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Role of Motivational and Emotional Marketing Strategies at Competitiveness of Industrial Companies: An Applied Study in a General Company for Rubber and Tire Industries in Iraq

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Abstract: This research aims to maximize company's competitiveness through correct formulation and precise implementation of emotional and motivational marketing strategies. It also aims to identify which strategy has a greater impact on the company's competitiveness. Research utilized a questionnaire distributed to 165 company employees using a random sampling method, and the results were then analyzed. It concluded that motivational marketing strategies are more important for industrial companies and play a greater role than emotional marketing strategies. Therefore, companies should focus on motivational marketing to ensure they enhance their competitive effectiveness in the markets.

Keywords: Motivational Marketing Strategy, Emotional Marketing Strategy, Competitiveness, General Company for Rubber and Tire Industries Iraq.

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1. Introduction

Given rapid developments, perhaps most notably the emergence of the digital age, marketing strategies have come to play a crucial role in shaping the competitiveness of industrial companies. Intense competition requires a better understanding and implementation of effective marketing strategies to positively influence customer purchasing behavior [1]. A marketing strategy is a conceptualization of a company's future vision. It defines company's mission and long-term goals, as well as expected dimensions of its relationship with its surrounding environment [2]. A marketing strategy helps identify the available opportunities and threats facing the industrial company in the market, on the one hand, and the strengths and weaknesses within industrial company, helping company achieve its goals [3].

Marketing strategies rely on gathering accurate information about target markets to achieve the company's objectives. These strategies vary according to the type of company, its environment, its objectives, and the nature of its work [4]. Most researchers agree on dividing marketing strategies into two types: motivational and emotional [5].

Research community was chosen to implement the research at General Company for Rubber and Tire Industries Iraqi, one of leading industrial companies in production and marketing of rubber-based products used in transportation and construction. Company aims to meet the needs of local market and contribute to development of country's industrial infrastructure by marketing its high-quality rubber products, which are vital to multiple sectors. General Company for Rubber and Tire Industries Iraqi providing a suitable work environment for researching many of the factors influencing the performance of industrial companies, such as production policies, management, technology, and future trends in local and international markets. It has a long history in production and marketing, making it a focus of interest in studying the challenges and opportunities facing industrial companies in light of rapidly changing economic conditions. Therefore, a research attempts to diagnose the motivational and emotional marketing strategies adopted by company with aim of identifying options that company's management can adopt to enhance its competitiveness in a market.

2. Methodology

Research seeks to achieve a primary objective, which is to diagnose the nature of the correlational and influential relationships between the studied variables [motivational marketing strategy, emotional marketing strategy, and the competitiveness of industrial companies]. The research also seeks to achieve secondary objectives, most notably improving the practical reality of industrial companies, most notably General Company for Rubber and Tire Industries Iraqi, in addition to presenting development proposals for marketing operations that can meet market needs and maximize company sales at the same time.

Research faces a cognitive problem represented by ongoing debate among marketing researchers regarding the extent of influence and importance of each marketing strategy. One group of marketing scholars believes that motivational marketing strategy has greatest influence and is most influential on the competitiveness of industrial companies [6]. Meanwhile, other group of marketing scholars believes that emotional marketing strategy has the greatest influence and is most influential on the competitiveness of industrial companies [7].

Importance of this research lies in its addressing of fundamental research variables in marketing science and those vital to the company, in addition to the novelty of topic under study and scarcity of literature on it at local level in Iraq. Research procedural plan was organized as shown in figure 1.

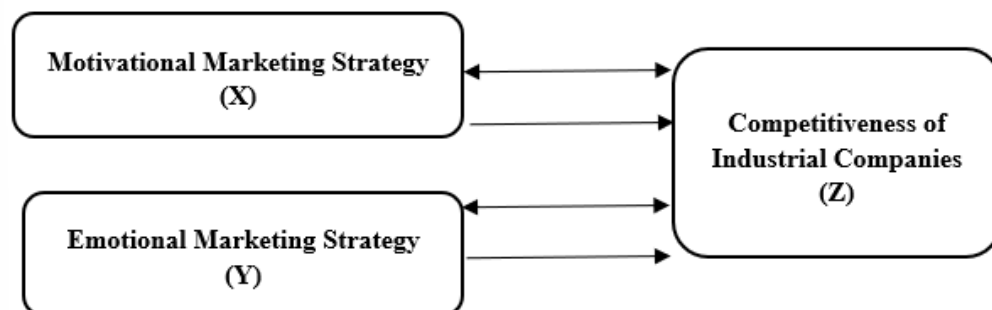


Figure 1. Research Procedure Diagram.

