



T.C

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**THE ROLE OF TOURISIM PROMOTION TO ACHIEVE
COMPETITVE ADVANTAGE**

PREPARED BY

MUNIRA SAEED MUSTAFA

151203116

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SUPERVISOR

Yrd. Doç. Dr. Mehmet GÜVEN

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TURİZM TANITIMININ ROLÜ

HAZIRLAYAN
MUNIRA SAEED MUSTAFA
151203116

YÜKSEK LİSANS TEZİ

DANIŞMAN
Yrd. Doç. Dr. Mehmet GÜVEN

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım [*The role of tourism promotion to achieve competitive advantage*] adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

06.06. 2017

İmza

Munira Saeed MUSTAFA

BINGOL UNIVERSITY

THESIS ACCEPTANCE AND APPROVAL

This thesis entitled “**The role of tourism promotion to achieve competitive advantage**” presented by **Munira Saeed MUSTAFA** under the supervision of **Yrd. Doç. Dr. Mehmet GÜVEN** in the business administration department has been accepted as a Master Thesis according to the rules of Higher Education Intuition of Republic of Turkey on **05.06.2017** with unanimity of the member of jury.

Chief : Prof. Dr. Sait PATIR

Signature:

Member : Yrd. Doç. Dr. Mehmet GÜVEN

Signature:

Member : Yrd. Doç. Dr. Abdullah OGRAK

Signature:

This thesis has been approved by the committee of the institute of science on/...../..... with decision number /

Signature

Doç.Dr. Yaşar BAŞ

Director of Institution

ÖNSÖZ

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DEDICATION

I dedicate this work to my lovely father and mother, they are everything to me always supports and motivates to me. Then I would like to dedicate to my sister and brother those who offered any help, finally gift it to my all best friend.



ÖZET

Bu araştırma turizm pazarlana bilirligini ve turizm organizasyonunun rekabet avantajını oluşturmakla ilgilidir.

Bu çalışma Süleymaniye valiliğindeki turizm teşkilatı ile ilgili saha araştırması olup turizm pazarlanabilirdik unsurlarının önemini göstermeye çalışmaktır. Özellikle turizm hizmetinin niteliğini belirgin hale getiren 4 ve 5 yıldızlı oteller üzerinde yürütülmüştür. Bu çalışmada, örneklem büyüklüğü (110) çalışan ve genel müdürden oluşmaktadır. Bunlara bir anket uygulanmıştır.

Toplanan veriler istatistiksel (SPSS) programla analiz edilmiştir. Araştırma konusu, turizm ürününün sunulduğu maddi çevrenin turistik tesislerinin çoğunun yeteri kadar tanıtılmadığı, açıkça görülmektedir.

Turizm, dünya çapında pek çok ülkede endüstri ve birincil ekonomik gelir kaynağı olarak görülüyor, nitelikli ve aktif bu modern gösteriye engel oluyor. Otel pazarlana bilirlilik turizmi karışımının faaliyetlerini iyileştirmek için ideal bir yöntem olduğu için modern ve yenilenebilir pazarlana bilirlilik kültürlerini benimseme yolunda ilerlemelidir.

Anahtar Kelimeler: Turizm Karmaşı, Pazarlana bilirlilik, Turizm Örgütleri, Çevre.

ABSTRACT

This research is about studying tourism marketability and its role in creating the competitive advantage for tourism organization. This study is field study on tourism organizations in the Sulaimani governorate in attempt to show the importance of understanding the elements of tourism marketability mix collectively especially the tourism marketability that makes the nature of the tourism service distinct, whereas the study was conducted on 4 and 5 star hotels. The study sample included 110 employees of those hotels with their employment ranks ranging from general manager, line manager, desk employees and hotel management employees. The questionnaire was the main tool in all of the data. Some personal interviews were also held to explain some articles. The answers were analyzed via the statistical (SPSS) program. The problem of the study is apparent in neglecting the majority of tourism facilities of the material environment in which the tourism product is presented.

Tourism is looked at as an industry and a source of primary economical income in lots of countries all around the world, qualified and active thwart to this modern demonstration. Hotels should move towards adopting modern and renewable marketability cultures because it is an ideal way to improve the activities of the marketability tourism mix.

Key Words: Tourism Mix, Marketability, Tourism Organizations, Environment

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

Tourism plays a role, "an important" vital "in economic activity for many countries, there are economies of many countries dependent" great "on them as a source of national income sources and the best example of this, Spain, Italy, Tunisia and elsewhere as it contributed to the tourism in these countries in achieving balance in the balance of payments and resolve economic and social problems, many of which provide jobs for a large segment of the people of these countries, let alone upgrading its cultural level and the accumulation of knowledge to those peoples. For the enjoyment of Iraq's many religious, archaeological and natural sites, it would make the country ranks among the most attractive countries "in the field of tourism, especially in the religious sphere than to the presence of shrines of Imams pure and other shrines honest which was striving with the hearts of Muslims from every corner of the globe.

In spite of the availability of the elements of tourist attractions, but the tourism sector is still suffering from the neglect of stakeholders in the public and private sector alike Among the weaknesses afflicting is not concerned interest in the promotion of tourism services due to lack of awareness of some important because of its importance in achieving customer satisfaction and what therefore, it is a tremendous impact on the future of tourism enterprises. Based on "so this research came attempt to describe the effect of promotional mix certified components are committed to achieving customer satisfaction and to achieve the goals that aspire search has included four

The world is witnessing at the moment our great competitiveness, is the language of the times and the subject of time a worker motivation Which adjusts steps everyone and motivates them to work and more tender, creation and creativity and excellence peers And their competitors through to achieve higher levels of revenue and profitability. Ijaa also be built east Artejah And that the multiplicity and diversity of the challenges facing organizations affecting their behaviors negatively Effective in

the ocean is characterized by strong competition, and are considered consumer tastes and the speed of technological developments Enable them to survive and grow successful and effective strategy lies in the external diagnostics, and internal perimeter

Organization, which enables us to identify opportunities and threats on the one hand, and the strengths and weaknesses of the hand Okhryan. Take advantage of those opportunities and avoid threats, is through owning competitive capacities larger than its competitors, in all Areas. The competitive organization lies in its ability to produce good quality products and at a price acceptable.

1.2. Research Problem

The marketability tourism mix is one of the strategic aspects of marketing management through which the organization can achieve its strategic objectives, keep abreast of the technological development, the technical challenge, and the competitive advantage that enables the organization to survive, grow and continue. Without an integrated marketability mix, the organization cannot achieve this. When the organization has a flexible marketability tourism mix that is able to adapt quickly to environmental variables and to be efficient and effective in employing elements of the marketability mix, the organization with these characteristics has a competitive advantage derived from marketing capabilities and is able to deal positively with the change that the modern environment variables could cause.

Despite the existence of a number of studies related to the achievement of competitive advantage and the factors affecting them, the depth of the relationship between them and elements of the marketability mix has been overlooked at least in the tourism environment of the Kurdistan Region, hence the need to study the relationship between the elements of the mix, the researcher carried out a preliminary survey in a sample of hotels -five stars and four stars- for their interest in the contents of the marketability mix elements, which are working hard to implement them and make them successful in order to achieve their goals.

Also seeking to obtain a competitive advantage to enter the market and compete with other hotels. The lack of clarity in each of the elements of the marketability tourism mix and the competitive advantage may have a negative impact on their

influential relationship, which impedes the study of the relationship between them and exploring them.

On this basis, the problem of the study can be raised within a set of the following questions:

1. Is there a clear perception among hotel managers about the concept of marketability mix elements?
2. Is there a clear perception among hotel managers about the concept of competitive advantage?
3. Does the achievement of competitive advantage in the surveyed hotels derive from elements of the marketability mix of tourism (announcement, personal sales, sales marketability, advertising and public relations)?

1.3. The Importance of Study

The importance of the study stems from the fact that it is related to inviting researchers in the field of marketing management and strategic management to take into consideration the relationship between the elements of the marketability mix and the achievement of competitive advantage. The importance of the study is concentrated on most of the service organizations face today of obstacles to keep pace with business requirements through investment marketing capabilities and to optimize investment prepared by the competitive advantage that the organization could use as an important weapon against the various environmental challenges. The marketability mix has an effective role in rehabilitating its elements in order to provide them with the required capabilities so as to achieve competitive advantage. The importance is determined by the following:

1. In theory: providing a conceptual framework for the concepts of marketability mix and the competitive advantage of the surveyed hotels.
2. from the field point of view through studying the effect of the marketability mix and its elements in achieving the competitive advantage in the surveyed hotels.

1.4. Objectives of the Study

In the light of determining the problem of the study and its importance, the main objective of the study is to diagnose and analyze the relationship and influence of the components of the marketability tourism mix in the achievement of competitive advantage and the statement of the contents and limits of this relationship at the level of the surveyed hotels, and generally this can be a set of goals that the current study seek to achieve them, including:

1. Description of the variables of marketability mix elements and the competitive advantage and their diagnosis in the surveyed hotels.
2. To test the effect of the marketability tourism mix elements in achieving the competitive advantage of the surveyed hotels.
3. Identify the nature and type of tourist marketability mix elements carried out by the surveyed hotels.

1.5. The Study Model

The methodological processing of the study problem requires the design of a default model that refers to the logical relationship between the variables of the current study, the expression of the results of the research questions in the study problem, and the construction of the model based on the possibility of measuring each variable which they include two basic variables, the first one is elements of marketability tourism mix which is an independent variable, while the second is the competitive advantage as a dependent variable and assuming that the influence relationship is one way from top to bottom, and figure (1) illustrates the model.

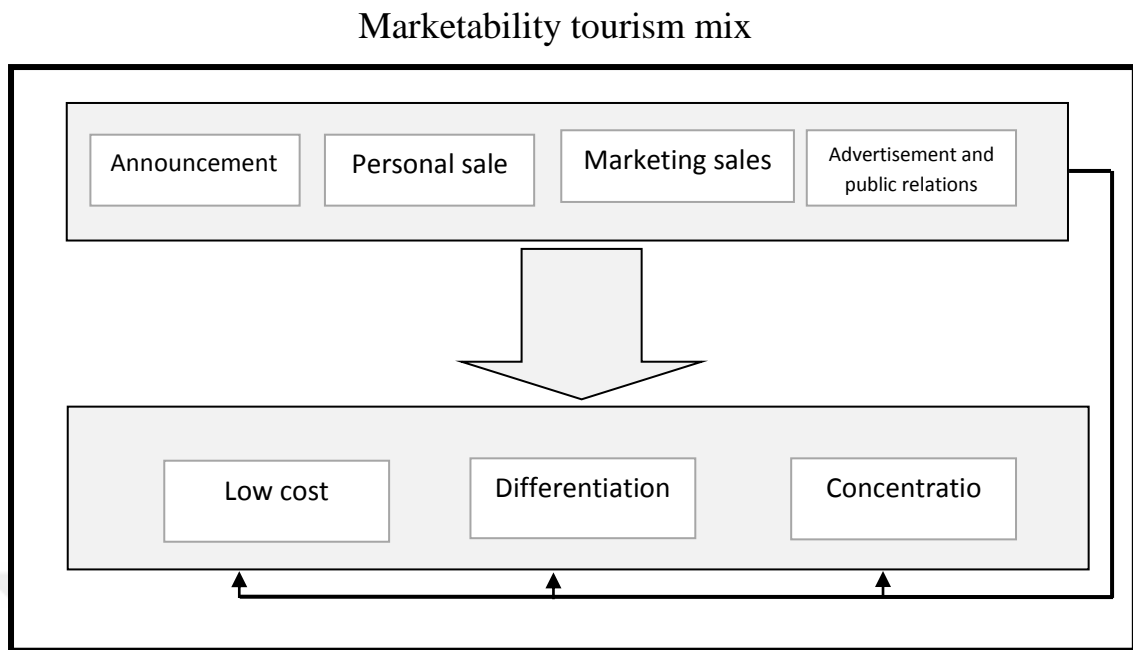


Figure 1: Search Model

1.6. Hypothesis of Study

In line with the objectives of the study and the test of its model, the study relied on a set of primary hypothesis and secondary hypothesis we present as follows:

❖ **First Primary Hypothesis:**

“There is a significant correlation between the elements of the marketability tourism mix and the achievement of competitive advantage.”

❖ **Second Primary Hypothesis:**

Human resources training affect achieving the competitive advantage.

And the following hypothesis branches from it:

- a. The elements of the marketability mix affect achieving low cost leadership
- b. The elements of the marketability mix affect achieving differentiation.
- c. The elements of the marketability mix affect achieving concentration.

1.7. Limits of the Study

This study can be divided into spatial, time and human boundaries

1. **Time boundaries:** the study boundaries were limited in the period of time in which the study was conducted from / /2016 until / /2017.
2. **Spatial boundaries:** The boundaries of study in first class hotels -five stars and four stars- in the city of Sulaymaniyah, Kurdistan Region / Iraq.
3. **Human Boundaries:** The human boundaries of the study consisted of the people to whom the questionnaire was distributed on, also included all managers and hotels in the study sample.

1.7.1. The Methodology of the Study

❖ Data Collection

The data needed to obtain the objectives of the study is left to collect, the researcher relied on two types of information, the first of which is represented by the theoretical type, through the literature of the subject and some previous studies conducted within the practical concepts of this study.

The second type was obtained through the field study using the following methods for collecting the data required for the study:

1. Personal interviews with some members of the study sample, including:

❖ Mr. /Director of Department at

❖ Ms. /Director of Department of Relations.

❖ As well as the rest of the staff at . Also some members of the study sample.

2. The questionnaire was used as a main tool in the data collection, taking into consideration its ability to diagnose and measure the primary and secondary variables of the study. The researcher has relied on many studies and researches, as well as benefiting from experts and specialists in this field. Considering the absence of a ready-made measuring tool to measure the variables of study in the light of the theoretical and field studies and the nature of the work of the surveyed hotels, we present a description of the contents and testing through the following.

1.7.2. Description of the Questionnaire

The questionnaire consisted of three main parts. The first part included general information and information about the subjects. It included age, academic achievement, gender, years of service, and years of service in the current position, number of general and specialized training courses. The second part of the questionnaire focuses on variables special to marketability tourism mix which include (announcement, personal sale, sales marketability, publicity and public relations). Accordingly, the questions have been set on each factor. The third part of the questionnaire represents competitive advantage measures that include the following variables (low cost leadership, differentiation, concentration).

In all the measures of the questionnaire, the Five-Dimensional Likert Scale was used. Each option was assigned a point, and the researcher gave the respondents' answers (5, 4, 3, 2, 1) degrees, if their responses.

leaned towards (Strongly agree, agree, neutral, disagree, strongly disagree), and the responses (strongly agree, agree) of the respondents indicate the strong impact of the elements of the marketability tourism mix in achieving competitive advantage, while the respondents' responses (disagree, strongly disagree) indicate the weakness of the variables for their influence on the elements of the marketability mix in the achievement of competitive advantage, and what was (neutral) then it reflects the moderation of the variables of the study. It supports the adoption of study scales through the indicators provided by the researchers and developed on the basis of field realities. This method applies to all variables of the study.

1.7.3. Methods of Statistical Analysis

In order to reach precise indicators to serve objectives of the current study and to test its hypothesis, the study depended on a group of statistical tools, as the following:

1. Percentages, repetitions, accounting averages and measurement deviations to describe the variables of the study and its diagnosis, also to present the initial results and discussing them.

2. Simple Correlation (Person) for measuring the strength between the variables, also using it to determine the internal consistency between the paragraphs of variables in the study.

3. Simple Regression in measuring the abstract effect for the independent variable in purposeful variables.



CHAPTER TWO

TOURIST PROMOTION (THEORETICAL FRAME)

2.1. Concept of Tourism

We find that the linguistic concept of the term Tourism means travelling and passing of the tourist around the earth, meaning wandering about and moving on the earth. In other books, the term has come to mean at going on the earth, for instance, the streaming of water. And the term of touring or travelling “Al-Siyaha” is reported in The Noble Quran in more than one place; in the Al-Tawba Surah as The Almighty Allah states, “[This is a declaration of] disassociation, from Allah and His Messenger, to those with whom you had made a treaty among the polytheists. So travel freely, [O disbelievers], throughout the land [during] four months but know that you cannot cause failure to Allah and that Allah will disgrace the disbelievers.” The meaning of “So travel freely, [O disbelievers], throughout the land” no one can object against. (Source) Perspectives have varied according to what narrations show. The following are definitions of tourism which clearly shows the concept according to books and researchers’ perspectives.

2.1.1. The Concept and Definitions

Tourism denotes an entertainment activity that encompasses travelling or staying far away from usual home for the purpose of pleasure, relaxing, increasing experience and culture through seeing new visuals of human activity and landscapes of the unknown nature. (Al-Khuli, 2000, 6). Tourism is one of the contemporary phenomena stems from the surplus need for comfort and to feel happiness and pleasure of staying in places that have a special nature. (Saad, 2007, 61).

Tourism is considered a principal activity by virtue of its direct impact on social, economic and educational sectors. Through implication of tourism we meet different cultures and introductions occur and it gives a chance to establish friendships or form an environment of tolerance among nations. (Jurdan, 2004, 21). Tourism is a set of interconnected relationships and services through a temporary and automatic change of location and not for commercial reasons or professional. (Ahmad, 2006, 15).

Tourism is a humanitarian phenomenon that sources from human nature and their taste of travelling to fulfill their knowing instinct, communication and change, and with constant development in the aspects of life, means of production, work, science and income. (Daniel, 2006, 12).

With its virtue of being a phenomenon, tourism makes it inevitable for human beings to move from one place to another for various reasons. It used to be simple and preliminary phenomenon at the dawn of history, as well as its reasons and means. Then this simple phenomenon developed until it became an activity having its own foundations and principles in this era. (Bumusha, 2016, 18). From an economic point of view, it is described as a collection of related activities to economy and which is in turn directly connected to income, staying, and the move that is done by foreigners inside or outside of a particular state, city or region. (Bukhari, 2012, 5).

