The Impact of Competitive Strategies on Raising the Market Share of Hotel Organizations - A Field Study in Iraqi Premium-Class Hotels

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Abstract

The research aims to provide a set of practical and theoretical information to those in charge of hotel organizations and workers in the relevant authorities. Through this, it is possible to clarify the nature of the research variables, their sources, their causes, and the extent of their reflection on the research sample to direct the attention of the departments of the surveyed organizations and make them more appropriate to the reality of the required performance in the light of the Iraqi work environment Characterized by turmoil and a state of uncertainty, and the research problem emerges by observing many cases of sluggishness and the absence of strategic thought, which is highlighted through the general financial and non-financial performance indicators, which clearly indicates that the working departments lack modern strategic thought, which is most prominent in the loss of the compass of competitive strategies This is due to the state of environmental instability, and the research sample was represented by (130) views in (9) of the excellent class hotels in a number of Iraqi governorates. The data was processed through the Statistical Package Program (SPSS), and one of the most prominent results is that the Iraqi hotel environment lacks indicators And the precise measures by which the market share curve of any hotel organization can be determined, as well as the industry environment's lack of Research institutions provide bulletins and publications that explain the activity of stocks or the activity of institutions in general, which means the loss of the compass that guides performance, and one of the most prominent recommendations of the research is that it is imperative for the economic authorities in general and responsible for the tourism sector specifically to activate the economic institutions responsible for preparing indicators for clarifying The image of the activity and the criteria through which it is able to monitor the reality of work and the level of industry performance, and at the forefront of these institutions is the Iraq Stock Exchange.

Introduction

The efforts of hotel administrations cannot be limited to producing a hotel service according to certain specifications to serve a specific segment of the market, as this is a diagnosis of the traditional role of hotel administrations. Taking initiative and taking the lead in the process of frenetic competition, and expresses those programs and mechanisms referred to as (competitive strategies), which represents the explanatory variable in the current research, and as for the responsive variable (market share), it is referred to as a major indicator of the competitiveness of any hotel or tourism organization That is, how well a company is performing against its competitors. This measure, supplemented by changes in revenue, helps managers assess the initial and selective demand in their markets, meaning that they can judge not only the growth or decline of the overall market, but also the trends in customers' choices among various hotel service The problem of the research emerges by observing many cases of reluctance and the absence of strategic thinking, which is highlighted by the general financial and non-financial performance indicators, which clearly indicates that the working departments lack modern strategic thought, which is most prominent in the loss of the compass of competitive strategies due to the state of environmental instability. One of the objectives of the research is to provide a set of practical and theoretical information to those in charge of hotel organizations and workers in the relevant authorities, as it is possible through this to clarify the nature of the research variables, their sources, their causes and the extent of their reflection on the research sample to direct the attention of the departments of the surveyed organizations and make them more appropriate to the reality of the required performance in the light of the environment The Iraqi work, which is characterized by turmoil and uncertainty, and the research sample represented (130) views in (9) excellent-class hotels in a number of Iraqi provinces. From a problem, questions, importance, hypotheses, and others, while the second topic was the intellectual opinions about the independent and dependent variables The third topic was devoted to the field aspect of research and presented an overview of the field research sector, and finally the fourth topic included conclusions, recommendations and suggestions.

The Problem

The problem of the research becomes clear through the researcher's knowledge of the theoretical philosophy of the subject and the research process with its wide and open-ended variables and problems. We examine the environment of Iraqi organizations in general, and hotels in particular, and we find many cases of sluggishness and the absence of strategic thinking, which is highlighted by the general financial and non-financial performance indicators, which clearly indicates that the working departments lack modern strategic thought, which is most prominent in the loss of the compass of strategies Competitiveness, due to the state of environmental instability, and the absence of clear competitive strategies is reflected in an important form of performance measures to be adopted to determine the level of efficiency and effectiveness, which is the market share indicator.

Questions

The central problem of the research, which was referred to, can be expressed through the following questions:

What does introductory mean … 1-
? 2- Shooting as a picture ready to get ready and ready
3- What are the real repercussions of the integration of competition (relationship and impact) in raising the hotel market share levels?

The Importance

The special importance of the current research comes through the importance of its variables and elements, as well as the importance of what emerges from the results, effects and contributions at the level of the surveyed organizations and society more broadly, and because the research

variables are organizational and behavioral variables that have an active role in leading the performance of organizations to achieve a state of satisfaction among Customers and consumers, so it is expected that the research, after realizing its scientific and practical frameworks and the interaction between them, will achieve the following importance:

Importance at the Theoretical Level

A- It emerges through a review of realistic perspectives that simulate management thought, whose roots go back to very important areas of management in general and hotel management in particular (strategic management and hotel marketing), as it starts from the competitive strategy approach and ends with the market share to achieve a clear understanding and realization of its concepts. and aims.

B - The necessity of studying the theoretical relationship that governs the general frameworks of the variables embodied in competitive strategies and market share, and the most prominent contributions of researchers in these areas, in addition to defining the research organization with the theoretical aspect of the value of these variables and their impact on organizational performance in general.

Field Importance

A- The importance is shown on the ground by choosing one of the most important sectors operating in the Iraqi economic environment, which, if optimally invested, can achieve real diversification in sources of income and address the state of the Iraqi economy's dependence on a specific sector

B- The social and cultural importance that hotels enjoy Sample The researcher, as hotel organizations are today the most important interface that is adopted as an indicator of the state of the civilized, social and urban development of any country.

C- The importance of the research is clear in providing a practical framework for an integrated model that dealt with its variables with an integrative and comprehensive view that extends from the causes and is reflected in the results, as well as through the use of reliable global standards and tools and testing them in organizations and dissemination of these concepts intellectually and practically to reach efficiency and effectiveness in performing the tasks entrusted to the departments of these organizations.

Objectives

The main objectives of the research can be stated in the following point

1- The researcher sets a framework for the nature of theoretical relations by surveying the most prominent theoretical literature for the research variables and all that is related to them, by defining the concepts and the dimensional importance of the research variables (competitive strategies and market share)

2- Providing a set of practical and theoretical information to those in charge of hotel organizations and workers in the relevant authorities. Through this, it is possible to clarify the nature of the research variables, their sources, their causes and the extent of their reflection on the research sample to direct the attention of the departments of the surveyed organizations and make them more appropriate to the reality of the required performance in the light of the Iraqi work environment Characterized by turbulence and uncertainty.

3- Presentation and analysis of indicators of competitive strategies and their relevance and impact on raising the level of market share for hotels.

4- the way for researchers to move towards future studies and research on the role and impact of competitive strategies and their relationship to other variables in other applied fields.

