

**Identifying the development factors  
of the entrepreneurial  
e-marketing model in Iraqi  
technology companies (case study of  
mobile phone companies)**

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**تحديد عوامل تطور نموذج التسويق الالكتروني الريادي  
في شركات التكنولوجيا ((دراسة حالة شركات الهاتف  
المحمول العراقية))**

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يهدف هذا البحث إلى التعرف على عوامل تطور نموذج التسويق الإلكتروني الريادي في شركات التكنولوجيا العراقية (حالة شركات الهاتف المحمول). في هذا البحث، تم استخدام المنهج النوعي باستخدام طريقة النظرية الأرضية الكلاسيكية (شترابوس وكوربين). شمل مجتمع الدراسة مدراء وخبراء شركات الاتصالات ومشغلي الهواتف المحمولة في محافظة العراق، وخبراء في مجال التسويق الإلكتروني في دولة العراق، وتم إجراء ١٨ مقابلة باستخدام أسلوب العينة الهادفة من النوع كرة الثلج والنظري، وبهذا العدد من المقابلات تم تحقيق الإشباع النظري. تم تحليل البيانات باستخدام طريقة النظرية الأساسية الكلاسيكية (شترابوس وكوربين) خلال عملية منتظمة وفي نفس الوقت المقارنة المستمرة للبيانات في ثلاث مراحل الترميز المفتوح والترميز المركزي والانتقائي والتصميم النظري. تشير النتائج التي تم الحصول عليها من جانب المشاركين إلى أنه وفقاً للمقابلات الـ ١٨ التي أجريت في ثلاث شركات تكنولوجيا في العراق، فإن أعلى تكرار للمشاركين ينتمي إلى فئة الذكور (١٣ شخصاً)، الذين متوسط أعمارهم بين ٢٠ و ٥٠ عاماً. وكان تعليم معظمهم درجة البكالوريوس (٨ أشخاص) وكانت لديهم خبرة عمل تتراوح بين ٥ و ١٠ سنوات (٦ أشخاص). كما تشمل نتائج تحديد المكونات الرئيسية للنموذج النموذجي للتسويق الإلكتروني ما يلي: العوامل السببية لهذا النموذج والتي تشمل عوامل تصميم مواقع الويب ذات المحتوى المناسب وإدارة المعرفة والخبرة، الابتكار في تقديم الخدمات والتوعية والمعلومات، وأهمية توفير المعلومات؛ وتشمل العوامل السياقية للنموذج؛ البنية التحتية التكنولوجية والتخطيط الاستراتيجي، وتعلم التجارة الإلكترونية؛ تشمل الظروف المتدخلة للظاهرة المركزية ما يلي: البنية التحتية القانونية، التطور التكنولوجي والعوامل الاجتماعية والثقافية. وتشمل الاستراتيجيات الموجهة نحو الظاهرة؛ تخصص التسويق هو التعرف عبر الإنترنت، وآليات الإدارة، والأعمال التجارية الرقمية، والاستثمار الرقمي. وأخيراً فإن النتائج المترتبة على الإجراءات المتخذة تشمل ما يلي: إن نمو وازدهار نشاط الشركة، وخلق فرص العمل، وزيادة القدرة التنافسية، وجذب العملاء والاحتفاظ بهم وخفض تكلفة الوصول إلى السوق هي الأهداف.

## Abstract

The purpose of the current research is to identify the factors of development of entrepreneurial electronic marketing model in Iraqi technology companies (the case of mobile phone companies). In this research, a qualitative approach was used using the classical grounded theory method (Strauss and Corbin). The studied population included managers and experts of telecommunications companies and mobile phone operators in the province of Iraq, experts in the field of electronic marketing in the country of Iraq, and 18 interviews were conducted using the purposeful snowball and theoretical sampling method, which This number of theoretical saturation interviews was obtained. Data analysis was done using the classical grounded theory method (Strauss and Corbin) during a regular process and at the same time continuous comparison of data in three stages of open, central and selective coding of theory formulation and design. The findings obtained in the part of participants indicate that according to 18 interviews conducted in three technology companies in Iraq, the highest frequency of participants is male (13 people), with an average age between 20 and 50. (16 people) years old. The education of most of them was bachelor's degree (8 people) and they had work experience between 5 and 10 years (6 people). The findings of identifying the main components of the paradigmatic model of e-marketing also include; The causal factors of this model, which include the factors of designing websites with appropriate content, managing knowledge and expertise, innovation in providing services, raising awareness and providing information, the importance of providing information; The contextual factors of the model include; Technological infrastructure and strategic planning, e-commerce learning; Intervening conditions of the central phenomenon include; Legal infrastructure, technological development and social and cultural factors. Phenomenon-oriented strategies include; Marketing specialization is online recognition, management mechanisms, digital business, digital investment. Finally, the consequences of the actions taken include; The growth and prosperity of the company's activity, creating jobs, increasing competitiveness, attracting and retaining customers, and reducing the cost of accessing the market are the goals. Keywords: electronic marketing, business, technology companies, Iraq.