It is an activity among others that is relevant to going out of an individual from their own environment that they are staying in for a period that does not exceed a continuous year for the purpose of entertainment, enjoyment or else with the condition that it must not be connected to practicing an activity for the aim of gaining income. (Nawal, 2013, 73). It is moving of a human from his home country or from his work headquarters to another state or region. This act of moving is temporary and it can be between twenty four hours to twelve months, i.e. this moving must not be for the purpose of immigration or a long stay from one place to another. (Almusawi, 2015, 1); article.

It is an activity done by an individual or a group in by means of which an act of moving occurs from one place to another for a specific purpose, mission, visit to certain place or for the purpose of entertainment; the person acquires knowledge from other civilizations and cultures and increases information and is exposed to new spectacles. (Zamrawi, 2016, 7). The definitions above offer disparity in the perspectives of scholars and their directions in defining tourism owing the environment that encompasses the term or due to the studied type of tourism. It can be understood that the existence of tourism has numerous and various concepts. Perhaps our investigatory definition is that tourism is social, economic and cultural phenomenon that concentrates on the development of human and cultural

relationships among nations to gain comfort and not for business. It does not lead to permanent residency and or a stay less than twenty-four hours.

2.1.2. Importance of Tourism

Tourism has become one of the most significant phenomena of our current era considering the fact it enjoys various importance, including:

First/ Social Importance: Tourism is regarded an important psychological and social requirement for the purpose of restoring human energy and returning to work with full capacity again. Similarly it helps reduce unemployment and improving living conditions for citizens (Horia, 2015, 234).

Second/ Cultural Importance: Tourism is a tool for intellectual communication and exchange of cultures, traditions and norms among people of different countries. Tourism is means for creating an atmosphere that is known for understanding and tolerance, similarly it is an instrument for knowledge exchange. Tourism works on spreading cultures of nations and their civilizations between different parts of the world. Also, it works on increasing the knowledge of nations; it lengthens relationships and shortens cultural difference among them (Alamrawi, 2013, 340).

Third/ Economical Importance: This includes the following: (Marwan, 2016, 1)

A-Creating job opportunities: Indeed, the tourism sector is highly interconnected with other sectors, meaning it can create job opportunities in a manner that it goes beyond its sectorial limits into other sectors and extends to the sectors which can be complimentary to tourism in creating job opportunities.

Tourism has the capacity to generate more job opportunities than classical industries. It employs 0.4 times more than car industry, 10 times more than constructions, for example, a hotel of 50 rooms (Hundred beds) needs less than 05 permanent employees, 20 temporary and seasonal ones. The total is 15 job positions that are direct and one indirect position is added to it. For instance, in France tourism employees 800,000 direct job position except for the ones divided upon different activities relevant to tourism.

B- Foreign Capital Influx: Tourism contributes to providing part of foreign cash to execute an all-inclusive development plans. Some types of foreign cash influx that contributes to tourism can be summarized as follows:

- The foreign cash contributes to tourism related investments.
- The state obtains remittance in return of permitting foreign cash influx.
- Capital is originated from currency exchange.
- Daily spending of tourists in return of providing services.

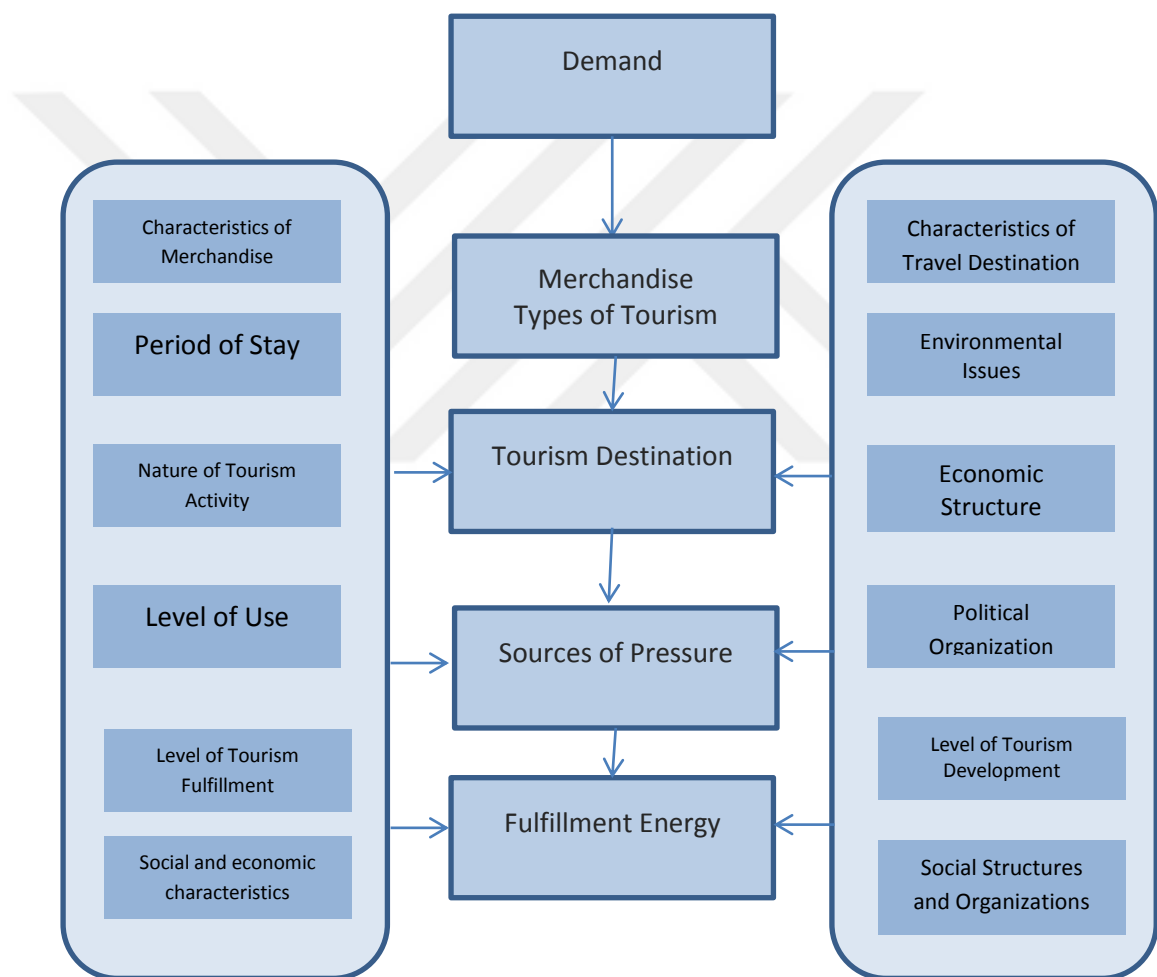


Figure 2: Tourism Foundations

Source: Mathieson and Wall, 1982, p.15

C- Improving Balance of Payments: Tourism contributes to exporting industry by improving state's balance of payments. This is realized through foreign cash influx which is invested in tourism projects, the tourism income that the state obtains from tourists, creating new uses of the available resources and possible benefits resulted from economic relationships between tourism sector and other sectors.

2.1.3. Fundamentals of Tourism

Any tourist activities require the availability of certain fundamentals which are comprised of two aspects: natural and human which both work in the same frame and are hardly separated. This includes the following:

2.1.3.1 Human Fundamentals

A- Archaeological areas: There are many archaeological areas in the world which constitute an important an important aspect. Many people visit these areas and enjoy the spectacles of civilization in them. Above all, they get a chance to be introduced to the most significant historical aspects found by archaeologists, for instance, the relics of ancient Rome, Patna in Greece, relics of Pharaohs in Egypt, Babylonian and Assyrian relics in Iraq, the Phoenician and Roman in Libya and other historic treasure in the world.

B- Museums: There are many renowned museums that tourists go to all around the world. For example, Louvre Museum in Paris, British Museum in London, Museum of Anthropology in Mexico and Museum of Natural History in New York city.

(Al-Quraishy, 2007, 39).

2.1.4. Natural Fundamentals

A. Location: Geographical location plays an effective role in the tourism industry. Location is one of the presentation (display) circles that specify the type of environment which in turn specifies the types of fauna and founs (wild animals). Location also controls the shortening and lengthening of daytime that affects the movement of tourism; it is possible that it can affect tourism movement like nearness and farness from tourism demand. Hence, whenever the location is near the markets

it contributes to increasing the tourist attraction because of its influence on air transportation costs.

Location has an important role in specifying the nationality of tourists of certain countries close to certain countries. This makes major points for tourism demand supported by the fact that the demand reduces costs due to a shortening of distance and this in turn increases the possibility of a longer stay.

B. Environment: It is considered one of the natural resources upon which tourism industry depends. A large number of tourists go to some areas which suit them and enjoy them thanks to their environment. Environment is an actual indicator of the tourist movement and its size, (Nais, 2009, 593).

2.1.5. Effects of Tourism

The tourism sector is one with miscellaneous resources that is renewable with its value increasing over time and upon small and medium service structures which are characterized by the use of intensive labor. It has a humanitarian nature: the tourism service products overlap with various cultural, social and environmental aspects. Therefore, this sector has a large influence on all sectors of economy and other sector where tourism is directly benefitted from. This influence is also reflected upon economic structure and social and environmental formation. Tourism has direct and indirect effects on national economy and on the humanitarian aspect which we will discuss in the following: (Al-Amin, 2009, 47).

2.1.5.1. Direct Effects of Tourism

2.1.5.1.1. Effect of Tourism on National Income

National economy is formed by means of activities performed by different sectors, for instance, agricultural, industry and service over the period of a year. Each sector has its own projects represented by factories, plants, farms, structures, institutions and others.

2.1.5.1.2. Effects of Tourism on Balance of Payments

This activity goes hand in hand with hosting tourists and import of large amounts of foreign currencies; therefore, tourism becomes an important source for gaining foreign currencies sustaining Balance of Payments.

2.1.5.1.3. Effect of Tourism on Government Budget

Tourism can be an important financial source for state treasury by means of the income realized by charges received from tourists and visitors in return of the services offered to them.

2.1.5.1.4. Effect of Tourism in Creating Job Opportunities

The sector of tourism belongs to the sector of services and this means the tourism enjoys a high standard of dependency upon human attempts represented by the element of work. This is confirmed by the one of the French scientists, Foreste, through a theory based on a group of numbers and facts derived from developing reality of tourism sector.

2.1.5.1.5. Effect of Tourism on Redistribution of Income and Activating Development of Geography

Often developments projects are executed mainly in the densely populated metropolises. This is done on the account of smaller cities, the countryside and remote areas.

2.1.5.1.6. Effect of Tourism on Marketing some Merchandise

Based upon recently made studies, tourists keep a large portion of their balance to make purchases in the countries they visit (Al-Amin, 2009, 47).

2.1.6. Indirect Effects of Tourism

The indirect effects of tourism include the following: (Musa, 2013, 193).

2.1.6.1. Double Effect of Tourism

The money spent by tourists and visitors and that which becomes an income for owners of tourism projects; they are spent for the second and third time.

2.1.6.2. Effect of Tourism in Activating the Movement of Production and Investment in other Sectors

Tourism always has the power to create series of operations and productive activities owing to extensions of tourism demands which are either direct or indirect to the most of the branches and sectors of national economy.

2.1.6.3. Effect of Tourism on Building Infrastructural Projects and developing them

Taking into consideration the showing of special aspects of civilization before the tourist and visitors to civilized, historic and religious cities in Iraq, a number of infrastructural projects must inevitably be executed which will provide an important requirement of contemporary life.

2.1.6.4. Effect of Tourism on Superstructure and developing it

Developing archaeological, historic and religious sites and exhibiting them in a proper manner before tourists and visitors necessarily means taking care of top building.

2.1.6.5. Effect of Tourism on Improving the Environment Developing Historic and Archaeological Sites

Indeed, the historic, archaeological, holly shrines (mausoleums) and religious locations comprise a principal element of tourist attraction in the field of tourism.

2.1.6.6. Effects Tourism on Media

Media makes one of the main means to define civilized aspects of a country before the countries of the world. For this purpose, large amounts of money are dedicated

from the state budget yearly. Tourists and visitors are regarded as the best means of truthful and free advertisement in the country.

2.2. Tourism Promotion Concept (Marketability) and its Importance

Promotion (Marketability) is the fourth element of the marketing mix elements; it contributes to defining the merchandise, goods and services. And it represents the motivational power for marketing activity. The experts and practitioners of marketing view the marketing attempts as promotional ones taking into account the marketing goals which act in realizing purchasing goals, increasing the circulation average of the sold merchandise; this is done by means of sales activation methods, indication and persuasion through response toward acquirement of the merchandise and the announced services. The term promotion means marketability and to market spending something and in order for a thing to be spent contact must be established with others. Marketability is the communication that establishes relationships and preserves those relationships via media, persuading audiences with an organized point of view in a positive way and accepting its products. (Al-Tayee, 2012, 12).

Marketability means a direct and indirect contact with a customer to define the nature of tourism service and to fulfill their desire, gain their acceptance and to draw a mental picture in order to persuade them to make the purchase and protect them from being exploited. (Al-Afaji, 2016, 13). From our perspective, marketability is the activity which is included within the marketing attempt and it carries with itself the action of establishing contact with the customer for the purpose the attracting their attention toward the organized products and forming full perceptions about them.

The tourism marketability comes contemporary with the movement of tourism and its activity since its formation and what have reached us from relics, drawings and inscriptions from old civilizations: the Mesopotamian and the Nile civilizations and what they hold in content and letters that of importance to the means of marketability. They make a huge fortune of tourism which has no rival because of their influence on people over the passing of centuries. The epics, legends and tales of those two civilizations are considered to be pillars of tourism marketability up until now. And the travels made by explorers and discoverers and what they conveyed from the reality of these countries in a precise manner including details

from social, economic and cultural life are the principal basis that tourism marketability builds upon. The industrial revolution, advancement of means of transportation, technology, media, communication, internet networks have all contributed to the sector of tourism in general, and tourism marketability in specific. With the development of the phenomenon of traveling, the means of marketability also develop through organizing its administration and planning out its activities. In order to better understand the essence of tourism marketability and to formulate a comprehensive picture of its contents, we have provided a number of definitions from different researchers' perspectives. The definitions are the following:

It is the coordination between the attempts made by seller and the tourist in establishing windows of information which facilitate the selling of the product to the tourist. (Yaris, 2002, 5). It is an organized development of policies on a local, regional, national and international level to achieve the maximum extent of fulfilling desires of a certain group of customers (tourists) with a proper profit. This is done through different advertisement means. (Noor, 2006, 97).

It is a complete collection of elements that are used in order to introduce the product of tourism and persuading the prospective tourists and inveigling them to buy it. (Al-Alaf, 2007, 9). It is the action of communication: direct or indirect toward the current or prospective consumer or other groups to find a suitable environment to develop and support the center of tourism. (Al-Saeedi, 2009, 40).

It is a collection of methods used to introduce used to introduce tourism services to the tourist for the purpose of influencing them and monetizing their purchasing behavior, also to leave positive mental affects via media and activate the sale of merchandise, verbal sale, public relationships and commercials. (Huneish, 2009, 8).

It is the introduction of the customer to the tourism product and its properties, duties, values, uses and places of their availability in the market and their prices, in addition to connecting the consumer (tourist) with the product and persuading them to buy it. (Al-Barzinji, 2010, 302).

It is the practical execution of the work policies by projects of tourism, whether they are public or private: on a local, regional or international level. This is done in order

to fulfill the needs a group of tourists and which in turn realizes a proper income which guarantees the continuity of the activity. (Yusuf, 2012, 106).

It is the total costs of attempts and energy of beginning of efforts: the embassy, supplements of tourism overseas passing on from the employee of the airport, other crossing points, immigration, passports, baggage carriers, taxi drivers, hotels and employees and the tour guide reaching all civilians of a country. (Al-Zoubi, 2013, 25). It is all channels of delivering data and information to the visiting tourist through travel, tourism agents and via different means of media like radio, newspapers, magazines and others. (Abufara, 2014, 216).

It is the action of direct and indirect contact to advice the consumer, persuading them and insuring that they obtain tourism services. It is its duty to take the tourist back into their natural state and protect them from any possibilities that might affect changes in their behavior. (Hassan, 2008, 74).

Depending on the definitions above, a comprehensive definition for tourism marketability is unified, coordinated efforts that tourism organizations, sponsored and unsponsored institutions follow. They set policies for advertisements, selling products, services, ideas, establishing channels, windows, using information technology to affect the minds of tourists and to make a large amount of tourism demand as possible.

From our point of view, we see tourism marketability as a complete collection of organized and coordinated efforts followed by setting policies and inclusive procedures for the sake of creating channels of communication with customers to affect their behaviors toward the product of tourism.

2.2.1 The Importance of Tourism Marketability

The importance shows and reflects in an obvious manner on the status of product of tourism through presenting complete information about it via a group of efforts, policies and procedures to form channels of communication between the inside and outside organization. We can express the importance as the following: (Al-Akili, 2011, 116).

- Introducing the product and service of tourism in addition to offering all information about the tourism organization and the consumer.
- Drawing a mental picture and reminding the consumer of the product.
- Prioritizing a certain type of product, i.e. competition.
- Moving the tourism demand (merchandise).
- Increasing the merchandise and sustaining profits of tourism organizations.
- Supporting sales people, sales representatives and agents.
- Communication channel between inside environment of an organization and outside surrounding of the organization.
- Informing the consumer about the product and the tourism organization in form of a commercial relationship, prices and distribution outlets.

