

ISSN (ONLINE) 2598 9928



**INDONESIAN JOURNAL OF LAW AND ECONOMIC**  
PUBLISHED BY  
UNIVERSITAS MUHAMMADIYAH SIDOARJO

## Table Of Contents

|   |   |
|---|---|
| <b>Journal Cover</b> .....                  | 1 |
| <b>Author[s] Statement</b> .....            | 3 |
| <b>Editorial Team</b> .....                 | 4 |
| <b>Article information</b> .....            | 5 |
| Check this article update (crossmark) ..... | 5 |
| Check this article impact .....             | 5 |
| Cite this article.....                      | 5 |
| <b>Title page</b> .....                     | 6 |
| Article Title.....                          | 6 |
| Author information .....                    | 6 |
| Abstract.....                               | 6 |
| <b>Article content</b> .....                | 7 |

## Originality Statement

The author[s] declare that this article is their own work and to the best of their knowledge it contains no materials previously published or written by another person, or substantial proportions of material which have been accepted for the published of any other published materials, except where due acknowledgement is made in the article. Any contribution made to the research by others, with whom author[s] have work, is explicitly acknowledged in the article.

## Conflict of Interest Statement

The author[s] declare that this article was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## Copyright Statement

Copyright © Author(s). This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

# Indonesian Journal of Law and Economics Review

Vol. 21 No. 2 (2026): May  
DOI: 10.21070/ijler.v21i2.1546

## EDITORIAL TEAM

### Editor in Chief

Dr. Wisnu Pangah Setiyono, Universitas Muhammadiyah Sidoarjo, Indonesia ([Scopus](#)) ([Sinta](#))

### Managing Editor

Rifqi Ridlo Phahlevy , Universitas Muhammadiyah Sidoarjo, Indonesia ([Scopus](#)) ([ORCID](#))

### Editors

Noor Fatimah Mediawati, Universitas Muhammadiyah Sidoarjo, Indonesia ([Sinta](#))

Faizal Kurniawan, Universitas Airlangga, Indonesia ([Scopus](#))

M. Zulfa Aulia, Universitas Jambi, Indonesia ([Sinta](#))

Sri Budi Purwaningsih, Universitas Muhammadiyah Sidoarjo, Indonesia ([Sinta](#))

Emy Rosnawati, Universitas Muhammadiyah Sidoarjo, Indonesia ([Sinta](#))

Totok Wahyu Abadi, Universitas Muhammadiyah Sidoarjo, Indonesia ([Scopus](#))

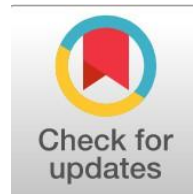
Complete list of editorial team ([link](#))

Complete list of indexing services for this journal ([link](#))

How to submit to this journal ([link](#))

## Article information

**Check this article update (crossmark)**



**Check this article impact (\*)**



**Save this article to Mendeley**



(\*) Time for indexing process is various, depends on indexing database platform

**The Role of Tourism Marketing Strategies in Achieving a Competitive Advantage for Tourism Organizations (An Analytical Study of the Opinions of a Sample of Employees in some Excellent Hotels in Baghdad): Peran Strategi Pemasaran Pariwisata dalam Mencapai Keunggulan Kompetitif bagi Organisasi Pariwisata (Studi Analitis terhadap Pendapat Sebagian Karyawan di Beberapa Hotel Unggulan di Baghdad)**

**Dr. Khaleel Ibrahim Breesam Breesam, rrwvvv38@gmail.com (\*)**  
*inistry of Higher Education and Scientific Research/Minister's Office, Iraq*

(\*) Corresponding author

**Abstract**

**General Background** Tourism marketing strategies play a central role in shaping the performance and competitiveness of tourism institutions in a dynamic global environment. **Specific Background** The study focuses on how structured marketing strategies are applied within tourism organizations to support sectoral development and organizational positioning. **Knowledge Gap** Previous studies have not sufficiently clarified the relationship between strategic marketing practices and competitive positioning within specific regional tourism contexts. **Aims** This research aims to examine the role of tourism marketing strategies in achieving competitive advantage and supporting sector growth. **Results** The findings indicate that well-designed marketing strategies contribute to improved organizational positioning, customer engagement, and sector development. **Novelty** The study provides an integrated perspective linking marketing strategy dimensions with competitive outcomes in the tourism sector. **Implications** These results suggest that tourism institutions should adopt comprehensive and adaptive marketing strategies to strengthen their competitive positioning and sustain sectoral growth.

**Keywords:** Tourism Marketing, Competitive Advantage, Strategic Management, Tourism Sector, Marketing Strategy

**Key Findings Highlights**

Structured planning supports stronger organizational positioning  
Customer-oriented approaches shape market competitiveness  
Strategy integration aligns with sector development goals

Published date: 2026-04-19

## Introduction

Competitive tourism marketing practices for tourism organizations operating in the global market. The requirements of the business strategic and tactical dimension, which succeeds integration into a social environment, such as investment control conducted in tourism sectors must start from establishing a marketing strategy that would lead to its existence on the tourism market, competitive improvement and stimulation of volumes in terms of both business and personal development.

This is because these strategies increase production and sales, which boost demand. All types and categories of tourism enterprises hold a leading role in marketing strategies in modern tourism companies, as well as an indispensable and important way to implement such strategies. Marketing is the management and process of creating or enhancing market demand and of dumping production surpluses. As a consequence, marketing strategies are among the few key tools for achieving success and differentiation for tourism organizations. Indeed, the effectiveness of a tourism marketing strategy now determines whether a tourism organization can exist, function, and attain its goals. This emphasizes the importance of marketing strategies in gaining a competitive advantage for tourism organizations. Based on the problem of the present study, several hypotheses were derived regarding how different study variables in some star hotels in Baghdad are perceived. In light of these questions, and in an attempt to answer them, we have set several aims for the present study, which it seeks to achieve by using several pieces of information and facts to understand the features of the relationship between the independent variables of the current study. According to the findings of the statistical analysis, this study would conclude how and to what extent the variables were related and provide recommendations.

## Methodology

### 1-1- The Problem of the Study

The main problem of this study is the gap between theory and practice regarding the extent to which luxury hotels in Baghdad (Al-Rasheed, Palestine, and Al-Mansour) adapt their traditional marketing strategies to current competitive advantage. This trend persists over time in an unstable and challenging tourism industry. The issue in practice is reflected in the varying market share and inadequate adaptation to the expectations of a new type of visitors, generating doubts about whether the currently implemented cost, differentiation, and focus strategies contribute to building the image of these traditional facilities. In terms of knowledge, there is a dearth of local studies that combine the three dimensions of Porter's Five Forces model with qualitative and quantitative measures of competitive advantage in the Iraqi hotel industry. This calls for determining which approach among these strategies is most beneficial for competitive sustainability and service performance upgrading in these ageing hotels.

Research problem: The main research question that can be addressed is "What is the role of tourism marketing in gaining a competitive advantage in the luxury hotels studied."

### 1-2- Significance of the Study

The study's cognitive currency lies in augmenting the academic library with a theoretical thrust that translates tourism marketing strategies into competitive advantage within a highly specific hotel environment, such as Baghdad. This helps fill the gap in the literature on how to adapt global strategic theories to the tourism industry in developing countries. It also serves as a scientific reference for researchers on the effects of the cost, differentiation, and focus dimensions on brand reputation improvement and increased market share for well-established firms.

As to its practical significance, it results from the issuance of a definite plan for their leaders at the Al-Rasheed, Palestine, and Al-Mansour hotels. This plan enables them to take informed decisions regarding statistical values, which is the most effective measure for attracting visitors and maximizing their revenue. The study also helps decision-makers direct the best investments in quality and technological innovation toward favorable tourism performance. It helps them make decisions to increase Baghdad's competitiveness as a choice hotel destination regionally and internationally.

### 1-3- Study Objectives

The current study focuses on the main objective of analyzing the role of tourism marketing strategies in achieving competitive advantage for luxury hotels in Baghdad. This main objective leads to the following sub-objectives:

1. Defining the concept of tourism marketing strategies and their dimensions in the hotel sector.
2. Measuring the level of competitive advantage in luxury hotels in Baghdad.
3. Analyzing the impact of tourism marketing strategies on competitive advantage.

4. Providing recommendations to luxury hotels in Baghdad on how to utilize tourism marketing strategies to achieve a competitive advantage.

#### 1-4- Study Limitations

- Spatial Limitations: The study is limited to luxury hotels in Baghdad.
- Temporal Limitations: From mid-2025 to January 2026.
- Human Limitations: The study is limited to the opinions of a sample of employees in luxury hotels.