## Introduction

In the light of continuous pursuit of companies to use the opportunities ahead and in sync with modern technologies and in order to increase the market share and achieve a sustainable competitive advantage, electronic marketing is considered as one of the innovations of modern civilization. (New York<sup>1</sup>, 2016). Due to the rapid advances in technology and informatics, as well as the massive information revolution that has dominated all business and service sectors around the world, especially service institutions, the need for

faster ways to communicate with customers has emerged (Ekis and Vit-ngo<sup>2</sup>, 2011). Due to intense competition, the impact of e-marketing services has become increasingly prominent. As the expansion and development of market scope is done through access to global markets, electronic marketing also provides access to new markets that were previously unreachable through traditional business (Gil et al<sup>3</sup>, 2008). The reason for this is that Internet marketing provides products and services to the largest possible number of consumers. E-marketing also helps the emergence of new products and services, increasing the variety of existing products and making the competitive advantage and choice more obvious (Mohammadi and Sohrabi<sup>4</sup>, 2018). Also, electronic marketing allows small and medium-sized businesses to compete in domestic and international markets, and it also allows consumers to choose from a variety of products and services. In addition, electronic marketing understands and fulfills the more advanced needs and demands of customers, and plays a fundamental role in improving the mental image of companies and organizations (Hanif et al.<sup>5</sup>, 2020; Shroff et al.<sup>6</sup>, 2020). As Harij-March<sup>7</sup> (2004) also confirms that electronic marketing enables organizations to increase effectiveness and efficiency through communication with customers (Obeidat,<sup>8</sup> 2021). E-marketing leads to the development of means of communication between the organization and its customers. It helps to develop and improve people's capabilities and enables them to achieve business goals. In addition, e-marketing enables fast tracking of sales transactions, stages, and results, as well as the ability to quickly add products or change sales offers (Vidpathak<sup>9</sup>, 2013). Electronic marketing is also one of the most powerful tools in creating financial returns for consumers and profitable institutions and gaining competitive advantage, gaining consumer loyalty and trust (Rahman<sup>10</sup>, 2016). The issue of competitive advantage has been given wide attention at the global level, so that this issue is currently at the top of the list of concerns and priorities of various companies and organizations in the world with the aim of synchronizing with the requirements of the world. has taken and the ability to succeed in competition has become one of the most important elements of the growth and continuity of companies (Abd al-Wahab<sup>11</sup>, 2012), especially since competitive advantage is the main pillar on which the performance of organizations is based. It is considered (Al-Mutairi<sup>12</sup>, 2012). Populova<sup>13</sup> (2006) pointed out that competitive advantage enables the company to meet customers' needs more effectively. Therefore, competitive advantage is considered as one of the main reasons for the company's survival in the competitive market (Obeidt, 2021). One of the most important service organizations in today's era are mobile phone operators (Taichon and Kovac<sup>14</sup>, 2016). The telecommunication industry and mobile phone operators are becoming one of the most important industries in the world and have affected the global economy (Saqb al-Zubaidi, 1400). Mobile phone operators play a very important role in the economic progress and development of any country, and they have a large group of contacts, ranging from ordinary customers to public and private companies (Taichon and Kovac, 2016). Following these developments, the marketers of this industry seek to create a sustainable competitive advantage through customer satisfaction. Currently, due to the significant number of mobile phone operators in this field in Iraq (Asiacell, Zain, Kork Telecom operators), maintaining customer loyalty and managing customer relationships has become particularly important (Gallard and Karimi<sup>15</sup>, 2016). . In the country of Iraq, after a period of government monopoly of the new mobile phone industry, the telecommunications monopoly market has moved towards a competitive market (Saqb al-Zubaidi, 1400). Competitive markets allow companies to perform better than their competitors in order to improve business performance and maintain a sustainable competitive advantage, in response to market needs, so that the best value provide them for their customers (Rezaei Dolatabadi and Alian, 2014). As a result, the Iraqi telecommunications sector companies seek to use electronic marketing and all its factors to improve the services they provide to their customers and ensure their satisfaction, because customer satisfaction is an important goal that has to do with the goals It helps the company's primary means profitability and continuity and creates survival and sustainability for the company (Makkar<sup>16</sup>, 2005). Currently, Iraq's mobile phone industry consists of three operators (Asiacell, Zain, Kork Telecom operators), and each of these operators seeks to attract more customers and develop their business (Saqb al-Zabidi, 1400). Therefore, it is tried to answer this study gap in this research, what are the factors of development of entrepreneurial electronic marketing model in mobile phone companies?