The importance of tourism marketability also appears in the following: (Nasrin, 2015, 6).

- Realizing the quality of tourism: the decrease of awareness level of tourism in the attempts is considered one of the factors impeding tourism from performing its role of developing society. This is one of the dangerous factors for the tourism product to lose its most important fundamental. Thus, realizing the quality of tourism is very important.
- Promoting the demand on tourism guarantee: this means to promote elements of tourism attraction that attracts the tourist to the country or institution and motivates them to visit it and enjoy tourism in it.
- Spreading knowledge about tourism: this is done through information published on relics, cultural highlights, services and different programs. This is one the first facets of attraction and investment which affects the performances, directions and attitudes of audiences.
- Realizing persuasion of the tourist: tourism activation is realized by means of using the entire system of marketability and methods of persuasion that contributes to increasing the number of actual and prospective tourists, from the inside and outside of a country similarly.

2.2.2. Goals of Tourism Marketability

The goals are many and various. The goals can provide the market with information, make the product distinct, manifest the importance and advantage of the product to

the customer, work on changing directions, performances and negative behaviors and others. No matter how different these goals may be, they can be classified according to the nature: (Al-Dura, 2002, 53).

2.2.2.1. Goals Related to Defining

These goals are related to converting information to increase knowledge about the availability of a new product, a new brand, new price of the product or an activity which increases sales. The organization aims at storing its message in the minds and putting it into area of knowing the targeted audience. The introductory goals are excessively confused and repeated inside the strategies of communication to develop the popularity of products and services in addition to announcing different commercial and marketability activities to different audiences.

2.2.2.2. Emotional Goals


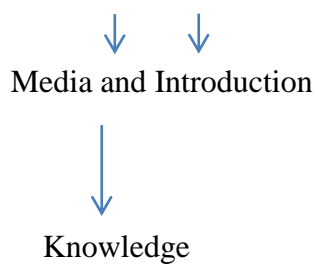

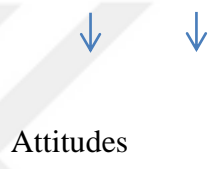

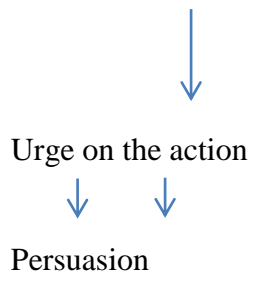
These are directed towards persuading the consumer, the buyer and they act in bettering the image of the organization, service, the brand, the distinguished product or the service.

2.2.2.3. Behavioral Goals

These goals are sometimes considered to be hard to achieve. Despite of having effect on behavior or changing it, it is considered an essential foundation to increase the sale of the organization whether it is done through bringing in new consumers or increasing the sale of regular consumers.

The goals of tourism marketability can be summarized in the following diagram.

Table 1: Goals of Marketability Mix

First Goal- Popularity		Exhibition field
It means media (Introducing the product and its characteristics to the brand, institution or any other activities as sales promotion, recharge cards available at all sales points		
Second Goal- Image		Emotional field
It means establishing or developing a positive image of the brand, product and that is to leave effects on the levels of attitudes and feelings.		
Third Goal- Conduct		Conduct Field
It means to attract the customer towards the product and motivating them to try the typical product		

Source: Audigier, Gray, Decaudin J.M., Communication et Publicite, Dunod, 2eme, (1993). P.7

Tourism marketability can have other goals:

- Providing information about the tourism organization, their products and services
- Explaining and clarifying works and activities of the tourism organization
- Attracting the tourist and gaining their loyalty
- Decreasing the fluctuation of sales
- Repeating the use of the product and tourism service
- Preparing the awareness and attention of the tourist (costumer)

- Explaining the works and activities of tourism organizations and hotel organization to tempt the customer and monetizing their emotions in buying and storing
- Knowing the targeted tourists (Abughazala, 2006, 73).

2.2.3. The duties of Tourism Marketability

Marketability is seen as a live marketing duty that establishes connection between the organization and their activities, products and the targeted market, regardless of its role in introducing the products of the organization and triggers demand upon them and inveigle the customer to buy them.

Nowadays, marketability has become an effective method in realizing reaction with the environment and facing competitions. The duties of tourism marketability can be viewed in two perspectives: (Kamal, 2004, 2).

❖ Consumer perspective

The consumer obtains direct values from marketability as the following:

- Marketability that creates desire: this is wherein the aim is to reach the customers, their emotions and acts to remind them of what they desire and need.
- Marketability that acknowledges the customer: the marketability messages present customers with information about the new products and introduce their worth, prices, sizes, their attached guarantees and other information about them.
- Marketability that realizes the expectations of the customer: marketability builds upon the hopes and expectations of people for a good life. In other words, people believe that they buy the information when they buy the product. Charles Revson the founder of Revson trademark says that, “in the factory we make cosmetics, in the store we sell a dream.”

❖ From marketing employee’s perspective

The marketing employee shares with others a certain idea and encourages the customer to be aware in a certain way, this way of being made aware is interpreted in terms of behavior which reflects directly upon demand. (Laila, 2008, 29).

2.3. Elements of Marketability Mix

This term applies to a group of components which react with and complete one another to achieve marketability goals of an organization whereas:

Marketability Mix: this is a group of tools used by marketing to find channels between the market and the targeted audience to create the desired demand. It is comprised of a group of components each playing a different role from the other, but the complete each other to achieve important goals in marketing. It is also worth pointing out that choosing any of these elements of marketability is affected by the nature of the merchandise, the service and even the realizing desired goals.

2.3.1. Advertisement

It one of the activities of the media that is inseparable from economic activities including industry, trade, services and other economic activities. This is also the same for non-profit and charity organizations which without advertising for their efforts will not get community support and necessary conversion of materials for the continuity in their work and delivering its message.

Advertisement is an art which evolves depending on the technology we reach. The major evolution brought about by computer in our days is reflected on the world of advertisement; the designing and directing of advertisements with advanced and attractive features is something big. The industry of advertisement is not something new; it is one of the old used arts and is as old as history. It started in different forms and evolved with the passing of centuries until it became the ways we know it now.

It has a group of characteristics:

The characteristics of tourism advertisement are as follows:

- 1- It focuses on a specific subject.
- 2- It has an honest and factual message.
- 3- Adopting modern ways of printing, bright colors and pictures to attract attention
- 4-It must understand the reality of the customer (tourist) and their desires in general.

(Al-Alaq, 254).

Advertisement can have a deeply-rooted place in the mind in the long run and a well-established foundation for the sales in the short run. Advertisement is an effective

means to reach a large number of people, long distances and to achieve the following goals:

- 1- Preparing the mindset of the tourist for and attracting their attention to the product or tourism service
- 2- Repeating the commercial message of the product and tourism service
- 3- Strengthening the attitudes of the tourist
- 4- Showing a good image of tourism and the hotel and their strapping commercial image
- 5- Representing abstract features of the product and the tourism service.

Tourism advertisement has many means. The act of delivering the tourism product and service or any other merchandise to an individual in specific and society in general is either direct, face to face, or indirect (readable, visual and auditory). The means of advertisement can be classifying into the following: (Abdulmunim, 2007, 29).

- 1- Readable means: this includes newspapers, magazines, stickers, pamphlets, folded papers, calendars, advertisement on means of transportation and outside roads.
- 2- Visual means: this includes television, cinema and the internet.
- 3- Auditory means: this includes the radio and other auditory means.

Table 2: characteristics of means of advertisement and their shortcomings

Means of advertisement	Characteristics	Shortcomings
Newspapers	<ul style="list-style-type: none"> - The cost of advertisement is relatively low compared to others - Spreading and trading capacity and reaching most parts of the market 	<ul style="list-style-type: none"> - Short expiry date which in turn means short age of the advertisement - Drop of used paper quality which reduces the quality of the advertisement
Magazines	<ul style="list-style-type: none"> - Reaches most of the customers' channels and existence of a variety of specific magazines -Relatively longer expiry date which means it stays with the reader for a longer time; this increases viewing chances for multiple times 	<ul style="list-style-type: none"> - Higher cost of advertisement compared to the cost of advertisement in the newspapers - The numerous number of advertisement leads to lack of attention to some of it
Radio	<ul style="list-style-type: none"> - Relatively low cost of advertisement and the capacity of repeating the commercial message in a day 	<ul style="list-style-type: none"> - Falling short in giving full description of the merchandise whereas the merchandise is not apparent to the listener; the advertisement needs intensive repetitions in order for its goal to be realized
Television	<ul style="list-style-type: none"> - has an strong signaling of efforts of different categories - through the picture the way of use of the merchandise is clarified easily 	<ul style="list-style-type: none"> - High cost of advertisement on it which makes it unaffordable for parties who have a small income
Cinema	<ul style="list-style-type: none"> - Use of colors and animation contributes to showing the merchandise in its natural form 	<ul style="list-style-type: none"> - Advertisement are often not shown in the time of holidays where a large number of audiences has left their seats empty

2.3.2. Verbal Sale

It is one elements of marketability mix that is considered one the most effective and affordable cost whereas the sale is done by sales representatives or agency, marketing representatives or the salespeople who look for suitable customers of tourism and present them with the merchandise or the service, or an idea about them

verbally (face to face). Then, they will try to persuade them to make purchase. It is known to be a direct form of contact with the customer (tourist) to introduce the merchandise to them and persuade them to buy it. And relationships are established with permanent customers with humanitarian motifs, that is the verbal representation of the merchandise or the service or giving an idea about them with the aim of motivating the prospective customer (tourist) toward persuading them to make purchase.

Personal sale is very important for the tourism organization, the hotel, private organization or during opening a hotel, restaurant, a tourism location or a service; the product sells itself anyways even it had the best qualities and in best standards without efforts of selling with a human element; this is done through clarifications, explanations, responding to inquiries, influencing the tourist and persuading them especially in the hotel, whether it was at the reception or the restaurant where first and last impressions are gotten about the product and service.

The verbal sale has two goals: (Al-Murad, 2008, 8).

A- Quality goals:

- Make complete sale
- Its goal is the current tourists
- Presenting publications
- Helping to train sales people
- Collecting information and raising it to the higher management
- Informing the beneficiary of the changes that happen to the product

B- Quantity goals:

- Achieving profits
- Keeping a certain level of the sales
- Sustaining sales cost of verbal sale inside certain limits
- Obtaining a market share and keeping it

2.3.3. Tourism Sales Marketability

It is a collection of marketing activities that aim to activate the act of buying by the tourist and the effectiveness of sale by the buyer. By the buyer the intended meaning is the accompanied tourism management whether in the tourist's hotel or the location

of tourism. It is also defined as the entire marketing efforts and activities that aim to incite the tourist and motivate their purchasing capacity through the use of tourism attachments of different means like organizing tourism exhibitions and participating in them whether they were for the tourists and mediators of the tourism attachment. This is done to make large profits, supported guarantee and staying in the market of tourism. The most important methods of activation are gifts, souvenirs, samples of marketability, modifications, reductions of prices during recession season, specializations for tourist groups or students with special needs. There are also methods of marketability like the outside windows of display to attract the attention of the tourist, internal organization of hotels, halls, marketability through exhibitions, local and international carnivals, and religious and official celebrations. (Mahmud, 2009, 20).

2.3.4. Advertisement and Public Relations

Advertisement is known to be a free way of spreading affairs related to the activities of an organization and its policies. It is aimed towards delivering relevant information to the organization to previously targeted specific audiences then receiving reactions that come as the result of the conveyance. Advertisement is classified into two parts: (Amara, 2009, 177).

1- Internal Tourism Advertisement/ this done through concentrating on improvement of the quality of the product inside the country and satisfying of all needs; in addition to good treatment of the tourist by the citizens; this is also a type of indirect tourism more useful than the direct one. The tourist returns with a good impression about the visited country. The advertisement has its own means including the media, means of publishing and other means like speech and conversations.

2- External Tourism Advertisement/ this type offer an attractive and complete picture of the country to the markets of tourism. In other words, it presents a tourism proposal and finding a demand for it through the media, organizing meetings, seminars, writing books and other means.

Spreading is the presentation of information in the form of news and used in special way by the service organizations of marketability. This is known as an indirect way of communication aimed at triggering demand upon tourism products and service. Spreading has a huge effect on the activity of the tourism organization whereas the

tourist himself is regarded as a means of direct, free and crucial for the mediator or organization of tourism. The tourist must be taken care of and kept satisfied in order to convert him to a means of positive advertisement working on creating a good image in the perspective of tourism authority. Deviating onto the concept of public relations of tourism, we find that it is a philosophy of administration working on establishing a rational direction to sustain a good solution between the organization the dealt with audience, also working towards achieving its goals.

Public relations are planning activities aiming towards achieving satisfaction and mutual understanding between the organization and the tourist whether it is inside or outside of the policies and programs they are assigned to execute based on the principle of responsibility towards community.

The public relations are to be explained as the following: (Tajin, 2013, 30).

- 1- Spreading information and data related to tourism product and service offered by the hotel to trigger the attention of the tourist through the means of the media and the internet especially if the hotel has a website of its own.
- 2- Supporting its service or product reputation and popularity and improving it by means of advertisement, the media, the internet, the website or email.
- 3- Presenting consultations to higher managements concerning criticisms whether they are positive or negative at the level of the society.
- 4- Establishing strong relationships with businessmen and celebrities of the society.
- 5- Depending on information technology, data, setting advanced policies and plans through communication with society and tourism organizations.

The public relations contribute to tourism marketability in an effective manner through newspapers and program sponsorships that sponsor a large number of institutions, organizations, big companies and carnivals and transmitting them by means of transportations.

CHAPTER THREE

COMPETITIVE ADVANTAGE

3.1. The Concept of Competitive Advantage and its Importance

The concept of competitive advantage is considered an actual revolution in the world of business administration on an academic and practical level. Academically speaking, the internal administration is no longer viewed as temporary confrontation with issues which has no a strategic dimension, but it is rather viewed as a continuous and dynamic process aimed at treating many internal and external concerns in order to achieve continuous superiority of the organization over the others, i.e. on the other competitors, importers, buyers and other parties that are dealt with. As a matter of fact, achieving such superiority would not be a contemporary or short-term matter but the otherwise. They would be constant attempts to keep the balance of the organization in relation to others in the market. The organization would turn competitive advantage to a feature of its own making it distinct from the other competing organizations. This would give the organization a strong attitude towards different parties. Any organization can achieve competitive advantage in multiple ways but the most important one is having low costs or for the organization to make its products more preferable physically, impressionistic in the regard of the media, the shares and popularity.

Competitive advantage has two dimensions: an external one and internal. Internally, the advantage competitive for any organization is established by a number of special capabilities and the founders of the organization must recognize these capabilities, potentials, resources and investments very well in order to achieve the mentioned advantage. The external dimension, however, revolves around the fact that the competitive advantage cannot be realized unless the outside parties are under control and there is a reaction with them on the basis of continuity of strength, control and firm foothold. The term competitive related to the advantage due to the importance of being of executed and impacting with the outside parties whether they be competitors, importers, buyer and others. And as an example for that, we note that a good competitive advantage is the one that provides the organization with a stronger

attitude than the buyers when it comes to negotiation of prices, quantities, harvests and quality of the products.

3.2. Definition of Competitive Advantage

It is merely established by the organization reaching new ways that are more effective than the ones used previously by competitors whereas these ways are embodied on the field. In another sense, the competitive advantage is achieved by simple occurrence of the action of creativity with its wide concept. (Al-Khafiri, 2004, 3).

It can also mean finding an individual advantage that gives superiority to the organization over the competitors; an advantage that makes the organization unique and special from the others. (Masud, 2005,45). The organizations strive to be superior in their work environment through possessing the competitive advantage and maintaining it, which gives them a means to win over other competitors. (AbdulRauf, 2006,3).

It is an advantage of the organization in the eye of the production market that has more contribution to a competitive position of the organization, i.e. the competitive advantage gains the organization a more advanced competitive position in the market. (Al-Malkawi, 2007, 25). In its description it is an advantage or an element of superiority of an organization achieved when a certain strategy is followed. (Al-Sikrna, 2008, 30). It is a group of characteristics and features included with the product or the brand name, which gives the organization some superiority over its direct competitors. (Al-Mansoor, 2009, 15). It is characteristics and features included with the product, which gives the organization some superiority over its direct competitors. (Al-Tayee, 2009, 15).

Competitive advantage is for the organization to have the capacity to produce products and services with good qualities, suitable prices and at the suitable time. This means fulfillment of needs of customers in a more efficient way in comparison to other organization. (Muhammad, 2012, 25). Competitive advantage is achieved through the exploitation of works that provide strong points from the inside to

perform the specific activities of the organization where a value is brought about that no other organization can achieve through their activities. (Fetime, 2013, 45).

Competitive advantage is principally established from the value that an organization can create for its customers whereas it can take the shape of lower prices compared to the ones of the competitors in an equal environment, or the shape of offering individual environment of the product compensating the mandated extra prices in a wide way. (Hamidi, 2015, 15).

3.2.1. Importance of Competitive Feature

Competitiveness is no longer just fulfillment with the lowest cost; it has rather varied in the competitive economy with stable qualities. It is what allows competition despite high costs, needs improvement in quality and quantity to the scientific human resources, can control the cost and invent forms of differentiation of in the competition. Supporting the competition is regarded as a crucial means for advanced and third world economies to some extent to raise the mentioned challenges and this is what has made the competition a subject of interest for countries, international organizations and companies. It has councils, boards, administrations, policies, strategies and indicators. For example, Competitiveness Policy Council in the United States of America is regarded as an economic competitive decline element of national security.