According to Figure 1, the following research hypotheses can be formulated:

- **Research Hypothesis 1:** There is a statistically significant correlation between the motivational marketing strategy (X) and the company's competitiveness (Z).

- **Research Hypothesis 2:** There is a statistically significant correlation between emotional marketing strategy (Y) and the company's competitiveness (Z).
- **Research Hypothesis 3:** There is a statistically significant impact of motivational marketing strategy (X) on the company's competitiveness (Z).
- **Research Hypothesis 3:** There is a statistically significant impact of emotional marketing strategy (Y) on the company's competitiveness (Z).

Research attempts to verify the validity of each of these four hypotheses through a questionnaire that was prepared for this purpose and presented to arbitrators and experts in the specialty in order to become a scale compatible with the Iraqi work environment. Then, statistical analyses are conducted for the answers of the researched sample, which amounted to 165 administrators in the researched company.

Incentive Marketing Strategy

This strategy aims to provide incentives for customers to engage with and share company's content [8]. Companies offer exciting and impactful incentives that encourage customers to engage with viral messages by exploiting shared behavioral incentives. Messages are transmitted via social media, mobile phones, or email, motivating more people to share them [9]. It is crucial to understand the motivations behind potential customers' online presence in order to effectively target them and provide appropriate incentives that align with their desires [10]. Writers and researchers identify several key motivations behind customers' online presence [11], [12]:

- Motive for documentation: This motive relates to the customer's desire to document their lives and share them with others through their personal online page.
- Motive for enjoyment and entertainment: Some customers go online for enjoyment and entertainment, in which case the customer expects incentives that align with their desire for entertainment and enjoyment.
- Motive for expression and self-affirmation: This motive includes the customer's desire to express themselves, demonstrate their personal identity, and belong to groups to express their opinions.
- Motive for knowledge: Customers seek to exchange important and useful information, in addition to enhancing social aspects through their online interaction.
- Motive for imitation and interaction: Individuals' need for imitation, social interaction, and relationship building can be exploited as an incentive to engage customers in sharing brand content or discussing the product with followers on their personal page, thus making the need for integration inherent. In humans, followers, in turn, purchase and promote the product.
- Control motive: This motive refers to the need for individuals and companies to establish social relationships to maintain power and is linked to the need for power, influence, and authority.
- Self-presentation motive: This refers to the extent to which companies and individuals engage in viral marketing strategies to create a positive image.

Incentive marketing strategy involves enhancing company's online presence and building a strong relationship with customers, enhancing loyalty and encouraging repeat engagement. Using incentive strategies such as special offers or personalized content can deepen this relationship and encourage customers to contribute more to the content they publish [13]. Content shared by customers after a company offers various incentives is extremely important as it serves as a reference for target customers, as they often make their decisions and judgments through online reviews, which are the primary form of viral promotion. Reviews can provide customers with information about products and brands and encourage their purchasing decisions [14].

Emotional Marketing Strategy

It is considered one of the most prominent types of content influence strategies, evoking positive feelings toward the company's brand and products. Content may be

verbal, visual, auditory, or interactive, and it may be positive, negative, or mixed, depending on the type of feelings the company intends to create in customers [15]. The content of the message plays a significant role in convincing customers to view, share, redirect, or even post the content on their own page [16]. Targeting emotions plays a fundamental role in the spread of content on social networks. Customers find themselves motivated to share this type of content for various reasons, such as adhering to social norms, strengthening social bonds, or seeking social support from their peers [17]. The content of an emotional message must be developed after a comprehensive and thorough study of the target customers to identify what attracts them, captures their attention, and arouses their emotions, allowing them to share the content and spark discussions [18]. Combining elements of knowledge, entertainment, amusement, and emotion in the message contributes to creating a stronger connection between the customer and brand. Content that contains useful information with an entertaining element simultaneously satisfies the customer's emotional and cognitive needs, increasing its effectiveness and strengthening the customer's connection to the product. Creating distinctive, emotionally engaging viral content is not enough. Marketers must disseminate the content on social media, influencers, and blogs, and measure the results of the content based on a set of indicators, including the extent to which brand awareness increases after publishing the emotional content, as well as the increase in purchase activity and demand for products [19]. Most marketing researchers agree that the conditions for implementing an emotional marketing strategy are: [20]-[21].

