

## Using Lean marketing to achieve quality service and gain consumer satisfaction

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### ABSTRACT

This study aimed to examine the role of lean marketing, through its key dimensions reducing non-value-adding activities, eliminating surplus or insufficient workforce capacity, simplifying complex activities, minimizing waiting times, reducing excessive communication costs, limiting trial-and-error practices, and reducing excessive core costs—in achieving service quality and enhancing customer satisfaction. To achieve the objectives of the study, a descriptive–analytical research approach was adopted. A structured questionnaire consisting of four sections was developed and distributed to a random sample of 200 consumers of telecommunications services in Baghdad. The collected data were analyzed using SPSS software, employing appropriate descriptive and analytical statistical techniques. The results of the study revealed the existence of a statistically significant correlation and impact between the seven dimensions of lean marketing, treated as independent variables, and both service quality and customer satisfaction, treated as dependent variables. These findings indicate that the adoption of lean marketing practices plays a vital role in improving service performance and strengthening customer satisfaction. The study recommended that telecommunications organizations should continuously identify and meet customer needs and expectations, provide clear and accurate information regarding services and their associated costs, and work toward the ongoing and precise improvement of service quality, ensuring alignment between actual service delivery and the promises made to customers.

**Keywords:** Lean marketing, service quality, customer satisfaction

### INTRODUCTION

The modern business environment is experiencing rapid developments driven by increasing competition and changing consumer demands, which require organizations to adopt more flexible and efficient marketing strategies. These conditions have led to the emergence of lean marketing as a contemporary concept aimed at maximizing customer value through the optimal utilization of resources and the minimization of waste in marketing processes. Lean marketing is based on the principles of continuous improvement, innovation, and rapid responsiveness to market changes, thereby enhancing marketing performance and consumer satisfaction.

The importance of lean marketing lies in its ability to align marketing activities with genuine consumer needs and to improve the efficiency of internal organizational processes, which positively affects the quality of services provided. Moreover, lean marketing contributes to simplifying marketing procedures, delivering services in the most effective manner, and enhancing communication with consumers. These practices ultimately lead to higher levels of customer satisfaction and loyalty.

Accordingly, the significance of this research stems from its attempt to provide a scientific understanding of the relationship between marketing performance efficiency

achieved through lean marketing practices and consumer satisfaction outcomes. This study aims to analyze the impact of lean marketing on service quality and to clarify its role in achieving customer satisfaction, thereby supporting organizations in attaining competitive excellence and sustainability within the contemporary business environment.

### Section One - Research Methodology

In light of the rapid changes in the business environment and the intensification of competition among organizations, achieving high service quality and customer satisfaction has become one of the most critical challenges facing marketing departments. Despite the wide range of strategies and methods adopted by organizations in this area, many continue to experience inefficiencies in their marketing operations. These inefficiencies often stem from resource waste, slow responsiveness to customer needs, and a mismatch between the services offered and customer expectations.

Such challenges highlight the need for modern marketing approaches that enhance operational efficiency while simultaneously improving service quality and customer satisfaction. Lean marketing, with its focus on eliminating waste, optimizing resource utilization, and aligning marketing activities with customer value, has emerged as a promising approach. However, the extent to which organizations effectively adopt lean marketing practices

and their impact on service quality and customer satisfaction remain insufficiently explored.

Accordingly, this study seeks to address the following main research question:

### **What role does lean marketing play in achieving service quality and enhancing customer satisfaction?**

This main question is further divided into the following sub-questions:

1. To what extent do organizations adopt lean marketing principles in their marketing activities?
2. What is the impact of implementing lean marketing practices on improving the quality of services provided to consumers?
3. How does lean marketing contribute to achieving customer satisfaction and increasing customer loyalty?