The competitive feature is means of survival, continuity and success in the modern business environment and it achieves: (Firas, 2014, 53)

- 1- Gaining a advantage, permanent and continuous feature in reducing the cost of its products and occupy the leadership in reducing the costs.
- 2- Gaining a relative, permanent and continuous advantage in promoting and improving the products, submitting all that is new, and stimulating the spirit of innovation and inventions.
- 3- Depending on more than one competitive strategy in the market. These strategies include discrimination strategy and the strategy of leadership in the costs. (Sultan, 2007, 304).

- 4- Realizing the new needs for the market and employing the capacities to exploit market opportunities before others.
- 5- The competitive advantage depends on the sources and capacities that enable the organization to attain the differentiation of its products and reduce the cost.
- 6- The realization of competitive feature enables the organization to get high returns, increase profit and market share.
- 7- Accomplishing the competitive advantage for a long time leads to the increase of loyalty of the organization's products which boosts the organization's ability to introduce its products. (Bin Antar, 2004, 15).

The competitive advantage is also important since it works on providing a competitive environment suitable for reducing the efficiency of resources and using them to promote invention and innovation that results in enhancing and strengthening productivity, observing the product quality, rising performance and improving the customers' living standard.

3.2.2. Characteristics and Conditions of Competitive Advantage

Characteristics and features with which an organization is distinguished from its competitors are of variable and relative nature, affect the activities done by the organization such as product, services of various sorts (basic and supplementary), production method, organizing, and marketing activities, etc. This relative superiority stemming from different factors and sources in contrast to the competitive level with which the organization is distinguished. In general, the foundation's success in exploiting its capacities and qualifications requires providing a group of characteristics and conditions in its competitive feature.

Characteristics of Competitive Advantage: By observing the sensitivity of the advantage within the organization's strategy, it has obvious impact in accomplishing the desired success. The achievement of the desired benefit from its acquisition requires the provision of a number of characteristics and condition. Among the characteristics with which the competitive advantage of the institution must be recognized we find the following: (Al-Ghalbi, 2009, 309).

- 1- The competitive advantage is based on the differences not on the similarities.

2- It is based for a long period; given that it is seizing the opportunities in the future.

3- It is often a geographical center.

4- It must be continuous and constant for the organization to achieve not only short term superiority but also the long term one as well.

5- That it is renewable pursuant to the external environment on the one hand and capacities and resources of the internal institution on the other hand.

6- That it is flexible in the sense that it can easily substitute competitive advantage with others and with the changes occurring in the external environment or the advancement of resources and potentials of the organization on the other hand.

7- That using these competitive features is proportionate with the goals and results that the institution wants to realize in both short and long terms. (Fatah, 2012, 9).

For the competitive advantage of the organization to be active and achieve the goals of the competition, it must contain and meet the following conditions: (Hussein, 2012, 4).

1- Crucial in a sense that it allows the institution to take superiority over the competitor.

2- Constancy, i.e. achieving a strategy over the passing of time.

3- Possibility of being defended in terms of being difficult to copy and seized by competitors.

To ensure these conditions of the effectiveness of the competitive advantage, each has not to be taken into consideration individually. Rather, they have to be collectively activated since they are all related in the sense that there is no stability without discount nor is there any possibility of defense without continuity.

3.2.3. Analysis of Competitive Strength

We want to analyze the effective power on the working sector so that we can recognize its weaknesses and strengths and the intensity of the competition. Porter, a professor at Harvard University in the United States of America, has suggested a way to study these effects. This effect can be summarized in five successive effects.

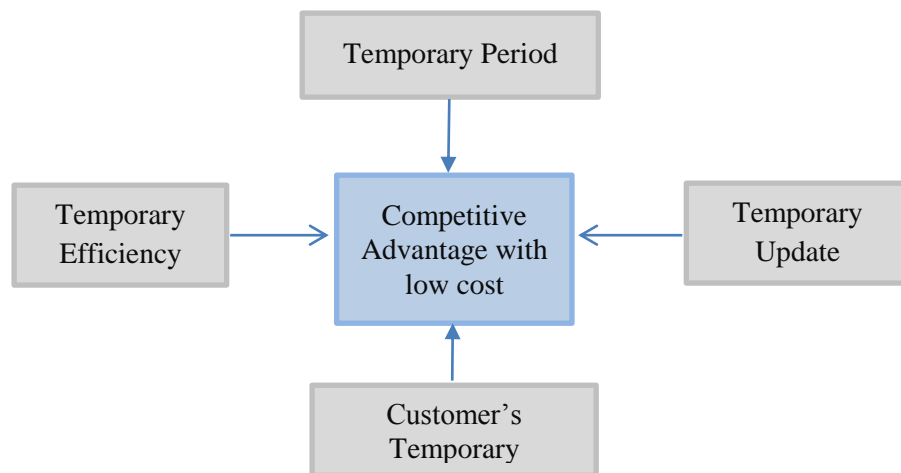


Figure 3: General principles for building the competitive advantage

Source: Sharyl Hail and Gareth Jones, *Strategic Administration: a Complete Entrance*, p 204, Riyadh

The competitive strength is one of the five important principles surrounding the nature of an organization; this force is classified under several names. Some refer to it as the competitive environment for the organization. Others call it direct or close environment. Despite their differences in appearance, the different names it is called, they all share one aim and content which is attempt to recognize the close power relevant to the organization and which greatly affects its business and returns and basing a flexible strategy to the competitive laws in the market. (Mahdi, 2006, 22)

3.2.3.1. Analyzing Porter's Five Competitive Powers

Porter's five competitive powers is an analytical framework used in assessing the strategies of businesses and markets. This frame is used as a means of evaluation competitive features and correlation with the market. This tool compares the internal work environment to the external environment at its wider points.

This analysis depends on that one of these powers has changed. In such a case, the company has to be evaluated again, as well as, the relevant market to its work. The analysis must also be used as stimulation in the change of these five powers, which is followed upon in the work environment and the surrounding market. This method is regarded as one of the excellent methods to plan against the risks of labor market and

sudden changes in the process of work and the five powers which are: (Al-Senosy, 2014, 6).

Alternative Products

New Competitors

New Inputs into the Market

Buyers' Ability to Bargain

Importer's Ability to Bargain

Extending alternative products outside the limits of the original ones, the yearly competition increases the customers' tendencies towards the alternative merchandises; they lean toward them:

- Alternative performance of prices of alternative merchandises
- Conversion cost rebounding from the buyer
- The extent of products differentiation in the perspective of the buyer (Abdawi, 2013, 83).

Mixed markets that render large revenues attract companies. This gives rise to many competing companies in the market, which in turn causes partial loss of profits of a company. If a limit is not set for entering of new companies into the market by the companies already in the market, the average of profit would decrease into a competitive level like the exemplary competitive markets.

- Existence of incentives for entering of patents and rights.
- Disposals of product differentiations.
- Trademark.
- Cost of substitution and cost of deepening.
- Requirements of capital.
- Potentials of intromission to channels of distribution.
- Positive sides and advantages of absolute cost.
- Positive sides and advantages of learning curve.
- Unified reaction from the current market operators.
- Government policies (Wikipedia, 2016, 3).

3.2.3.2. Strength of Competition in Reduction

In most industries competition of reduction is considered the main threat for the company's competitive capacity in the manufacture and the area in which the

competition occurs. Sometimes, competitors compete in an aggressive way; and sometimes they compete in areas other than prices like creativity, marketing and other areas.

- Disproportion and rotation of excess in industry.
- Obstacles in front of leaving the market.
- Big economies.
- Cost levels of advertisement.
- Costs of bigger merchandises (Qudur, 2006, 17-18).

3.2.3.3. Negotiation Power of the Clients

It is also known as negotiation capacity of the product market. It is the ability of the clients to put the company under pressure that also affects sensitivity of the customers towards the changes in prices, the degree of depending on distribution channels established on the influence of bargaining and especially in the industries in which fixed costs are high.

- The size of buyers' chart: cost of substitution of the buyers in comparison to the cost of the substitution of the company.
- The extent of availability of information to the buyer.
- The ability of the company to make ethical integration.
- The availability of substituted products.
- Negotiation Power of the Importers.

It is sometimes defined as negotiation capacity of the market of inputs. Importers of raw materials, components, workers and services like experts for the company can formulate a source of strength pressuring the company. Importers may refuse to work with a company or they may refuse high prices set by the company for special or important resources of substitution costs of the importers in comparison to the substitution costs of the company. (Farid, 2000, 204).

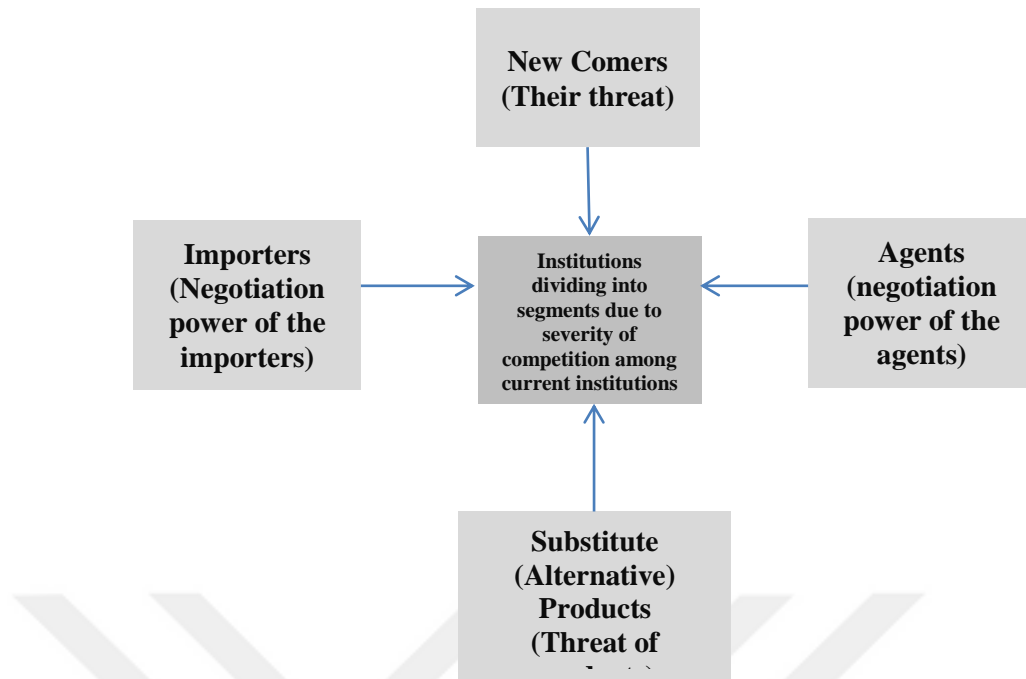


Figure 4: Sample of Five Powers of Competition

Source: Porter ME, Competitive Advantage, Creating and Sustaining Superior Performance, New York, 1985, p. 5.

3.3. Types and Sources of Competitive Advantage

It represents the firm foundation upon which the strategy of the organization is based upon; it makes it continue in its success in a continuous manner with the competitive advantage. It is achieved by one of the following ways:

3.3.1. Advantage of the lowest cost

This refers to the capacity of the company to design and market the product with the lowest cost possible in comparison with the costs of the other companies which achieve big returns. The realization of this advantage requires risked activities in the ring or the basket of values of the company; this is considered an important source for advantage of costs knowing that the competitive status of a company in different strategic areas undergoes evaluation or specification of importance of values the company has in comparison to other companies relevant to the matter of costs(Khalil, 2015, 82).

3.3.1.1. Advantage of Being Distinct

This means for the company to be able to offer a distinct and unique product with a high value in the perspective of the customer, as well as, offering highest of qualities, unique features, post-selling services. Therefore, it becomes necessary to understand possible circumstances that make a product distinct through activities that create value, and employment of capacities and competencies of the company. The company becomes distinct from its competitors when it can possess features that can make the customer attach to them.

The abovementioned advantages are ones that a company should possess; by possessing one of them, at least, they can gain the competitive capacity. As far as the targeted market is concerned and the one to which the advantage for, it can have the industry community as a whole or certain segments of the market. (Atia, 2005, 440).

3.3.1.2. Sources of Competitive Advantage

It can have three sources:

- ❖ Strategic thinking
- ❖ National Frame
- ❖ Income of Resources

3.3.1.2.1. Source of Strategic Thinking

Companies are based upon certain competitive strategies in order to achieve superiority over their competitors through possessing an advantage or advantages of competitiveness. This strategy is defined as: structural decisions made by companies to achieve certain goals that level of their achievement depends on the success or failure of the company. The competitive strategies are classified into three groups: cost leadership strategy that aims at achieving lower costs in comparison to competitors and among the motifs which encourages the company to apply the m are: availability of big sized economies, effects of learning curve and experience.

3.3.1.2.2. National Frame

A good national frame of the companies gives them the capacity to possess an competitive advantage or advantages that is why we see companies of some countries as superiors and leading in the sector of their activities compared to other companies in the other countries. Whereas a country owns necessary factors of industry and is exemplary in the human resources, physical, being knowledgeable, finance and infrastructure, hence possessing these factors plays an important role in possessing a strong competitive advantage. And these elements form an established system on its own; a national frame is one of its outcomes that support the prominence competitive advantages of national industries; the national frame in turn becomes a ground for including of competitive advantages (Tahtuh, 2009, 20).

3.3.1.2.3. Income of Resources

This requires embodiment of the strategy of resources and necessary competencies; therefore, it must be possessed with required quality and it must be used in a good way to guarantee its success. It is possible to differentiate between the following resources.

Concrete resources are divided into three types:

A. Preliminary Resources

It has a large effect on the quality of the products; therefore, the company must excel in choosing its resources and negotiate their prices, qualities, guarantee of their safety, employment and maintenance for the aim of realizing the longest term of their efficiency.

B. Financial Resources

It allows the creation of new products and putting them in the market or distributing them in larger points such as opening new channels of distribution; therefore, the company has to realize their financial validity continuously and maintain them for the aim of consolidating their competitive attitude and improving them in the long run.

C. Quality

The companies strive to realize high market shares through depending on quality that indicates the capacity of the product or service.

In order to stay true to the expectations of the customer or increase upon them, the company resorts to the concept of inclusive quality of the merchandise as a strategic weapon to possess competitive advantages of entering the international market; henceforth, gaining the trust of the deal with parties.

D. Technology

This factor is one of the most important internal resources capable of creating the competitive advantage whereas its importance is derived from the extent of its effect on the competitive advantage. The company has to choose a suitable technology that puts it in precedence in comparison with its competitors.

E. Knowledge

This includes correct, practical information and new information specific to the activities of the organization whereas it provides it continuity in the centers of research. (Qalil, 2007, 42).

F. Information

In the light of competitive environment, the company must always be aware and alert because information plays an important role as it creates a source of exploring the plans of the competitors, their moves and the changes in the market which allows the company to make right decisions in the right time.

Competencies:

This is regarded as one of the origins of the organization because it has a cumulative nature and it is difficult to be copied by the competitors. It is classified into two groups:

G. Individual Competencies

This is representing the separation circle between the individual characteristics and acquired skills in order to perform specific missions in a good way.

Group or Pivotal Competencies:

It is also known as special competencies or capabilities. It is defined as successful skills of appearing and intervention among a group of activities of the company, whereas these competencies create new resources for the company and it does not occupy the place of resources. (AbdulRauf, 2006, 63).

3.3.2. Theoretical Relationship between Tourism Marketability and Competitive Advantage

Small and medium sized companies attempt to possess the competitive advantage through adopting modern methods and processes in the marketing mix. This is done through understanding the behavior of the customer and ways of persuading them to buy the product. On this basis, the desires and needs of the customer is fulfilled. Next, this policy is adopted for competition, monopolization in the market and the guarantee of staying and growing in the market. The companies have to take different methods among them marketability that is considered one of the most important marketing mix elements of the small and medium sized companies. Thanks to this element, if the needs and desires of the customer's increase, it leads to the expansion of the markets, which in turn increase the role of marketability and its position. Furthermore, studying of the marketability mix of the small and medium sized companies helps in analyzing the external environment of the companies, whereas opportunities are seized and threats are avoided. Additionally, understanding the marketability role and the extent of its place helps the companies to connect to the external environment and be aware of the desires of its customers; this eventually contributes to organizing its products and achieves its goals. (Al-Arabi and Amir, 2010, 8)

Based on the aforementioned the following questions can be raised:

- Do the small and medium sized companies depend on marketability as one of their activities?
- What is meant by the marketability methods and competitive advantage in the small and medium sized companies?
- What is the status and importance of marketability in the company?

- What is the role of marketability methods in the companies in realizing the competitive advantage?
- The dependence of the company on the action of marketability as a medium between them and their customers.
- Marketability methods increases the allegations of the company's works, their sales, market share and support of positive expectations from small and medium sized companies.
- The small and medium sized companies realize the competitive advantage by following the lowest cost strategy and distinction strategy (Amin and Yusuf, 2010, 45.).

The following conclusions are drawn:

- 1- Dependence of the company on an effective marketability mix that contributes to improving its competitive position.
- 2- Dependence of the company on effective, complete and harmonious marketability strategy that is in congruence with the marketing mix strategies. This supports the capacity of the company in its competition and brings about new marketability ideas which give it the competitive advantage.
- 3- The duty of quality has become one of the most important and main duties in the company by its virtue of being a decisive element in specifying the competitive capacity of the company.
- 4- In the light of the ingredients that the environment tilts them towards the company and among them the growing of competition and viewing the important role the competitive strategies play in creating competitive advantages for the company, the company finds itself obligated to choose and apply the competitive advantage. (Hamdi, 2013, 29).
- 5- A company cannot achieve competitive advantage by merely offering the product with lowest cost or with a distinction in it, the matter exceeds to the exploitation of the least of its human, material, financial, organizational abilities resources and other potentials that the company enjoys, and which enables them to apply their competitive strategies.

6- The competitive advantage points to the areas in which the company can compete with others in a more effective manner. These areas represent strong points contributing to the company to compete with its rivals in one of their production, marketing and funding activities or what is related to one of their cheapest resources in comparison to others.