The Research Hypotheses

The hypotheses are referred to in any research or study as a guess reached by the researchers and stuck to it temporarily. Formulate the following main and subsidiary hypotheses:

1- The first main hypothesis (there is a positive correlation with statistical significance between the adopted competitive strategies and raising the level of market share of Iraqi premium hotels), and the following hypotheses emerge from it:-

1-1 There is a positive, statistically significant correlation between the adopted competitive diversification strategy and raising the level of market share for the Iraqi premium class hotels.

1-2 There is a positive statistically significant correlation between the adopted competitive integration strategy and raising the level of market share of the Iraqi premium class hotels.

1-3 There is a positive, statistically significant correlation between the adopted competitive focus strategy and raising the level of market share for the Iraqi premium class hotels.

2- The second main hypothesis (there is a statistically significant impact relationship for the adopted competitive strategies in raising the market share level of Iraqi premium-class hotels), from which the following hypotheses emerge:

2-1 There is a statistically significant impact relationship of the adopted competitive diversification strategy in raising the market share level of the Iraqi premium class hotels.

2-2 There is a statistically significant impact relationship of the adopted competitive integration strategy in raising the market share level for Iraqi premium class hotels.

2-3 There is a statistically significant impact relationship of the adopted competitive focus strategy in raising the level of market share of the Iraqi premium class hotels.

The Hypothical Scheme of the Research

Many researchers depend on the development of the hypothesis of any research, as it represents an expressive image of the idea of research, as well as a translation of the research problem and its hypotheses in its practical form, as it is built according to the assumptions that resulted from the intellectual debate and theoretical propositions related to the research variables and their implications. And the expected response to address the problem and questions of the research in a manner consistent with the research methodology and style and to test the nature of the correlation and influence relationships that exist between the main and sub-variables, and as in Figure No. Correlation relationship. As for the one-way arrow, it represents the hypothesis of the effect. This chart includes the main and subsidiary research variables.
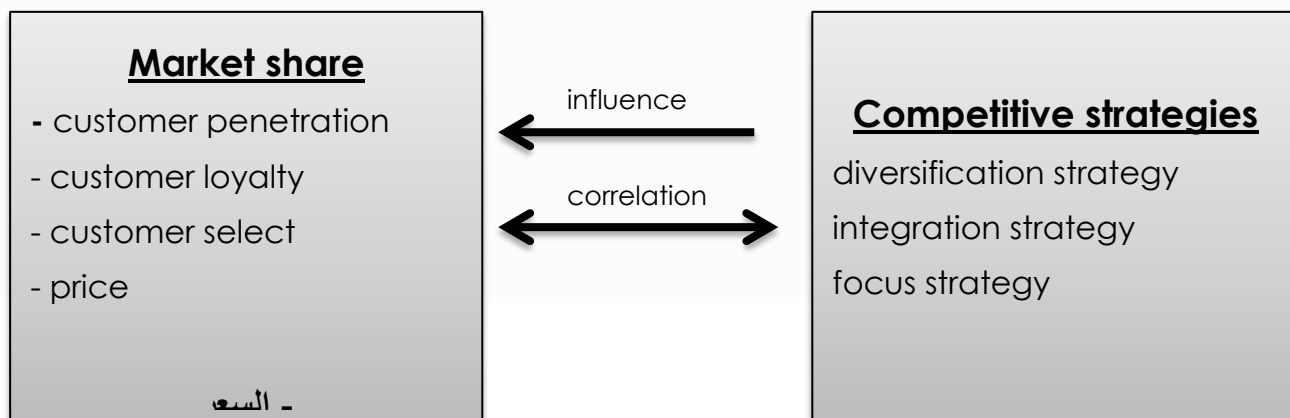

Market share
- customer penetration
- customer loyalty
- customer select
- price

_ السعر

influence

correlation

Competitive strategies
diversification strategy
integration strategy
focus strategy

Figure (1)

Source: Figure prepared by the researcher

Methodology

The approach adopted in any study or research is seen as a reflection of the researcher's direction and ideas, and it is also an indicator of his awareness of the problematic that stems from the study's questions. On the basis of determining the characteristics of the phenomena and the nature of the relationships that govern the variables and their trends, and at the level of the field study, the questionnaire method was adopted to determine the reality of the mentioned variables in the surveyed organizations.

Research Limits

A- Spatial boundaries: represented by the Iraqi premium class hotels, as they are the most suitable field for accommodating the research variables.

B - Human limits represented by members of the management team in the selected hotels, which includes the general manager, members of the board of directors, the managing director and heads of departments.

C - Time limits The duration of the study in its field aspect was determined during the month of February of the year 2022.

Methods of Data and Information Collection

In collecting data and information on the theoretical and practical aspects, the research relied on the following sources:

1- The theoretical side: the researcher relied on the contributions of writers and researchers that were obtained from scientific sources (books, magazines, theses, and Arabic and English theses) related to the subject of the study, as well as the use of the Internet.

2- The practical aspect: In collecting data and information related to the practical aspect, the study relied on the following:

A- Reviewing the archive, which includes many records and data in hotels, the research sample, to support the search with a number of information related to the date of the establishment of the hotel or the start of work, the number of rooms and other information.

B - Personal Interviews Several personal interviews were conducted with officials in hotels, the sample of the research, for the purpose of obtaining data and information on the nature of work.

C - Using digital means of communication to communicate with departments operating in hotels regarding research and the field aspect in Baghdad and a number of Iraqi governorates.

D- Questionnaire: The questionnaire was used as a main tool in collecting data and information on research variables, as it contributes to providing an accurate diagnosis of the views of the study sample regarding the requirements of competitive strategies and market share.

Description of the Questionnaire

The researcher resorted to preparing the paragraphs of the questionnaire for the research by adopting many sources that dealt with the research variables referred to in Table No. 1

Table No. (1)
Describes the composition of the questionnaire and the sources adopted in preparing the questions

variables	Number of paragraphs	dimensions	sources
Competitive strategies	6	diversification strategy	Alil & Anwar ,2021
	6	integration strategy	
	6	focus strategy	
Market share	5	Customer penetration	Kotler,2000 Werro,2015
	5	Customer loyalty	
	5	Customer selection	

Price

5

Source: Figure prepared by the researcher

Testing the Validity and Reliability of the Questionnaire

The researcher adopted the methodological procedures to be adopted in preparing various studies and research. One of these procedures is to subject the questionnaire form for the study in collecting field data to tests of validity and reliability before and after its distribution, which are as follows:

1- Measuring the apparent honesty: the questionnaire was presented to (15) academic professors and experts specialized in the academic and field administrative aspects within the disciplines (strategic management, hotel marketing, hotel management). Opinions of specialists in line with the research and the goals that the researcher intends to achieve

2- Choosing content validity. This test is intended to clarify the extent to which the prepared questionnaire form is able to express the goal for which it was designed. The validity was tested after arranging the totals of answers for the scale items in descending order, as they were divided into two equal groups and (27%) were taken from the top degrees and (27%) of the lowest, then the difference between the two groups was measured. After calculating the differences between the two groups using the Wilcoxon W test coefficient at a significant level (0.05), the value of the coefficient was (0.92), which is a high value that indicates the validity of the scale in all its paragraphs, which clearly indicates that the scale that was adopted covers to a large extent the most important details that it includes Current search variables.