1-5- **Hypothetical Model:** This represents the logical relationships that clarify the picture of the reality under consideration.

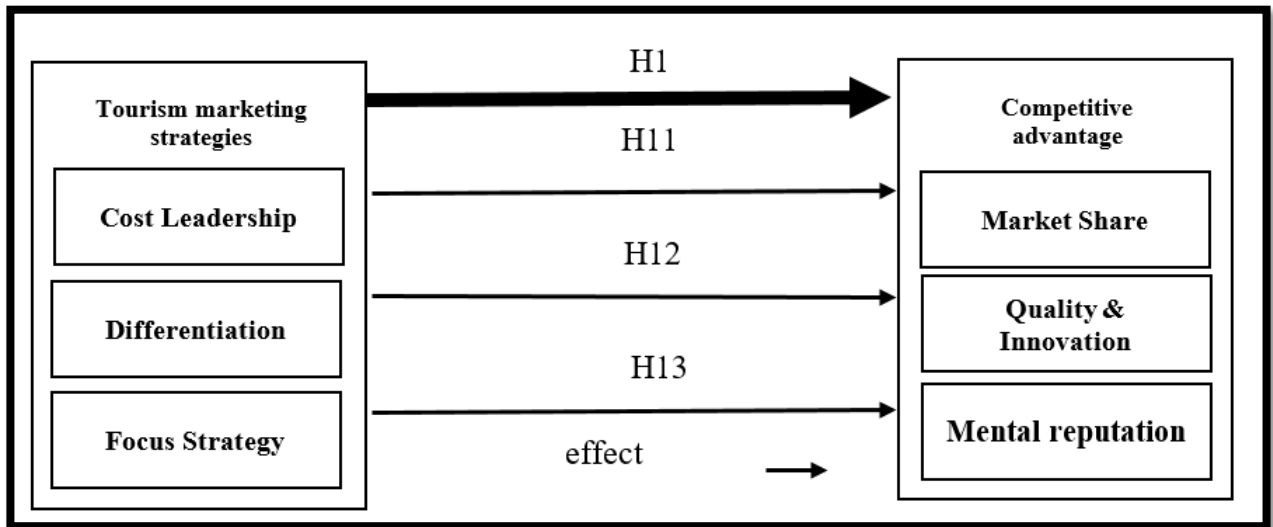


Figure 1: Hypothetical Model of the Study

Based on the research title, we can formulate the hypotheses as follows:

Main Hypothesis (H1): There is a statistically significant effect of tourism marketing strategies on the competitive advantage of the studied premium hotels. The following sub-hypotheses are derived from this:

- First Sub-Hypothesis (H11): Statistically, there is a statistically significant effect of the dimensions of tourism marketing strategies on enhancing market share.
- Second Sub-Hypothesis (H12): Statistically, there is a statistically significant effect of the dimensions of tourism marketing strategies on quality and innovation.
- Third Sub-Hypothesis (H13): Statistically, there is a statistically significant effect of the dimensions of tourism marketing strategies on brand reputation.

#### 1-6- The Study Population and Justification for Its Selection:

Given the nature of the variables in this study, namely, tourism marketing strategies and competitive advantage, the researcher sought the opinions of employees to fulfill the study's requirements. This was due to their high level of awareness of the direct and indirect impact of these variables on the overall performance of the hotels where they work. Therefore, the current research population consists of (1135) individuals working in the following luxury hotels in Baghdad: (Al-Rasheed Hotel, Palestine Hotel, and Al-Mansour Hotel), according to the Baghdad Tourism Authority's classification. These hotels were selected for the following reasons:

- These hotels host official state delegations and hold conferences, exhibitions, and festivals from various countries, thus providing cultural and intellectual diversity, in addition to the variety of services offered.
- They possess a pool of specialized human resources, recruited from tourism training centers, institutes, colleges, and specialized academic departments, thus providing a model of tourism specialization within the business classification.

Table (1) Classification of the hotels studied

| The Hotel        | Location:             | Opening | Number of floors | Number of rooms | Rating :  |
|------------------|-----------------------|---------|------------------|-----------------|-----------|
| Al-Rashid Hotel  | Al-Karkh – Green Zone | 1982    | 15               | 408             | Excellent |
| Palestine Hotel  | Al-Saadoun Street     | 1982    | 12               | 420             | Excellent |
| Al-Mansour Hotel | Al-Salihiya           | 1980    | 11               | 306             | Excellent |

Source: Prepared by the researcher based on interviews conducted with the authorized managers of the hotels mentioned above.

• **Study Sample**

To determine the appropriate sample size, the current study population consisted of 1,135 employees. The following equation, as mentioned by Steven K. Thompson (2012 [1], was used to determine the sample size. Based on this equation, the optimal sample size was 287 employees. Therefore, (290) questionnaires were distributed, and (282) were collected, resulting in a 97% return rate. There were (2) outlier questionnaires and (2) questionnaires that were not valid for analysis. Therefore, the final sample size was (288), which meets the required sample size criteria, as shown in the table below.

$$n = \frac{N \times p(1-p)}{\left[ \left[ N - 1 \times \left( d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

Table (2) Stratified Sample Distribution of the Study Population

|   | Hotels           | Number of employees | Percentage  | Number of questionnaires to be distributed |
|---|------------------|---------------------|-------------|--|
| 1 | Al-Rashid Hotel  | 550                 | 48%         | 141  |
| 3 | Palestine Hotel  | 292                 | 26%         | 73   |
| 4 | Al-Mansour Hotel | 293                 | 26%         | 74   |
|   | <b>the total</b> | <b>1135</b>         | <b>100%</b> | <b>288</b>                                 |

“Source: Prepared by the researcher”.

The study sample exhibited diverse characteristics, particularly in terms of the demographic characteristics of four elements used as control variables to measure their influence on the dependent variable (as opposed to the influence of the independent variable): gender, educational qualification, field of study, and years of work experience, as shown in the table below.

Table (3) Analysis of Demographic Data for the Study Sample\*

| Demographic Factors        | Statement                   | number | %      |
|----------------------------|-----------------------------|--------|--------|
| Gender                     | Male                        | 208    | 72.2%  |
|                            | Female                      | 80     | 27.8%  |
|                            | Total                       | 288    | 100.0% |
| Age                        | 21-31 years                 | 57     | 19.8%  |
|                            | 32-41 years                 | 87     | 30.2%  |
|                            | 42-51 years                 | 77     | 26.7%  |
|                            | 52-61 years                 | 67     | 23.3%  |
|                            | Total                       | 288    | 100.0% |
| Educational Qualifications | Preparatory School or less  | 28     | 9.7%   |
|                            | Diploma                     | 44     | 15.3%  |
|                            | Bachelor's Degree           | 124    | 43.1%  |
|                            | Master's Degree             | 54     | 18.8%  |
|                            | Doctorate                   | 38     | 13.2%  |
|                            | Total                       | 288    | 100.0% |
| Years of Experience        | Under 6 years               | 64     | 22.2%  |
|                            | 6 years and under 11 years  | 74     | 25.7%  |
|                            | 11 years and under 16 years | 58     | 20.1%  |
|                            | 16 years and under 21 years | 48     | 16.7%  |
|                            | 21 years and older          | 44     | 15.3%  |
|                            | Total                       | 288    | 100.0% |

Source: Prepared by researchers based on data from the field study.

**The following is evident from the table above:**

- First: The gender variable. The class interval frequency of the study sample is presented in Table 2 for Al-Rasheed, Palestine, and Al-Mansour hotels, with predominant males, who accounted for 72.2% over females (27.8%). This is consistent with the work environments of luxury hotels, which demand operational and administrative roles in a stressful, long-hour service environment. But the fact that a portion of this is earmarked for females suggests that women are playing an increasing role in the all-important service and marketing functions in these luxurious hotels.
- Second: The age variable. The findings indicated that the age diversity of staff in the hotel was balanced. Of the total sample, the most common age group was 32-41 years (30.2%), followed by 42-51 years (26.7%). This shows that staff's ages in a 5-star hotel are a mix of young and middle-aged people, which maintains the dynamism needed to apply modern tourism marketing strategies and, at the same time, suffices for the professionalism required for the management of hotels with a renowned reputation.
- Three: The variable of educational attainment showed a significant increase in educational attainment among staff at the sample hotels. The proportion of people with a bachelor's degree was 43.1 per cent, and many also had postgraduate degrees (Master's or PhD). This indicates the management of Al-Rasheed, Palestine, and Al-Mansour hotels' keen desire to attract well-educated talent that can meet global competitive advantage needs and understand contemporary marketing activities that suit luxury hotels.
- Fourth: On the experience factor, respondents' experiences were distributed equally across all age groups. The majority (25.7%) were aged 6–11 years, and nearly one-third had more than 16 years of experience. This accumulated experience makes the study more significant, as these employees have observed the changes in the tourism market in Baghdad. This puts at their fingertips a hotel industry-based understanding of marketing and its effects on competitive advantage.