7- The company which follows up on its competitive environment also studies and analyzes the changes stemming from it can set a marketability strategy suiting the changes which in turn increases the competitive capacity of the company and earns it the competitive advantage.

8- Studying and analyzing the competitor allows the company to set an effective strategy on the basis of quality and low costs and in turn guarantee of gaining an effective position specific to the company in relation to their competitors. (Hanna, 2013, 7). By means of the abovementioned points, it becomes clear to us that tourism marketability and competitive advantage are direct tags.

In advance to theoretical and practical frame, the contents of the first chapter come to display a number of previous studies what others have reached in their field of study. We see those studies somehow close to the current one, as well as their methodology and what they contain from the problem of the study, its importance, its goals and samples that reflect overall of assumption, rationale of choosing of the field and the description of the study society and its sample. The research chapter includes the followings:

3.4. Study Back Grounds

Previous Studs

General Frame of the Study and Methodology

Description of the Study Society and its Sample

This research aims at establishing a foundation that the current study concentrates on in the frame of exhibiting a number of previous studies to reflect on what the previous researchers have reached and picking up where they stopped at in the light of building a suitable point of the project completing the previous efforts. Additionally, the previous studies are discussed to reach areas of benefitting from

them and finding a position for the current one in them. It is possible to point to the most important of these studies and aspects of their discussion in the following manner:

Showing the studies related to dimensions of the current one: studies relevant to tourism marketability mix, Examples of Previous Studies Ahsan's Study 2009, The Role of Marketability in Marketing of Services. The study is academically superior due to the lack of studies (at least Arabic ones) in the context of variables of the study to visualize the nature relationship between them. The study describes cooperation with competitors and users of its activities and specifically in an Iraqi environment through owning dimensions of building dynamic capacities that qualifies the study to that. The method of the study is collecting of preliminary data through field questionnaire based upon a sample of an individual among the researchers which included 56 individuals of managers in the researched companies. This was done through distributing questionnaire forms to know their opinions about different variables.

One of the most significant conclusions of this study was that ability of pursuing competitive cooperation by the organization is a successful strategic option creating a field for organization to learn, expand importance and understanding of the concept. One of the important recommendations of this study is working to overcome the problems facing industry of medicine locally or in the Arabic countries; this is given priority in cooperation locally or among Arabic countries.

Al-Akili's Study, 2011 a Field Study to Sample Hotels in the Governorate of Baghdad, Najaf and Erbil

The study aims at discovering the extent of using websites, the internet, database and information in the hotels of Iraq and the essence marketability policy of the elements of tourism marketability reflected in the verbal sale, advertisement, public relations and activation of sales that are realized for the hotel organizations. The importance of the study is that it considers the revolution of information technology as a crucial pillar in the area of world economy, which is sometimes called the digital economy, and including the industry of tourism that is a main pillar of the world economy. The methodology of the study is based on random samples taken from 18 hotels in

Baghdad, Najaf and Erbil governorates. The questionnaire forms were distributed upon the hotel managers, media managers, public relations, the sales and the managers of reservations and reception. The study concluded that the information technology is a real revolution in the world markets. It has become necessary for any organization to own a website and emails whether they are a big or small organization. They also need to depend on systems and programs in their departments and also necessary information in the hotels and tourism locations. Among the recommendations of the study is the necessity of setting an effective and organized strategy for the tourism marketability mix and dependence of continuous programs year round via the websites and webpages specific to the hotels.

Nasiba's Study, 2014-2015 Contribution of the Marketability Mix in Realizing the Satisfaction of the Tourism Customer

The study aims at exploring the application level of marketing mix in the tourism agency for travel and tourism and it reveals the satisfaction level of the tourism customer and relationship between marketing mix and realizing the tourism customer satisfaction. The importance of the subject follows the importance given to marketing mix that is considered the basis of the marketing actions in the organizations. The sample of the study is made up of 100 customers. Questionnaires were distributed over different customers coming to the tourism agency. The study concluded that more importance should be given to elements of marketing mix of an organization, satisfying the customer, variation in the ways of marketability, the agency media, bettering the level of reception by the employees and taking care of the customer. The study reached the conclusion that the marketing mix is very important for any marketing organization due to being the main factor through which goals can be achieved in a suitable way that helps to build a good reputation, gain the customer's satisfaction through fulfilling their needs and desires.

Abud's Study, 2015-2016 The Role of Elements of Marketability Mix in Reducing Negative Effects of Crisis on the Tourism Product

The aim of the study is to establish relationships between using the marketability mix in tourism facilities and its capacity to reduce negative effects of crisis on tourism product in the governorate of Latakia in Syria. In order to achieve that, several basic

hypotheses were formulated to measure the relationship between different elements of marketability mix (advertisement, sales activation, public relations, verbal sale and publication) and reducing negative effects of crisis on tourism product. For this study, the researcher distributed questionnaire on random workers in tourism facilities considering they were internal workers. The questionnaire reached 60 ones. The researcher concluded from this study that there is an effective role for the elements of marketability process on the tourism product; this is thanks to the roles played by element of marketability mix.

Al-Auim's Study 2009, The Message of the Organization and its Effect on Achieving the Competitive Advantage

The study aims at discovering the effect of the message of the Jordanian drug companies that produce human medicines in achieving (realizing) the competitive advantage in the perspective of the managers of these companies through revealing the influence of fulfilling the needs of clients in the message of the drug companies that realizes the competitive advantage.

The importance of this study is summarized in studying extent of quality adoption, exploring, development, fulfilling the need of clients, giving importance to human resources in the message of the organization and its influence in realizing the competitive advantage. Questionnaires were distributed over all the managers of those drug companies; ninety-two forms in total were given to the sampled individuals. The study concluded that there is an influence in adopting quality in the message of the Jordanian human medicine companies that realizes competitive advantage. Among the suggestions of the study is exploring and improving the message of the human medicine companies has an influence. Therefore, all the drug companies have to review their messages whereas it includes all or some of the following effective elements: quality, exploration (research) and improvement, giving importance to human resources and fulfilling the needs of clients.

Abdulwahab's Study 2011- 2012, The Role of Innovation in Supporting the Competitive Advantage of an Economic Institution: a Status Study of Cellphone Calls in Algeria

The study aims at manifesting the role of innovation as a strategic and an effective option for the economic company especially in the development of competitive advantages, similarly in spreading the culture of innovation among the economic companies. The importance of the research is in the importance of the subject of innovation and its role to activate and improve competitiveness of the national company; in addition to its important role of achieving growth, staying in the market and facing the changes occurring in it. One of the conclusions of the research is that innovation realizes the competitive advantage for the company; whether the advantage would be continuous or temporary depends on the density of the innovation. Among the recommendations of the research is that a department specific to innovation should be established in the company taking the responsibility of improving and making new products; this innovation role is used by individuals with international specializations in the field of marketing and they have characteristics of creative individuals.

Hajaj's Study, 2013, The Creative Role of Product in the Development of Competitive Advantage for Economic Institution: a Status Study the Flower Scent Factory for Making Perfumes in Algeria

The study aims at clarifying the creative role of product considering it to be one of the forms of technological creativity in developing the competitive advantage for the economic company. The study had chosen the flower scent factory for making perfumes. The importance of the research is in analyzing the reality of the activities and practices carried out by the company, as well as in some interviews, indicators extracted from the company documents and the role played by product creativity in developing the competitive advantage. The most important conclusions was for the company to gain internal resources, concrete and abstract resources in addition to competencies and exploiting them in the application of the preference strategy as an external source contributing to the company to achieve the competitive advantage of a distinguished product grade.

At the end of the study, some recommendations are offered: working towards obtaining modern tools of production in order to maintain the image of products in the minds of the clients and to continue to make creativity in the products in order to develop a competitive advantage for them or maintaining it at least.

Amin's Study, 2016 the Role and Importance of Social Responsibility to Strengthen the Competitive Capacity of the Economic Institutions

This study revolves around the conceptual frame of social responsibility of work organization and continuous development in the economic institutions in Algeria. The study aims at showing the imaginary role of social responsibility in strengthening the competitive capacity of the economic companies through touching upon theoretical details of social responsibilities in addition to realizing the competitive advantage and its manner. Eventually, the study reached the importance of the company in a general sense and the environment in which the company works should be the center of its importance in a large way to strengthen the competitive capacity of the economic companies and finally it allowed the realization of a group of material and abstract benefits.

Discussion of the Previous Studies

- 1- The previous studies state an obvious agreement in opinion among the researchers regarding the importance of marketability mix as being a strategic option that can lead to achieving of important results on the level of competitive advantage and maintaining it.
- 2- Most researches aim at shedding light on the elements of marketability mix in the frame of searching for answers of principal questions of how depending on the best marketability mix guarantees the success of the marketing strategy being a key catalyst for better understanding the concepts of realizing competitive advantage.
- 3- The studies showed a large importance from the researchers' side and extensive attempts to bring about a frame of methodology for marketability mix.
- 4- The relevant studies to the competitive advantage aimed at clarifying the importance of having a harmonious relationship among the dimensions of competitive advantage and the success of the organizations in the frame of staying, growing and continuity in the environment of the competition.

The Areas of Benefiting from the Previous Studies

Through showing a summary of the previous studies and discussing the concepts that the current study benefitted from and the areas in which it would benefit from later as the following:

- 1- Expanding the reading of references, studies and attempts of former researchers; drawing a project line for the current study emerging from the previous efforts
- 2- Contribution to building an important part of the theoretical frame and setting basis the current study depends on for achieving its goals
- 3- Contribution to directing the attention of the researcher towards tourism sector and specifying the location of doing the current study
- 4- The studies contributed to concentrate on the efforts the current study in the lively sides and important sides from the theoretical aspects of the study.
- 5- Strengthening the outcomes of the study and supporting its field analyses.



CHAPTER FOUR

DATA ANALYSIS AND METHODOLOGY

4.1. Description of Study Community and Its Sample

This research presents a description of the study community and its sample and includes the following aspects:

4.1.1. Description of Researched Organizations and Justifications of Their Choice

The hotel sector working in Kurdistan Region in general and in Sulaimany province in particular is referred to as one of the main pillars on which the service private sector in the region is based. This is clearly seen by their active contribution to the development of the arousal requirements of the service sector in the region. By looking at the variables of this research in the hotels under research, they have been chosen as a field for the current study. There are many reasons behind the researcher's selection of four-star and five-star hotels as a field of the research the most important of which include:

The researcher conducted exploratory field visits to several service organizations prior to selecting the field of study. These visits have resulted in a crucial fact represented by the obvious interest of hotel sector in marketing and marketability mix aspects. This can be considered as a justification behind her selection of hotels as a field of study since they have many characteristics along with the clarity of the study variables in them.

4.1.2. Description of the Study Sample

The sample of the study included a group of trainees working in the senior and middle management of the studied company where (125) forms were distributed of which (119) were returned and (9) were ignored to be counted as reliable forms in the analysis i.e. (110) remained. The study sample was named according to the data

provided by its members through their answers to the first part of the questionnaire of the study that was specific to the characteristics shown in the following tables:

1- Age

It is clear in table (3) that (%40.90) of the trained individuals are between (31-39) years which represents the greatest rate of the sample individuals. Following them is the group aged (40 - 49) years which form the rate of (%25.45). The rate of (%22.72) is taken by the working members whose age is less than (30) years, while the study showed that (%10.90) of the study sample are older than (50), that is the lowest rate of the sample individuals.

Table 3: Distribution of Respondents According to Age Groups

Age	Repetition	Percentage
Less than 30	25	22.72
31-39	45	40.90
40-49	28	25.45
50 and more	12	10.90
Total	110	100

2- Gender

The study has shown that the percentage of males is greater in the sample individuals and has formed approximately (%70) while that of the females has represented (%30) as shown in table (4).

Table 4: Distribution of Respondents According to Gender

Gender	Repetition	Percentage
Male	77	70
Female	33	30
Total	110	100

3- Academic Achievement

It is obvious from that the academic achievement of most of the sample individuals is bachelor's degree with a percentage of (%63.63), followed by (%9) for holders of preparatory certificate and below that, while the diploma certificate has scored (%8.1) and PhD, MA and high diploma each has got (%6.36).

Table 5: Academic Achievement Distribution of Respondents According to Academic Achievement

Academic Achievement	Repetition	Percentage
Preparatory or Below	10	9
Diploma	9	8.1
Bachelor	70	63.63
High Diploma	7	6.36
MA	7	6.36
PhD	7	6.36
Total	110	100

4- Years of Total Service

It is evident from that the most of the sample individuals have a length of service varying from (11-15) years with a percentage of (%57.27) followed by (%33.63) for respondents with a length of service between (6-10) years. As it comes to respondents with a length of service between (1-5) years, the percentage is (%4.54); while the percentage of (%2.74) goes to individuals with a length of service between (16-20) years. The lowest percentage, (%1.81), belongs to respondents with 21 or more years of service.

Table 6: Distribution of Respondents According to Length of Service in the Company

Length of Service in the Company	Repetition	Percentage
5-1	5	4.54
6-10	37	33.63
11-15	63	57.27
16-20	3	2.74
21 or more	2	1.81
Total	110	100

5- Length of Service in the Current Position:

We can realize the percentage of respondents with a length of service between (1-5) years in their current positions has reached (%66.36) and that of those with a length of service between (6-10) years has reached (%24.45). The percentage of respondents with a length of service between (11-15) years is (%7.27) and that of respondents who have a length of service of 16 or more years in their current positions was (%1.81).

Table 7: Distribution of Respondents According to Length of Service in the Current Positions

Length of Service in the Current Position	Repetition	Percentage
1-5	73	66.36
6-10	27	24.45
11-15	8	7.27
16 or more	2	1.81
Total	110	100

5- Number of General Training Courses

Explains that the largest percentage of respondents that is (%68.18) have participated in training courses ranging from (7-9) courses. The percentage is (%13.63) for respondents take part in (15) or more training courses. The percentage drops to (%11.81) in case of respondents who have entered into (4-6) courses. The least percentage of (%6.363) belongs to respondents with (1-3) training courses.

Table 8: Distribution of Respondents According to Number of General Training Courses

Number of Training Courses	Repetition	Percentage
1-3	7	6.363
4-6	13	11.81
7-9	75	68.18
10 or more	15	13.63
Total	110	100

7- Number of Specialty Training Courses

Explains that the largest percentage of the study sample individuals which is (%49.63) have entered into specialty training courses ranging from (4-6) courses. The percentage is (%33.63) in the case of respondents with (1-3) training courses. In regard to respondents entering into (7-9) training courses, the percentage is (%10.90). The percentage of respondents who have entered into (10 or more) courses has reached (%6.36).

Table 9: Distribution of Respondents According to Number of Specialty Training Courses

Number of Training Courses	Repetition	Percentage
1-3	37	33.63
4-6	54	49.09
7-9	12	10.90
10 or more	7	6.36
Total	110	100

8- Location of Training Courses

It is clear from table (8) that (%30) of the courses the study sample individuals have taken part in have been held within the hotel premises while (%44.45) of them have been executed outside the hotel headquarters in the region. The percentage is (%25.45) for training courses executed outside the region including courses held in Iraqi provinces except for Kurdistan region.

Table 10: Distribution of Respondents According to the Location of General and Special Training Courses

Location of Training Courses	Repetition	Percentage
Inside the Hotel	33	30
Outside the Hotel in Kurdistan Region	49	44.45
Outside the Region Including Iraq	28	25.45
Total	110	100

4.2. Practical Framework of the Study

The practical aspect is the real identity and the distinctive characteristic of the research study on previous studies. It is also referred to as the real criterion in expressing the success extent of the study and its ability to attain its objectives. To connect the theoretical premises of the study and to enhance the field reality, it is possible to evaluate, by means of it, the contribution of tourism marketability mix to the realization of the competitive advantage. This chapter attempts to describe and identify the study variables as well as to test its hypotheses.

4.2.1. Description and Identification of Study Variables

The study methodology requires determining the essence of the variables relied on in building the study sample. To achieve this goal, these variables have been classified with the aim of processing them starting with the initial analysis of the data related to the study variables. The researcher has used (SPSS) program to infer repetitions, percentages, calculation mediums, and standard deviations. For each dimension of the study and its variables and based on that, the research is divided into the first research "description and identification of variables of elements of tourism marketability mix" and the second research includes the description and identification of variables of competitive advantage.

1. Description and Identification of Variables of Elements of Tourism Marketability Mix

Tourism marketability includes a set of elements that express all media, publicity and digital public relations efforts to prepare and convey certain messages about the tourism image of a country or an organization to certain markets by actual means for the purpose of attracting audiences and motivating them to practice tourism activities in those targeted areas i.e. the purpose is tourism demand. This article seeks to show a description of the variables of elements of tourism marketability mix depending on some statistical tools and methods represented by frequency distribution, percentages, calculation mediums of the variables and their articles aiming to indicate the answer of each of them and the standard deviation to identify the dispersion of values of their calculation mediums. Below are the results:

Advertisement: Advertisement is the most crucial element of marketability mix. It is a means of mass communication used by a particular entity that pays for communicating its message aiming to inform and convince beneficiaries of the tourism product, service or idea. Table (11) indicates that the rate of (82,0796) of the answers were (I agree strongly. / I agree.). In return, the other answers with disagreement had a rate of (7,64). These answers support the value of calculation medium that has reached (4,0796) with a standard deviation of (0,8446). But the factor that has contributed to the enrichment of (positivity) of this variable is (X3) which came first in rank and states that (the accuracy of identifying the customers at the hotel contributes to the increase of the chances of success of the advertising program and provides an announcement that comprehends the reality and desires of the tourist). The percentage of agreement on this factor between the respondents is (%91.82). This rate supports the value of the calculation medium of (4,427) and the standard deviation reaching (0,696). Coming second in rank is the variable (X2) which states that (determining the advertisement goals by the hotel management helps to formulate the true and honest message of the advertisement) with a calculation medium of (4,290) and a standard deviation of (0,770). X5 came in the third rank which states that (the hotel management determines a method according to its organizational goals by making use of the modern methods of printing, bright colors and images to entice attention). The fourth in ranking is (X4) and states that (The hotel management owns various equipment and means of advertisement and keeps pace of evolution in the field of modern technology). In the fifth rank is (X1) which states that (The hotel management seeks to change the customers' conduct depending on an advertisement which focuses on a specific and certain subject).