### **3. Importance of the research**

The importance of this research stems from its focus on one of the modern trends in marketing thought, namely lean marketing, which represents a contemporary managerial approach. The adoption of lean marketing serves as a strategic tool for enhancing organizational marketing performance by emphasizing customer value and minimizing waste in non-value-adding activities. This approach contributes to improving the quality of services provided and increasing consumer satisfaction levels.

Furthermore, this research is significant in that it highlights the practical and theoretical relevance of lean marketing in enabling organizations to respond more effectively to competitive pressures and evolving customer needs. By examining the role of lean marketing in achieving service quality and customer satisfaction, the study provides valuable insights that can support organizations in improving operational efficiency and strengthening their competitive position.

### **4. Research Objectives**

The objectives of this research can be outlined as follows:

1. To examine the relationship between lean marketing and the achievement of service quality and customer satisfaction.
2. To analyze the impact of lean marketing practices on achieving service quality and customer satisfaction.
3. To propose practical recommendations that may assist organizational managers in implementing lean marketing practices to enhance service quality and improve customer satisfaction.

### **4. Research Hypotheses**

**A. First Hypothesis (H<sub>1</sub>):** There is a statistically significant correlation between lean marketing and both service quality and customer satisfaction.

**B. Second Hypothesis (H<sub>2</sub>):** There is a statistically significant impact of lean marketing on achieving service quality and enhancing customer satisfaction.

## **5. Research Methodology and Statistical Research Tools**

This study employed the descriptive–analytical research method to comprehensively examine the topic, understand its components, and analyze its various dimensions. A thorough review of relevant studies, research papers, and books was conducted to provide a solid theoretical foundation.

The analytical component of the study relied on a structured questionnaire, which was reviewed and validated by expert judges. The questionnaire was distributed to a random sample of 200 consumers of telecommunications services in Baghdad to collect their opinions on the subject.

The collected data were analyzed using the Statistical Analysis System (SAS). Various statistical techniques were applied to examine the relationships and effects among the studied variables. These included:

- Comparisons of means to detect significant differences
- t-tests and F-tests for hypothesis testing
- Estimation of the correlation coefficient (r) to assess relationships between variables
- Estimation of the regression coefficient (b) to measure the impact of independent variables on dependent variables
- Calculation of percentages, arithmetic means, and standard deviations for descriptive analysis

This methodology enabled a comprehensive evaluation of the role of lean marketing in achieving service quality and customer satisfaction among telecommunications consumers.

### **Section Two - Theoretical Aspect**

#### **1. The Concept of Lean Marketing**

Lean marketing has emerged as one of the contemporary methods that can achieve many benefits and goals for organizations. It represents an important source that works to motivate and encourage organizations to improve their marketing performance. Lean marketing is an effective tool that, if used correctly, can contribute to achieving a sustainable competitive advantage, given that the philosophical basis of lean marketing is based on striving to eliminate all sources of waste in marketing activity that do not contribute to adding new value to the activity, which contributes to achieving a sustainable competitive advantage. (Hussein and Al-Zaidi, 2024: 210).

Lean marketing is defined as a way to earn more money by reducing spending. It is a low-waste marketing approach that focuses on identifying, reducing, or eliminating waste inherent in marketing activities, innovating cost reductions, and measuring the marketing plan through the effective use of technology and its pre-planning. This allows lean marketing to flourish, reach customers faster, and create, develop, and automate marketing campaigns. (Hashemi, 2018: 38)

It is also defined as the continuous improvement process to reduce waste and inefficiencies, accelerate production cycles, and increase the professional efficiency of employees in all areas of marketing. It emphasizes processes and procedures with technological support that improves job performance. (Dager, 2010) Furthermore, it encompasses lean practices aimed at reducing waste and unnecessary movements. These practices in marketing enable flexibility through continuous improvement to eliminate waste and inefficiencies, and enhance individual expertise with the support of technology. (Moi et al., 2019: 143).