3- Test the stability of the questionnaire paragraphs, which is the procedure through which it can be adopted inferred that the scale of the questionnaire form can give us the same results if it was applied in the same research community at another time, and in order to calculate the reliability coefficient, the following two methods were adopted:

- The reliability coefficient was used using the Alpha Cronbach scale, where the value was (0.92), which is significant at the confidence level of 0.05 .

- The reliability coefficient was calculated using the (Split) scale, as it is one of the modern and accurate methods by finding the correlation coefficient between the scores of the individual questions and the scores of the paired questions, and its value was (0.84), which is significant with a confidence level of (0.05). When correcting the correlation coefficient with the (Spearman Brown) equation, the correlation coefficient was (0.90), and this is sufficient to consider the questionnaire with its different scales with high stability and can be adopted at different times for the same individuals and covering the same results, and even when the (Alpha) scale was used for this purpose, it was found to be significant. With a confidence level of (0.05) and a value of (0.93)

Statistical Analysis Methods

To measure and test the research hypotheses variables, a number of ready-made statistical programs were used, represented by the ready-made statistical program (SPSS), and a set of statistical methods were used, represented in the following: (Sabri, 2015: 30-45)

1- The percentage is used to determine the percentage of answers to the research variables, as it represents the result of dividing the partial value by the total value multiplied by (100) .

2- Arithmetic mean: The arithmetic mean is used to determine the level of response to the variables or dimensions discussed in the questionnaire, in addition to knowing the level of the variables.

3- Standard deviation: It is one of the most important absolute measures of dispersion, as it represents the square root product of the mean sum of the squares of the deviations of the values of the random variable from its arithmetic mean.

4- The coefficient of variation, which is one of the measures of dispersion, which is used to compare the degrees of dispersion of two or more groups of values from their arithmetic means, and in the

form of a ratio with which the possibility of comparison is facilitated, as it is not specified by certain units of measurement and is extracted by calculating the percentage of the product of dividing the standard deviation by the arithmetic mean.

5- Relative importance: the relative importance is extracted by dividing the arithmetic mean by the items of Likert scale (5), which reflects the importance of the response to each item of the questionnaire from the point of view of the individual sample included in the study.

6- Pearson correlation coefficient: Pearson is a statistical indicator used to measure the strength of the linear correlation between two quantitative variables.

7- Simple Linear Regression: It is used to measure the significant effect of independent or explanatory variables on the dependent variable or the so-called response variable.

8- Coefficient of determination (r^2): It shows the amount of changes that occur in the responsive variable, which can be explained by the explanatory variable. 9- Tests for (F) and (T) values to show the relationships between the variables.

Research Community and Sample

The researchers, when initiating any research or study, must identify the community and the target sample, which is what many consider the most important and decisive part of the researcher's success in achieving the desired goals. In addition, defining the community and the sample necessarily means that the steps that follow that It will be systematic, clear and accurate, and a number of Iraqi hotels that operate within the classification of (5) stars (excellent) have been selected as the most prominent elite in the Iraqi tourism and hotel activity. A hotel has been restored (130) so that its data will be processed for statistical analysis and (5) was considered invalid as shown in Table No. (2).

Table No. (2)
Shows the names and locations of the premium class hotels, the research community, and the number of forms distributed and retrieved

No.	hotels	Governorate	questionnaires distributed	retrieved questionnaires
1	Al-rasheed royal tulip	Baghdad	15	15
2	Ishtar grand crystal	Baghdad	15	15
3	Palestine	Baghdad	15	15
4	Rotana Babylon	Baghdad	15	15
5	Al-dur palace	Karbala	15	15
6	Rihanna	Karbala	15	14
7	Baron	Karbala	15	14
8	Sheraton	Basra	15	14
9	kormic	Maysan	15	13

Source: Table prepared by the researcher

Characteristics of the Research Sample

The most prominent characteristics of the research sample can be stated through the following points:-

1- Job location: Through the results presented in Table (3) below regarding determining the job position of the members of the research community, it was found that the percentage of the job position (the general manager and his assistants) was (12.5%) of the community and a frequency of (16) while the members of the board of directors formed what Its percentage is (23%) from the community, with a frequency of (30), while the percentage of the job position (delegated manager) was (6.9%) and with a frequency of (9), while the highest percentage of job positions in the community are for department heads, with a rate of (57.6%) and a frequency of (75). It must be pointed out to an important and influential element on the nature of the organizational structure of the society in question, and thus affecting the nature of the activity, which is that the administrative division is subject to legal and structural considerations that cannot be controlled, especially since the hotels in most of them are either affiliated with the state or subject to the investment law that is determined by the authorities Therefore, it follows the nature of the

legislation regulating work in this regard, which gives a number of considerations to the current study to be adopted, especially since these legislations limit the processes of decision-making and strategic action specifically within certain powers.

Table No. (3)
Distribution of research community members by job location

Job location	frequency	Percentage
General Manager/Assistant General Manager	16	12.5%
Member of the Board of Directors	30	23%
Managing Director	9	6.9%
Head of the Department	75	57.6%
Total	130	100%

Source: Table prepared by the researcher based on the results of the field study

.2- Academic Qualification: The results included in Table No. (4) below showed that holders of a bachelor's degree constitute the largest percentage among the research community members, at a rate of (54.4%) and with a frequency of (71), while the second rank was for the diploma certificate with a percentage of (21.7%) and a frequency of (28). The master's degree category ranked third with a rate of (13.8%) and a frequency of (18), and the sample of holders of a higher diploma was in the fourth position with a rate of (6.6%) and a frequency of (8), and the category of doctoral degree holders came in the fifth rank with a percentage (5%) and a frequency (3.5%), and it can be said that, through these indicators, the members of the research community whose opinions were surveyed are holders of university degrees that contribute to the performance of job tasks at a good level, as well as their enjoyment of qualifications that are consistent with the variables of the study, which are those leaders who are able to understand the mechanisms of work Strategic and competitiveness, as well as the possibility of assimilating the requirements of the work according to the criteria of successful marketing performance and the comprehension of the indicators of the marketing share

Table (4)
Distribution of the study population by academic qualification

academic qualification	frequency	pecentage
Diploma	28	21.7%
BSC	71	54.4%
High diploma	8	6.6%
Master	18	13.8%
PHD	5	3.5%
Total	130	100%

Source: Table prepared by the researcher based on the results of the field study

3- Society according to years of service: Table No. (5) for clarifying the categories of the surveyed society according to years of service shows that it is clear that the category (11-15 years) came in the first order with a percentage of (47.6%) and a frequency of (62), after that and in the second order came the category (16-20 years) at a frequency of (33) and at a rate of (25.3%), while the category of service years (21 years and over) came in third place with a rate of (15.7%) and a frequency of (20), while the fourth rank was for the service category (5-10 years).) at a rate of (11.4%) and with a frequency of (15), as these percentages indicate the availability of diversity in

the ranges of experience in the surveyed community, noting that the largest percentage enjoys a good level of years of experience that qualifies it to provide accurate and realistic information according to the data of hotel work in the Iraqi environment.