## Theoretical

Various definitions of e-marketing have been presented, each of which has focused on the concept of e-marketing from a specific point of view. But in the most general definition, electronic marketing consists of; The process of creating and maintaining mutually beneficial relationships with customers through electronic activities on the Internet in order to facilitate the exchange of ideas, goods and services in a way that achieves

the goals of both parties (Izdkhah and Mirzaei<sup>17</sup>, 2019). This definition includes the following sections: the process of creating and maintaining mutually beneficial relationships with customers, using the Internet in marketing activities, exchange, realizing the goals of the parties; But electronic marketing is formed when the technical infrastructure (databases, appropriate terminals, servers, software, applications, etc.) is provided and communication with the customer is done using this technology. (Katsunis et al.<sup>18</sup>, 2019). Due to the influence of the Internet and information technology on business and the formation of the foundation of the digital economy, in order to achieve the goals of modern marketing in electronic transactions, electronic marketing has been considered as a key factor in the competitiveness of international markets. It is possible (Nota and Kita<sup>19</sup>, 2021). Increasing the speed of calculation, fast processing of information, the possibility of searching and increasing accuracy, eliminating unnecessary intermediaries and doing things electronically, has overshadowed the process of exchange and providing services, reducing the time of exchanging and providing services and increasing productivity. increases The value of marketing is increasing day by day, and in today's markets, a customer is equal to a real customer plus a virtual customer, and marketing is based on this (Olmos et al.<sup>20</sup>, 2020; Hamzoi, 1401) In 2015, the term electronic marketing was searched in the dictionary of the American Marketing Association under the title of digital marketing and internet marketing, but surprisingly, no meaning and definition was found for this term. Instead, there was the term online marketing as "the Internet and e-mail-based aspects of marketing campaigns that can include banner ads, e-mail marketing, search engine optimization, e-commerce, and other tools" ( Shaltoni, 2016). But electronic marketing, which is the result of the emergence of electronic commerce, can bring many benefits to companies by using electronic commerce tools such as the Internet, digital televisions, and mobile phones. Among these benefits include; Reducing costs, global access, personalization, removing time and place restrictions, reducing the price of purchasing sources, increasing sales percentage, 24-hour access and easy access to information are considered (Khodakarm, 2015). Along with the countless benefits of electronic marketing, researchers have also considered the goals of electronic marketing, which include; 1. Sales growth through wide geographic distribution, advertising and sales; 2. Providing added value (giving additional benefits to online customers); 3. Approaching customers and tracking them, interacting, talking and getting to know them; 4. Saving in costs (costs of services, advertising, sales transactions and executive management, printing and mailing) and as a result, increasing profits in transactions; 5. Online development is a trademark and strengthening of commercial values (Afshin Mehr et al., 1402).

## Electronic marketing strategies

Marketing has different strategies, one of these strategies is electronic marketing. In order to achieve its goals, electronic marketing also needs strategies that Milani and Zenonzi (2019) consider these strategies to include exchange, relational, database and knowledge-based marketing strategies in their study (Milani and Zenouzi, 2019) which will be explained below.

### 1- Exchange marketing strategy

Exchange marketing is a business strategy that focuses on individual sales transactions and emphasizes on maximizing the efficiency and volume of individual sales transactions rather than developing long-term relationships with customers. In this type of strategy, the relationship between the seller and the buyer is one-way, so that the seller plays an active role and the customer plays a passive role in the process. In this strategy, the company offers products and services to the market, and the buyers continuously meet their needs without making any personal contact. The main focus of marketing is on the product or brand and the marketing mix (price/service, promotion and distribution). In this type of marketing, the focus is on sales promotion and trying to attract new customers. The time horizon of this strategy is short-term and has little emphasis on customer service. In general, in this type of strategy, there is very little relationship between the customer and the company. This is because communication with customers is low and therefore, customer commitment to the brand is not satisfactory (Sonkova and Grabowska<sup>21</sup>, 2015).

### 2- Relationship marketing strategy

relationship marketing; Identifying and creating, maintaining and increasing and also, if necessary, terminating beneficial relationships with customers and other stakeholders, so that the goals of the parties are realized, and this is done by mutual exchange and fulfillment of promises. Relationship marketing includes all marketing activities aimed at creating, developing and maintaining successful relationship exchanges. Online relationships include relational exchanges between the customer and the company that are carried out through Internet technology and take place in a non-face-to-face environment (for example, human-technology interactions). The defining characteristics that distinguish online relationships from



offline relationships include geographic distance, temporal independence, the availability of a global option and a higher level of anonymity, as well as a data-rich environment. In fact, the focus of relationship marketing is to identify and retain long-term customers because it is more profitable to retain and satisfy existing customers than to attract new customers. Instead of economic or informational exchanges, this strategy emphasizes the relationship between the buyer and the seller individually. The marketing strategy is a long-term relationship and emphasizes the quality of providing services to customers, which leads to customer retention (Seo and Park<sup>22</sup>, 2018).