- Integrating entertainment, amusement, and emotion: Content must include both entertainment and emotional elements, as these elements contribute to strengthening customer relationships and increasing engagement with the brand.
- Viral effect: Positive and entertaining content has a greater potential for viral spread than negative content.
- Valuable information with an entertaining aspect: Content must provide useful information, while adding an element of entertainment to break the routine of interactions.
- Prizes, gifts, and offers: Using contests and giveaways on social media contributes to increasing engagement and enhancing brand awareness.
- Changing purchase intentions: Entertainment and fun can motivate customers to change their purchase intentions and increase engagement with the product or service.

Emotional marketing strategy has a significant potential for viral spread and the transmission of promotional messages to a wider audience [22]. When implementing this strategy, marketers focus on the first group at the beginning of the chain to which they target emotional content, as this group must be highly influential on the rest of the target groups. Many companies have proven, after implementing emotional marketing strategies, that the reason for the strategy's success and the resulting increased revenue is the selection of the right influencers [23]. In addition, important events are exploited to promote the company's products. For example, major matches are used as a powerful means of promotion through fans or some players wearing or carrying the logos of specific brands, and discussing their experience with the product in interviews [24].

Corporate Competitiveness

Competitiveness is an important concept for companies seeking growth and market sustainability. Through it, a company can expand or lose its market share. Companies can achieve profit and sales growth, or they may be forced to exit the industry if they fail to compete with other companies [25]. Opinions differ regarding the concept of competitiveness at the corporate level. Some believe that this difference stems from the type of competitive advantage a company enjoys compared to its competitors. All companies seek to sustain and maintain these advantages to achieve a higher level of competitiveness, with the primary goal of achieving significant profits [26]. Competitiveness is defined as a set of policies, systems, and factors that enable a company

to be productive in the long term while ensuring environmental and social sustainability [27]. It is also defined as a company's ability to achieve sustainability and remain in business by meeting the needs and desires of its customers, supporting financial performance, adding value, and actively participating in corporate social responsibility [28]. Competitiveness is a company's ability to achieve success over its competitors in the same sector, and competition between companies extends beyond individual and resource capabilities of the company [29]. The scope of competing companies and the unit of competitiveness of each company should be identified and compared with its own competitiveness. Competitiveness is a tool that can be controlled by the company, regardless of whether it is a new, emerging company or one of the established companies in the market [30]. The dynamics of competitiveness are continuous and express the relative superiority of the company over other competitors [31]. Competitiveness is classified based on two approaches: [32].

- Resources: A set of resources within the company, including raw materials and employee skills, that the company possesses and enable it to produce goods and services more efficiently and effectively than competing companies in the same field.
- Capabilities: Achieving a more competitive position in the product market and reaching an advanced competitive position by offering new and distinct products compared to competitors.

Competitiveness is a company's ability to differentiate itself from its competitors. It is determined by several aspects, such as financial capacity, human resources, innovation, technology, operational efficiency, quality of goods and services, and customer satisfaction [33]. Financial capacity provides a company with the opportunity to be independent from creditors and enables it to pursue new innovations and technologies, which enhances its market position and contributes to improving its brand and reputation, while simultaneously enabling it to take a strong position in a competitive market [34]. Modern technological techniques also provide companies with competitive strengths that can be used to outperform their competitors and gain a new advantage [35]. Regarding human resources, the provision of competitive labor opens up opportunities for the company to apply advanced technologies and implement modern projects, while technological resources and innovations contribute to reducing operating costs, increasing operational efficiency and enhancing the company's competitiveness in various markets and product prices. As for product quality, it achieves and ensures customer satisfaction and loyalty, which contributes to building a broad base of loyal customers. All of these factors significantly contribute to enhancing the company's competitiveness and continuous and sustainable innovation as a key factor for outperforming competitors [36]. The factors influencing a company's competitiveness can be classified into internal factors, including financial and organizational aspects, human resources, marketing capabilities, the availability of raw materials, and technical support for production, and external factors, including the introduction of digital technologies into the company's activities, socio-economic relations, and the nature of the market in which the company operates [37].

3. Results

When After collecting 165 valid questionnaires for the study, we obtained the frequency of responses from the research sample regarding their opinions on the reality of the variables under study, namely motivational and emotional marketing strategies, as well as the company's competitiveness, as shown in Tables 1, 2, and 3.

- 1- Emotional marketing strategy: Table 1 shows that company implements this strategy through promotional messages that it sends periodically and continuously to consumers, which arouses their positive feelings towards the company's brand and products. The evidence for this is concentration of most frequent responses on "I agree" section.

Table 1. Frequent responses regarding the emotional marketing strategy in General Company for Rubber and Tire Industries in Iraq.