Table (5)
Distribution of research community members according to years of service

Years of service	frequency	Percentage
5-10 years	15	%11.4
11-15 years	62	%47.6
16-20 years	33	%25.3
21 years above	20	%15.7
Total	130	%100

Source: Table prepared by the researcher based on the results of the field study

Previous Studies

The researcher traces the nature of the treatment of variables in a number of studies and previous research efforts to determine the most important results reached by those efforts and to build on the most prominent of those results in order to cover aspects that were not previously covered. Follows:

Study (2012, Rosli) Tagged competitive Strategies For Small And Medium-Sized Companies in Malaysia, An Investigative Survey

The study aimed to discover the strategies used by small and medium-sized companies in Malaysia to face global competition. The study sample was represented by a number of small and medium-sized companies for manufacturing industries in Malaysia, as 300 small and medium-sized companies working in the field of manufacturing industries were included. The study adopted the questionnaire method as well as data analysis The results of the study show that the competitive strategies from one company to another differ greatly in the field of innovation and global orientation. The study also confirmed that Porter's competitive strategies are necessary, but they are not the only ones. Rather, the company must follow other competitive strategies and focus on marketing management and human resources management. It is sufficient, but more priority should be given to the company's dynamic capabilities, especially innovation and global orientation. The results of the study provide medium and small companies indications towards diversifying the methods and strategies adopted at a greater level in order to improve their dynamic competitive capabilities.

Study (2017, Irawan) Tagged

A Market Share Analysis for Hybrid Cars in Indonesia

The study aims to analyze the market share to know the level of the audience and owners of this type of car and to know the future of this industry. The sample of the study was represented by the companies operating in the Jakarta market for hybrid cars, as the data obtained from the market management was approved. The study reached many conclusions, most notably that there is a future for this industry capable of growth. Based on the market share of this industry, the study emphasized the increase in interest in this industry and an attempt to increase its market share by increasing its education.

By looking at the two studies above, the following points can be identified

1- The field diversity of studies and research that absorbed the two variables (competitive

strategies and market share), which indicates the importance of the two variables and their presence in the thought of each of those concerned with the theoretical and field side in the broad field of administrative sciences.

2- The diversity of analytical mechanisms and indicators adopted in determining the form and level of practical application of competitive strategic performance and market share measurement programs is an important indicator that contributed to forming a unique picture for the researcher about the mechanisms used in the process of building variables scales.

3- On the tourism and hotel level, the researcher did not have a study that combined the two variables together, especially in the Iraqi environment, which gives additional importance to the current research as it constitutes a distinct first step in the Iraqi scientific research process in the hotel aspect.

Theoretical Study

Competitive Strategies

Concept

The field of strategic thought witnessed a lot of developments over the succession of different time periods and this thought was generally characterized by richness, diversity and renewal. The important concepts that are among the foundations of strategic directions are (competitive strategies), which have many definitions and theoretical frameworks, which can be shown in Table No. (6) below

Table No. (6)
Definition of Competitive Strategies

No.	Definition	Researcher ,year ,page
1	The processes of finding a unique position for the organization with its customers by designing a set of activities that differ in their entirety from the performance of organizations operating within the same sector	Alnajjar,2001 ,5
2	The approach adopted by the administrations working in different organizations in the long term and leading to achieving a competitive advantage by creating resources that are consistent with the changing environment and in a manner that serves to achieve the state of maximum saturation for the target audience and satisfy stakeholders and shareholders	Norin Arshed et al ,2016 :195
3	The administration adopts all procedures that secure the organization's position in the market and its superiority over competitors by establishing a sustainable competitive advantage	Enders & Jelassi,2017 :6
4	Analyze the decisions and actions of the organization and take upon itself the creation and maintenance of the competitive advantage.	Banker D.,2018 :17
5	The commitment of all levels and members of the organization to monitor and mobilize all organizational resources and capabilities in order to achieve the central goal of management, which is to consolidate a sustainable competitive advantage that is difficult to imitate by any of the competing organizations	Xhavit Islami et al ,2020 :12

Source: The table was prepared by the researcher based on the sources mentioned in it

The researcher believes that the overall knowledge structure of strategic management as a field of knowledge has developed rapidly in parallel with the state of technical development and successive environmental changes. Thus, the development of the concept and vision of competitive strategies came to accompany the development of administrative and organizational thought, and thus this development constituted an accumulated knowledge balance that benefited various business organizations, whether small or large. It is worth noting

that competitive strategies determine the goal of desire and communication about what will be done and determine who will work to implement it, how and for whom and what are the desired results from that, as the good strategy is the strategy that in fact generates advantages, and thus the researcher believes that it can Define competitive strategies procedurally All procedures, policies, programs and entrances that the hotel and tourism management can adopt in order to monitor all inputs and human and material capabilities in order to build and consolidate a competitive advantage and features that distinguish the organization's hotel services from other competing organizations in a way that is difficult to imitate and ensure the sustainability of this feature within the tourism and hotel work environment"

Objectives

Many researchers stress the need to develop an integrated structure of strategic and interim goals and draw the goal according to specific timescales, thus looking at the nature of the competitive strategy through the form of the goals it achieves, which is based on four main points that form the basis for the goals, which can be summarized as follows:

A- Acquisition of the competitive advantage: The competitive advantage is considered the main objective of the competitive strategy. Internal and external, to achieve the continuous superiority of the institution over others, i.e. competitors, suppliers, buyers and other parties with whom the institution deals. Of course, achieving this superiority may be a temporary or short-term factor, but it is permanent attempts to maintain the balance of the institution towards other parties in the market.
B - Gaining a good positioning in the competitive environment: the fact that the formulation of the competitive strategy depends on the analysis of the nature and extent of the competitive environment of the institution, in order to determine the appropriate positioning for it, and this is by knowing the different dimensions of these environmental sectors represented in:

- Geographical extension ie the countries in which the institution competes with others.
- Extension of the sector in terms of the number of complementary or alternative sectors.
- The degree of integration in the institution, the extension of the part in terms of the diversity of products and customers.