## 1-7- Coding of the study scale, scale reliability, and (normal) distribution.

The quality of the field scores in this study relies on the statistical construction of the measurement instrument (the SDE) and its ability to faithfully measure people's responses. To realise this, the data were coded on a five-point Likert scale of agreement with the research variables. Internal consistency of items was assessed using Cronbach's alpha and other reliability tests. To ensure the stability of results in retest, the dimensions with a reliability coefficient over 70% would be accepted [2]. Mill's statistical criteria for the residuals were drawn from the literature and applied in this study (Table 2.5). Normality was checked against normal distribution by going to Normal test using its skewness and kurtosis, where under the conditions of a possible range of  $\pm 1.96$ . In addition, it represents a necessity for the data to be normally distributed as one step in making sure that the data are appropriate to be used for parametric analysis and are capable of representing the study population reliably prior conducting hypothesis testing (Hair et al., 2010).

Table (4) Study scale coding, scale reliability, and (normal) distribution

| The variable                            | Dimension              | The symbol | Number of questions | The value of (Cronbach's Alpha) | Skewness | Kurtosis |
|---|------------------------|------------|---------------------|---------------------------------|----------|----------|
| Tourism marketing strategies            | Cost Leadership        | X1         | 4                   | 88.76%                          | -0.876   | 0.763    |
|   | Excellence             | X2         | 4                   | 90.01%                          | -1.569   | 0.491    |
|   | Focus                  | X3         | 4                   | 84.87%                          | -1.001   | 1.108    |
| Tourism marketing strategies in general |                        |            | 12                  | 85.31%                          | -1.365   | 1.765    |
| Competitive advantage                   | Market share           | Y1         | 4                   | 83.22%                          | -0.621   | 0.713    |
|   | Quality and innovation | Y2         | 4                   | 89.76%                          | -0.398   | 0.443    |
|   | Reputation             | Y3         | 4                   | 84.21%                          | -0.754   | 0.698    |
| Competitive advantage in general        |                        |            | 12                  | 85.31%                          | -1.365   | 1.765    |

"Source: Prepared by the researcher"

The table below presents high reliability of the study instrument, as evidenced by Cronbach's alpha coefficients for all dimensions and total scale scores exceeding 70%, requiring at least  $0.70^2 = 0.49$  for all: it was observed (90.01%), indicating the robustness of the scale's internal consistency. The negative and positive values of skewness and kurtosis also suggest that all variables fall in the standard range ( $\pm 1.96$ ), representing the normality or validity of the distribution of data for applying advanced parametric statistical tests."

## 2- Theoretical Framework of the Study

### 2-1- The Concept of Tourism Marketing Strategy:

Tourism marketing strategy is defined as identifying target tourism markets and preparing their marketing mix. The market segment represents a homogeneous group of customers whose needs and desires the tourism company seeks to meet [3].

Kotler also sees tourism marketing strategy as "the rationale that enables tourism companies to achieve their marketing objectives, which must include a coherent set of decisions related to target markets and the marketing mix (product, distribution, price, and promotion) of the marketing budget" [4]. Khasawneh (2015) defines it as a comprehensive and organized plan that uses a mix of different tourism marketing tactics and elements in the tourism sector to add a new competitive advantage that meets the needs and desires of tourists, increases their satisfaction and attraction, and maintains their length of stay at tourist sites—and protecting them from heading to or fleeing to tourist markets in other countries [5].

## 2-2- Objectives of the Tourism Marketing Strategy

The world today is witnessing changes that have affected all countries, and the primary concern of all these countries has become profit maximization, regardless of geographical, regional, or legal boundaries. This has led to the emergence of what is known as tourism globalization. This is due to these countries' recognition of the tourism sector's importance in driving comprehensive development, especially after the reopening of borders and the integration of new, modern technologies into tourism operations. Generally, the overall objectives of the tourism marketing strategy revolve around the following: [6]

First: Diversifying and increasing the number of tourist attractions.

Second: Launching the tourism product in global markets through development.

Third: Attracting local and international tourism investments and establishing quality standards and specifications.

Fourth: Working towards creating sustainable development and improving communities.

Fifth: Developing tourism marketing and promotion tools.

Sixth: Developing the private sector and encouraging it to invest in the tourism field. Based on the above, every organization needs to have a marketing strategy, as it plays a significant role in achieving both general and specific objectives, balancing market needs with the organization's capabilities, and thereby gaining a competitive advantage.

## 2-3- The Components of Successful Tourism Marketing Strategies:

The most important of these components are the following [7]:

- Availability of Information: This involves having information about the tourism product in the destination country.
- Comprehensiveness: This means that the chosen strategy should be comprehensive, encompassing the various stages of the marketing process undertaken by tourism establishments regarding the tourism product.
- Timeframe: The timeframe indicates the specific period for implementing the chosen tourism marketing strategy. The timing is linked to the degree of importance and necessity of the strategy within the marketing objectives and its significance at a particular point in time.
- Decision-Making Authority: The success of a tourism marketing strategy depends on the soundness of the decision-making process that determines its implementation.
- Strategy Implementation: The more precise and timely the strategy's implementation, within its defined timeframes, the more likely the specified marketing objectives will be achieved.

## 2-4- Types of Tourism Marketing Strategies

Porter identifies three main strategies through which an organization can achieve a definite competitive advantage. These are as follows [8] [9]:

- The Lowest Cost Strategy: This strategy positions the company as the lowest-cost producer in the tourism sector by optimizing resource allocation and production to meet exemplary standards. It relies on achieving a relatively low profit margin per product sold but ultimately results in a high overall profit margin.
- The Differentiation Strategy: Tourism organizations rely on offering a distinctive product or service, such as superior pricing and services. This strategy makes the organization, company, or tourist destination stand out and outperform its competitors by effectively utilizing available capabilities and resources.
- The Focus Strategy: This strategy involves selecting a limited competitive area within the tourism sector and focusing on a single product or service in a single market.

## 2-5- Obstacles to Tourism Marketing Strategy

There are many obstacles, including [10]:

1. The absence of modern tourism information and statistics systems: Most reports issued by the Ministry of Tourism focus on two types of data: the number of tourists and tourism revenue. Therefore, it is impossible to plan and direct development efforts

in the absence of detailed information such as the distribution of tourists according to their mode of arrival (air, sea, and land), the purpose of their visit, their profession, their places of accommodation, the places they visited, and the classification of tourists by age, gender, and length of stay. If sufficient data were available in these areas, planners could then direct efforts towards expanding hotel construction, improving services, and developing health facilities. If the vast majority of tourists arrive by air, this necessitates supporting air transport and improving services.

2. The absence of feedback: This refers to the tourist's perspective on the levels of service provided, the prices charged, and the problems they encountered during their trip and while exploring. The lack of statistical data on domestic tourism, particularly on domestic tourists visiting domestic tourist areas, makes it difficult for those planning tourism marketing strategies to design and implement domestic tourism development programs.

3. The lack of a comprehensive tourism map and the scarcity of research at universities and institutes: This is despite the importance of such research in tourism planning and may be due to a shortage of faculty members specializing in tourism development.

4. Overlapping jurisdictions among ministries, including the Ministry of Culture and Tourism: The numerous entities involved in tourism services, their overlapping responsibilities, and the lack of coordination among them (the Ministry of Culture, Tourism, and Antiquities, and other ministries)

## 2-6- Factors Influencing the Formulation of a Marketing Strategy

Excellence and competitiveness are two essential elements for building an organization's marketing strategy. This means that meticulous planning for market entry, the ability to allocate administrative, financial, and innovative resources, and the minimization of uncertainty in marketing strategies enable the organization to develop, seize marketing opportunities, enjoy a competitive advantage in the business environment, and achieve the desired results. This, in turn, allows each organization to develop and fully harmonize its work policies.

A successful strategy is effective in achieving long-term goals, efficient in the optimal use of resources, and dynamic, reflecting the organization's environment. A marketing strategy focuses on the means by which a tourism organization can effectively and efficiently differentiate itself from its competitors and leverage its unique strengths to offer superior value. Therefore, a marketing strategy is characterized by the following [11] :

- Clear definition of the target market.
- Good alignment between overall strengths and market needs.
- Outstanding performance that is appropriate to the competition in terms of the key success factors for the business when these three factors are combined .