### 3-Database marketing strategy

Database marketing is "a form of direct marketing that uses databases of existing and potential customers to establish personal relationships in order to promote a product or service for marketing purposes". Also, database marketing can be defined as "the use of customer database in order to increase marketing efficiency through the acquisition, retention and development of customers effectively". Database marketing is created by a set of informational and technological tools and its purpose is to obtain information (especially economic) about customers and use it to increase profits, satisfy customers and gain more loyalty. Creation and effective management of the customer database enables a personal approach to each customer. Database marketing is a source of competitive advantage. The company, especially in database marketing, has a wide range of information about customers, and based on this, it can provide the best services or products and provide the possibility of effective promotion of products or services to customers compared to competitors (Vivu et al.<sup>23</sup>, 2014).

### 4- Marketing strategy based on knowledge

In this strategy, the company tries to create long-term mutually beneficial relationships with customers and use customer profiles. When a company can create a strong database of customers, competitors and other environmental conditions and variables and can establish a one-to-one relationship with its customers using this database, it has a knowledge-based marketing strategy. In companies that use a knowledge-based strategy in marketing, marketing rules are continuously revised and influenced by technological progress. The company's strategy is to attract new customers while maintaining existing customers, and the company has a high and significant interaction with its knowledgeable customers, customers are looked at individually, and the products are customized (Milani and Zenouzi, 2019).

### Different methods of electronic marketing

Marketing methods from the point of view of Boyuk Azkhan and Ergon (2011), including; Online advertising, advertising video, marketing in social networks, website optimization, search engine advertising, advertising email, blogging on blogs, advertising SMS. But from the point of view of Espusfani and Ghazizadeh (2015), the most important techniques and methods of electronic marketing include; Creating a website or internet base on the World Wide Web for the organization and introducing the address to major search engines and specialized groups and Internet directories, marketing through e-mail, newsgroups and chat rooms, exchange of banner ads and communication programs. , online promotions, online catalogs and e-newspapers, FAQs, cookies, viral marketing and social media marketing. Idrias and Michael mentioned six types of social networks that are used in electronic marketing, which are: Facebook social networks, collaborative projects like Wikipedia, blogs and sub-blogs like Twitter, content communities like YouTube or Instagram, virtual game worlds like Word of Warcraft, virtual social worlds like second life (Taqvi Sanukesh and Asghari Ajiri, 2018). Types of electronic marketing methods from the point of view of Baloch and Sargazi (2016), including; Email retrieval, blogging, RSS, podcasting, online surveys, multimedia content, social websites like Facebook, word of mouth, search engines. Janice Reynolds (2006) describes the methods of marketing on the site as follows; Receiving feedback from customers, banner ads, affiliate or partnership programs, newsletters (including electronic newsletters, postal newsletters, etc.), e-mail and banner content update strategy and advertising methods, cross-program promotions, Scrolling ads at the bottom of the page, standard ads, classified ads, improving company search engine rankings, advertising in chat rooms, advertising on Internet TV and viral marketing or word of mouth marketing. In addition to the above methods, advertisements in mobile applications, advertisements in Internet classifieds websites, computer games, and Bluetooth advertising are considered electronic marketing methods (Taqvi Sanukesh and Asghari Azhiri, 2018).

### Iraq's telecommunications department

Iraq's telecommunications industry was severely damaged in the 12 years prior to 2003 due to economic sanctions imposed on the country. During this period, Iraq was lagging behind the rest of the world in terms