### **Lean Marketing Goals**

Lean marketing aims to achieve the following objectives: (Lowry, 2003; Dewell, 2007; Asefeso, 2013; Elias and Harrison, 2015)

- 1.Reduce waste and inefficiencies in operations and increase the professional efficiency of employees in all areas of marketing.
- 2.Deliver the required functional performance by modifying certain processes and applying sound principles to save time and money.
3. Provide support to a growing number of clients who are determined to transition to the new era of lean marketing by using specialists to help them improve best practices and processes, empower employees, and introduce new technologies with minimal disruption to their operations.
4. Place the customer at the center of marketing activities and provide meaningful value to the customer.
5. Be creative for continuous improvement.
6. Increase productivity, reduce the cost of sales, and improve marketing effectiveness.
7. Identify and serve new customer prospects.
8. Build a community on every social network.
9. Build brand awareness around global sources. 10- Eliminating marketing activities that do not add value to the customer.

### **Dimensions of Agile Marketing**

#### **1. Reducing Value-Adding Activities:**

Many individuals work on multiple activities, most of which are value-free due to poor organizational planning. Many individuals don't understand the purpose of their work, resulting in numerous marketing activities that are unproductive and burdensome for the organization. The return on investment (ROI) can be used to determine the value of marketing activities, identify the most profitable ones, and eliminate unprofitable ones. (Debbie & Joy, 2003:18)

#### **2. Eliminating Overworked or Underworked Employees:**

Companies employ many individuals in marketing activities. Sometimes, many people are hired to perform a limited number of jobs and activities, both within the organization as a whole and specifically within the marketing department. This leads to a waste of organizational resources and contributes to disguised

unemployment. Therefore, large numbers of employees who perform limited tasks and lack the basic knowledge and skills necessary to effectively carry out certain duties and activities, and whose skills and capabilities are below the level required for those activities, are let go. This leads to a decline in the overall achievement of the marketing activity, thus necessitating the dismissal of these employees. (Hamdi & Raouf, 2013:161) (Michael, 2005:24)

#### **3. More Complex Activities:**

Agile marketing deals with demand generation through the value offered to customers. This value is the result of the organization's marketing activities, which aim for faster and more impactful results. Therefore, marketing activities must be analyzed to ensure they contribute to creating new value for the customer. This allows the organization to identify complex activities that do not create specific value and thus need to be eliminated. This positively impacts the overall marketing success. A customer who finds the organization's activities and procedures easy will experience greater satisfaction. (Hamdi & Raouf, 2013: 18)

#### **5. Reducing Waiting Times (Weak Communication):**

Relying on a traditional communication structure complicates operations and leads to waste through unnecessary events and redundant steps. Since identifying and capitalizing on market opportunities is central to an organization's marketing activities, customer waiting times and complex communication processes become major challenges. Therefore, communication policies should be developed to enable customers to easily and conveniently communicate with the organization.

#### **6. Reducing Excessive Communication Costs:**

The use of traditional communication methods like telephone and fax is often associated with high costs, despite their effectiveness. This necessitates combining them with more cost-efficient methods. The internet offers a significant advantage in reducing communication costs. For example, some organizations publish monthly newsletters to introduce customers to the company and its products, incurring costs related to design, printing, packaging, distribution, and editing. Distributing the same information via email reduces distribution costs and eliminates several steps, thus saving time and money. (Micheal, 2005:24) (Cravens, 2006:366)

#### **7. Excessive Main Costs:**

Organizations need a great deal of information to build a solid database and may sometimes resort to specialized consulting firms in this field, which burdens their budgets. However, they can replace this with the valuable information provided by the internet at low costs, achieving the same purpose. Those responsible for marketing activities should proactively address the question of how to perform the same activity more efficiently and at a lower cost. (Craven & Piercy, 2006: 361)