C - Choosing the type of promising industry.
D - Choosing the distinguished competitive position within the industry.

Components

A competitive strategy has three main components:
A. The method of competition: It is the strategy adopted by the institution to reach a competitive advantage in the market and is determined according to the strategy of price, product, promotion and distribution.
B. Arena of competition: It means the target market and competitors of the institution.
C. The basis of competition: It includes all the assets of the institution and its ability to achieve a continuous competitive advantage in the long term.

Types

By reviewing many of the literature, more than one classification appears for the types of competitive strategies, but the research will review the classification most frequently used in the solid strategic literature, as follows:

A- Diversification strategy: The diversification strategy is defined as a growth strategy that emphasizes the production of a new product or entry into a new market to diversify the organization's work, as the organization expands in giving the consumer the opportunity to choose when it follows this strategy. (Al-Sumaidaie et al., 2012: 199). The reason for the organization's adoption of the diversification strategy is due to a number of points, the most important of which are (Masa'dah, 2013: 52).

Diversification Of Risks

Refrain From Monopolizing a Certain Industry

-Increasing the overall growth rate of the organization, and achieving cash flows -
- Analyzing and diagnosing the internal and external environment to reveal certain opportunities that exist or do not exist in the market, but they are expected and encourage the organization to take strategic decisions related to diversifying production or investing in new industries. There are also two basic types of diversification strategy: correlated diversification and uncorrelated diversification, which some researchers call concentrated diversification, and lumpy or unconnected diversification (Al-Sumaidaie and others, 2012: 202) .

B- Integration Strategy: The integration strategy is defined as "the expansion of the competition field for the organization within the same industrial sector in which it operates" (178: Thompson and Strickland 2003: 178). It has been put into effective implementation. There are two types of integration strategy: the vertical or vertical integration strategy, as some researchers call it, and the horizontal integration strategy (Whellen et al, 2012: 108), and the researcher will deal with each of them in detail.

- Vertical (vertical) integration strategy means that the organization carries out the activities of its suppliers or distributors or both (Hall and Gunner, 2008 684), and (Al-Dewa J, 2000: 186) is seen as the process of merging two or more activities in the marketing channel under one management, it is One of the growth strategies that require entering into new investments with the aim of achieving forward integration of forward supply and backward integration of backward supply and choosing to implement the basic and backward integration of the organization at the same time. This type of integration is called chain integration.
- Horizontal integration and defined (Al-Lami, 2013: 67) horizontal integration when an organization acquires one or more of its competitors, and this type of integration occurs by linking the organization horizontally with similar organizations for the same type of activity, such as grouping different marketing functions such as advertising, marketing research and purchasing under the management of One with the aim of reducing costs.

C- Focus strategy: (Parboteean and Cullen 125: 2008) defines the focus strategy as an application of both the cost leadership strategy and differentiation to a narrow market. (Dess et al ,2012: 49) (Al-Shuaibi, 2004: 114) :

 - Focusing on the consumer or markets: focusing on the needs of customers and knowing and satisfying consumers' desires, or choosing one of the market sectors and focusing on a specific market and directing all efforts and activities to serve this market.
- Focusing on the product: by focusing on a specific product line and working to distinguish the product from the rest of the competitors' products, or by focusing on the quality and quality of the offered products in order to reach the competitive advantage generated by this strategy.
 - Focusing on technology (technology): It means focusing on the technology used in production and on the technology approved by the organization, which is done by introducing new equipment and automating work to improve production efficiency and using techniques that enable the organization to benefit from the remnants and wastes of production.

It should be noted that the mentioned types will be adopted in measuring the explanatory variable of research (competitive strategies), and the researcher believes that in the world of hotel organizations, the strategies referred to above appear in their most prominent form through the hotel management's adoption of strategic work in an environment that constantly changes features and influences, so it is There is an urgent need to assimilate the nature of each type, for example, the hotel management, for example, if it adopts a strategy of focusing towards a specific sector of the tourist and hotel public, it must study the importance of this sector and the extent to which its benefit is achieved if it is chosen, for example, for the hotel services sector for medical tourism, for example, and thus It is necessary to prepare the nature of the furniture, rooms, equipment and medical teams that serve this sector, which increases the sensitivity of competitive strategic work in the tourism sector, as well as the case when adopting vertical integration strategies, the administration must study the nature of supply chains and the nature of

organizations that can be dealt with under the adopted strategy, for example Hotels that can be considered environmentally friendly or follow lean production They must choose the supplying organizations operating according to the same orientation in terms of raw materials and other details in order to establish a real competitive advantage, that the Iraqi hotel organizations today, especially the excellent ones in the face of competitive challenges, have nothing but deepening understanding of the mentioned strategies and choosing what is consistent with the nature of the hotel, its size and the nature of the activity the tourist it serves.

The Market Share

Concept

A number of perspectives that defined the concept of market share can be shown through the attempts mentioned in Table No. (7) below.

Table No. (7)
Definition of Market Share

No.	Definition	Researcher ,year ,page
1	It is the indicator, function, or measure that is important and approved to know the good marketing performance through which organizations are distinguished, whether they are successful or unsuccessful in their activities. Through the market share, the organization's performance level appears through the volume of sales relative to the competing organizations. Therefore, the organizations' departments are in urgent need to follow up market share	Kotler , 2000 , 697
2	Market share is estimated by the organization's sales in relation to the total industry sales for a certain period of time	O'Regan , 2012 : 287
3	It represents the size of the organization's performance, its share, or the ratio of its sales to the total sales of the industry or its largest competitor in the industry. Market share analysis helps to identify the organization's sales position in relation to industry sales and the degree of change in it regardless of stability, increase or decrease in the sales of this organization	Al Murad and Mahmoud, 2013: 101
4	An indicator that shows through or in the form of a percentage of sales, whether in quantity or quality, and comparing it with the total general sales of the organization and its direct competitors. x selling price	Al-Alaq, 2017: 43
5	An indicator of the financial performance and marketing performance of the organization compared to its counterparts from competing organizations in the market, provided that the market share is the total amount of organized sales divided by the total sum of the industry.	Al-Zaidi Mortada, 2018: 52

Source: The table was prepared by the researcher based on the sources mentioned in it

The researcher believes that through the above definitions, it becomes clear that the market share reflects the efficiency of its marketing activities, which is reflected in the volume of its sales in the market compared to the total sales of the industry itself in that market, and that the organization that obtains a large market share is a leading organization that leads to changes in Prices, introducing new products, or introducing modern technology into the market, achieving appropriate market coverage for its products, and having an adequate spread and marketing activity that achieves its objectives. The market share can be defined procedurally as (The mechanism and methodology through which the hotel management is able to determine the position of the hotel or tourist organization in relation to the rest of the organizations by knowing the organization's share of customers, provided that the market share here is the total hotel services provided by the hotel divided by the total services provided by organizations in the environment hotel).

