

1. The university teaching staff should that participates in the training courses which will contribute to the development of creative skills and cognitive abilities. This has a significant impact on improving university values as teaching staff is one of the most expensive resources of the organization that contribute to the creation of innovative products. It should always be remembered that academicians have a great sense of social and environmental responsibility and the ability to improve the quality of knowledge.

2. Universities concerned with proactive marketing and value creation should achieve creativity in the financial dimensions and determine organizational weaknesses through the adoption of a number of organizational goals. Obtaining certificates of creativity and quality granted by higher organizations, getting market share and

improving organizational reputation within universities are some of the goals that can be beneficial for organizational development.

3. The study suggests that it is necessary to conduct surveys to determine student reactions to educational environments in order to enhance a university's value. On the other hand, it is important to determine the views of teachers about competitors.

4. This study suggests that institutions should benefit from this study and take the environment surrounding the institution into account while analyzing this study as it demonstrates the importance of innovative value and proactive marketing in education.

5. Investors should support universities and institutions in the education sector in the province of Duhok. On the other hand, the support of teachers and professionals in the education sector is very important. Education should be supported especially in the universities in the Kurdistan region and in the province of Duhok.

6. The instruments used for advertising by local universities should be supported and developed. Regulations in the university education sector in the province of Duhok should be reviewed. There is a high necessity in the region for qualified teaching staff to raise well-educated individuals and increase the intellectual level of the society.

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APPENDICES

Appendix 1: Originality Report

SOSYAL BİLİMLER ENSTİTÜSÜ

YÜKSEK LİSANS TEZ ÇALIŞMASI ORJİNALLİK RAPORU

ÖĞRENCİ BİLGİLERİ	
Adı-Soyadı	BOTAN TARIQ M. SALIH
Öğrenci Numarası	172216110
Enstitü Anabilim Dalı	İşletme
Programı	İşletme
Danışmanının Unvanı, Adı-Soyadı	Prof. DR. Burcu Özcan
Tez Başlığı (Türkçe)	Proaktif Pazarlama

SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ'NE

Yukarıda başlığı belirtilen tez çalışmamın a) Kapak sayfası, b) Giriş, c) Ana bölümler ve d) Sonuç kısımlarından oluşan toplam ...84.... sayfalık kısmına ilişkin, .12./.12./.2019 tarihinde şahsım/tez danışmanım tarafından Turnitin adlı intihal tespit programından aşağıda belirtilen filtrelemeler uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı % .15 ......'tür.

Uygulanan filtrelemeler:

1- Kabul/Onay ve Bildirim sayfaları hariç,
2- Kaynakça hariç
3- Alıntılar hariç/dâhil
4- 5 kelimeden daha az örtüşme içeren metin kısımları hariç

Yukarıda bilgileri verilen öğrencinin doktora tezi Sosyal Bilimler Enstitüsü Yönetim Kurulu tarafından belirlenen azami benzerlik oranlarını aşmadığını ve tez çalışmamın herhangi bir intihal içermediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Gereğini saygılarımla arz ederim.

Prof. Dr. Burcu Özcan
Danışmanın Adı-Soyadı
(İmzası)

Prof. Dr. Bahir Kırmaz
Anabilim Dalı Başkanı
(İmzası)

Lisansüstü tezler, savunma öncesinde **intihal program raporu** ile birlikte enstitüye teslim edilir.

İntihal raporu ile ilgili olarak etik kurallar dâhilindeki benzerlik oranları ilgili Enstitü Yönetim Kurulu tarafından belirlenir. (Enstitü Yönetim Kurulu tarafından tezin, intihal kapsamı dışında değerlendirilmesi için TURNITIN'den alınan raporda "benzerlik oranı"nın, "alıntılar hariç" en fazla **%10**, "alıntılar dâhil" **% 30'u** geçmemesi şeklinde kabul edilmiştir).

Appendix 2: Questionnaire Form

FIRAT UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

Questionnaire form

Professor / Professor................

Good greeting...

Keep in your hands a questionnaire tagged "Proactive marketing and its impact in. This study is based on innovative value, so the researcher would like your valuable contributions to the success of this study. That you think they explain the variable as the researcher would like you to:

1. No need to mention the name.
2. The success of this study depends on the correctness and accuracy of the answer.
3. Please do not leave any paragraphs.
4. The researcher is ready to answer any questions or problems you face.