## 2. The concept of service quality:

In today's increasingly competitive business environment, service quality is essential for the success of any organization. It is a crucial aspect that impacts business competitiveness. Organizations must continuously improve their service quality, as there is no guarantee that current high-quality service will be adequate for the future (Tesfaye, 2015, p. 11). Over the past three decades, particularly in industrialized nations, the service sector has become the dominant part of the economy, and research has revealed that service quality is a prerequisite for success and survival in this competitive environment. Interest in service quality has clearly increased (Shaham, 2016, p. 10). The term "service quality" has been defined in various ways by a diverse range of scholars. It is a concept that has attracted the attention and discussion of many researchers over the years. Although there are many different definitions of service quality, they are all generally framed from a customer perspective. Service quality is defined as a comparison between the service expected and the service perceived by customers (Trinh, 2017, p. 5). The term "service quality" is a combination of two words: service and quality. Service refers to the essential features of a particular service, while quality refers to the use of a user-centric approach. Basically, quality of service together refers to the value of the service provided to customers (Ali, et al, 2021, 5). Quality of service is defined as the process in which customers conduct a comparative analysis of all services provided (Karlay, 2018, 7). Quality of service is a process that supports the uncertainty theory where customers compare their expectations with their perceptions of the service. Therefore, customers evaluate whether the service has succeeded, failed, or exceeded the expectations already set (Khattab, 2019, 14).

### The importance of service quality:

With increasing competition and rising customer demands, organizations have realized that they can make service quality a source of their competitive advantage. Achieving quality is undoubtedly a dream for all organizations; it is no longer an option that can be overlooked, but rather an indispensable commitment. Al-Ta'i and Al-Fadl (2007: 88) argue that the importance of service quality lies in the following:

A. Consumers now examine products before purchasing them to such an extent that the buying process has become complex and convoluted that consumers readily complain about product quality.

B. Technological advancements have enabled managers to provide additional and convenient services to customers, although these services still require a human touch from providers with direct customer contact. Back-office or functional offices have contributed to supporting front-office or production offices in achieving strong sales.

C. This constitutes a competitive advantage that compels management to consider it in their marketing activities due to the increasing intensity of competition in the service sector. Faced with these work pressures, a number of managers and employees view the concept of service quality as costly and difficult to implement effectively.

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## Dimensions of service quality

Researchers consider service quality a multidimensional subject, and the number and nature of these dimensions vary among service organizations. Therefore, the dimensions of service quality are numerous, as many researchers and authors have referred to them in general. Customers, however, base their evaluation of the service provided on a single scale of service level and quality. Thus, the dimensions chosen in this research are more relevant to their context and more widely agreed upon by researchers and authors. The dimensions of service quality are represented by five main dimensions: tangible, reliable, responsive, assured, and empathetic. These are commonly referred to as the SERVQUAL model (Matthew, 2008, p. 20), an abbreviation for Service Quality. This model assumes that service quality can be measured as the difference between customers' perceptions of a particular service and their expectations of that service. According to this model, the evaluation of service quality depends primarily on the process by which companies provide the service to customers. If the level of service exceeds customer expectations, it is considered good service quality (Neupane, & Devkota, 2017, 166).

The five dimensions are as follows: (Ismail, et al, 2013, 657), (Quddus, & Hudrasyah, 2014, 548), (Zygiaris, 2022, 7), (Dawi, 2016, 18), (Aladwan, 2016, 131)

**1. Tangibility:** Tangibility is often viewed as the appearance of the service provider in terms of facilities, equipment, staff, and effective communication materials when delivering services.

**2. Reliability:** Reliability is often viewed as the service provider's ability to deliver the promised service reliably and accurately.

**3. Responsiveness:** Responsiveness is often defined as the service provider's willingness to deliver the service quickly and accurately.

**4. Assurance:** Assurance is usually referred to as the credibility, efficiency, and security of service delivery.

**5. Empathy:** Empathy is linked to customer care, attention, and understanding when providing services. The approved service provider's attitude towards customers encourages the customer's feeling of importance, i.e., leads to customer retention and recommending other customers for that service. This is done through empathy, which is a factor of great importance, leading to customer satisfaction (Masrurul, 2019, 136).