Market Share Analysis Steps

In order to be able to determine the market share, the organization should start with sequential steps to analyze the market share of the organization. (Dukhan, 5: 2010) identified these steps, which are:

A. Indicating the geographical boundaries of the organization's market: The main objective of this is to determine the organization's sales in a particular region.
B. A statement of the organization's output, whether goods or services: it may include calculating the market share of the organization as a whole.
C- Mapping the industry and defining who are the competing organizations: There is a misconception about the fact that the market share is an indicator that measures the organization's sales of a product in relation to the current competitors only, but this indicator can also be relied upon in determining the expected market share of the organization in the light of information that talks about Entry of new competitors into the market. Dr.. Building a database of competitors: published financial reports, specialized magazines, specialized websites, e. Market share calculation: There are many methods used to estimate the market share of companies compared to competitors.

Dimensions

Through the researcher's review of many marketing literature that dealt with the concept of market share and its dimensions and the mechanisms for determining the general lines in it, the (Kotler 2000) model related to market share analysis is one of the most prominent of these models, as this model was presented using ratios instead of sales, and it has The researcher adopted this model in the field aspect of the research, due to the difficulty of obtaining data on sales rates, occupancy rates and profits for hotels.(Werro ,2015: 57)

Customer penetration

This is the percentage of customers who buy the organization's offers and who have been targeted as a result of gaps in competitors' offers that have been reached by the organization. Customer penetration can be achieved by improving and focusing on the intensity and frequency of sales, as well as selling through customers.

Customer loyalty

a permanent psychological attachment of customers towards the service providers or the commodity, which leads as a result to the non-transformation of the organization's customers towards competitors, with great compatibility with the service provider and a preference for the service provider over other competitors.

Customer selection

It is related to measuring the average volume of product purchases compared to the volume of purchases of competing products. Customer selectivity contributes to the advantage of retaining it, which accelerates growth.

Price

The average price charged by the organization in relation to the average price charged by all organizations. In the tourism and hotel environment, which is the subject of the study in the current research, and through the researcher's coexistence with the administrations and the hotel reality in general, we find that many workers in this sector lack sufficient knowledge of what the market share is, as well as the loss of many tools and mechanisms through which it is possible to determine the hotel sector indicators in general. As the Iraqi environment lacks an effective stock market capable of presenting publications and bulletins related to the nature of hotel performance in an accurate manner, through which the details and features of the hotel organizations that are

leaders in the market or that have the largest share become clear, in addition to the lack of digital programs for hotel reservations in their developed form, which also give pictures of Reservation levels, occupancy rates, and other administrative and technical obstacles that complicate the issue of determining market shares for hotel organizations, and the hotel administrations did not pay sufficient attention to this indicator and focus their attention on their internal environment and calculate the financial indicators almost completely isolated from the general activity levels in the task environment.

The Field Study

An Overview of the Hotel Sector in Iraq

The Iraqi hotel sector has witnessed, over different periods of time, a lot of developments and changes, negative and positive, due to political, economic, security and other factors. To witness its climax in the eighties, when many hotels were established as branches of famous international hotel chains such as Sheraton, Meridian, Novotel and others, but with the change in the nature of political and economic conditions and the country's exposure to many events, the first victim was the hotel sector and the decline it witnessed in many aspects, but Despite this, the recent years can be considered an indicator of optimism about the future of this sector, provided that real interest in it and work in accordance with scientific standards and methods that, if applied, would achieve a qualitative leap in the level of activity and a contribution on the economic and social level, as the state of development of the hotel sector is an indicator It is important for the development of society as a whole, and we can refer to a number of indicators that relate to the reality of hotels, according to a survey The Tourism Authority's statements for the year 2019 as the latest statistic published on the international information network, which came in the following form: cosit.gov.iq

1- The number of hotels and tourist accommodation complexes (except for the Kurdistan Region) reached 1660 tourist facilities, and Karbala governorate constituted the highest percentage (44.8%) followed by Najaf governorate with a percentage of (23.2%) and Baghdad with a percentage of (23%) which is an indication that the religious tourism activity is the most prominent, which is One of the important problems in the sector represented in the low indicator of diversity in tourism activities.

2- The premium class hotels (five stars) accounted for (0.66%) concentrated in the governorates of Baghdad, Karbala, Maysan, and Basra, which is not positive, as the concentration of excellent hotels in governorates without the other necessarily means a decline in performance as a result of losing the state of real competition and lack of coverage Demand in all governorates through hotels of a distinguished level.

3 - The number of workers in the sector reached (8920) workers, with Karbala governorate forming the highest percentage, reaching (37%).

4- The total generated revenues amounted to (266592523) million dinars, the governorate of Baghdad constituted the highest percentage of revenues by (37%).

The above indicators are modest if measured by the level of tourism potential that Iraq possesses and the huge diversity of the elements of tourist attractions that can be the basis for a distinguished hotel and tourism renaissance. Therefore, the nature and level of the mentioned indicators frame real problems that the researcher seeks to shed light on through the variables investigated.

Presentation, Analysis and Diagnosis of the Results of the Study Variables

1- Competitive strategies: by following up on the results received through the statistical treatment program, it becomes clear that the sub-dimension (diversification strategy) has ranked first among the three dimensions with a coefficient of difference (0.169), which is the lowest value among the dimensions to give a high probability of agreement on its practice and adoption with relative interest It amounted to (81.3%), with an arithmetic mean (3.87) and a standard deviation (0.656), while the other two dimensions (integration strategy and focus strategy) ranked second and third, respectively, albeit with slight differences, as shown in Table (8) below, and the variable in general was a mean A total arithmetic (3.95) is available with a good relative importance of (81.4%), a

standard deviation (0.696) and a coefficient of variation (0.176). The indicators in their general form give the tracker of values an impression about the interest of the sample members in their personal and legal capacity, and consequently the interest of the surveyed hotels on the adoption of tools, programs and strategic mechanisms in Competitive work with what can foresee the image of the future in the sector, as it tends towards the organization that is keenly interested in understanding the way competition processes take place and what The coming days may bring about events or changes and thus take the measures and measures that give them the initiative to deal with the different variables in particular with the specificity of the Iraqi reality, which witnesses many events that cast a shadow on the various economic, social and other aspects, and in light of this highly changing environment, the importance increases The element of competitive strategies for the hotel sector, which is by nature a very sensitive activity to any change, crisis or event, and therefore the hotel has a double responsibility that appears clearly in the privacy of the Iraqi environment and the privacy of the important sector as the party responsible for providing services with a certain level of quality, which means its failure in the event I failed to achieve what was required of the hotel and the service was unable to satisfy the guest.

