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A Novel Model for Marketing Dimensions of Dairy Markets

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Abstract

Today, the most important effort of marketers and managers is to take measures to create, increase and maintain market share. In these measures, companies should compete in the market and increase their share by influencing the market and introducing their products and services. The purpose of this study is to present a model for marketing dimensions of dairy markets with a value-oriented strategy and strategic options analysis approach and causal mapping. The statistical population includes managers, activists and experts in the food (dairy) market. The strategic options development and analysis (SODA) method has been used to identify the categories of marketing of potential markets. It was found that the variables affecting potential marketing include the dimensions of marketing strategies, types of marketing and potential marketing infrastructure. The second effective variable is the types of marketing that are ineffective among the dimensions of this variable Internet marketing and scarcity marketing and mouth marketing are part of the effective dimensions and the dimensions of seasonal marketing, marketing, viral customer relationship management (CRM), viral marketing are also part of the effective dimensions. The last influential variable is the potential marketing infrastructure. The variables of marketing values and potential market are among the influential variables.

Keywords: Marketing Dimensions, Potential Markets, Value-Based Approach.

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1. Introduction

Today, the most important effort of marketers and managers is to take measures to create, increase and maintain market share. In these measures, companies should compete in the market and increase their share by influencing the market and introducing their products and services (Mosleh and Elahyari Bozanjani, 2014).

In this regard, during the last decade and in the current atmosphere, the attitude of a company towards the customer has gradually gained vital importance (Vazife Doost and Abdoli, 2013). Therefore, not paying attention to the demands and needs and existing capacities to respond leads to failure in international marketing. Consumers want to know about the foods they eat. Selling food at the retail level is very competitive. In this environment, customers have many choices. Offering unique products is considered as a key competitive advantage. Based on this, a study on the influence of international marketing strategies on export performance (Rezaei, 2016) and another study on the subject of valuation in types of marketing (Hamzaian et al., 2016) have identified the components related to the marketing of potential markets.

It can be acknowledged that despite this, companies that operate in international markets and unknown export environments face more environmental uncertainty. Iran has high capabilities in the region due to its privileged geographical location and high economic capabilities, especially diverse commercial potential advantages (Nahavandian and Al-Ishaq, 2019).

Currently, it seems that one of the most important challenges that Iran is facing in the market sector is the export of food to other countries, especially Iraq, due to the existence of special economic, political and social conditions.

Although the sustainable development of the export of non-oil products depends on the provision of competitive prices and appropriate after-sales services, noteworthy packaging, brand name fame, having a research and development unit, product warranty and many other things, including effective advertising, but careful selection is a sufficient condition. It is a worthy product and also a suitable market for its supply.

It will not be possible to develop a sustainable export of a product whose export growth rate is declining or the target markets for its supply are declining. While it seems that the best markets for the country's food products are located near the borders, the obstacles in the way of export have caused these markets to not count on the continuous and favorable supply of goods from Iranian exporters.

This is mainly due to the lack of expertise and expertise in this sector, especially international trade and marketing. Therefore, it is necessary to take a knowledge-oriented approach to the category of international marketing and in line with the government's policy of expanding the identification of potential markets, to remove the obstacles to the export of the country's food products.

On the other hand, one of the most important elements that is considered in the export of food is halal food, which has special standards. In the meantime, cross-border exchanges require detailed research in terms of financial laws, and for this purpose, annual financial reports are of great help to financial forecasts, therefore, it is necessary to identify the strategic variables that determine the strategy of entering international markets.

Thus, the choice of entry method is one of the most important and critical strategic decisions for companies that are looking for global development and expansion and have chosen their target market. This issue should be based on the core values of an organization, otherwise the organization will face unforeseen issues.

In fact, the core values are the long-standing and basic belief principles of an organization and cause the growth and development of people in a structure. For this reason, the core values of the organization can be used as a basis on which policies can be formulated. Even the possibility of relying on them determines the daily behavior of employees and the basis of decisions in the workplace.

Therefore, according to the issues raised, the problem that arises is how to get the share in the markets that have been taken by other countries, and on the other hand, what are the markets that have not been identified so far and how can the share of these markets be obtained? Obtained that on this basis, the main question that is raised includes the content that what are the effects and effectiveness of marketing components of potential markets with a value-oriented approach of dairy products?