Table 11: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for the Advertisement Element

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation
	Code	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency		
X1	11	10	69	62,73	13	11,82	14	12,73	3	2,73	3,645	0,924
X2	47	42,73	53	48,18	6	5,45	3	2,73	1	0,91	4,290	0,770
X3	58	52,73	43	39,09	7	6,36	2	1,82	-	-	4,427	0,696
X4	30	27,27	47	42,73	17	15,45	14	12,73	2	1,82	3,809	1,036
X5	45	40,91	49	44,55	13	11,89	2	1,82	1	0,91	4,227	0,797
	34,728		47,456		10,18		6,366		1,274		4,0796	0,8446
	82,184				7,64							

2. Personal Sale: The personal sale in the tourism companies are based on the efforts

Of sales representatives of tourism who contact tourists to convince them about the tourism program they promote. Perhaps the table (12) indicates that the factors (X6-X10) are specific to personal sale and that (73,436) of the respondents' answers were in a positive direction with (I strongly agree. / I agree.) and this is what confirmed the role of this dimension. This supports the value of the calculation medium which is (3,9266) while the proportion of disagreement on this dimension is (9,452) and that of the neutral is (16,91). The factor that has contributed most to the enhancement of the proportion of this variable is factor (X6) which states that (the hotel management ensures that the salesman presents the service alternatives in terms of their characteristics and types and the customer has to choose among them) with an agreement proportion of (80, 91) and is supported by a calculation medium of

(4,245) and a standard deviation of (0,890) and comes first in rank. In the second rank comes the variable (X9) which states that (the salesmen work on meeting the real needs of the customers by means of giving a brief summary on the positive benefits of the services and benefits that accrue to the customer from the hotel services) with a calculation medium of (4,090) and a standard deviation of (0,914). The third rank is taken by (X10) which states that (the hotel management encourages the salesmen to respond promptly and immediately to the sound and honest objections) while coming in the fourth rank is (X8) which states that (the hotel management sets among its priorities the follow-up after the sales to know and find out the customer's satisfaction with the service). The fifth rank is taken by (X7) which states that (the salesmen work on meeting the real needs of the customers by means of giving a brief summary on the positive benefits of the services and benefits that accrue to the customer from the hotel services).

Table 12: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for the Personal Sale Element

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
X6	54	49,09	35	31,82	15	13,64	6	5,45	-	-	4,245	0,890
X7	15	13,64	44	40	33	30	12	10,91	6	5,45	3,454	1,037
X8	19	17,27	56	50,91	25	22,73	9	8,18	1	0,91	3,754	0,869
X9	39	35,45	52	47,27	11	10	6	5,45	2	1,82	4,090	0,914
X10	42	38,18	49	44,55	9	8,18	7	6,36	3	2,73	4,090	0,981
Total Indicator	30,526		42,91		16,91		7,27		2,182		3,926	0,938
	73,436						9,452					

3. Sales Marketability: This is one of the most important elements of marketability mix that has direct and indirect effects on the sales size and tourism contracts. The hotels in this field use a set of successful means with direct and indirect effects on the activation of the sales and increasing the number of contracts on tourism programs. From the analysis of factors (X11-X15) which measure sales marketability, it is clear that the overall rate of this variable is with a positive direction according to the respondents' responses and that (73,818) of the answers were (I strongly agree. / I agree.). In return, the answers with disagreement had a proportion of (10,544) and that of the neutral was (15,636). This supports the

calculation medium of (3,871) with a standard deviation of (0,9438). The factor that has the most contribution to the increase of proportion of this variable is (X13) which states that (the hotel management prepares the necessary obligations to provide customers with information that includes knowledge of the customers' reaction toward the provided information) supported by a calculation medium of (4,0636) and a standard deviation of (0,911) and comes first in rank. The factor coming in the second rank was the variable (X15) which states that (the sales marketability contributes to improving the mental image of the hotel in the market and creates long-term loyalty for customers toward the hotel.) with a calculation medium reaching (4, 0455) and a standard deviation of (0,912). The third rank is taken by (X11) which states that (the hotel management is committed to implementing an appropriate communication process whereby the customers are provided with information about the hotel and the services it provides) while (X12) comes in the fourth rank which states that (the hotel management is interested in identifying a suitable method for marketability in accordance with the requirements of achieving the sales and profitability goals to the hotel. The fifth rank is for (X14) which states that (the hotel management distributes booklets and publications to customers through marketability communication in the customer's conduct and directing to where is congruent with the fulfillment of their needs and achieves the goals of the hotels).

Table 13: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for the Sales Marketability Element

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation	
	Code	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency			%
X11		33	30	58	57,3	11	10,9	6	5,45	2	1,82	4.0364	0.877
X12		31	28,18	50	45,45	22	20	6	5,45	1	0,91	3.9455	0.886
X13		26	32,73	55	50	12	10,91	4	3,64	3	2,73	4.0636	0.911
X14		13	11,82	41	37,27	25	22,73	24	21,82	7	6,36	3.264	1.123
X15		35	31,82	54	49,09	16	14,55	1	0,91	4	3,64	4.0455	0.912
Total Indicator	26,91		46,908		15,636		7,452		3,092		3,871	0,9438	
	73,818						10,544						

4- Publicity and Public Relations: Are the efforts made by an organization or a tourism hotel to improve the image of that enterprise in the minds of audiences to gain their satisfaction, support understanding and strong links between them with the continuous attempts to get their trust and continuity of harmony. The public agreement on the factors (X16-X20) which measure publicity and public relations is (81,8). The corresponding answer, in return, had a proportion reaching (6,004) and that of the neutral was (12,182). This supports the value of the calculation medium of (4,1091) and a standard deviation of (0,8984). The factor (X17) which states that (publicity and public relations of the hotel contribute to creating a good reputation

and an interesting and convincing image to the hotel) was one of the main factors that contributed to the enrichment of this variable with an agreement of (83,64) and a calculation medium of (4,4455). But the variable (X16) has taken the second rank which states that (The hotel management is absorbed in developing a comprehensive advertising program to reach the targeted people, promote tourism services and products and build trust and understanding between them) with a calculation medium and a standard deviation of (4,0909) and (0,807) successively. The third rank is for (X20) which states that (the organizations use certain means to view the opinions of the personal salesmen to provide specialists with the most important to study, research, take benefit from or respond to.) with a calculation medium of (4,0636) and a standard deviation of (0,911). Coming fourth in ranking is (X18) which states that (the hotel management measure the extent of approval of the hotel before, during, and after implementing the activities of sales marketability to evaluate the marketability program.) with a calculation medium of (4) and a standard deviation of (1,092). The fifth rank is dominated by (X19) which states that (the tourism marketability mix contributes to identifying the parties' requirements, the opinions of audience dealing with the tourism hotel inside and outside the region) with a calculation medium and standard deviation of (3,9455) and (0,886) successively.

Table 14: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for Publicity and Public Relations Element

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation
	Code	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency		
X16	34	30,91	58	2,73	5	0,82	4	3,64	1	0,91	4.0909	0.807
X17	63	57,27	38	34,55	6	5,45	1	0,91	2	1,82	4.4455	0.796
X18	42	38,18	43	39,09	14	12,73	5	4,55	6	5,46	4	1.092
X19	31	28,18	50	45,45	22	20	6	5,45	1	0,91	3.9455	0.886
X20	26	32,73	55	50	12	10,91	4	3,64	3	2,73	4.0636	0.911
Total Indicator	37,454		44,346		12,182		3,638		2,366		4,1091	0,8984
	81,8						6,004					

Second: Description and Identification of Variables of Competitive Advantage

The competitive advantage refers to all the capabilities and activities whereby the organization is distinguished from the rest of the competitive organizations working in the same sector the organization works in. This article may work on the description of variables of the competitive advantage and identifying them by means of some statistical tools and methods represented by frequency distribution, percentages, calculation mediums of the variables and their articles aiming to indicate the answer of each of them and the standard deviation to identify the dispersion of values of their calculation mediums. Below are the results:

1- Cost: An organization can have the feature of lower cost if its accumulated costs of the value producing activities are lower than those of its competitors. Cost refers to the value of attaining a service with a suitable price taking the quality into consideration. It is clear from table (15) that is specific to the cost of analyzing the

factors (X21-X25) that (73,634) of the answers which were in a positive direction with (I strongly agree / I agree) confirmed the role of this variable. This supports the value of the calculation medium of (3,940) and a standard deviation of (0,791). The proportion of disagreement on this variable is (6,91) and that of the neutral is (19,454). The factor that has contributed most to the enhancement of the proportion of this variable is factor (X23) which states that (the personal sales programs assert that the activation process of the sales does not stop and the overall costs reduce) with a (100) agreement and is supported by a calculation medium of (4,5182) and this factor is ranked first. The variable (X22) dominates the second rank which states that (the hotel programs of marketability mix contribute to lowering the costs required to reach the greatest number of customers) with a calculation medium and a standard medium of (4,3091) and (0,700) successively. In regard to the third rank, comes (X25) which states that (the hotel achieves a significant return when the activities of publicity and public relations are implemented) with a calculation medium of (4, 0455) and a standard deviation of (0,721). Coming in the fourth rank is (X21) which states that (the advanced advertisement means the hotel management uses contribute to the cost decrease) with a calculation standard of (3,6455) and a deviation standard of (0,9246). In the fifth rank is (X24) which states that (the organization can offer its services with the lowest cost depending on the modern programs of sales marketability) with a calculation medium and standard deviation of (3,182) and (1,11) successively.

Table 15: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for the Dimension of Lower Cost

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation
	Code	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency		
X21	19	17,27	45	40,91	7	6,36	6	5,45	3	2,73	3.6455	0.9246
X22	47	42,73	52	47,27	9	8,18	2	1,82	-	-	4.3091	0.700
X23	57	51,82	53	48,18	-	-	-	-	-	-	4.5182	0.502
X24	13	11,82	30	27,27	41	37,27	16	14,55	10	9,09	3.182	1.11
X25	28	25,45	61	55,45	20	18,18	-	-	1	0,91	4.0455	0.721
Total	29,818		43,816		19,454		4,364		2,546		3,940	0,791
	73,634				6,91							

2- Differentiation: Organizations are distinguished by their abilities to produce products and offer services in such a way as to include a value to customers outweighing the value the competitors offer and that means a creative mindset designed to produce new, useful and unusual ideas by the organization to provide services that meet customers' needs and expectations. The general agreement on the factors (X26-X30) which measure the distinction is (88,548). The corresponding

answer, in return, was (1,82) and that of the neutral is (9,636) and this supports the calculation medium reaching (4,27818). Factor (X28) which states that (the hotel management is concerned with programs of personal sales to achieve distinction in the services the hotel provides) was the factor that contributed most to the enrichment of this variable with an agreement proportion of (98,18), a calculation medium of (4,4636) and a standard deviation of (0,5363).

With regard to the second rank the variable is (X26) which states that (the advertisement activities stimulate the enhancement of quality of services) with a calculation medium of (4,3909) and a standard deviation of (0,6072) successively. The third rank is for (X30) which states that (the hotel management is interested in designing programs of publicity and public relations to get the highest possible level of distinction in the services) with a calculation medium of (4,3818) and a standard deviation of (0,6055). The fourth rank is for (X27) which states that (the elements of the marketability mix in the hotel contribute to the reduction of the defective proportion in the services) with a calculation medium of (4,3182) and a standard deviation of (0,7534). The fifth rank is (X29) which states that (the hotel management seeks to provide the services as per the international standards by means of the followed and applied personal sales programs) with a calculation medium of (3,8364) and a standard deviation of (0,8293) successively.

Table 16: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for the Differentiation Dimension

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation
	Code	Freq uenc y	%	Freq uenc y	%	Freq uenc y	%	Freq uenc y	%	Frequen cy		
X26	49	44,55	56	0,91	64	1	0,91	-	-	-	4.3909	0.6072
X27	50	45,45	49	44,55	7	6,36	4	3,64	-	-	4.3182	0.7534
X28	53	48,18	55	50	2	1,82	-	-	-	-	4.4636	0.5363
X29	25	22,73	47	42,73	33	30	5	4,55	-	-	3.8364	0.8298
X30	49	44,55	54	49,09	7	6,36	-	-	-	-	4.3818	0.6055
Total Indicator	41,092		47,456				1,82		0		4,27818	0,66644
	88,548				9,636		1,82					

3- Focus: This means the company's dependence on a method for providing new services and in that case the company seeks behind some customers, a special type of services or a special part of the market geographically. The organization focuses on a certain section of the market and attempts to meet their requirements. In this case, the organization aims to accomplish excellence in products, price or both. The data of table (17) that refers to analyzing the factors (X31-X35) which measure focus indicates that the overall rate of this variable is with a positive direction pursuant to the respondents' responses and that (75,128) of the answers were (I agree strongly. / I agree). The answers with disagreement, in return, scored a proportion of (7,276) and that of the neutral is (16,182). This supports the value of the calculation medium of (4,003) and a standard deviation of (0,72832). The most important factor that has

contributed to increasing the rate of this variable is (X35) which states that (the hotel management focuses on developing unique abilities in publicity and public relations for the purpose of serving its targeted market sectors.) which an agreement of (91) supported by a calculation medium of (4,3273) and a standard deviation of (0,6651). The second rank is taken by the variable (X33) which states that (the hotel management is keen on developing the spirit of creativity through programs of personal sales to improve its market share by means of serving the section that has requirements distinctive from the market) with a calculation medium and a standard deviation of (4,2818) and (0,6604) successively. Ranked third is (X34) which states that (the organization seeks to develop creative capabilities in the sales marketability to respond to changes in the customers' needs and desires.) with a calculation medium of (4,0545) and a standard deviation of (0,7017). The fourth rank is for (X32) which states that (the hotel management has marketability mix, required resources and abilities to serve the targeted market section) with a calculation medium of (4,0273) and a standard deviation of (0,6699). The fifth rank is taken by (X31) which states that (the hotel management focuses on directing its advertisement to serve a section great enough to become a profitable market with a good potential growth rate) with a calculation medium and a standard deviation of (3,3273) and (0,9395) successively.

Table 17: Frequency Distribution, Percentages, Value of Mediums and Deviations of the Respondents' Answers for the Focus Dimension

Answer Scale	Strongly Agree		Agree		Neutral		Don't Agree		Strongly Disagree		Calculation Medium	Standard Deviation
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
X31	9	8,18	42	,18		,55	18	16,36	3	2,73	3.3273	0.9395
X32	23	2,91	70	63,64	14	12,73	3	2,73	-	-	4.0273	0.6699
X33	42	38,18	59	53,64	7	6,36	2	1,82	-	-	4.2818	0.6654
X34	29	26,36	59	53,64	21	19,09	1	0,91	-	-	4.0545	0.7017
X35	47	42,73	53	48,18	9	8,18	1	0,91	-	-	4.3273	0.6651
Total Indicator	23,672		51,456		16,182		4,546		2,73		4,003	0,72832
	75,128				7,276							

Showing and Analyzing the Results of Correlation and Impact Relationships

Continuing with the results achieved from describing and identifying the study variables in the researched hotels, for the purpose of examining the validity of the study plan and testing the emerging hypotheses and aiming to identify the nature of the relationship and impact of the elements of tourism marketability mix adopted in the study in realizing the competitive advantage for the searched hotels, the researcher has made use of some analytical tools utilized by (SPSS and Minitab) programs. Based on the above, this article included the following:

First: Analysis of Correlation Relationships between the Study Variables

Correlation Relationship between the Elements of Tourism Marketability Mix and Competitive Advantage in the Researched Hotels:

The first main hypothesis indicated a text that (There is an abstract correlation relationship between the elements of tourism marketability mix and the competitive advantage in the researched hotels). That test of availability of correlation relationships presented its data in table (18) and the overall value of correlation coefficient reached (0.876*) on the abstract level of (0.05). This is evidence of the strength of the relationship between the variables and this result indicates that the more the researched hotels considered the components of tourism marketability mix, the more it has led to the reinforcement of their competitive advantage which leads us toward the acceptance of the hypothesis of table (17).

Table 18: Results of Correlation Relationship between the Elements of Tourism Marketability Mix and Realizing the Competitive Advantage

Dependent Variable Independent Variable	Competitive Advantage
Advertisement	0,783*
Personal Sale	0,756*
Sales Marketability	0,744*
Publicity and Public Relations	0,790*
Total Indicator	0,876*

$P \leq 0.05$ $N=110$

For the purpose of identifying the relationship between the elements of tourism marketability mix and the competitive advantage explained in table (18) and as follows:

A- Relationship between Advertisement and Achievement of Competitive Advantage

The data of table (18) indicates that the value of correlation coefficient between advertisement and the competitive advantage has reached (*0,783) on the abstract level of (0.05). This result explains that the researched hotels' interest in advertisement, working with it and strengthening it leads to the enhancement of the competitive advantage and the opposite is true. Thus, the first sub-hypothesis of the first main hypothesis is accepted which states that (there is an abstract correlation relationship between advertisement and the achievement of the competitive advantage).