of telecommunication technology (Mahdi, 2007). In 2003, there were no telecommunications companies throughout the country due to the limited access to landlines, the communication infrastructure in Iraq was very basic and the government did not pay much attention to it (Araz<sup>24</sup>, 2020). There was only a limited fixed-line infrastructure, mainly for use by Iraqi<sup>25</sup> military command and control and the country's political elite. Before 2003, the only active telephone network in Iraq was owned by the government and the Iraqi Telecommunication Company. In 2003, due to the war, the country's communication networks were destroyed and half of the country's communication infrastructure was destroyed. Iraq's telecommunications industry grew at a rapid pace after 2003, making it one of the most dynamic industries in the region (Rishag<sup>26</sup>, 2020). Since 2003, the number of Iraqi mobile phone customers has increased to about 20 million. In Iraq, after 2003, a wide range of service providers emerged, such as (Itisaluna, Kalimat Telecom, Iraqtel, VitalTel, Hi Link Telecom, Omnea, Newroz Telecom, Asiacecell, Zain Iraq, Korek Telecom), but Currently, all these companies are not active in Iraq (Sharif<sup>27</sup>, 2018). In the post-war period, the provision of mobile phone services and telecommunications companies were very successful. The lack of fixed line services has contributed to the rapid development of the sector. More than 20 million dollars were invested by the Ministry of Foreign Affairs and USAID to develop Iraq's technical and regulatory capabilities in telecommunications as well as digital technologies since 2004 (Ebrahim and Hassan<sup>28</sup>, 2020). Three mobile network providers, Asiacecell, Zain and Kork Telecom, are competing in Iraq with 700 active forces (Wajih Abdullah<sup>29</sup>, 2020). The mobile data industry is also developing in Iraq, with services including text messaging and mobile internet available. During 2015, Zain and Asiacecell both reported significant subscriber losses, while Cork continued to see steady subscriber growth (Haider Baqer et al., 2022). The network losses of the two big operators (Asiasel and Zain) are probably due to the presence of more inactive SIM cards and more presence in the northern and western regions of Iraq, which have been affected by the recent problems. The lack of strong competition in the fixed bandwidth sector and the low penetration rate of personal computers in Iraq have made Iraqi telecommunications a promising market for 3G/4G services (Ebrahim and Khamis<sup>30</sup>, 2019). In the following, the most relevant domestic and foreign researches are mentioned. Sadegh et al. (2023) investigated the impact of artificial intelligence applications on electronic marketing and its competitive advantage for Iraqi marketing companies using a quantitative method. The research community consisted of marketers and employees of marketing companies in Iraq, and 288 valid questionnaires were filled for retrieval research purposes. The results prove the statistically significant effect of artificial intelligence applications on electronic marketing and its competitive advantage. Anad and Haider Baqer et al. (2022), in a study, investigated the role of electronic marketing in obtaining customer satisfaction in the telecommunications industry in Iraq using an exploratory study. The population and statistical sample of the research included undergraduate students of Baghdad University of Economics and Management, 76 of whom were randomly selected and answered the questionnaires. The findings of this research showed that mobile phone users are not satisfied with Iraqi communications and mobile phone operators, and the implementation of electronic marketing in Iraq faces obstacles and problems such as; Obstacles related to electrical payments, technology, legal, culture and lack of trust and confidence of users and customers are faced. Al-Haili (2022) conducted a quantitative study with the aim of clarifying the role of electronic marketing and what can be effective in promoting the products of the national industry in Iraq. A questionnaire was used to collect data, which was distributed among (1810) consumers from Baghdad. The results showed that electronic marketing affects the promotion of national industry products by helping to deliver national products to consumers quickly, reducing costs, time and effort, and facilitating the production system, as well as simplified electronic reservations. Obeidt (2021) conducted a research with the aim of identifying the effect of electronic marketing on competitive advantage using three competitive advantage strategies (cost leadership, concentration and differentiation) in Al-Razi pharmacies in Irbid-Amal city. The research was descriptive and analytical. The statistical population included (120) pharmacy employees, and 92 questionnaires were distributed among them. The findings showed that e-marketing has a positive and significant effect on all aspects of competitive advantage. Karim and Brisam (2021) a study aimed at investigating the effect of e-marketing with its supporting elements (website design, virtual community), customer service, confidentiality, security and customization) in customer satisfaction of the payment chain. The questionnaire was designed and distributed among the selected sample (70 people) of the respondents on behalf of (managers and their assistants and department managers). The results showed that electronic marketing has a significant effect on customer satisfaction. Hamzoi (2022) has conducted a research with the aim of designing a fuzzy cognitive map to increase the performance of electronic marketing

in online social networks. The results of the research showed that the factor of creating entertainment for users and customers was the most important, and the factor of increasing interaction with customers and users was ranked second. The factor of increasing investment in social network marketing was ranked third in importance due to higher investment efficiency than other methods. Rahimian (2022) conducted a survey with the aim of establishing the feasibility of electronic marketing cooperatives in Lorestan province. To identify issues related to feasibility, 30 semi-structured interviews were conducted with provincial experts. The results showed; Financial incentives, physical-human, cultural-social infrastructure, educational requirements and legal-administrative requirements are among the influencing factors on the formation of electronic marketing cooperative. In his study, Soleimani (2021) investigated the factors affecting the development of electronic marketing capabilities of the professional sports federation using a descriptive method based on a quantitative approach. The statistical population of the research included the heads of sports boards of Khuzestan province. The findings of this research showed that resource components, technical capability, management factors, strategies, supply chain management, customer relationship management, environmental and competitive factors, website features, organizational culture and brand factors The development of e-marketing has a significant impact.

## research method

In this research, a qualitative approach was used using the classical grounded theory method (Strauss and Corbin). The study population included managers and experts in technology companies (telecommunications companies) in Iraq, who were interviewed using the purposeful sampling method of 18 snowball types (Table 1), which number Theoretical saturation interview was obtained. Data analysis was done using the classical grounded theory method (Strauss and Corbin) during a regular process and at the same time continuous comparison of data in three stages of open, central and selective coding of theory formulation and design. Open coding is the first stage of interview analysis in the grounded theory method. This stage is called open because the researcher extracts codes and constructs categories with an open mind and without any restrictions on the number of codes and categories (Amirian et al., 1400). In axial coding, the formed classes are expanded and each class will include sub-classes and the relationship of each of them is also determined and selective coding is a process during which the classes are connected to the central classes and form the theory. (Pop-Zen et al., 2014).