## 2-7- The nature of competitive advantage

Competitive advantage is a weapon for facing challenges and a measure of success for any organization. It is also an important positive indicator of an organization's orientation towards achieving a competitive position [12].

Competitive advantage is a strategic goal that institutions strive to achieve amid current competitive challenges.

On both academic and practical levels, the concept of competitive advantage is considered a true revolution in business management. To achieve continuous superiority for the organization over others—that is, over competitors, suppliers, buyers, and other parties it deals with—and to maintain the organization's competitive advantage in practice, managers, according to the new idea, are keen on diligent and continuous work, analysis, discovery, and maintaining funding [13].

It expresses the organization's investment in its strengths and formulating them into strategies through which it can create a way to differentiate itself and its products positively from its competitors, according to the importance of the end customer [10]. It is also defined as anything that can positively distinguish the organization or its products. Compared to competitors from the customer's perspective [8].

The researcher also defined it as achieving superiority in the products or services offered by the organization compared to its competitors.

## 2-8- Sources of Competitive Advantage:

There are numerous sources for achieving product excellence and cost reduction through superior skills and resources. Some of the best sources of competitive advantage are summarized below [13], [14] [15] :

1- Technology: New tests confirm that it is a robust tool for organizational change and a modern source of competitive advantage. It encompasses all achievements and methods, practical theories, and acquired experiences for developing production processes.

2- Resources: A fundamental element of strategy, resources can be divided into tangible resources (equipment, factories, land, buildings, etc.) and intangible resources (such as the organization's name or destination, reputation, marketing skills, and technical expertise). For a resource to be effective in achieving a competitive advantage for the organization, it must meet the following four conditions:

a) Value: To satisfy the customer, meaning the ability to offer and develop products and services. The value of the resource is evident in its adaptability and in the development of a diverse range of products.

b) Scarcity: This requires that the resource be scarce and difficult for competitors to acquire, whether due to market discontinuity or price increases.

c) Irreproducibility: The difficulty of the resource depends on its uniqueness or its value chain-enhancing characteristics; that is, the resource must be difficult to imitate.

d) Longevity: It is a resource that cannot be replaced, compared to, or substituted for any other resource. It also requires that it be resistant to modern technology and be permanent and resilient against the power of alternative resources.

3- Strategic Thinking: Strategic thinking refers to the positive conclusions drawn by the tourism organization to ensure its continuity and distinction, attract opportunities, and confront the challenges and threats it faces. By adopting one of the general competitive strategies of the tourism organization, namely (cost, differentiation, focus).

## 2-9- Approaches to Competitive Advantage

Two approaches to competitive advantage can be identified [16]:

- **The External Approach:**

Competitive advantage arises from the external environment, and the idea behind this approach stems from this premise. Accordingly, to achieve a competitive advantage based on attractive market opportunities, the organization determines the appropriate competitive strategy. The organization's external environment undergoes several changes (economic, political, social, cultural, and demographic), and it pursues opportunities in government facilities, information, or raw materials. Exploiting current opportunities in the external environment is a response to their availability.

- The Internal Approach: This approach has two main components: the resource approach and the value chain analysis approach, as follows:

- The Resource Approach: This approach enables the organization to perform activities more effectively or at lower cost than its competitors. The idea behind this approach is that, regardless of the source of the competitive advantage, it ultimately comes down to owning a highly efficient resource, or to maintaining efficient resources that possess strong causal ambiguity.

- The Value Chain Approach: To enhance added value and change the methods and approaches for implementing strategies, many techniques and approaches are used to achieve and strengthen competitive advantage. One of the most important approaches is Value Chain Analysis (VCA). The VCA approach is a tool used to analyze an organization into a category of interconnected, value-generating cells.

## 2-10- The Importance of Competitive Advantage

Finding a competitive advantage compared to what competitors offer is the core of marketing strategy, because competitive advantage contributes to achieving the following [17]:

1. The organization develops its competitive knowledge, which is its primary weapon for confronting competitors and market challenges.

2. Winning organizations distinguish themselves by creating unique, innovative models that are difficult to imitate and replicate, which is an important criterion for identifying successful organizations.

3. Studying strategic management and demonstrating the importance of the competitive advantage within it. Over the past two decades, research has consistently addressed the concept of competitive advantage.

## 2-11- Characteristics of Competitive Advantage

There are several characteristics of competitive advantage, including [13]:

- It is characterized by superiority over competitors through a unique advantage.
- It is renewable and compatible with the external environment.
- It originates from within the organization and generates value for it, leading to superiority and advantage over competitors.
- It is continuous and sustainable, meaning the organization maintains a lead in achieving its long-term goals.

## 2-12- Dimensions of Competitive Advantage

- **Market Share Dimension**

(MA)Market share is one of the most important quantitative indicators for measuring competitive advantage. It reflects the percentage of a hotel's sales or number of guests compared to the total hotel market in a specific geographic area, such as Baghdad. The importance of this dimension lies in the hotel's ability to attract new segments of tourists and retain existing customers by outperforming competitors in the elements of the marketing mix. This leads to economies of scale and reduced operating costs. Acquiring a high market share gives luxury hotels greater negotiating power. It makes them price leaders, tangible evidence of the marketing strategy's success in penetrating the market and achieving sustainable growth. [4][13].

- **The Quality & Innovation Dimension:**

This dimension represents the qualitative pillar of competitive advantage. In hotel tourism, quality refers to the extent to which the services provided meet tourists' expectations and evolving needs. At the same time, innovation represents the ability to offer unprecedented hotel services or operations that break with tradition. The combination of quality and innovation enables the studied hotels (Al-Rasheed, Palestine, and Al-Mansour) to create added value that is difficult for competitors to imitate, whether through the use of smart booking applications or the development of high-quality tourism programs. Continuous innovation contributes to improving internal processes and reducing waste, thereby reducing costs while simultaneously raising the standards of luxury and comfort that characterize premium hotels [13] [18].

- **Brand Image Dimension:**

Brand image is an intangible asset representing the impression and standing a hotel holds in the minds of tourists and the general public. It stems from accumulated past experiences and trust in the services provided. In the tourism sector, reputation plays a crucial role in purchasing decisions. The names of Baghdad's long-established hotels are associated with safety, luxury, and historical credibility, giving them a sustainable competitive advantage that protects them from competitors' price fluctuations. Building a strong reputation requires alignment between marketing promises and on-the-ground performance. This serves as the primary driver of customer loyalty and motivates them to recommend the hotel to others, thereby enhancing long-term competitive advantage [5] [8].

## 2-13- The Contribution of Tourism Marketing Strategy to Gaining Competitive Advantage

The effectiveness of a marketing strategy in achieving a tourism organization's objectives stems from the organization's understanding of the competitive landscape, the surrounding environment, and its internal resources. A marketing strategy is fundamental to achieving competitive advantage for various tourism and other organizations. Tourism marketing strategies contribute to achieving a competitive advantage for the organization. Adopting a low-cost strategy or a cost-focused approach creates a cost leadership advantage, while adopting a differentiation strategy or a product-differentiation strategy creates an organizational advantage. This is due to several factors and circumstances that lead the organization to choose between these strategies, such as the organization's objectives, capabilities, the nature of the target market, and the nature of the competition. These strategies are [19]:

1. Cost Reduction Strategy: Maintaining acceptable quality while developing the product in a way that does not conflict with the cost reduction policy.
2. Differentiation Strategy: Offering unique products while attempting to reduce costs without compromising the policy of uniqueness and distinction.
3. Focus Strategy: Focusing on a specific segment or segments to provide them with a distinguished service in terms of quality, price, or both. The result

## 3- The Practical Framework of the Research

### 3-1- Descriptive Statistics of the Study Variables

This section describes the study results by reviewing the opinions and preferences of the managers (in the studied banks) in the study sample of 288 respondents. It determines the level of agreement regarding the suitability of the measurement instrument items to their views by focusing on descriptive statistical analyses, specifically the arithmetic mean, standard deviation, relative importance, coefficient of variation, and level and direction of response for each item of the study variables, namely: (tourism marketing strategies, strategic consensus, and competitive advantage).

Table 5 illustrates the degree of preference for the level and direction of response.