## Customer satisfaction

Satisfaction is defined as the cornerstone of a lasting, interconnected relationship between the customer and the organization, fostering conviction that the product offered meets their expectations and needs. This aims to build long-term, mutually beneficial relationships: a customer who achieves complete satisfaction and an organization that achieves reasonable profits. (Kotler, 2006:144)

It is also defined as the extent to which the service provided by the organization aligns with the customer's expectations and their feelings of satisfaction or disappointment. It is also the highest degree of satisfaction

a customer or consumer experiences regarding a particular product that satisfies their stated and implied needs. This, in turn, reflects positively on the organization's acceptance of its products and effectiveness, enhancing its image (Al-Ta'i & Al-Abadi, 2009: 59-60). The importance of customer satisfaction stems from its benefits to both the customer and the organization. It provides a competitive advantage for the organization because it allows for the stability of work programs and plans over a specific period, reduces the organization's burdens and costs, and encourages repeat purchases, thus establishing a lasting relationship and fostering customer loyalty. Furthermore, customer satisfaction helps the organization achieve its goals of profitability, customer retention, increased sales, and reduced marketing costs through positive word-of-mouth (Hussein et al., 2017: 45). Additionally, customer satisfaction with the service provided by the organization reduces the likelihood of customers switching to competing organizations.

Customer satisfaction provides valuable feedback to the organization regarding the services offered, leading to improvements in those services. Customer satisfaction helps the organization identify indicators for evaluating and enhancing its efficiency, revealing employee performance levels and their future training needs. (Al-Ta'i & Al-Abadi, 2009: 223-224)

**Section Three - Practical Aspect**

**1. Description of the Research Population**

The research was applied to a sample of customers of telecommunications companies in Baghdad. The sample consisted of (200) individuals who were randomly selected from consumers who have actual dealings with these companies in order to measure the impact of using agile marketing on achieving service quality and gaining customer satisfaction. The results were as shown in Table 1.

**Table 1: Distribution of sample members according to personal information**

Properties	The details	The number	%
Gender	male	301	65

	female	70	35
age (year)	18- 25	14	7
	26- 35	66	33
	36- 45	30	15
	46- 45	34	17
	56- 65	24	12
	greater than 66	32	16
Academic achievement	Preparatory school and below	14	7
	Bachelor's	86	43
	Higher Diploma	44	22
	Postgraduate studies	56	28

Table (1) shows the distribution of the sample according to personal variables. We observe the following:

1. Regarding the gender variable, the majority of the sample consisted of males, comprising approximately 65%, while females comprised about 35%.
2. The 26-35 age group represented the largest segment of the sample, at 33%, while the 18-25 age group was the smallest, at approximately 7%.
3. Concerning educational attainment, those with a bachelor's degree constituted the largest group of the sample (43%), while those with a secondary school education or lower represented the smallest group, at approximately 7%.

**2. Field Research Results**

This section highlights the statistical results obtained from analyzing the responses of the target sample of 200 telecommunications company customers. It analyzes the research variables and presents and interprets the results statistically using the arithmetic mean and standard deviation of each variable, as well as its relative importance, as shown in Tables 2, 3, and 4.

**Table 2: Statistical Indicators of Lean Marketing Dimensions According to the Responses of the Research Sample**

Sequence	Dimensions of Agile Marketing	arithmetic average	Standard deviation	Rank	Level of practice
1	Reducing activities that do not add value	3.75	0.58	1	high
2	Exclude employees who are over or under-energy	3.59	0.63	4	middle
3	More complex activities	3.64	0.70	2	high
4	Reducing waiting times	3.60	0.68	3	high

5	Excessive communication costs	3.38	0.59	6	middle
6	Trial and error	3.23	0.49	7	middle
7	Excessive use of primary care materials	3.56	0.60	5	middle
	<b>Total</b>	<b>3.59</b>	<b>0.63</b>	<b>Rank</b>	<b>middle</b>

The level of agile marketing, service quality, and customer satisfaction were measured for each questionnaire item according to the formula:

Extent of Practice = Highest Score - Lowest Score / 3.  
Therefore, the formula is: Extent of Practice = 5 - 1 / 3 = 1.33.