**Table 1- Summary of demographic information of the research interviewees**

Number	Level	Variable
8	20 to 35	Age
8	36 to 50	
2	51 years and above	
5	Female	Gender
13	Man	
3	Less than 5 years	Experience
6	5 to 10 years	
5	10 to 15 years	
4	More than 15 years	
4	less and diploma	Level of education
8	Masters	
5	Masters	
1	P.H.D	

## Research findings

In this research, he designed the electronic marketing model in technology companies in Iraq. The findings of identifying the main components of the paradigmatic model of e-marketing also include; The causal factors of this model, which include the factors of designing websites with appropriate content, managing knowledge and expertise, innovation in providing services, raising awareness and providing information, the importance of providing information; The contextual factors of the model include; Technological infrastructure and strategic planning, e-commerce learning; Intervening conditions of the central phenomenon include; Legal infrastructure, technological development and social and cultural factors. Phenomenon-oriented strategies include; Marketing specialization is online recognition, management mechanisms, digital business, digital investment. Finally, the consequences of the actions taken include; The growth and prosperity of the company's activity, job creation, increasing competitiveness, attracting

and retaining customers and reducing the cost of accessing the market are the goals, which are shown in table (2). **Table 2: Open, central and selective codes in the Strauss and Corbin model**

Initial code	Secondary code	Axial code
Updated content	<b>Designing websites with appropriate content</b>	<b>Causal factors</b>
Related content		
Additional content from the service to be provided		
Using educational videos in the web environment		
Having knowledge in the field of providing online services	<b>Management of knowledge and expertise</b>	
Software and hardware expertise of employees		
Transfer of specialized knowledge		
The ability to control and direct the website		
Ability to provide services and information needed by the customer online	<b>Innovation in service delivery</b>	
Innovation in the content presented on the site		
Innovation in service delivery method		
Innovation in sales		
Creating integration between electronic marketing activities with other activities		
Using new technologies in marketing techniques	<b>Awareness and information</b>	
The epidemic of using mobile phones and smart devices		
Establishing interaction and communication		
Advertising		
Creating a sense of trust and confidence in customers		
Digital transformations	<b>The importance of providing information</b>	
Fast communication		
Maintain customer information		
Database		
The importance of sales center information		
Easy access to information	<b>Technological Infrastructure</b>	<b>Background factors</b>
The importance of accurate and up-to-date information		
Service information		
Provision of infrastructure		
Provision of necessary hardware and software		
Provision of infrastructure	<b>Strategic planning</b>	
Attention to the necessary infrastructure		
Program	<b>Strategic planning</b>	
Preset program		



Initial code	Secondary code	Axial code
Comprehensive planning	<b>Learning e-commerce</b>	
Proper support		
big plan		
Update features		
Public access to the Internet		
Dramatic changes online		
Use of online technology		
Activity in virtual space		
The rise of e-commerce		
Intellectual property right	<b>Legal infrastructure</b>	<b>interfering factors</b>
Privacy protection		
Complaint follow-up		
Understanding information security	<b>Technology Development</b>	
Technology factors		
high speed Internet		
Development of providing online services by organizations		
Blockchain		
Artificial intelligence		
Lack of cultural acceptance of online services	<b>Social and cultural factors</b>	
Lack of up-to-date public information		
Company culture		
The instability of digital business culture		
Behavioral orientation and herding behavior		
The traditionality of the thoughts of business managers		
Low level of digital business knowledge	<b>Marketing specialization</b>	
Improving organizational trust based on customer-oriented training		
Professional ethics of managers and employees with customers		
Use of marketing specialists		
Updating the traditional structure of staff management		
New training		
Introduction of online services	<b>Online recognition</b>	
Customer recognition from online sales centers		
Knowing how to receive services		
Knowing the ways of online communication	<b>Management mechanisms</b>	<b>Strategies</b>
Keeping up-to-date online information about the company's products in different languages		
Teaching electronic marketing skills to employees		
Identifying customer needs		
Management mechanisms		
Research and development		