Table (5) Criteria for the Availability of the Study Variables

| Resolution gradations | Arithmetic medians | degree of approval | Relative importance              |
|-----------------------|--------------------|--------------------|----------------------------------|
| Agree                 | 5.00-4.21          | Very               | High importance greater than 80% |

|                                       |                  |  |  |
|---------------------------------------|------------------|--|--|
|                                       |                  | <b>available</b>                         |  |
| <b>I agree</b>                        | <b>4.20-3.41</b> | <b>Available</b>                         | <b>Intermediate to high interest (80%-61%)</b> |
| <b>Neutral</b>                        | <b>3.40-2.61</b> | <b>Moderate</b>                          | <b>Average importance (60%-41%)</b>            |
| <b>I do not agree</b>                 | <b>2.60-1.81</b> | <b>Low</b>                               | <b>From low to medium (40%-21%)</b>            |
| <b>I don't quite agree</b>            | <b>1.80-1</b>    | <b>very low</b>                          | <b>interest as low as 20%</b>                  |
| <b>Hypothetical mean = 15/5 = (3)</b> |                  | <b>Class length = 5 - 1 = 4/5 = 0.80</b> |  |

Akadiri O. P. (2011), Development of a Multi-Criteria Approach for the Selection of Wolver Hampton, U. K.[20]

The differentiation and dimensions were based on obtaining the highest and lowest coefficient of variation, which indicates consistency and homogeneity in the responses of the selected sample members for the main dimensions and variables under study.

**3-1-1- Descriptive Analysis of the Independent Variable: Tourism Marketing Strategies. The following can be observed from the figure and table below:**

- First: The Dimension of Cost Leadership Strategy. This is equally, the implemented strategy in the premium and need-based hotels but prevalent more in Baghdad's 5 star/hotels with an overall appreciable level a mean score of (3.50), "agree" response and relative importance of (70.0%) therefore indicating that cost containment are top priority strategies implemented by surveyed hotels especially those in the appraised industry category of hospitality sector. The item (X13), which deals with offering cheap tourism packages, was ranked highest, with a mean = 3.643, a standard deviation of 0.643, and a relative importance of 72.9%. Item (X14), which relates to the use of technology aiming at diminishing expensive work, turning out by this order a lower mean value equal to the means of (3.354), a standard deviation equal to (0.845), "neutral" response, and coefficient variation of (25.2%), showing non-homogeneity in technology adoption for cost reduction.
- Second: The Differentiation dimension ranked second, with an overall score of 3.44 and a relative importance of 68.9%. This highlights what high-end Baghdad hotels are doing to distinguish themselves in the market. Item (X24) involving continuous innovation in program planning was the first one, with an average of 3.588, deviation=0.664, relative importance of 71.8%, and coefficient variation less than all; it was to instigate change in programs and curriculum activities significantly (18.50%). Lastly, the ability to possess a strong brand reputation that sets the hotel apart on item (X23) was rated as having the lowest mean score of 3.288 and a deviation of 0.843 within this dimension, followed by a neutral response and a relative importance of 65.8%. This suggests that marketing activities should be intensified to develop a stronger brand image.
- Third: the final level was the Focus Strategy dimension with a mean of (3.44) and relative weight of (68.8%), and total standard deviation equal to 0.787, which indicates an average low in addressing certain ones only. (X32) Designing promotional campaigns that fit certain segments' desires (the most important item in the whole list, with a mean of 3.499, s.d. of 0.707, and relative importance of 70%). Item (X31) concerning specializations on segments like medical tourism or antiquities was least valued with a mean of (3.368), deviation of (0.885), and neutral direction, the highest coefficient in the dimension (26.3%), showing differences in the distribution of tourism activity over specific segments.

Table (6) Statistical indicators for the independent variable: Tourism marketing strategies

| The symbol | (Cost Leadership)   | Mean  | Std. Deviation | Direction | %     | C.V   | Sequence |
|------------|---|-------|----------------|-----------|-------|-------|----------|
| X11        | The hotel strives to offer competitively priced tour packages below the market average.   | 3.421 | 0.754          | Agreed    | 68.4% | 22.0% | 3        |
| X12        | The hotel has an effective system for controlling operational costs and minimizing waste. | 3.586 | 0.712          | Agreed    | 71.7% | 19.9% | 2        |
| X13        | The hotel offers affordable tour packages targeting a wide range of customers.            | 3.643 | 0.643          | Agreed    | 72.9% | 17.7% | 1        |
| X14        | The hotel will utilize technology to reduce its reliance on costly manual labor.          | 3.354 | 0.845          | Neutral   | 67.1% | 25.2% | 4        |
| X1         | Total   | 3.50  | 0.739          | Agreed    | 70.0% | 21.1% |          |
|            | <b>(Differentiation)</b>  | Mean  | Std. Deviation | Direction | %     | C.V   | Sequence |

|                         |   |       |                |           |       |       |          |
|-------------------------|---|-------|----------------|-----------|-------|-------|----------|
| X21                     | The hotel is committed to providing unique tourist services that set it apart from its competitors.               | 3.486 | 0.704          | Agreed    | 69.7% | 20.2% | 2        |
| X22                     | The hotel places great emphasis on high quality in every aspect of its tourist services.                          | 3.408 | 0.775          | Agreed    | 68.2% | 22.7% | 3        |
| X23                     | The hotel enjoys a strong reputation that distinguishes it in the tourism market.                                 | 3.288 | 0.843          | Neutral   | 65.8% | 25.6% | 4        |
| X24                     | The hotel relies on continuous innovation in its design of tourist programs to attract visitors.                  | 3.588 | 0.664          | Agreed    | 71.8% | 18.5% | 1        |
| X2                      | Total   | 3.44  | 0.747          | Agreed    | 68.9% | 21.7% |          |
| <b>(Focus Strategy)</b> |   | Mean  | Std. Deviation | Direction | %     | C.V   | Sequence |
| X31                     | The hotel targets a specific segment of tourists (such as those interested in historical or medical tourism).     | 3.368 | 0.885          | Neutral   | 67.4% | 26.3% | 4        |
| X32                     | Promotional campaigns are designed to precisely meet the needs of a particular geographic or age group.           | 3.499 | 0.707          | Agreed    | 70.0% | 20.2% | 1        |
| X33                     | The hotel allocates its resources to serve a specific market segment rather than targeting the market as a whole. | 3.422 | 0.799          | Agreed    | 68.4% | 23.3% | 3        |
| X34                     | The hotel allocates its resources to serve a specific market segment rather than targeting the market as a whole. | 3.472 | 0.755          | Agreed    | 69.4% | 21.7% | 2        |
| X3                      | Total   | 3.44  | 0.787          | Agreed    | 68.8% | 22.9% |          |

“The researcher used SPSS software to prepare the source.”

### 3-1-2- Descriptive Analysis of the Tourism Competitive Advantage Variable

The following can be observed from the figure and table below:

- First: Market Share Dimension. These results revealed that this dimension has an overall mean value of 3.43, with an "Agree" ranking in its relative importance, ranking 68.5% in priority, which reflects the capability of the examined hotels to maintain their competitive advantages. The statement (Y14) "For tourists, the hotel is a first choice" was the highest-ranked (statistics: mean = 3.521, standard deviation = ; relative importance = 70.4%). On the other end, item (Y12) "Compete on market share with rivals" with a mean of (3.279), deviated at the rate of (0.832), rated as "Neutral", and having its 25.4% being calculated using coefficient of variation was last place in these items indicating difficulty when attaining absolute numerical dominance within the market that new rivals enter.
- Second: Quality of Product & Innovation, obtained 3.44 for the overall mean e t–value (68.8% relative importance), with a standard deviation of 0.753, indicating that the hotel is committed to developing services under its management. The item (Y23) about modern technologies and smartphone applications was the most important, with a mean of 3.559, a standard deviation of 0.659, and a relative importance of 71.2%. Item (Y24), which was in relation to the speed of response to complaints, had the lowest average value at 3.288 with a standard deviation of 0.904 and a neutral tendency. At the same time, it presented the highest coefficient of variation among all dimension items (27.5%). This requires a re-evaluation of the systems in place for handling customer complaints to verify that such quality is being maintained.
- Third: The Brand Image dimension reached the highest level in total among the dimensions of competitive advantages with a mean of (3.49) and relative importance of (69.9%), showing a trend direction to (agree), indicating the supervision strength for study hotels as prestige through history. Item (Y31), which related to the hotel's strong brand image, was ranked first with a mean of 3.606, a deviation of 0.645, and a relative importance of 72.1%. Of which, the lowest mean (3.434), the least deviation (0.815), and the agreement trend are obtained when item (Y34) tourists recommend this hotel as their first choice, with a coefficient of variation = 23.7%. This suggests that, for these century-old hotels, a good reputation is the foundation of competitive advantage.