Table No. (8)
Results of variable analysis of competitive strategies

Variables	Arithmetic mean	standard deviation	percentage	Variation coefficient	Sort by coefficient of variation
diversification strategy	3.87	0.656	%81.3	0.169	first
integration strategy	4.05	0.689	%82.6	0.170	second
focus strategy	4.02	0.745	%80.4	0.183	third
Competitive Strategies	3.95	0.696	%81.4	0.176	

The Table Was Prepared By the Researcher Based On the Results of the Statistical Program

2- Market share: by looking at Table No. (9) it is clear that the indicators show that the approved variable (the market share) recorded an available arithmetic mean of (3.98) greater than the hypothetical mean of (3) and a standard deviation of (0.676) with relative interest (77.35). %)

Table No. (9)
Results of market share variable analysis

Variables	Arithmetic mean	standard deviation	percentage	Variation coefficient	Sort by coefficient of variation
Customer penetration	4.02	0.744	%80	0.185	fourth
Customer loyalty	4.06	0.696	%81.3	0.171	second
Customer selection	3.97	0.657	%70.4	0.165	first
price	3.88	0.608	%77.7	0.176	Third
Market share	3.98	0.676	%77.35	0.169	

Source: The table was prepared by the researcher based on the results of the statistical program

and a coefficient of variation (0.169), and the dimension (customer selection) came in the first order with a coefficient of variation that amounted to (0.165) and the dimension (customer loyalty) came in the second order with a coefficient of variation (0.171), while the dimension (price) came in the third order with a coefficient of variation (0.176) and finally The dimension (customer penetration) came with a difference coefficient of (0.185) and the general indicator of this variable is between its availability at the site of the study, which confirms the endeavor towards describing these organizations that work in a very important sector as an organization that works according to important competitive indicators and not organizations operating without Confirmed indications and digital foundations, as the work based on studying your current position in the market and surveying performance indicators in the mission environment and what are the leading organizations and working to establish an actual structure of benchmarking, all of this gives the administration strength and sobriety in the nature of the decisions taken and It is implemented by adopting mechanisms, programs, and standards that enhance its efficiency and effectiveness, and thus achieves a balance in its investment of current capabilities, as well as exploring and investing new knowledge and mechanisms to add to its previous knowledge, in a way that enables it to establish a base for sober service work in a manner that ensures meeting demand in the local market and balancing between adaptation and innovation with The change in the external environment in light of having a distinct structure characterized by flexibility, conformation and high responsiveness.

Hypothesis Testing

Testing the Correlation Hypothesis

In this part of the research, the Spearman coefficient test was adopted as an indicator of the correlation between the main and sub-variables of the research. The results of the test were as expressed in Table No. (11) which represents the matrix of values for Spearman's coefficient as follows:

Table No. (11)
Correlation matrix between competitive strategies and market share

market share / competitive strategies	Customer penetration	Customer loyalty	Customer selection	price	responsive variable market share
diversification strategy	0.477**	**0.624	**0.798	0.796**	**0.673
	0.000	0.000	0.000	0.000	0.000
	130	130	130	130	130
integration strategy	**0.600	**0.566	**0.430	**0.569	**0.541
	0.000	0.000	0.000	0.000	0.000
focus strategy	**0.694	**0.661	**0.563	**0.593	**0.627
	0.000	0.000	0.000	0.000	0.000
	130	130	130	130	130
competitive strategies	**0.671	**0.689	**0.662	**0.665	**0.786
	0.000	0.000	0.000	0.000	0.000
	130	130	130	130	130

Source: The table was prepared by the researcher based on the results of the statistical program

1-1 There is a positive, statistically significant correlation between the adopted competitive diversification strategy and raising the market share level for Iraqi premium-class hotels. This dimension has achieved five significant correlations with market share and its sub-variables, ie

100% (0.798 **), which means that the sub-hypothesis is accepted.

1-2 There is a positive statistically significant correlation between the adopted competitive integration strategy and raising the level of market share for the Iraqi premium hotels, through the data of Table (11). Customer penetration with a value of (0.600 **), which indicates acceptance of the hypothesis.

1-3 There is a positive statistically significant correlation between the adopted competitive focus strategy and raising the level of market share for the Iraqi premium class hotels. (0.694 **) and therefore the sub-hypothesis can be accepted.

The first main hypothesis (there is a positive correlation with statistical significance between the adopted competitive strategies and raising the level of market share for Iraqi premium-class hotels) through the data contained in the above table.) and its dimensions, that is, by (100%) of the relationships, and the strongest of these relationships was with the dimension (customer loyalty) with a value of (0.689 **) and with a level of significance (0.000), which is less than a level of significance (0.05), and then the relationship with the rest of the dimensions came as the relationship with (Customer penetration) with a value of (0.671 **) and with (price) with a value of (0.665 **) and finally with the dimension of (customer selection) with a value of (0.662 **) and with a level of significance (0.000), all of which are at a lower level of significance (0.05) and at the level of the two variables (strategies). Competitiveness) and (market share) the correlation relationship achieved a value of (0.786 **) and a significant level of (0.000), which is a strong positive direct relationship, which indicates that the increase in interest by departments operating in Iraqi hotels by one unit with a variable (Competitive strategy) necessarily means increasing interest in the variable (market share) by the amount of the correlation coefficient between them, and therefore the aforementioned result means acceptance of the first main hypothesis.

Testing the Hypotheses of the Effect

In order to verify the acceptance or rejection of the hypothesis, the indicators of the modified coefficient of determination and the impact factor were adopted, as well as indicators of the value of (T) and the value of (F) at the level of significance (0.05).

2-1 There is a statistically significant impact relationship for the adopted competitive diversification strategy in raising the market share level for the Iraqi premium hotels. Table No. (12) shows that there is an effect of the dimension of (diversification strategies) in (market share) at the level of morale (sig = 0.000).), which is less than the significance level (0.05) and in terms of the calculated F value of (118,341) which is greater than the tabulated value (3.841) and the calculated T-test value (10.878) for the value of (ß) the standard marginal slope (effect) which is greater than its tabular value (1) 97) at the same level of significance (0.05), the dimension (diversification strategies) explained its percentage (59.7%) of the changes that occur in the market share of the hotel organization, while the remaining percentage of the model (40.3%) is attributed to other variables that were not included in the tested research model. The effect of the standard dimension (diversification strategies) (77.2%) on the market share of the hotel, while the value of the constant was (0.947) and the calculated T value (3.442), that is, when the diversification strategy is adopted by one unit, the market share of the hotel will increase by an amount t (0.947), which confirms the acceptance of the sub-hypothesis.