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The company has a method to evaluate the effectiveness of the incentives it offers to customers who share their experiences with the products.	25	64	63	9	3
The company resorts to using moral returns to increase the level of customer participation in its new publications, such as adding the active customer to be a news focus for the page.	24	64	67	9	0
The company tries to attract competitors' customers through advertised incentives.	22	37	71	28	14
The company gives its regular customers price discounts that distinguish them from other customers.	20	38	78	17	12
The company seeks to present real stories and comparisons that show how projects that used cheap cement suffered major problems and costly repairs.	15	46	76	26	1
The company seeks to stimulate discussion about the misconceptions being promoted in the market about low-cost cement.	14	37	85	25	3
The company seeks to raise controversy about the differences between high-quality and low-quality cement in its marketing campaigns.	13	40	66	35	10
The company provides employment opportunities for the unemployed, taking into account their possession of effective marketing skills for its products.	15	55	82	12	0

The company offers acceptable compensation to the customer who succeeds in attracting a certain number of new customers.	16	40	75	33	1
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- 2- Motivational marketing strategy: Table 2 shows that the company implements this strategy through promotional messages that it sends periodically and continuously to customers to entice and encourage them to buy. However, these messages explain the advantages of the product and the discounts that they can get in the event of a purchase. Evidence for this is the concentration of most frequent responses on "I disagree" section.

Table 2. Frequent responses regarding motivational marketing strategy in the General Company for Rubber and Tire Industries in Iraq.

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
company aims to promote a sense of national pride through utilization of locally produced materials.	9	43	55	26	32
company offers special deals to its customers during times that coincide with national holidays and religious festivals.	10	52	69	29	6
company is dedicated to utilizing local experiences that highlight the importance of community building through the use of its products.	8	50	89	15	3
company strives to employ marketing messages that resonate with customers' emotions regarding sustainability or the building of the future.	13	53	60	35	4
company places special emphasis on packaging its products in locally made bags.	17	63	69	14	2
company conducts marketing research to understand what attracts customers and evokes their emotions.	16	67	63	16	3
company seeks to enhance its relationship by engaging in charitable activities that serve the community.	20	52	76	17	0

- 3- Company competitiveness: The results of Table 3 show that company achieves a normal level of competitiveness in industry in which it operates. It is no less important than other companies that offer similar products in market, as company's brand

enjoys wide acceptance among customer public, and evidence for this is concentration of most frequent responses on “neutral” section.

Table 3. Frequent responses regarding competitiveness in the General Company for Rubber and Tire Industries in Iraq.

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
company is working on developing and updating its production technologies to achieve the highest levels of productivity efficiency	11	49	52	42	11
company seeks to strengthen its relationships with its customers by improving after-sales service.	15	63	63	22	2
company is focused on enhancing its employees’ skills through continuous training on the latest technologies to boost its competitive performance.	12	53	55	41	4
company is working to reduce operational costs while maintaining the quality of its products.	14	55	74	20	2
company aims to improve its marketing strategies to enhance its position in local markets.	16	55	78	14	2
company has innovative strategies to increase its market share in the local market.	18	25	95	21	6
company strives to diversify its products to better meet the needs of the rubber and manufacturing sector.	19	45	76	21	4
company has a flexible system to deal with fluctuations in raw material and energy prices.	14	74	80	14	3
company has efficient systems for quality control and ensuring excellence in production.	16	44	59	37	9
company possesses an organizational culture that encourages innovation and creativity across its various departments.	16	58	76	13	2
company has the ability to quickly adapt to changes in the rubber and manufacturing industry.	18	25	95	21	6
company has strategic plans to ensure sustainable growth and leadership in the industry.	19	45	76	21	4

company strives to diversify its products to better meet the needs of the construction and building sector.	14	74	80	14	3
company has accurate monitoring and analysis systems to identify challenges and opportunities in the market.	16	44	59	37	9
company is working to improve its response to market needs through continuous feasibility studies.	16	58	76	13	2

Instrument Reliability (Cronbach's Alpha)

The questionnaire used to collect responses from the research sample was examined by calculating Cronbach's coefficient, which reached more than 70%, an acceptable percentage, indicating the validity of the sample's responses and validity of established frequencies within the questionnaire, as shown in Table 4.

Table 4. Reliability Coefficients (Cronbach's Alpha).

Construct	Number of Items	Cronbach's Alpha (α)
Emotional Marketing Strategy	9	0.83
Motivational Marketing Strategy	7	0.86
Firm Competitiveness	13	0.89

Exploratory Factor Analysis (EFA)

Exploratory Factor analysis was conducted on the questionnaire in this research to ensure it did not deviate from the research plan, thus achieving the desired objectives and contributing to solving the problem. The results showed a factor value of over 50%, supporting the validity and objectivity of the responses when selecting questionnaire items, as shown in Table 5.