B- Relationship between Personal Sale and the Competitive Advantage:

The data of table (18) explains that there is an abstract correlation relationship between advertisement and the competitive advantage as the value of correlation coefficient has reached (*,756) on the abstract level of (0.05). The researched hotels' further consideration of the personal sale has led to the enhancement of the competitive advantage. Thus, the second sub-hypothesis is accepted which states that (there is an abstract correlation relationship between personal sale and the achievement of the competitive advantage).

C- Relationship between Sales Marketability and the Competitive Advantage

Table (18) is indicative of the existence of an abstract correlation relationship between sales marketability and the achievement of the competitive advantage as the value of correlation coefficient has reached (*0,744) on the abstract level of (0.05). This relationship explains that the more the researched hotels have taken the element of the sales marketability into consideration, the more that has contributed to the enhancement of the competitive advantage and the opposite is true. Thus, the third sub-hypothesis of the first main hypothesis is accepted which states that (there is an abstract correlation relationship between sales marketability and the achievement of the competitive advantage).

D- Relationship between Publicity, Public Relations and the Competitive Advantage

Table (19) is indicative of the existence of an abstract correlation relationship between the relationship between publicity, public relations and the competitive

advantage as the value of correlation coefficient has reached (*0,790) on the abstract level of (0.05). This relationship explains that the more the researched hotels have considered publicity and public relations, the more that has contributed to the enhancement of the competitive advantage and vice versa. Thus, the fourth sub-hypothesis of the first main hypothesis is accepted which states that (there is an abstract correlation relationship between publicity, public relations and the achievement of the competitive advantage).

4. Discussing the Results of Correlation Relationships. It can be said that the researchers' proposals, their motives and foundations focused on in achieving the competitive advantage have varied as well as the extent of similarity and/or contrast in the areas requiring to be agreed on in the frame of the tourism marketability mix in terms of its components. The current study has depended on some of its components represented by advertisement, personal sale, sales marketability, publicity and public relations as foundations and as a basic and strong base to draw the steps toward the achievement of the competitive advantage in the hotels under research. Discussing the relationships of the elements of tourism marketability mix to the competitive advantage may indicate the depth of interest the researched hotels show in the elements of tourism marketability mix and then moving towards the achievement of the competitive advantage in terms of its low cost, its various services distinction and focusing on certain groups of tourism customers as the following:

✓ Depending on elements of tourism marketability mix as a means of communication between them and the tourist customers in addition to that the researched hotels depend on multiple elements of marketability in a precise and fair manner as well as the process of success between elements of tourism marketability mix which results in concentrating on achieving the competitive advantage.

✓ Marketability via media and various methods gains them superiority in reaching the tourism customer through comprehending reality, desires of the tourist, composing an honest message that can change the customers' conducts and by keeping pace with the advancements of various, renewable and modern technologies resorting to modern methods in printing bright colors and pictures to attract the attention of the customers which in turn strengthens the competitive advantage.

- ✓ The researched hotels deliberately depend on personal sale as a depended method within the elements of tourism marketability mix in order to show the service alternatives, positive benefits, benefits achieved from it and follow-up of the tourism customer's priorities in addition to the assessing the sales process, receiving the tourist customer's reaction and response to them in an immediate and active manner aiming to attain the competitive advantage.
- ✓ The hotel management prepares appropriate requirements and means to provide the tourist customer with information about its tourism services through a convenient and interactive connection to ensure knowing the customer's reaction of the provided services of the researched hotels and whether these services have satisfied his/her desires in addition to forming a mental image of the image to gain the customer's long term loyalty and achieve the objectives of the researched hotels.
- ✓ Setting an integrated and comprehensive advertising program which leads to an easy and effective access of the targeted audience to the services provided by the researched hotels as the publicity and public relations work on creating a good reputation which leads to preference in providing their services and works on reducing their cost and then focus on a certain group of customers thereby achieving the competitive advantage to them.

Analysis of Impact Relationships between the Study Variables

After analyzing the correlation relationships between the components of tourism marketability mix adopted in the research and the competitive advantage, the study sample and hypotheses also need to determine the impact of the components of tourism marketability mix adopted in the competitive advantage. This is what the second main hypothesis states. To test this hypothesis, it is needful to determine the level of impact of these activities combined (advertisement, personal sale, sales marketability, publicity and public relations) in the achievement of the competitive advantage as well as the impact of each of these elements in the achievement of the competitive advantage according to the sub-hypotheses arising from second main hypothesis and then testing this main hypothesis and hypotheses emerging from it on the level of researched hotels. Table (19) shows the effect of the elements of tourism marketability mix in the research combined as an independent variable in the

achievement of the competitive advantage as a dependent variable on the level of the researched hotels.

Table 19: The Impact of Elements of Tourism Marketability Mix on the Achievement of Competitive Advantage on the Level of Researched Hotels

Independent Variable \ Dependent Variable	Elements of Tourism Marketability Mix		R ²	F	
	B ₀	B ₁		Calculated	Tabular
Competitive Advantage	1.01	0.829)13.80*(0.767	286.82*	3.92

Table is prepared by the research using the results of the electronic computer. **P≤0.05 d.f = (1, 108) N= 110**

The results of regression analysis at the level of the researched hotels in table (17) above indicate that there is an abstract impact of the components of tourism marketability mix adopted in the study combined in the achievement of the competitive advantage as the calculated value of (F) is (286.82) and it is greater than its tabular value of (19) at the two independent degrees of (108, 1) and an abstract level of (0.05). The coefficient of selection (R²) is (0,767) which indicates that (%76,7) of the differences in the achievement of the competitive advantage are explained by the elements of tourism marketability mix combined that are (advertisement, personal sale, sales marketability, publicity and public relations). Following the transactions of beta (B) and testing (t) to it, it is made clear that the calculated value of (t) is *(13.80) and it is greater than its tabular value of (1.660) at the two independent degrees of (108, 1) and an abstract level of (0.05). Following the

direction of impact results in the fact that the elements of marketability mix have a direct relationship with the influence of the competitive advantage in the hotels like advertisement, personal sale, sales marketability and publicity and public relations which are principal elements to the hotels' establishment and taking of the competitive advantage. This is what proves the second main hypothesis true which states that there is an abstract impact of the elements of tourism marketability mix on the achievement of the competitive advantage. The following is a statement of the effect of each element of the tourism marketability mix on the achievement of the competitive advantage at the level of the researched hotels as shown in table (19).

Table 20: The Impact of Each Element of Tourism Marketability Mix on the Achievement of the Competitive Advantage at the Level of the Researched Hotels

Independent Variable \ Dependent Variable	B ₀	Advertisement B ₁	Personal Sale B ₂	Sales Marketability B ₃	Publicity and Public Relations B ₄	R ²	F	
							Calculated	Tabular
Competitive Advantage	1.8	0.26 *(6.19)	0.245 *(5.49)	0.243 (5.91)*	0.29 *(7.31)	0.801	55.96	3.94

Calculated value of (t) = (13.8) N=110 P≤0.05 d.f = (4 , 105)

Table (20) above shows that there is an abstract impact of the elements of tourism marketability mix adopted in the study which are (advertisement, personal sale, sales marketability, publicity and public relations) as independent variables in the dimension of the competitive advantage as a dependent variable at the level of the researched hotels and is supported by the calculated value of (F) that is (55,96) and it is greater than its tabular value of (3,94) at the two independent degrees of (105, 4). The coefficient of selection (R²) indicates that (%80,1) of the differences in the achievement of the competitive advantage are explained by the elements of tourism marketability mix depended on in the study.

Following the transactions of beta (B) and testing (t) to it, it is obvious that the greatest impact of those elements belongs to publicity and public relations as the value of (B) is (0,29). Following it in the second rank is the element of advertisement

as the value of (B) has reached (0,26). The third degree goes to the element of personal sale with the value of (B) reaching (0,245). The element of sales marketability has the fourth impact rate with the (B) value of (0.243). Below is the clarification of the impact of each element of the marketability mix adopted in the study in accordance to the priority of its impact in achieving the competitive advantage.

A-Impact of the Element of Publicity and Public Relations in Achieving the Competitive Advantage:

Table (20) explains that there is an abstract impact of the element as an independent variable in the achievement of the competitive advantage as a dependent variable. That is supported by the calculated value of (F) that is (55,96) that is an abstract value greater than its tabular value of (3,94) the two independent degrees of (105, 4) and an abstract level of (0.05). The calculated value of (t) has reached *(7.31) which is also an abstract value greater than its tabular value of (1.67) the two independent degrees of (660, 1) and an abstract level of (0.05) which confirms that the publicity and public relations element has a great significance in achieving the competitive advantage through stimulation and integration with the elements of tourism marketability mix, the effectiveness of the tourism advertising programs used in the researched hotel, their ability to convey messages that the tourist customer has to get related to the hotels' activities, to introduce the services they provide to their targeted customers, conveying convincing data to tourist customers then identifying the reactions accompanying this process in addition to what these hotels work on in regard to explaining their different activities of the working environment aiming to establish balanced and lasting relations with the tourist customers and the parties' shared interests.

B- Impact of the Element of Advertisement on Achieving the Competitive Advantage

Table (20) explains that there is an abstract impact of the element as an independent variable on the achievement of the competitive advantage as a dependent variable. That is supported by the calculated value of (F) reaching (55,94) which is an abstract value greater than its tabular value of (3,94) at the two independent degrees of (105,

4) and an abstract level of (0.05). The calculated value of (t) has reached (6.19) which is an abstract value greater than its tabular value of (1.660) at the two independent degrees of (105, 4) and an abstract level of (0.05) which asserts that storage is one of the basic processes in preserving all kinds of materials especially from damage and loss. It also confirms that proper storage has positive effect on elements of other production. Based on the above, we can accept the fourth sub-hypothesis which states that the storage activity has an abstract impact on improving the quality of products.

C- Impact of the Element of Personal Sale in Achieving the Competitive Advantage

Table (20) explains that there is an abstract impact of the element as an independent variable on the achievement of the competitive advantage as a dependent variable. That is supported by the calculated value of (F) reaching (55, 96) which is a value greater than its tabular value of (3,94) at the two independent degrees of (105, 4) and an abstract level of (0.05). The calculated value of (t) has reached (5.49) which is a value greater than its tabular value of (1.660) at the two independent degrees of (105, 4) and an abstract level of (0.05).

2- Impact of the Element of Sales Marketability on Achieving the Competitive Advantage:

Table (20) explains that there is an abstract impact of the element as an independent variable on the achievement of the competitive advantage as a dependent variable. That is supported by the calculated value of (F) reaching (55,96) which is an abstract value greater than its tabular value of (3,96) at the two independent degrees of (105, 4) and an abstract level of (0.05). The calculated value of (t) has reached (5.91) which is also an abstract value greater than its tabular value of (1.660) at the two independent degrees of (105, 4) and an abstract level of (0.05).

Discussing the Result of Impact Relationships

The tourism marketability mix has a crucial impact on the competitive advantage in terms of low cost, preference and focus as being the foundation stone to which the hotels refer in foundation to respond to the renewable changes happening in the tourism customer's conducts as well as the change in his needs, desires and preferences. Probably the methods and elements of tourism marketability mix are relevant directly to the advancements that have happened in the tourism environment that is witnessed by Kurdistan region in general and the province of Sulaimani in particular. It is possible to say that the hotels' possession of tourism marketability mix with its contents that include advertisement, personal sale, sales marketability, publicity and public relations has a clear impact on creating the competitive advantage for the hotels and working on achieving the contents represented by low cost, preferences and focus. In addition, discussing the elements of tourism marketability mix in achieving the competitive advantage may require a deep understanding of the philosophy on which the effect is based and the advancements in the elements included in the tourism marketability mix.

Stating the Importance of Independent Variables in Terms of Influencing the Achievement of the Competitive Advantage

This section deals with the third main hypothesis which states that "the effect of elements of tourism marketability mix on achieving the competitive advantage varies". In order to accept or reject this hypothesis related to the effect variation of elements of tourism marketability mix on achieving the competitive advantage, testing the gradient linear regression (Stepwise) has been resorted which enables the order of the variable in accordance with inequality in significance of influence within multi-linear regression sample and across several stages.

The last stage of this test reverses the final order of the independent variables significant only in influence. This reflects the concept of variation in the influence of the independent variables on the dependent variable. Referring to what is mentioned above, table (18) shows the final stage of gradient regression test and all variables of elements of tourism marketability mix are shown ordered in the table according to

greater influence variation. This in turn reflects the significance of all elements of tourism marketability mix and also the influence variation of these elements.

Table (21) shows that the most important element of tourism marketability mix in terms of influence is the element of publicity and public relations as the value of (B) with the presence of the rest of the elements has reached (0.904) and its calculated (t) value is (3.01) and that is an abstract value compared to its tabular value of (1.660). Following it in the second rank is the element of advertisement as the value of (B), with the presence of other elements that have important and abstract effect, has reached (0.614) and its calculated (t) value is (3.55) which is greater than its tabular value of (1.660). Coming third in terms of impact significance is the element of personal sale as the value of (B) with the presence of the rest of the elements has reached (0.533) and its calculated (t) value reaching (4.10) that is an abstract value compared to its tabular value of (1.660).

Sales marketability has taken the fourth rank in terms of impact as the value of (B) has reached (0.360) and its calculated (t) value has reached (4.12) and that is an abstract indicator greater than its tabular value of (1.660). The analysis that the coefficient of selection (R^2) is (0,801) and that is close to what has been achieved in the multiple regression tests. That is due to not excluding any element of the tourism marketability mix which represents the independent variables in the test. Via the follow-up of what is shown above, it is possible to say that the elements of tourism marketability mix which are advertisement, personal sale, sales marketability, publicity and public relations have unequal impact on the achievement of the competitive advantage in terms of low cost, preference and focus. Thus, the third main hypothesis is accepted which states that the elements of tourism marketability mix are different in their impact on the achievement of the competitive advantage.

Table 21: The Results of the Last Step in Analyzing (Stepwise) Which Indicates the Order of Impact Significance

Order of Impact Significance	Independent Variables (Materials Management Activities)	}B { Value of)t(Value of
}0.904{)3.01*(Publicity and Public Relations	}0.904{)3.01*(
}0.614{)3.55*(Advertisement	}0.614{)3.55*(
}0.533{)4.10*(Personal Sale	}0.533{)4.10*(
}0.360{)4.12*(Sales Marketability	}0.360{)4.12*(

CHAPTER FIVE

CONCLUSIONS AND RECOMENDATION

This chapter introduces the conclusions that the researcher had come up with during the applicable study in the researched hotels, while providing some suggestions for the researched hotels. Finally suggest a number of future studies, which will lead to the completion of what the researcher, had reached currently more in depth, or using other changes, accordingly, this research would be divided into two parts

5.1. CONCLUSIONS

This research includes the theoretical and applicable sum of the study, which was expressed as conclusions. Some of it was visual, while the other was applied conclusions, which belongs to the surveyed analysis and life inhabitation from the researcher in the researched hotels, according to the next paragraphs:

1. Tourism is looked at as an industry and a source of primary economical income in lots of countries all around the world, and qualified and active thwart to this modern demonstration, through different group of activities and procedures in depth, to achieve best use of the tourism attractive elements, investing it and working on showing the strength points, which enables the organizations working in this sector to achieve most possible profits, with the continuity of administrating and observing this instrument to continue the tourism service provided to the tourist costumers, and then reacting to the fast changes in the tourism environment.
2. The fast and constant changes in the tourism sector forces the organizations to work in the shadow of the changing and unstable environmental circumstances, and its dynamic skills, which belongs to the tourism marketability mix. To employ its activities and elements of tourism marketability mix in the light of accurate analysis, and quick response to the desires and needs of the tourist costumer in order to achieve competition.
3. The elements of tourism marketability mix are considered one of the necessities of an everlasting development, which organizations are working on, and enables them to face the competition in the tourism hotels' market, therefore the qualified and active planning for the elements of tourism marketability mix are considered

unbreakable part of the marketing plan activities of the organization, also a completing element which plays a central role in the marketing process of the organizations, which competes and creates its competitive specialty that may distinguish it from other organizations.

4. The concept of tourism marketability mix was not crystal clear and determined, except after the development of the tourism sector. The tourism movement developed intensively and quickly, and the number of tourists increased, beside the variety shapes of tourism and recuperation, with the multiplication of the number of the tourism areas including different functions and features , which leads to an increased interest in tourism and tourist activities, that showed the need to tune and direct activities originated from tourism in general and tourism hotels in specific, in order to improve its performance and aimed activities, to meet the needs of tourist costumers, and to achieve beyond satisfaction for the tourist costumer and make them happy, to create a long term relationship between the costumer and the tourism hotel providing the service, which represented by the tourism hotels to achieve the best mutual benefit for both sides.

5. Marketing tourism services demands making contacts between the organization providing the service and other participants such as costumers, distributors, providers, governmental instruments, and general orients. The tourism marketability activity of the organization work on the process of calling the other participants in the environment, that the organization works in directly and indirectly, since the tourism marketability is considered one of the important elements of tourism combination marketing, and it can be directed in a perfect and active way, in order to find a good relationship with the other parts, and then improve the marketing performance of the organizations that work in the tourism sector.

6. The gratified benefits of the tourism marketability efforts demands multiplied efforts from those who run the tourism marketability process, in order to put plans for tourism marketability and apply them using all tools and means needed through fully controlling the process of communication, that the tourism organizations do, and tune its rhythm in which the aimed parts of the tourism marketability process, after a deep study of the market and all the enough information about the customers and competitors and the nature of the market, till the tourism marketability and its elements are used successfully while preserving a strong positive relationship.