2. Theoretical foundations of research

2.1. Marketing

Marketing is defined as a set of activities of organizations in the direction of creating processes, communication, exchanges, creating value for customers in a large society (Yang, 2018). Trust and commitment form the key structure of marketing in creating value because this issue leads to satisfaction and ultimately central value is created in the marketing process (Brown et al., 2019). Marketing is one of the vital needs of most companies to achieve growth and development (Hajipour et al., 2016). According to the definition of the American Marketing Association, marketing is an organizational activity and a set of processes to create, communicate and present and exchange offers that are valuable to customers, clients, partners and society in general. In general, it can be said that marketing is a social management process by which individuals and groups can achieve what they want and need through creating and exchanging products and value with each other (Salavatian et al., 2017).). In fact, marketing is a phenomenon that has undergone many changes in recent decades, and at the same time, these changes have had an impact on the research conducted in this field. Today, marketing is not only a function in the organization or related to a specific unit in the organization, but the whole organization is related to the concept of marketing (Haidari et al., 2016).

2.2 Potential marketing infrastructure

New marketing tools can identify potential customers at the lowest cost, only this should be done at the right time and with people who are aware of this process (Wang et al., 2019). In the marketing of potential markets, considering efficiency and effectiveness in parallel is one of the most important dimensions and includes the broad achievement of marketing goals, which leads to an increase in market share and also to the promotion of business value to adapt to market strategies (Gregory et al., 2019) and subsequently, for the effectiveness of marketing, considering culture is considered essential (Ocomes and Getin, 2018). In recent decades, many companies consider specific environmental policies regarding their products and consider the necessary infrastructures to perform their work in different environments (Govindan et al., 2019). In marketing, it is important to consider marketing geography, because research related to new market situations can create new opportunities for the organization (Giovvardi and Lucarelli, 2018). On the other hand, in marketing activities, considering organizational values is essential and has a direct effect on the amount of sales (Kim et al., 2019). Considering accountability can create the required values and this issue is based on internal and external knowledge management of the organization, which indicates that according to the environmental conditions of the organization and determining the amount of environmental knowledge of customers and different classes of society, the amount of needs Information and knowledge within the organization to be determined to adapt to the external environment (Müller and Christend, 2019). Considering the common language, culture, beliefs and laws of the destination environment for marketing is one of the necessities of identifying potential markets (Nilson, 2019). One of the factors of value creation is the psychological contracts between communities that lead to psychological evaluations (Saad, 2019). Therefore, considering the type of inter-organizational communication and the way of doing business, as well as identifying the economic strengths and weaknesses of the destination environment for potential markets, are among the dimensions that influence the type of marketing (Kaliskan and Asmer, 2019). One of the basic problems of potential markets is to predict the amount of sales based on advertising, which should be determined by using marketing research, which can be estimated to a large extent according to the information collected in the market-oriented team and regional values, and otherwise will face failure (Liu et al., 2019). For this purpose, it is necessary to consider the behavior of customers' purchase intention. Therefore, the purchase intention behavior depends on their interest, the type of research that is consistent with the type of marketing and the way the organization communicates with customers. Therefore, some marketing programs such as determining the type of service, product features Determining the conditions of product and service selection, identifying the personality characteristics of the target market, the amount of information provided, identifying communication conflicts, as well as being aware of the emotional institutional values of customers affect their purchase intention and final behavior (Almaki et al., 2019). In this

context, interacting with customers in a social environment and away from considering financial issues creates value for customers and increases their interest (Kulichev et al., 2018). Therefore, the continuous evaluation of marketing activities can identify the problems and obstacles in it, which helps to accelerate the marketing process in the direction of progress and development (Zovataro and Fay, 2019).