Table (7) Statistical indicators for the competitive advantage variable

| The symbol | (Market Share)  | Mean  | Std. Deviation | Direction | %     | C.V   | Sequence |
|------------|---|-------|----------------|-----------|-------|-------|----------|
| Y11        | The hotel has increased its guest count over the past three years.  | 3.477 | 0.732          | Agreed    | 69.5% | 21.1% | 2        |
| Y12        | The hotel holds a larger market share than its closest competitors.   | 3.279 | 0.832          | Neutral   | 65.6% | 25.4% | 4        |
| Y13        | The hotel consistently attracts new tourists from international markets.  | 3.427 | 0.783          | Agreed    | 68.5% | 22.8% | 3        |
| Y14        | The hotel is considered the first choice for tourists in the area.  | 3.521 | 0.651          | Agreed    | 70.4% | 18.5% | 1        |
| Y1         | Total   | 3.43  | 0.750          | Agreed    | 68.5% | 21.9% |          |
| The symbol | (Quality & Innovation)  | Mean  | Std. Deviation | Direction | %     | C.V   | Sequence |
| Y21        | The hotel adheres to international quality standards in providing hospitality and tourism services.                     | 3.418 | 0.764          | Agreed    | 68.4% | 22.4% | 3        |
| Y22        | The hotel strives to continuously improve its services based on guest feedback.   | 3.484 | 0.685          | Agreed    | 69.7% | 19.7% | 2        |
| Y23        | The hotel utilizes modern technologies (such as smart applications) to enhance the guest experience.                    | 3.559 | 0.659          | Agreed    | 71.2% | 18.5% | 1        |
| Y24        | The hotel surpasses its competitors in its speed of response to customer requests and complaints.                       | 3.288 | 0.904          | Neutral   | 65.8% | 27.5% | 4        |
| Y2         | Total   | 3.44  | 0.753          | Agreed    | 68.7% | 21.9% |          |
| The symbol | Mental reputation   | Mean  | Std. Deviation | Direction | %     | C.V   | Sequence |
| Y31        | The hotel enjoys a strong image in tourists' minds, distinguishing it from its competitors.                             | 3.606 | 0.645          | Agreed    | 72.1% | 17.9% | 1        |
| Y32        | The hotel's reputation reflects a high level of trust and credibility in its services.                                  | 3.444 | 0.772          | Agreed    | 68.9% | 22.4% | 3        |
| Y33        | The hotel's name is associated in the tourist's mind with superior quality and luxury compared to other establishments. | 3.486 | 0.719          | Agreed    | 69.7% | 20.6% | 2        |
| Y34        | The hotel's good reputation encourages tourists to recommend it to others as their first choice for travel.             | 3.434 | 0.815          | Agreed    | 68.7% | 23.7% | 4        |
| Y3         | Total   | 3.49  | 0.738          | Agreed    | 69.9% | 21.1% |          |

“The researcher used SPSS software to prepare the source.”

### 3-2- Confirmatory Factor Analysis and Model Fit Indices:

The present study estimated model parameters using confirmatory factor analysis (CFA) and the Maximum Likelihood method in Amos V.26.

This procedure consists of testing how well the covariance matrix of the actual data (observed variables) matches the covariance matrix postulated by the theoretical model. According to it, the analysis derives a list of statistical criteria known as "Goodness of Fit Indices" that serve as the main basis for acceptance, rejection, or modification assessment of the proposed model.

Table No. (8) Conformity Quality Indicators

| Goodness-of-fit Measures | Acceptable Level                      |
|--------------------------|---------------------------------------|
| Chi-square $\chi^2 =$    | Not statistically significant at 0.05 |
| $/df \chi^2$             | $1 < \chi^2 / df < 5$                 |

|  |        |
|--|--------|
| Goodness of fit index (GFI)                      | 90≥    |
| Root-mean-squared error of approximation (RMSEA) | < 0.08 |
| Normal fit index (NFI)                           | 90≥    |
| Comparative fit index (CFI)                      | 90≥    |
| Adjusted goodness of fit index (AGFI)            | 90≥    |
| Tucker-Lewis Index (TLI)                         | 90≥    |
| P Close  | >0.05  |

Source: Prepared by the researchers from the field study data (2023) based on (Hair et al., 2010) [21]

Table (9) Results of the standardized regression weights for the research variable

| Paragraphs                          | Paths | Dimensions                      | Estimate | S.E. | C.R.   | P   |
|-------------------------------------|-------|---------------------------------|----------|------|--------|-----|
| <b>Tourism marketing strategies</b> |       |                                 |          |      |        |     |
| <b>X11</b>                          | <---  | <b>Cost Leadership</b>          | .661     | .099 | 9.756  | *** |
| <b>X12</b>                          | <---  |                                 | .639     |      |        |     |
| <b>X13</b>                          | <---  |                                 | .613     | .097 | 9.146  | *** |
| <b>X14</b>                          | <---  |                                 | .408     | .066 | 6.358  | *** |
| <b>X21</b>                          | <---  | <b>Differentiation</b>          | .582     | .716 | 4.196  | *** |
| <b>X22</b>                          | <---  |                                 | .223     |      |        |     |
| <b>X23</b>                          | <---  |                                 | .532     | .632 | 4.142  | *** |
| <b>X24</b>                          | <---  |                                 | .402     | .348 | 3.915  | *** |
| <b>X31</b>                          | <---  | <b>Focus Strategy</b>           | .730     | .088 | 12.381 | *** |
| <b>X32</b>                          | <---  |                                 | .605     | .077 | 10.621 | *** |
| <b>X33</b>                          | <---  |                                 | .661     |      |        |     |
| <b>X34</b>                          | <---  |                                 | .593     | .069 | 10.445 | *** |
| <b>Competitive advantage</b>        |       |                                 |          |      |        |     |
| <b>Y11</b>                          | <---  | <b>Market Share</b>             | .793     |      |        |     |
| <b>Y12</b>                          | <---  |                                 | .660     | .065 | 9.505  | *** |
| <b>Y13</b>                          | <---  |                                 | .511     | .113 | 7.492  | *** |
| <b>Y14</b>                          | <---  |                                 | .535     | .088 | 7.826  | *** |
| <b>Y21</b>                          | <---  | <b>Quality &amp; Innovation</b> | .947     |      |        |     |
| <b>Y22</b>                          | <---  |                                 | .684     | .061 | 14.179 | *** |
| <b>Y23</b>                          | <---  |                                 | .726     | .050 | 15.748 | *** |
| <b>Y24</b>                          | <---  |                                 | .639     | .058 | 12.706 | *** |
| <b>Y31</b>                          | <---  | <b>Mental reputation</b>        | .611     |      |        |     |
| <b>Y32</b>                          | <---  |                                 | .635     | .073 | 9.611  | *** |
| <b>Y33</b>                          | <---  |                                 | .517     | .071 | 8.131  | *** |
| <b>Y34</b>                          | <---  |                                 | .963     | .056 | 12.769 | *** |

“The researcher used AMOS software to prepare the source.”

As shown in the table above and the figure below, model reliability and validity are confirmed based on goodness-of-fit criteria that meet the established cut-off levels recommended by Hair et al. (2010), as listed in Table 8.

This is demonstrated by the value above 0.95 for GFI, 2.958 of chi-squared, and 0.065 of root mean squared approximation error (RMSEA). In addition, the factorial regression weights exceeded 0.40, indicating a good fit.

### 3-3- Impact Hypotheses

To identify the impact of relationships between variables, structural equation modeling was employed.

Structural equation modeling is a statistical method for studying and modeling relationships among variables. It demonstrates the dependence of one variable, the dependent variable, on one or more independent variables. A mathematical model is constructed to describe the correlation between the dependent variable and the independent variables (tourism marketing strategies and competitive advantage), using the statistical software AMOS (version 26). This model allows measurement of the direct and indirect impacts of tourism marketing strategies on competitive advantage, mediated by strategic consensus.

Table 10 shows the impact values between tourism marketing strategies and competitive advantage.

| The path                     |   |                        | impact       | standard error | (t)          | R2         | Sig.         |
|------------------------------|---|------------------------|--------------|----------------|--------------|------------|--------------|
| tourism marketing strategies | → | competitive advantage. | <b>0.694</b> | <b>0.069</b>   | <b>7.767</b> | <b>57%</b> | <b>0.000</b> |
| <b>(t) Tabular</b>           |   |                        | <b>1.96</b>  |                |              |            |              |

“The researcher used AMOS software to prepare the source.”