Initial code	Secondary code	Axial code
The use of expert human resources familiar with the Internet and electronic marketing		
Upgrading the company's websites according to the rapid changes in cyber space and the needs of the market and customers		
Ease of doing business	<b>Digital business</b>	
Development and improvement of electronic infrastructure		
Electronic payment systems		
Strengthening the rules and regulations of digital business		
Digital markets		
Digital entrepreneurship awareness campaigns		
Teaching digital business skills		
Creating digital-oriented companies		
Digital entrepreneurship culture		
Basing and planning for long-term economic profit		
Allocation of sufficient funds for the implementation of electronic marketing		
Correct financial planning for electronic marketing processes		
Revision of the pricing system in electronic marketing		
Identifying the income sources of the organization in the process of business development		
Funding for electronic marketing		
Cost sharing		
Research and development costs		
Development of company activity	<b>Growth and prosperity of the company</b>	
Improving the economic situation		
The growth of the telecommunications industry		
Increase financial transactions		
Increase in profit		
Increasing the speed of service delivery	<b>Employment</b>	<b>Consequences</b>
Creating employment and eliminating unemployment		
Employment		
Increasing the income of employees and the organization	<b>Increasing competitiveness</b>	
Development of employee capabilities		
The ability of the organization to compete with domestic and foreign competitors		
Achieving a competitive advantage		
Ownership in network marketing		

Initial code	Secondary code	Axial code
Removal of intermediaries	<b>Customer attraction and retention</b>	
Continuous monitoring of competitors and their marketing methods		
Electronic purchase intention		
sales increase		
Improve customer service		
Increasing customer satisfaction and loyalty		
Increasing electronic businesses		
Improving online buying and selling		
Establishing and maintaining communication with customers		
Improve word of mouth marketing		
Increasing international communication	<b>Reducing the cost of access to the target market</b>	
Reduce advertising costs		
Reducing the cost of introducing customer service		
Reducing the cost of accessing customers		

## Discussion

In general, it can be said that every scientific research is carried out based on specific goals, and with these goals in mind and based on the results of the research, the results should be analyzed and interpreted and discussed by comparing the results with the findings of previous studies. and then suggestions to solve the problem and improve the existing situation will be presented. In this part of the research, a general summary of the results is provided. With an exploratory approach, this research has sought to identify the main components of the electronic marketing model in technology companies (mobile phone companies) in Iraq. In this model, the causal factors proposed by the participants include five dimensions; The factors of designing websites with appropriate content are management of knowledge and expertise, innovation in providing services, awareness and information and the importance of providing information. In creating electronic marketing in telecommunication companies, what is most important is the way of presenting information because when information technology platforms are used for marketing, there is no direct and face-to-face communication with the sales center and the profit seekers who use cyberspace have committed abuses, they have caused lack of trust and confidence of customers, therefore the importance of information, creating a sense of confidence and trust in customers, innovation in providing services, using expert human resources and providing appropriate content in the field of marketing development According to the participants, electronic devices play a significant role. The results obtained with the findings of Heydarbagger et al. (2022); Soleimani (2021); Sadness and prayer (2016); Delodlo and Trapp (2010) is consistent and consistent. The background conditions raised by the participants, including three dimensions; Technological infrastructure and strategic planning is the learning of e-commerce. According to the participants, what has provided the conditions and background for the transformation of marketing in companies, the provision of information and communication technology infrastructure, digitalization and universal access to the Internet, having strategic and comprehensive plans to use the virtual space of the field has provided for the development of electronic marketing in telecommunications companies in Iraq. The findings of this section with the results of Rahimian's studies (2022); Soleimani (2021); Amzeh et al. (2015); Ajay et al. (2015) is consistent. Intervening factors raised by the participants, including three dimensions; Legal infrastructure is technological development and social and cultural factors. One of the important factors that play an important role in facilitating electronic marketing in telecommunication companies in Iraq is the existence of legal infrastructure, technology development and attention to cultural and social issues governing the country of Iraq. If the legal background and infrastructure (intellectual property rights, privacy protection, follow-up of complaints and understanding of information security) is provided and the culture of acceptance of online services is institutionalized, the ground is also ready for the development of electronic marketing. But according to the opinion of the participants, due to the lack

of necessary standards, the low level of people's knowledge of digital business, and the traditional thoughts of business managers, the process of creating electronic marketing in these companies has been done slowly or received less attention. take The results of this section with th  
 Anad and Yahya (2023); Heydarbagger et al. (2022); Rahimian  
 consistent. The strategies proposed by the participants include  
 online knowledge, management mechanisms, digital business,  
 development of e-marketing, it is necessary to use strategies  
 customers from the point of view of participants, including effe  
 forces, keeping up-to-date online information about the cor  
 promoting the site. The company's internet services are adapted  
 the needs of the market and customers, the development and  
 awareness campaigns of digital entrepreneurship, training of digital business skills, revision of the pricing system in electronic marketing, The culture of digital entrepreneurship and... is very influential in advancing the e-marketing strategy. But the telecommunication companies should not ignore the management mechanisms in this field, which according to the participants; Provide conditions for electronic marketing by teaching electronic marketing skills to employees, identifying customer needs, research and development in the field of needs and reliable communication ways with customers. The results of this section with the findings of Hamzoi (2022); Soleimani (2021); Khaleghi et al. (2020) is consistent. From the point of view of the interviewees, the consequences of using electronic marketing in the company will cause the growth and prosperity of the company's activities, which will provide employment for most of the young people active in this field. On the other hand, with the development of electronic marketing, the cost of accessing the target market has been reduced and it is possible to interact with customers in different ways, which provides the basis for attracting more customers and keeping previous customers and making them loyal. . With the loyalty of customers to the company in today's competitive world, it provides a competitive advantage for the company. These results are with the findings of Sadegh et al. (2023); Al Haili (2022); Hamzoi (2022); Obeidt (2021); Karim and Brisam (2021) are in agreement. In the figure below, the model of interactive marketing in Iraqi telecommunications companies is drawn.