With all gratitude and appreciation

SUPERVISED BY — PREPARED BY

Prof. Dr. Burcu OZCAN — BOTAN TARIQ M. SALIH

Identification information

The University:

1. Faculty:
2. Scientific Section:
3. Gender: () Male () Female

4. Age () years
5. Marital status: () Married () Single
6. Qualification: () PhD () Master
7. Scientific title: () Professor () Assistant Professor () Teacher () Assistant teacher
8. Years of service: ()
9. Duration of service outside the university: ()
10. Current Position: ()

Proactive marketing First: Focus on product innovation which represents the ability of the company to design and provide innovative products and to develop products that are different from what is offered by its competitors						
No.	Question	I Agree	I Strongly disagree	Neutral	I do not agree	I strongly disagree
1.	The university rewards individuals who have leniency and contribute to the new product development processes					
2.	The university continuously seeks to develop its products in line with the needs and wishes of customers					
3.	Management encourages the development and use of technical services or new products that are introduced for the first time					
4.	The university constantly focuses on designing innovative service products					
5.	The university relies on providing designs for educational services that are different fromcompetitors					
6.	The university has a specific department for research and development in the field of new services					
Second: Customer orientation						
7.	Customers receive free advertisements that contribute greatly to increase their knowledge about the university or institute					

8.	Information received by customers about the university is credible and transparent and it does not contradict with previous knowledge					
9.	The university seeks to provide some awards or grants as an attempt to maintain customers					
10.	The university responds quickly to changes in the needs and desires of customers					
11.	The university takes positive and negative customer feedback					
12.	The university is constantly focused on the needs and desires of customers and attempts to satisfy them					
Third: Tendency towards the use of technology						
13.	The university gives importance to developing products and services and it is a pioneer in its market					
14.	The university uses its technological facilities and modern technologies immediately after they are established					
15.	The university relies on good financing on innovative products					
16.	The university seeks to be a pioneer in the use of modern technology					
17.	The level of technology used in our university is higher when compared to universities in the same sector					
18.	The university uses technology in its operations and this contributes to the achieving goals of the institution					
Fourth: Marketing change						
19.	The university invests in new means of research and development to acquire a competitive advantage					
20.	The university constantly makes innovations in the marketing field					
21.	The university seeks to identify and benefit					

	from the opportunities available to competitors					
22.	The university monitors the changes in the market and responds quickly					
23.	The university provides many programs and strategies that enable professionals to change marketing strategies as quickly as possible					
24.	The university is working to rely on building a positive atmosphere for accepting change in the demands of customers and in marketing management					
Fifth: Competitiveness						
25.	The university is one of the first to provide new services to the market					
26.	The university is a leader in innovation compared to its competitors					
27.	The university relies on alliances with many sources and competitors to benefit from any available opportunity					
28.	The university has a comprehensive knowledge of competitors' activities and strategies in the market					
29.	The university is characterized by rapid changes in response to changes in competitors’ strategies					
30.	The university is always keen to provide services innovatively and continuously when compared to the competitors					
Sixth: Marketing efficiency						
31.	The university has marketing programs that are efficient for its activities					
32.	The university has the knowledge necessary to efficiently lead the market					
33.	The university is one of the first universities in the market in terms of the mechanisms that it works on					
34.	The university studies on the wishes of					

	customers and recipients					
35.	The university adopts superior management models that help it to respond quickly to the market					
36.	The university management has the ability to change its services in response to the changing market conditions					

Innovative Value First Eliminated						
No.	Question	I Agree	I strongly agree	Neutral	I do not agree	I strongly disagree
37.	The university has information about all its valuable and unnecessary resources					
38.	The university shall exclude unnecessary elements that decrease the quality of the service provided					
39.	The university is keen to exclude any unnecessary process to increase the efficiency of its services					
40.	The university excludes marketing costs that unnecessarily increase the final cost					
41.	The university is one step beyond its competitors as it excludes some processes that do not contribute to creating value					
42.	Certain elements that we consider inappropriate are identified and excluded in the production process					
Second: Reduce						
43.	The university is keen to reduce waste in its available resources					
44.	The university adheres to good and useful ideas economically and technically					
45.	The university is working to reduce the procedures and activities to achieve an accurate flow of work					
46.	The university has human resources that are					

	qualified to offer products at lower costs					
47.	The university renounces ideas and suggestions that are impossible to implement					
48.	The university is keen to reduce and avoid potential risks and threats					
Third: Raise						
49.	The university is keen to increase its profits					
50.	The university is keen to increase its market share					
51.	The university is keen to increase the trust of its customers about its services					
52.	The university focuses on improving the quality of services provided to customers					
53.	The university uses new methods to increase the benefits offered to customers					
54.	The university is continuously looking for elements that increase the social acceptance of its products					

Fourth: Innovation						
55.	The university works to encourage innovation and especially when designing new services					
56.	Innovation contributes to expanding the university and attracting new customers					
57.	The University works to create products or services that achieve excellence in a competitive position within the market					
58.	The University is working on discovering new resources that enable it to present the innovative idea to its customers					
59.	The university is interested in feedback as a source of learning and developing appropriate solutions to problems that may be encountered					
60.	The university encourages its employees to innovate and create new benefits					

CURRICULUM VITAE

I was born on June 11, 1988, in the province of Duhok. I completed my primary and secondary education in the province of Duhok. I began my university studies in 2008 at the Faculty of Economics Administration and I graduated in 2011 in Duhok. In 2013 I became an employee at the Ministry of Higher Education. In 2018 I began studying Master's in Firat University, Department of Business Administration. I am married and I have two children. My foreign language is Arabic and English. Personal Information: Nationality: Iraqi, Gender: Male,Email Address: botan.tarq@gmail.com.