2-2 There is a statistically significant effect of the adopted competitive integration strategy in raising the market share level of Iraqi premium-class hotels. Table No. 12 shows that there is an influence relationship at the level of significance (0.000 = sig), which is less than the significance level (0.05), and this is in terms of the calculated F value (49.911), which is greater than the tabular value (3.841), the calculated T value was (7.065).) for the value of (ß) the standard marginal slope (influence), which is greater than its scheduled value (1.97) at the same level of significance (0.05), while the dimension (integration strategy) explained its percentage (38.4%) of the changes that affect (market share) while The remaining percentage of the model (61.6%) is attributed to other variables that were not included in the tested research model, and the impact ratio of the standard (integration strategy) was (620%) on (the hotel market share), while the value of the constant was (1.891) and the calculated (T) value (6.525).) That is, when the percentage of management's adoption of the integration strategy increases by one unit, the market share of the hotel will increase by (1,891), and accordingly the second sub-hypothesis referred to above can be accepted.

2-3 Test the third sub-hypothesis which states that there is a statistically significant impact relationship for the adopted competitive focus strategy in raising the market share level for Iraqi premium-class hotels, by looking at Table No. (12) it can be concluded that the dimension of (focus strategy) affects the adopted variable (Market share) at the level of significance (sig = 0.000), which is less than the significance level (0.05) and in terms of the calculated F value (50.235), which is greater than the tabular value (3.841) and it achieved the calculated T-test value (7.088) for the value of (ß) the marginal slope The normative (impact), which is greater than its scheduled value (1.97) at the same level of significance (0.05), and according to the results contained in the aforementioned table, the dimension (concentration strategy) explained the percentage (38.6%) of the changes that affect (market share) with regard to the percentage attributed The rest of the model (61.4%) for other variables that were not included in the tested research model, and it has achieved after (focus strategy) a standard effect ratio (62.1%) on the variable (market share), while the value of the constant was (2.249) and the calculated T value (9.419) i.e. When the focus strategy is adopted by one unit, the market share will increase by (2.249), and therefore the results received confirm the acceptance of the third sub-hypothesis referred to.

The second main hypothesis (there is a statistically significant impact relationship for the competitive strategies adopted in raising the market share level of the Iraqi premium class hotels) and after the process of testing the aforementioned sub-hypotheses, and through the results mentioned in Table No. (12) it was found that there is an effect of a variable (Focus strategies) in general in the variable (market share) in general at the level of significance (0.000 = sig), which is less than the significance level (0.05) and in terms of the calculated F value (129.462) which is greater than the tabular value (3.841) and the calculated T-test value was (11.378) for the value of (ß) the standard marginal slope (impact), which is greater than its scheduled value (1.97) at the same level of significance (0.05). The remaining percentage of the model (38.2%) for other variables that were not included in the tested research model, and the effect of the standard (competitive strategies) was (78.6%) on (market share), as the value of the constant was (0.931) and the value of T Soba (3.523), that is, when competitive strategies are adopted with an amount of one unit, the market share rises by (0.931), and thus the second main hypothesis can be accepted.

Table No. (12)
Impact relationships of competitive strategies on market share

Market share						responsive variable explanatory variable
F	T	Sig	r²	ß	a	
118.341	10.878	0.000	0.597	0.772	0.947	diversification strategy
49.911	7.065	0.000	0.384	0.620	1.891	integration strategy
50.235	7.088	0.000	0.386	0.621	2.249	focus strategy
129.462	11.378	0.000	0.618	0.786	0.931	Competitive Strategies
81	80	1	degree of freedom			

N=130

The source table was prepared by the researcher based on the results of the statistical program

The Conclusions

1- The Iraqi hotel environment enjoys the absence of a wide and wide range of competitive strategic diversity, and this is due to the fact that the truly invested tourism activities are few and thus narrow the options for competitive strategies offered for adoption by the working departments, as the activity is shortened by religious tourism in the first place, followed by entertainment.

2- Hotel administrations depend on reactions to environmental changes. Therefore, the competitive initiative for many administrations is missing, and the strategic impact of the hotel

mechanisms and programs provided by those administrations often recedes.

3 - The Iraqi hotel environment lacks accurate indicators and metrics through which to determine the market share curve of any hotel organization, as well as the industry environment's lack of research institutions that provide bulletins and publications that illustrate the activity of stocks or the activity of institutions in general, which means the loss of the compass guiding performance.

4 - The inability of researchers, departments and institutions to identify the leading organizations in the hotel market through indicators of the actual market share based on financial and non-financial indicators of performance.

5- Through the field study, it was found that there is a correlation and effect relationship to the quality of the competitive strategy adopted and the level of market share achieved for the hotel within the hotel work environment.

The Recommendations

1- The necessity for the administrations working in hotel organizations to adopt real diversification strategies through which they can expand the base of tourism activity and transfer hotel and tourism services production lines to wider ranges and wider horizons and get out of the case of adopting work on a narrow and limited scope of activities and activities.

2- Hotel organizations must have horizontal and vertical lines of strategic integration (front and back), as this strategy is very important not for the tourism and hotel sector, but rather it is important for the various economic sectors, as it is an actual embodiment of activating the tourism investment multiplier, which means moving more than one sector that serves the tourism activity.

3- It is imperative for the economic authorities in general and those responsible for the tourism sector in particular to activate the economic institutions responsible for preparing indicators for clarifying the picture of activity and the criteria through which they can monitor the reality of work and the level of industry performance, and at the forefront of these institutions is the Iraq Stock Exchange.

4- Hotel administrations should adopt modern marketing strategic work programs that depend on directing internal activity in line with monitoring performance levels in competing organizations and avoiding a state of internal regression and not paying sufficient attention to knowing the market share and benchmarking comparisons with the leading organizations.

5- Strengthening the bonds of communication with academic research institutions specialized in economic and tourism aspects, which would provide a lot of important data on performance levels. Thus, hotel departments can contract with researchers and institutions to provide them with such studies and indicators.

Suggestions

The current research that deals with the relationships of correlation and influence between the aforementioned variables is considered a basis for starting future studies that can be proposed as follows:

1- The impact of hotel focus strategies on the quality of marketing decisions.

2- The impact of the strategic choice in determining the shape of the hotel marketing mix.

3- The impact of competitive strategies in determining the nature of the marketing philosophy of hotel management.

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