Accordingly, the results are as follows:

1.Low application: represented by items with a mean score of 2.33 or higher.

2. Moderate application: represented by items with a mean score between 2.33 and 3.66.

3.High application: represented by items with a mean score greater than 3.66.

We observe in Table 3 that the mean score for the overall agile marketing dimensions (reducing non-value-adding activities) reached 3.75, with a standard deviation of 0.58, indicating a high level of application. The (trial and error) dimension achieved the lowest mean score of 3.23, reflecting a moderate level of application.

**Table 3: Statistical indicators and overall application of service quality dimensions (tangible, reliable, responsive, assured, empathetic) according to the responses of the research sample.**

Sequence	Dimensions of service quality	arithmetic average	standard deviation	Rank	Scope application of
1	tangibility	3.91	0.62	2	high
2	Reliability	3.95	0.67	1	high
3	Response	3.75	0.72	4	middle
4	Warranty	3.86	0.73	3	high
5	empathy	3.74	0.46	5	middle
	Total	3.84	0.64		high

Table 3 shows that the overall arithmetic mean for the service quality dimensions reached 3.84, with a standard deviation of 0.64, indicating a high level of implementation. The reliability dimension achieved the highest arithmetic mean, at 3.95 with a standard deviation

of 0.67, reflecting a high level of implementation. Conversely, the empathy dimension, with its various items, achieved the lowest arithmetic mean of 3.74 and a standard deviation of 0.46.

**Table 4: Statistical indicators of gaining consumer satisfaction according to the responses of the research sample.**

Sequence	Gaining customer satisfaction	arithmetic average	standard deviation	Rank	Scope application of
1	The organization strives to continuously meet the needs and desires of its customers.	3.81	0.51	3	high
2	The organization is working to continuously improve	3.92	0.65	1	high

	the quality of services provided.				
3	The organization treats all consumers fairly.	3.71	0.68	7	middle
4	The organization's principle is that the customer is always right.	3.76	0.69	4	middle
5	The organization provides sufficient and clear information about its services and costs.	3.85	0.55	2	high
6	The prices of the services are commensurate with the quality provided.	3.74	0.61	5	middle
7	The organization is characterized by easy access to service delivery staff.	3.70	0.59	6	middle
8	The quality of services provided is better than consumer expectations.	3.72	0.60	8	middle
	Total	3.77	0.61		middle

Table 4 shows that the overall mean score for customer satisfaction was 3.77, with a standard deviation of 0.61, indicating a moderate level of implementation. The organization's efforts to continuously improve the quality of its services achieved the highest mean score, at 3.92 with a standard deviation of 0.65, reflecting a high level of implementation. Conversely, the organization's focus on easy access to service staff resulted in the lowest mean score, at 3.70 with a standard deviation of 0.59. As can be seen, the majority of the sample's responses were high, indicating a consensus among the sample that there is a relationship between the dimensions of agile marketing and achieving service quality and customer satisfaction.

**Therefore, we can accept the first research hypothesis, which indicates a significant correlation between the dimensions of lean marketing and achieving service quality and customer satisfaction.**

To test this hypothesis, we used simple linear regression analysis to verify the existence of a statistically significant relationship ( $p \leq 0.05$ ) between the dimensions of lean marketing (reducing non-value-adding activities, eliminating over- or under-capacity workers, more complex activities, minimizing waiting times, excessive communication costs, trial and error, and excessive core costs) and the dimensions of achieving service quality (tangibles, reliability, responsiveness, assurance, and empathy) and gaining customer satisfaction, as shown in Table 5.