Table 5. Summary of EFA Results.

Construct	KMO	Bartlett's Test (Sig.)	Variance Explained (%)	Number of Factors	Loading Range
Emotional Marketing Strategy	0.847	0.000	68.2	2	0.52 – 0.78
Motivational Marketing Strategy	0.816	0.000	65.4	2	0.50 – 0.79
Firm Competitiveness	0.872	0.000	71.6	3	0.54 – 0.82

Confirmatory Factor Analysis (CFA)

AMOS model was used to test accuracy of exploratory factor analysis. research concluded that the results were appropriate, acceptable, and consistent with reality of company under study, as shown in Table 6.

Table 6. Model Fit Indices – CFA.

Fit Index	Acceptable Threshold	Obtained Value
χ^2/df	< 3	2.64
CFI	≥ 0.90	0.928
TLI	≥ 0.90	0.913
RMSEA	< 0.08	0.065
GFI	≥ 0.90	0.901

Hypotheses Testing

Research formulated a set of hypotheses representing predictions of correlations between studied variables. It found strong positive correlations between emotional marketing strategy and company competitiveness. On the other hand, research discovered a moderate positive correlation between motivational marketing strategy and company competitiveness, as shown in Table 7.

Table 7. Correlation Analysis Between Variables.

Significance (p-value)	Pearson Correlation (r)	Variables
0.000	0.662**	Motivational Strategy ↔ Competitiveness
0.000	0.484**	Emotional Strategy ↔ Competitiveness

Regression Analysis

To determine the degree of influence of each of the two independent variables on single dependent variable, regression coefficient was used, and beta was calculated to indicate degree of influence. The results demonstrated that motivational marketing strategy has a greater impact than emotional marketing strategy on company's competitiveness, as shown in Table 8.

Table 8. Regression Analysis Results.

Variable	Standardized Beta (β)	t-value	Significance(p-value)
Motivational Strategy	0.601	8.135	0.000
Emotional Strategy	0.274	4.159	0.000
Model Summary	$R^2 = 0.561$	Adj. $R^2 = 0.553$	$F = 105.172, p = 0.000$

4. Discussion

The results presented in the preceding tables, obtained with precision and objectivity, demonstrate that both motivational and emotional marketing strategies play a clear role in a company's competitiveness, as follows:

1. A beta coefficient of 66% indicates a high level of influence of motivational marketing on the company's competitiveness. This may be due to customers' tendency to increase their purchases during national holidays, festivals, and religious celebrations.
2. A beta coefficient of 64% indicates a high level of influence of emotional marketing on the company's competitiveness. This may be due to consumers' behavior being largely influenced by their emotions and feelings at a given time, allowing companies to encourage them to purchase their products through emotionally charged advertising messages.

A coefficient of determination of 62% indicates a variation in the level of influence of motivational and emotional marketing strategies on the company's competitiveness. This suggests that a company wishing to enhance its competitiveness should focus on motivational marketing first, followed by emotional marketing. Each company can compete with other companies and gain a higher position in the competitive landscape within the industry and market.

5. Conclusions

A company can build its distinctive and unique competitive edge, placing it at the forefront of the industry, by focusing on its marketing strategies. Research has shown these strategies to have a clear correlation and impact on the company's competitiveness. The company employs an incentive marketing strategy, which involves decisions made to encourage its agents and distribution outlets to conduct promotional activities that contribute to increased sales of its final products, thus motivating them to expand the company's market share. The company also employs an emotional marketing strategy, which involves decisions made to persuade potential customers to order and purchase its goods and services, fostering positive feelings towards the company compared to its competitors.

Research selected General Company for Rubber and Tire Industries in Iraq as its case study. The findings revealed that the incentive marketing strategy has the highest correlation and the greatest impact on the company's competitiveness, and it is particularly well-suited and successful for industrial companies. The research also found that the emotional marketing strategy has the lowest correlation and impact on the company's competitiveness, but it still influences the company's brand and reputation in the market due to its emphasis on the emotional aspects of customer feelings and emotions. Therefore, it is suitable for application in consumer companies. A company that wants to increase its competitiveness in the industry should pay attention to its marketing strategies, whether motivational or emotional, and in a balanced way as much as possible, in order to ensure that it attracts agents and intermediaries on the one hand and customers on the other, thereby enhancing its profitability, market share and position in the industry in which it operates.

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