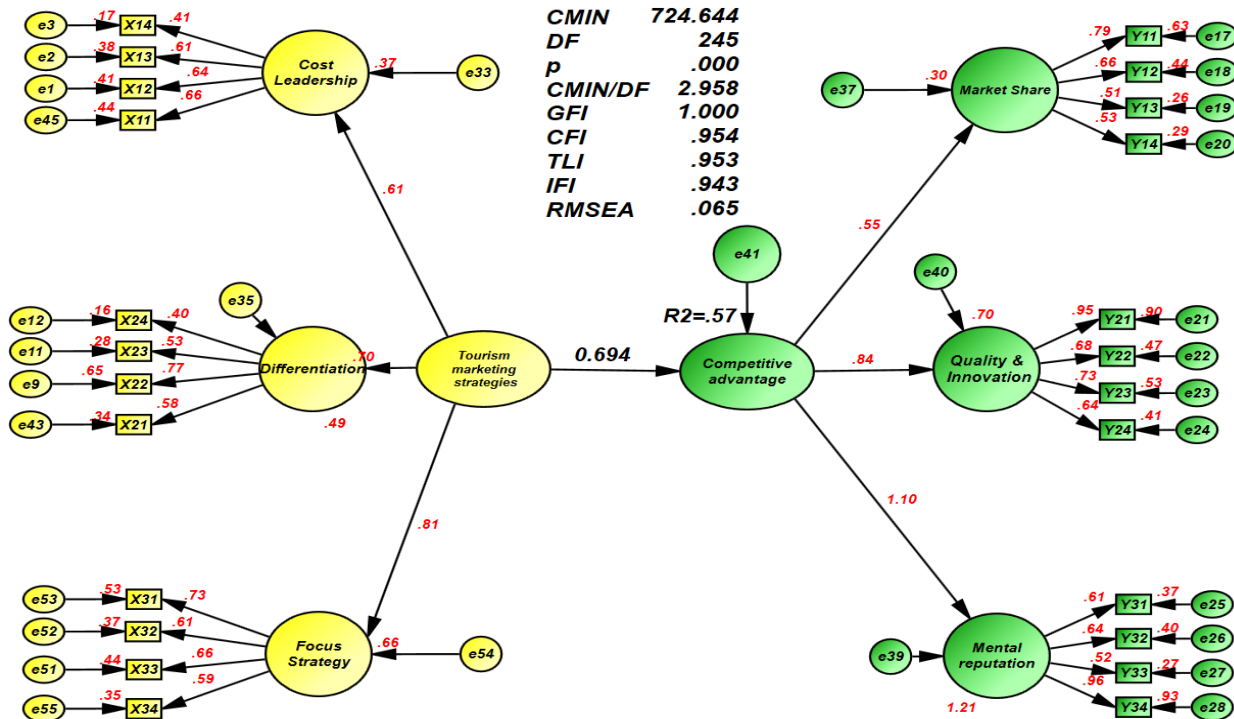


Figure (2)

Structural model of tourism marketing strategies in competitive advantage

“The researcher used AMOS software to prepare the source.”

**First: The first hypothesis: “The hypothesis states: (“There is a statistically significant direct effect” of tourism marketing strategies on competitive advantage).**

The construct validity of the structural model obtained in AMOS. V. 26 and the high quality of study data match with field realities in Al-Rasheed, Palestine, and Al-Mansour hotels. The trajectories of the model indicated reasonable explanatory power, as proven by the value of R<sup>2</sup> (57%), which showed that tourism marketing strategies were indeed a considerable variable in explaining competitive advantage. Referring to the values in the table, with an impact factor of 0.694 (Table), this indicates a positive and strong correlation, followed by a significant reduction in standard error at the level (P = 0.069), which leads to higher estimate accuracy. In addition, the computed t-value (t=7.767) confirms this relationship, far exceeding its tabulated value (1.96) at the 0.000 statistical significance level. And that is a fact that firmly establishes adopting reasonable marketing strategies as the principal guarantee for increasing market share and brand reputation in Baghdad.

**The following sub-hypotheses branch out from it:**

**First: - The first sub-hypothesis (H11): “It states: (“There is a statistically significant effect” of the dimensions of tourism marketing strategies in enhancing market share.”**

The findings of the statistical analysis of the first sub-hypothesis show that there is a direct, positive effect of different tourist marketing dimensions on gaining share. The low-cost strategy was the most important dimension (standardized coefficient: 0.476; P = 0.000). This verifies the successful strategy of the hotels under study to distinguish themselves as lowest-price producers by allocating resources so that production is nearly at ideal levels, thereby upping overall profit margins considerably, though at a somewhat low per-product basis. The differentiation strategy also had a significant effect of 0.345, due to these hotels' ability to provide unique services or prices, making the destination significantly outperform its competitors given their limited resources. Related to the key hypotheses, however, the focus strategy emerged as a statistically non-significant factor (t = 0.154; p > 0.121). It also implies that the focus on market share for premium hotels in Baghdad is more on cost leadership and overall service excellence than on choosing a limited competitive scope or target market segment.

Table (11) Values of the impact of the dimensions of tourism marketing strategies and market share

| Path (direct impact)      | (β)   | (C.R.) | (Sig.) | Note             |
|---------------------------|-------|--------|--------|------------------|
| Lower cost → Market share | 0.476 | 4.99   | 0.000  | Most significant |

|                                       |              |             |              |                 |
|---------------------------------------|--------------|-------------|--------------|-----------------|
| <i>Differentiation → Market share</i> | <b>0.345</b> | <b>4.02</b> | <b>0.002</b> | Significant     |
| <i>Focus → Market share</i>           | 0.154        | .231        | <b>0.121</b> | Not significant |

“The researcher used AMOS software to prepare the source.”

**Second: - The second sub-hypothesis (H12): “states: (“There is a statistically significant effect” of the dimensions of tourism marketing strategies on quality and innovation).**

The table above shows statistical readings that partially support the second sub-hypothesis, whereby the dimensions of marketing strategy had differing influences on quality and innovation across Al-Rasheed, Palestine, and Al-Mansour hotels. The strategy of differentiation was found as the most powerful factor, based on its standardized value (0.404) with a significance of (0.000), which indicates that hotels' effort to differentiate through providing distinctive services and products and using resources properly will be directly affected by increasing quality standards and being innovative in such a way that they gave them competitive advantage over rivals. A statistically significant impact of the focus strategy (0.287) was also observed, indicating that by specializing in serving individual market segments, the hotel has a better chance of creating innovative services tailored to those segments. On the other side, seeking a lower cost product seemed to be a non-significant factor at this level with  $\beta = (0.105)$  and  $P = (0.134)$ , which means that while focusing on cost cutting and being on low profit margins might not mainly drive qualitative innovation compared to differentiation and specialization strategies.

Table (12) Values of impact between the dimensions of tourism marketing strategies, quality, and innovation

| <i>Path (direct impact)</i>                | ( $\beta$ )  | (C.R.)      | (Sig.)       | Note             |
|--|--------------|-------------|--------------|------------------|
| <i>Lower cost → Quality and innovation</i> | <b>0.105</b> | <b>1.34</b> | <b>0.134</b> | Not significant  |
| <i>Excellence → Quality and innovation</i> | <b>0.404</b> | <b>5.11</b> | <b>0.000</b> | Most significant |
| <i>Focus → Quality and innovation</i>      | 0.287        | <b>3.87</b> | <b>0.007</b> | Significant      |

“The researcher used AMOS software to prepare the source.”

**Third: - The third sub-hypothesis (H13) states: (“There is a statistically significant effect” of the dimensions of tourism marketing strategies on mental reputation).**

The results in the table above further reveal partial support for the second sub-hypothesis, in which the influence of marketing strategy dimensions on quality and innovation differs among Al-Rasheed, Palestine, and Al-Mansour hotels. The differentiation strategy appears to be the most significant variable, with a standardized estimate of 0.404 ( $p=0.000$ ), which supports the idea that hotels investing in differentiated services and products, and the resources that support them, can turn this into an advantage over competitors through improved quality or innovative solutions. The focus strategy also had a statistically significant impact value (0.287) which means that to specialize in serving certain segments in the market will provide the hotel with an ample chance. The statistical results of testing sub-hypothesis no 3 state complete acceptance of the hypothesis as all dimensions of tourism marketing strategies have shown a statistically significant positive influence on improving brand image for AL-Rasheed, Palestine and Al-Mansour hotels together were rejected.. The highest effect among the three IS strategies was observed in the focus strategy, with a standardized value of 0.326 ( $p=0.017$ ), indicating that hotels focusing on serving restricted competitive sectors make an important contribution to achieving a powerful brand image from their target audience's perspective. This is followed by a differentiation strategy with 0.319, and the significant value is 000, which means providing high-quality services and using resources very well, making the hotel number one in the minds of tourists, or adding a name with quality and luxury to the tourist mind. The lowest-priced model also had an impact value of 0.292, and the significance level is 0.009. This result demonstrates that competitive pricing and resource allocation maximization build the hotel's credibility with a wide range of customers. Therefore, the three strategies integrate to support a powerful brand image in terms of trust and quality in Iraqi tourism. To create new services exactly for those segments. On the other hand, the low-cost strategy in turn, and for the second time in this case, emerges as a statistically non significant variable with (0.105) and significance(0.134), indicating that either cost saving's reduction or low-profit margins are not likely to be driving forces of qualitative innovation so far comparison with moderate and high differentiations as well as specialization strategies.