**Table 5: Simple regression analysis of agile marketing variables, service quality achievement, and customer satisfaction.**

Statistical indicators	R	R2	F	Level of significance
Values	0.783	0.612	78.075	0.000 <sup>b</sup>
Model transactions	The symbol	Value	t-test	Level of significance
stability coefficient	A	1.50	6.66	0.000
simple linear regression coefficient	B	0.702	12.348	0.000

The results of the simple regression analysis shown in Table 5 reveal the following:

a. The R-value (Pearson's linear correlation coefficient) was 0.783, a statistically significant value at  $\alpha \leq 0.005$ . This indicates a positive relationship between the seven dimensions of agile marketing as independent variables and the dimensions of service quality and customer satisfaction as dependent variables. Furthermore, the positive correlation coefficient indicates a direct positive

relationship; the more we focus on the dimensions of agile marketing, the more they contribute to achieving service quality and customer satisfaction.

b. The simple linear regression coefficient ( $\beta$ ) was 0.702, indicating statistical significance. The t-test value was 12.348 at a significance level of  $\alpha \leq 0.005$ , confirming a significant and explanatory relationship between the independent variable (lean marketing) and the dependent variable (service quality and customer satisfaction dimensions). The positive value of the simple linear regression coefficient ( $\beta$ ) means that a one-unit increase in lean marketing dimensions leads to a 0.783-unit increase in service quality and customer satisfaction indicators. Furthermore, the  $\alpha$  value for the simple linear regression model was 1.50, indicating statistical significance. The t-test value was 6.666 at a significance level of  $\alpha \leq 0.005$ , representing the value of the dependent variable when the value of the independent variable is zero.

Note in Table 5 that the coefficient of determination ( $R^2$ ), which represents the explanatory power of the simple linear regression model, reached 0.612. This is statistically significant, as the F-test value was 78.075 at a significance level of  $\alpha \leq 0.005$ . This means that the simple linear regression model, using lean marketing as the independent variable, can explain 0.612 of the variance in the dependent variable (dimensions of service quality). This is a relatively high percentage and confirms the existence of a statistically significant relationship at a significance level of  $\alpha \leq 0.005$  between the dimensions of lean marketing and the dimensions of achieving service quality.

Therefore, we reject the null hypothesis and accept the alternative hypothesis: there is a statistically significant relationship at a significance level of  $\alpha \leq 0.005$  between the dimensions of lean marketing and the dimensions of achieving service quality and gaining customer satisfaction. In other words, using lean marketing is a means of achieving service quality and gaining customer satisfaction.

## Conclusions

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1. The organization strives to minimize activities that do not add real value for the customer and relies on thorough studies to select appropriate marketing activities without overspending its resources.

2. The organization encourages creative employees by providing material and moral incentives, supplying the necessary material and human resources with minimal effort and cost, and eliminating less efficient employees.

3. There is a correlation between the seven dimensions of lean marketing as independent variables and the dimensions of service quality and customer satisfaction as dependent variables.

4. There is a relationship of influence between the dimensions of lean marketing and the dimensions of service quality and customer satisfaction.

5. Organizations are genuinely committed to solving consumer problems by providing the best services that achieve customer satisfaction.

## Recommendations

1. Organizations must work to bridge the gap between customer expectations for service levels and the actual services provided by implementing systems to handle customer complaints and suggestions more effectively and efficiently.

2. Organizations must continuously meet customer needs and desires and provide clear and comprehensive information about their services and costs.

3. Organizations must continuously and meticulously improve the quality of services provided to customers, in accordance with the promises made.

4. Service staff must pay attention to individual customer needs by responding to requests quickly and efficiently.

5. Organizations should develop ongoing customer satisfaction measurement programs to monitor customer satisfaction with their services, analyze the reasons for dissatisfaction, and track customer churn rates, as an increased churn rate indicates a failure to satisfy customers

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