7. Effective tourism marketability can be through contacting tourist costumers and their groups, besides the tourism organizations, in order to facilitate information exchange and convince these parts to accept the tourism services presented to them, and attract customers to purchase tourism services whenever existed, or provoke the distributors to put more effort in supporting the tourism services provided from the interested organizations in tourism services. Considering tourism marketability a way to speed up the process of purchasing, or increase the mass of the purchased services and its profits. Since presenting extra stimulations encourages tourist costumers to purchase a bigger quantity, also encourages the shortening of purchase cycle by pushing them to make the decision of purchasing in the shortest time.

8. Using tourism marketability style and its various elements depends on a group of factors, such as the philosophy of tourism organizations adopting the marketability activities, besides the tourism marketability mix quality and the nature life cycle of the tourism services presented, and the nature of the dominant competitive environment, and the limit of market coverage.

9. The strategic tourism marketability goals aims in presenting data shapes and all information, which helps in raising awareness, provoking interest, and enhancing purchasing behavior in costumers. The effective tourism marketability teaches and tells the costumers about the new tourism services, and its features, prices, modifications, with the developed services indicating time and place of providence. In other words, telling, reminding, and encouraging costumers to obtain these services, and especially while existing in tourism markets for the first time, also diverting the tourism demand from one point to another, through creating increased demand on a specific service, as a result of reducing prices, or offering extra services, and features to the costumers, which represents the economic role of the tourism marketability process, combined with the elements which normally aim to increase the presented services, with the addition of profits.

10. Tourism competition is a sign of economic strength, which is represented currently by tourism sector. Since tourism became a resident industry itself and lots of economics depend on it in lots of countries around the world, so it represents a main income source. The strength of any country in a tourism sector, or industry of tourism strength, and its ability to impact the economy, and compete regionally and internationally. That forces tourism organizations to concern about the competitive

themes, in manufacturing tourism and benefit from its concept, in order to achieve development and growth in a qualified and active way.

11. The theme of competitive characteristic has gone through a broad discussion in the countries, and especially in the economical mediums. Businessmen starting from the importance of competitive tourism, knowing the tourism organizations intended to do deep analysis of the competitive tourism market, in order to focus on opportunity and threatening, to response to it through a group of strong points in these organizations, including the elements of tourism marketability mix represented in advertising individual sales, promoting the sales and advertisements using general relationship.

12. The tourism organizations can set above other competitors, when they can own a special characteristics that bends the costumer them. In order to own these characteristics, the tourism organizations should depend on a group of elements of uniqueness, which if existed in the tourism organizations in an approximate overall, will lead to a continuous distinction in presenting tourism services.

13. The tourism institutions create new specialties rapidly, to avoid being imitated or mimicked its current competitive feature, especially by competitor institutions. The tourism organization does a constant evaluation of its competitor characteristic's performance, and how effective it is, considering the common standards in the tourism sector, also it is capable of enriching these standards to truly evaluate, and know to what extend it is successful, then make the decision of keeping or abandoning it, in case it didn't achieve the superior goal of competitive and economical availability.

❖ **The conclusions briefed from the results of the applicable study**

1. All the changes in the study came in higher accountable mediums than the hypothetical mediums of the study according to Liker pentagon, which reveals a good awareness in the researchers that was inflected in the easy understanding of the changes in the study.

2. The results of description analysis revealed that the answers of the study were all concentrated in a positive direction, and in a completely agreement point with the tourism marketability mix, indicating its commercial elements, personal sales, promoting sales, propaganda, and general relationships. The propaganda and general

relationships came first, advertisement element came second, and personal sales element came third, while sales marketability came forth. This indicates tourism organizations' interest in the elements of the tourism marketability mix, as one of the activities of tourism combination market is considered a discriminating factor in achieving the market aims, and then organization's aim as a whole.

3. The descriptive analysis results of the study changes revealed that the answers of the study were all concentrated in a positive direction, and in a completely agreement point with the competitive discrimination, indicating the dimensions of leading the low costs, discrimination, and concentration. All of them were sequenced this way: first discrimination, then concentration, and third leading low costs. This indicates the tourism organizations interest in the competitive discrimination dimensions, as a competitive strategy that aims to respond to constant competitive changes, at the tourism sector level.

4. The results of reality field study revealed that the researched hotels in the tourism sector, in Sulaimanyah, has noticeably developed, in the frame of the development occurring in the tourism sector, at Iraqi Kurdistan region level, which is connected to the local government's interest in tourism sector in general and touristic hotels sector in particular with the aim to elevate the economics relying on tourism sector as it's a decisive resource in stimulating economic sector especially in this governorate.

5. The results showed the evolution of means and methods used in the marketing of tourism in terms of the combination and elements of this mix, in addition with the studies hotels owned various means and technologies to cope with the developments in the tourist environment and responding to changes in changes in the preferences of the tourist customer, it is possible to say that the studied hotels were forced to change the means of communication and their ways according to the conditions in the tourism market and what the current circumstances required from rapid implementation of communication.

6. The importance of the elements of the marketability tourism mix comes from the diagnosis of its effects on reinforcing the motivation of the tourist customers. Setting goals and providing the feedback for the progress of achieving the goals and reinforcing the desired behavior is stimulating the motivation of the tourist customers, starting from providing them with basic information about their hotels

and the services they provide moving them through the process of forming interest and then form positive attitudes towards the services provided, concluding with the purchase of these services.

7. There is a significant correlation between the elements of the marketability tourism mix represented by advertising personal sales, marketing the sales, publicity and public relations with the achievement of competitive advantage in the sample hotels in the study.

8. It was obvious that the studied company hired the elements of the marketability mix in reinforcing its competitive advantage, which reflected its ability to introduce more capabilities in the activities of its elements related to achieving its competitive advantage towards achieving the objective of the marketing process and thus achieving the objective of the organization efficiently and effectively.

9. The elements of the marketability mix of tourism have an impact on the competitive advantage as it ranked first in terms of influencing publicity and public relations, and then came in second in terms of impacting advertising, and then ranked third in terms of impact was the personal sales, and finally sales marketing, this reflects the keenness of the hotels and their interest in the elements of the marketability mix so that the publicity and public relations take first place in the attention and marketing sales to come in fourth place.

10. The interest of the company is shown by the elements of the marketability mix which is used to influence competitive advantage. This attention was reflected in the size of the influence shown by each of these elements. The publicity and public relations elements took the greatest interest by the studied hotels which gave it the top priority of influence in achieving the competitive advantage in the studied hotels, followed by attention to advertising component, and then personal sales, followed by attention and influence of marketing the sales.

5.2. RECOMENDATION

Based on the findings, and in order to complete the research methodology, the researcher thought to present some suggestions and future studies to complete this modest research effort, as follows:

1. Hotels should move towards adopting modern and renewable marketability cultures, because it is an ideal way to improve the activities of the marketability tourism mix and its elements in the performance of marketing its tourist service and hotel products.
2. Hotels should use the social networking sites and invest in them in accordance with the strategy of marketability mix and its tourism mix, in order to communicate with the parties associated with these hotels, as well as tourist customers.
3. The hotels should diversify the means of marketing, its methods and ways according to various elements of the marketability mix of tourism, as well as according to the type of service and the objectives of these hotels and their strategy in the direction of the associated parties and tourist customers.
4. Hotels should benefit from global efforts with regard to the marketability mix of tourism and its components in order to market their hotel products and tourism services to their target audience.
5. The hotels should plan and implement the tourism marketing mix efficiently and effectively with the purpose of the success of this crucial process for organizations operating in the tourism sector and offers products and tourist services.
6. Hotels should pay attention to the marketability tourism mix and its components as the main pillar on which hotels depend on the definition of their products, tourism services and their brand, as well as being an effective tool that enables hotels to influence the behavior of their customers and their affiliates.
7. Hotels should pay attention to the marketability mix as a standard for distinguishing between hotels of the tourism sector, the hotels that are well connected

with the associated parties and its customers qualify to acquire a larger market share than their counterparts.

8. Paying attention to the recruitment of efficient human resources, which represent an essential value in the field of marketing tourism of hotels, this reflects on

The efficiency and effectiveness of using the elements of the marketability mix in the marketability process in particular the marketing process in order to achieve competitive advantage in terms of low cost leadership in their tourism products and services and distinguishability in their presentation and focus on target groups of tourist customers.

9. To ensure the success of marketability efforts of tourism products and services of the hotels, the hotels should be prepared to be very close to the needs of their customers and to identify their concerns and respond in a rapid manner.

10. We call upon the hotels to adopt effective marketability programs because of the phenomenon of globalization made the world become a small village and the emergence of competitive parties from international tourism companies in Kurdistan region environment in general and in Sulaymaniyah governorate in particular.

11. Planning to provide tourism services and products requires a determining the essence of these products and services and how to increase them in a way to enhance their position in the tourist and hotel market through hotels adopting a range of methods and ways that enable them to provide these services to their customer tourists.

12. The necessity to use the Internet in all its means and programs and training staffs specialized in the use of technologies and software and to employ engineers specializing in software and specialized in communication and open channels of communication by departments and creating private websites in hotels through which the central booking and receiving e-mail and the development of marketability programs related to tourism are done to occupy advanced positions in the global competition market and increase the demand for the products and tourist services.

13. adopting repeated tourist marketing for tourist and hotel products and services through websites and means of online advertising that have a profound impact on tourists and their desires and interests and receive reactions of tourists via electronic means such as e-mail and the adoption of repeated advertisement and publicity about new hotel and tourist products and services.

Consistent with the products and suggests presented, the researcher believes that the future of this type of studies extends to include other complementary studies that create a future vision, and a route to guide the researchers, our suggestions in relation to that can be listed below:

1. The role of tourism marketing elements in achieving the strategy of concentration.
2. Marketability tourism mix in a contemporary perspective.
3. The use of social media in achieving the objectives of marketing tourism.
4. The elements of tourism marketing and its impact on the management of customer relations.
5. The relationship of tourist mix elements with the loyalty of the customer.
6. Customer satisfaction according to the elements of the marketability tourism mix.
7. Diagnosing customer needs and desires according to the elements of the marketability tourism mix.

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ATTACHMENT

In the name of Allah most gracious most merciful

Republic of Turkey

Bingol University

Faculty of economics and administrative sciences

Business management department

Higher studies

Subject/ Questionnaire

After greetings

This questionnaire represents a part of the requirements in preparing the Master's thesis for business management under the title "The Trace of Marketability Tourism Mix in Achieving the Competitive Advantage" This questionnaire is considered as a measurement for scientific purposes, if you kindly provided the appropriate answers it will contribute in achieving precise results, in turn this will reinforce achieving the objectives of the study, keeping in mind the answers will be used for scientific research with no need in mentioning names.

With utmost gratitude

Note:

1. The researcher hopes from your honors to read all the expressions then ticking each one of them in the answering columns with your precise answers.
2. Please answer all the questions, because leaving questions makes the form unqualified to be analyzed.
3. There is no right or wrong answers, we are asking for your straight and precise opinion in the asked question.
4. Please tick (√) in the column that represents your opinion.

First: general data

1. Data of the respondents

A. Age: () less than 30 years old () 31-39 years old
() 40-49 years old

() 50 years and above.

B. Gender: Male () Female ()

C. Education level:

() doctorate () Masters () higher diploma
() Bachelors
() Diploma () High school

D. Service years:

() 1-5 () 6-10 () 11-15 () 16-20
() 21 and above

E. Years of service in the current position:

() 1-5 () 6-10 () 11-15 () 16 and
above

F. Number of general training courses you have had () course.

G. Number of specialized training courses you have had () course.

Its type ()

Training avenue: () inside the organization () outside the
organization

() outside the country.

❖ **Organization: used to indicate the hotels in the current research.**

Second: marketability tourism mix elements: is all the media, advertisement and public relations effort aimed at preparing and sending a specific message or messages about tourism of a country or an organization into specific markets using actual means with the purpose of attracting audience and motivating them to experience a tourism activity in that sector, all this means the goal is tourism request”.

1. Advertisement: advertisement is one of the most important elements in marketability tourism mix, this is audience communication mean used by a specific party that pays a sum in return to send their message with the aim of notifying and persuading the beneficiaries from a tourism product or service or idea.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
1	Hotel management works on changing the behavior of the clients by relying on an advertisement about a determined and specific topic.					
2	Specifying the advertisement purposes by the hotel management helps making its advertisement truthful and real.					
3	Precision of specifying the clients in the hotel contributes in the success rate of the advertisement and offering an advertisement that understands the facts and interests of the tourist.					
4	The hotel management owns various tools and means of advertisement that keeps up with the evolution occurred in modern technology.					
5	The hotel management specifies a style according to its organizational objects by relying on modern means of printing, bright colors and sketches to attract attention.					

2. Personal sale: personal sale of tourism companies are done through the efforts of salespersons from tourism sales representatives that connect with the tourists to persuade them about the tourism program they are representing.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
6	The hotel management make sure that the salesperson should offer alternatives of the services in terms of its characteristics and types, the client should choose one of them					
7	The sales men are working to meet the actual needs of the client by offering a short summary about the positive benefits of the services and the benefits the client will receive from the hotel services					
8	The hotel management makes follow up after selling a priority to know client satisfaction					
	About the service					
9	The hotel management makes sure to follow up to get benefit from the sales man's experience whether it was a success or a failure, with the purpose of assessing the selling process and benefiting from the strong and weak points and the reasons of the failure.					
10	The hotel management encourages the sales men to reply the truthful and appropriate objections quickly.					

3. marketing the sales: is one of the most important elements of the marketability mix with direct and indirect impact on the sales quantity and tourism contracts, the hotels use a group of successful means with direct and indirect impact in this area to energize the sales and increase the quantity of contracts of the touristic programs.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
11	The hotel management is committed to make an appropriate connection that through it the clients will get provided with information about the hotel and the services it provides.					
12	The hotel management cares about specifying an appropriate style of the marketing according to the requirements of achieving the objectives of selling and the profitability for the hotel.					
13	The hotel management provides the needed necessities to provide the client with the information that include knowledge of client's reactions about the offered information.					
14	The hotel management will distribute manuals and handouts on the clients during the marketing connection in user's behavior and direction according to the fulfillment of their interests and to achieve the hotel's objectives.					
15	Sales marketing will enhance the mental image about the hotel in the market, and creates client's loyalty towards the hotel for the long run.					

4. advertisement and public relations: the efforts of an organization or a hotel to enhance the image of said establishment in the mental of the audiences, gain their affection and satisfaction and supporting the strong understanding and connections between them with the continual efforts to gain trust and harmony.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
16	The hotel management makes sure to place a complete advertisement program to reach the targeted audience and market the touristic services and products and create trust and understanding between them					
17	The advertisement and public relations contribute in building a good reputation and a bright and convincing image of the hotel.					
18	The hotel management measures the acceptance level for the hotel before, during and after implementing marketing the sales with the purpose of reinforcing the marketing program.					
19	The elements of marketability tourism mix contribute in introducing the requirements of parties and audiences that are dealing with the touristic hotel inside and outside The Region.					
20	The organization uses specific means to study the opinions of personal salesmen to provide the experts what to study and research and get use from or reply it.					

Third: competitive advantage: Is all that distinguishes an organization by its abilities and activities from the rest of competitive organizations in the same sector it works in?

1. Cost: is the value of getting a service with an appropriate price and considering the quality.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
21	The advanced advertising means that are implemented by the hotel management will contribute in lowering the costs.					
22	The marketability mix programs in the hotel contribute in lowering the costs of reaching the most number of the clients.					
23	The personal sales programs will ensure the activities of selling and lowering the overall costs not to stop.					
24	The organization can offer its services in a less					
	Cost by relying on modern marketing sales programs.					
25	The hotel will make a bigger profit by implementing advertisement and public relations activities.					

2. Differentiation: is a creative mental process with the purpose of producing new, useful and unfamiliar ideas by the company to offer services that meet the needs and expectations of the clients.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
26	The advertisement activities of the hotel will encourage the enhancement of service quality.					
27	The elements of marketability mix will contribute lowering the level of defects in the services.					
28	The hotel management will take care of special personal sales to achieve distinguishability in the services the hotel is offering.					
29	The hotel management is seeking to offer services in-line with the global specifications through the implemented personal sales program.					
30	The hotel management takes care of designing advertisement and public relations programs to achieve best level possible of distinguishability in the services.					

3. Concentration: means the depending of companies on old styles to offer new services in this case the company goes after some of the buyers or a special type of services or a special part of the market geography.

N	Expressions	I strongly disagree	I disagree	Neutral	Agree	I strongly agree
31	The hotel management concentrates on directing its advertisements towards a big enough class of society to be a profitable market with a good average growth.					
32	The hotel management owns marketability mix, abilities and needed materials to work for the class in the targeted market.					
33	The hotel management makes sure to grow the spirit of creativity through personal sales program to enhance its market share by serving a class that have outstanding requirements in the market.					
34	The organization works to grow the creativity abilities in marketing the products to respond to the occurred changes in the needs and interests of the clients.					
35	The hotel management concentrates on growing unique abilities in advertisement and public relations to serve its targeted market sector.					

ÖZGEÇMİŞ/CV

KİŞİSEL BİLGİLER

Adı Soyadı	Munira Saeed Mustafa
Doğum Yeri	sulimany - Irak
Doğum Tarihi	01.08.1970

LİSANS EĞİTİM BİLGİLERİ

Üniversite	Suleymaniye Üniversitesi
Fakülte	İdare ve İktisad Fakültesi
Bölüm	İşletme

YABANCI DİL BİLGİSİ

İngilizce	KPDS (.....) ÜDS (.....) TOEFL (.....) EILTS (.....)
Arapça	Çok iyi

İŞ DENEYİMİ

Çalıştığı Kurum	Suleymaniye Eğitim Müdürlüğü
Görevi/Pozisyonu	Öğretmenlik
Tecrübe Süresi	21 yıl

KATILDIĞI

Kurslar
Projeler

İLETİŞİM

Adres	Suleymaniye - serveri
E-mail ve Telefon	Munirasaheed73@gmail.com - 009647701571779