Table (13) Values of the impact of the dimensions of tourism marketing strategies and mental reputation

| <i>Path (direct impact)</i>    | ( $\beta$ )  | (C.R.)      | (Sig.)       | Note        |
|--------------------------------|--------------|-------------|--------------|-------------|
| <i>Lower cost → Reputation</i> | <b>0.292</b> | <b>4.13</b> | <b>0.009</b> | Significant |
| <i>Excellence → Reputation</i> | <b>0.319</b> | <b>5.32</b> | <b>0.000</b> | Significant |
| <i>Focus → Reputation</i>      | 0.326        | <b>3.65</b> | <b>0.017</b> | Significant |

“The researcher used AMOS software to prepare the source.”

## 4- Conclusions and Recommendations

These findings would be summarized as:

[ISSN 2598-9928 \(online\)](https://doi.org/10.21070/ijler.v21i2.1546), <https://ijler.umsida.ac.id>, published by [Universitas Muhammadiyah Sidoarjo](https://www.umsida.ac.id)

Copyright © Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY).

- The hotels examined operate under a marketing ideology with a dominant focus on cost leadership, providing attractive low-priced offers and pursuing differentiation, with their motivation being to develop innovative tourism products to satisfy the elite client. Nevertheless, such a solution fails to be accompanied by a full-scale technological transformation, instead prioritizing the minimization of expensive human labor. It also shows a narrow focus, specializing in a segment of tourists, suggesting that the hotel has adopted a hybrid strategic model, offering price reductions and general excellence without a deep special emphasis on a given market.
- The Palestine, Al-Rasheed, and Al-Mansour hotels are built on their history to maintain their leading position, which attracts tourists. They use smart technologies instead to improve the quality of a hotel stay. Yet maintaining a lead isn't just about being more responsive to complaints and catching new market share on fire from current competitors. This requires them to use their good name and heritage to create quicker, more innovative customer service systems, which will create opportunities for digital and on-the-ground advantages.
- The rise in premium hotels' market share in Baghdad is closely tied to their ability to apply cost leadership and high-quality service supremacy. These hotels can attract more tourists by managing their resources effectively and offering competitive, attractive rates. On the contrary, a focus strategy does not seem to be an effective way to gain market share, since it concerns established firms that need to address tourism in general terms rather than specific segments.
- Qualitative growth and development in hotel services are proven to be subject to the implementation of both strategies of excellence and focus. The focus on the distinctiveness of services and specialization with regard to specific target groups stimulates management to adopt modern technological tools and to improve the quality of the tourist offer. But it's not enough for companies to try to cut costs. This implies that qualitative superiority is costly. In other words, cost efficiency alone is not sufficient to achieve a qualitative advantage.
- It became apparent that establishing a strong mental image of Al-Rasheed, Palestine, and Al-Mansour hotels is an integral output of all marketing strategies, where it appears first through a cost-leadership image. By building trust and credibility, practicing luxury in hotel name associations, and finally, deepening the mental image among target segments. This coordination enables these hotels to retain the top priority in customers' minds and in the history of hotels in Iraq.

## 5- Recommendations

Once drawing a set of conclusions, recommendations regarding study variables will be developed:

- Hotels under investigation should increase investment in smart technology and digital transformation to reduce dependence on expensive manual labor. This will help underpin a low-cost position and improve process efficiencies, all without sacrificing service levels.
- Hotel companies are adopting a more selective approach by creating specialized tourism programs in other segments, such as medical or business, to address the gap in the impact of this dimension on total market share.
- Fast-response systems for handling tourist complaints and feedback should be established and integrated into ongoing innovation processes. That will ensure the excellence strategy produces tangible results, helping create and maintain a competitive edge while keeping existing clients loyal.
- We recommend that these hotels build on their brand credibility and reputation by launching digital marketing campaigns for international markets. This will guarantee that new travelers are attracted and further market share is gained, for which the findings show that more competitive support is needed.
- Conduct regular human resources training programs on balancing cost efficiency with keeping up with the trend of offering innovative services, to ensure that the integration among the tourism marketing strategies' dimensions is sustainable enough to achieve comprehensive excellence despite the fluid nature of hotels.

## Reference

1. S. K. Thompson, *Sampling*, 3rd ed. Hoboken, NJ: Wiley, 2012, pp. 59–60.
2. J. C. Nunnally and I. H. Bernstein, *Psychometric Theory*. New York, NY: McGraw-Hill, 1994.
3. N. Al-Barawi and A. Al-Barzanji, *Marketing Strategies Concepts Foundations and Functions*. Amman, Jordan: Dar Wael Publishing, 2009, p. 36.
4. T. Al-Bakri, *Marketing Management*, 2nd ed. Amman, Jordan: National Library for Publishing and Distribution, 2020, p. 25.
5. M. Khasawneh, "Tourism Marketing Strategies in Jordan and Their Impact on the Satisfaction of Jordanian Expatriate Tourists in the Arab Gulf States A Field Study," Ph.D. dissertation, Omdurman Islamic University, Sudan, 2015, p. 45.
6. B. Fawzia, "The Role of Tourism Marketing Strategy in Developing the Tourism Sector A Comparative Study between Algeria Morocco and Tunisia," Ph.D. dissertation, Ferhat Abbas University, Algeria, 2016, p. 50.
7. Z. Bouakrif, *Tourism Marketing and Its Role in Activating the Tourism Sector*. Algeria: University of Constantine, 2012, p. 112.
8. R. Moussa and A. Sultan, "The Sequential Impact of External Environmental Factors and the Dimensions of Operational Strategies Content in Determining the Strategic Choice," Ph.D. dissertation, University of Mosul, Iraq, 2019, p. 325.
9. S. H. Al-Qaisi and A. H. Al-Tai, *Strategic Management Theories Approaches Examples and Contemporary Issues*, 1st ed. Jordan: Dar Al-Safa, 2020, p. 22.
10. M. M. Messaad, *Modern Trends in Tourism*. Egypt: Modern University Office, 2008, pp. 61–62.

ISSN 2598-9928 (online), <https://ijler.umsida.ac.id>, published by Universitas Muhammadiyah Sidoarjo

Copyright © Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY).

11. R. Sangeetha, "A Study on Marketing Strategies of Garment Industry with Special Reference to Tripura," *International Journal of Research and Review*, vol. 7, no. 2, pp. 230, 2020.
12. S. A. K. Al-Kubaisi, *Knowledge Management*. Baghdad, Iraq: Dar Al-Sibsan, 2014, p. 243.
13. M. Al-Zahrani, "The Role of Strategic Leadership in Achieving Competitive Excellence in Educational Institutions in the Digital Age," *Academic Journal of Scientific Research and Publication*, vol. 1, no. 10, pp. 14, 2020.
14. C. B. Fella, "The Contribution of Governance Mechanisms to Achieving Competitive Advantage A Case Study of Mobilis," Master's thesis, Algeria, 2013, p. 64.
15. B. S. Nawaldine, "The Role of Administrative Empowerment in Achieving Competitive Advantage A Case Study of Mobilis Constantine," Master's thesis, Algeria, 2015, p. 68.
16. B. Hossam, "Electronic Marketing in Achieving Competitive Advantage in Tourism Institutions," Master's thesis, 2016, p. 7.
17. A. A. Al-Janabi and M. M. K. Al-Jubouri, "Lean Marketing and Its Role in Competitive Efficiency of Banks," Master's thesis, University of Karbala, Iraq, 2020, p. 100.
18. S. Mohamed, Z. Zakaria, and B. Bouzid, "The Role of Tourism Marketing in Developing Competitive Advantage of Travel Agencies," Master's thesis, Algeria, 2020.
19. B. J. B. Aliya, "Competitive Strategies and Their Role in Achieving Competitive Advantage," Master's thesis, Algeria, 2015, p. 91.
20. O. P. Akadiri, *Development of a Multi Criteria Approach for the Selection of Sustainable Materials for Building Projects*. Wolverhampton, U.K.: University of Wolverhampton, 2011.
21. J. F. Hair Jr., W. C. Black, B. J. Babin, and R. E. Anderson, *Multivariate Data Analysis A Global Perspective*. London: Pearson, 2010.