Intervening conditions  
 Legal  
 infrastructure  
 Technological  
 development of  
 social and  
 cultural factors

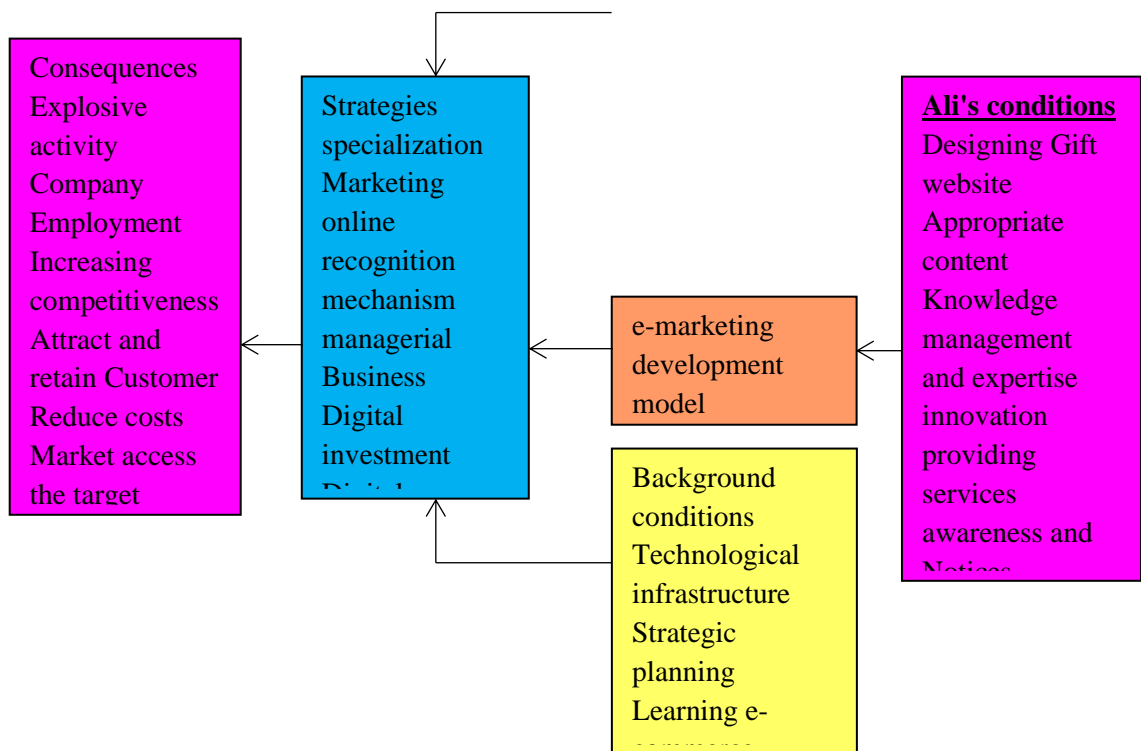


Figure 1: E-marketing development model in Iraqi telecommunication companies  
 Executive proposals



- Telecommunication companies should create and develop their websites on the Internet to strengthen their presence in the electronic market and communicate with current and future customers to increase their market share and profits.
- The need to develop the level of knowledge and skills of employees in electronic marketing activities by introducing specialized and continuous training courses to keep up with the development and promotion of their abilities and skills.
- Using the facilities provided by the Internet to obtain information about the target customers to meet their needs and desires and provide new services according to their needs.
- Paying attention to the preparation of electronic catalogs to introduce services with the constant change of customers and providing free gifts to introduce the company's services, which helps to create a good image of the company.
- Telecommunication companies should continuously update their data on the website.
- By creating an after-sales service system, the company creates a sense of confidence and commitment in customers, so it is suggested that the company creates an after-sales service system.
- Establishing an online customer response system to meet the needs of customers as much as possible, which plays a significant role in creating interaction and customer loyalty.
- All-friendly design of the site in such a way that the content is in harmony with its design.

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<sup>3</sup> Gil et al.

<sup>4</sup> Mohammadi & Sohrabi.

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