2.3 Value-oriented with an emphasis on customers

The value of markets is determined by the attitude of the people who interact with it (Pope 17, 2018). Value-oriented theory leads to customer loyalty. By being a leader in creating new values for the customer, a company can create a strong bond with the customer and thus gain customer loyalty, which in itself is very important in the company's profitability. However, the creation of customer value and its successful results are based on having an accurate market knowledge of customer needs, partner and competitor movements, and market growth. Market intelligence that enhances deep insights comes from customer engagement, network ties with business partners, and sensitivity to market cues. Outbound communication not only makes companies gain additional skills, resources, and capabilities, but also provides them with a wide range of information about customers' needs and develops their views on the values that customers care about (Golshahi and Zarei, 2015). The most key foundation of their success is based on customer retention strategy but many organizations have neglected the practical methods of marketing their services and do not know how they should market their customers (Kimasi and Sarmi, 2016). You have created value for your customers when you provide services that exceed their expectations and the costs they have spent (Javanmard et al., 2014) Communication with customers is one of the basic principles of setting up marketing plans (Hai et al., 2019). . Therefore, in marketing and identification of potential markets, knowing the behavior of different population classes of the destination country can lead to facilitating conditions in relation to determining marketing strategies (Battacharya et al., 2018). In identifying potential markets, it is important to consider creating value in a new situation at the national level or with a specific culture, which is based on economic, political, cultural and social dimensions (Peterson 20, 2018).

3. Literature Review

Amari and Hessari (2019) conducted a research entitled "The effect of marketing capabilities on the international performance of the economy in the Iran Khodro automotive group". In this research, it was sought to find the effect of marketing capabilities on the international performance of the economy in Iran Khodro Group. The results indicate the conformity between the sample in relation to the positive effect on the marketing capabilities of Iran Khodro Company in the international performance of the economy and international commitment. Also, the results indicate that marketing capabilities are the core of the company's international decisions, it also tells the effects of marketing capabilities on the company's international commitment; Maleki et al., (2018) studied a research entitled "Value creation of marketing capacities with an emphasis on entrepreneurship and market orientation; They played the mediating role of innovative attitude. To design the model and develop the hypotheses, library studies and interviews with the statistical community consisting of international transportation industry experts have been used. Also, in order to measure the validity of the model and test the hypotheses, the structural equation modeling technique has been used. A simple random sampling method was used to collect data. The results of the research showed that companies use two entrepreneurship-oriented and market-oriented approaches in order to create the perceived value of customers in using their marketing capacities. Also, the findings showed that entrepreneurial, market-oriented and innovative companies provide customer satisfaction in a more appropriate way than competitors; Pesh Bahar and Ferdowsi (2016), in a research, it has been investigated as "compilation and prioritization of marketing strategies of dairy products of Pegah East Azerbaijan Company". In this research, by studying library sources, the most important criteria affecting the selection of the appropriate marketing strategy for the sale of dairy products of the Pegah Company of East Azerbaijan are identified. Questionnaires were completed by 30 experts and experts in the field of marketing and dairy industry, and paired comparisons were made between criteria and sub-criteria, as well as evaluation of options with the help of criteria. Using the hierarchical analysis approach, it is suggested that the managers of East Azerbaijan Pegah Company use paper envelopes that are biodegradable in the environment instead of using nylon bags and plastic bottles and containers; Orek and Babaei Zacklei (2014), in a research called "Evaluation of the relationship between marketing capabilities and organizational performance in food manufacturing companies in Tehran" has been investigated. This research studies the relationship between marketing capabilities and organizational performance. The research findings showed that all four marketing capabilities have a positive and significant relationship with the organization's performance. Also, in examining the effect of two mediating variables (age and size of the organization) on the

relationship between marketing capabilities and the performance of the organization, the results show that there is no significant relationship; Donap et al. (2020) conducted a research entitled "Flexibility in Marketing and Sales Processes". The results showed that at the operational level, what causes organizational success is the increase in flexibility in marketing and sales communication, which is one of the facilitators of communication in potential markets; Kathryn Hussinger and Pacher (2019), conducted a research titled "Information Ambiguity, Inventions and the Market Value of Innovative Assets". This research has given importance to market value and innovative ideas, which is consistent with the criteria of marketing values and new ideas in the current research; Boso et al. (2019), conducted a research entitled "The impact of export marketing capabilities on export performance: the effective role of ineffective competition". The findings of this research show that a higher ability to respond to the needs of the export market and greater competence in introducing new products in export markets is not always beneficial in sub-Saharan African markets because the result of exports depends on the degree of non-functional competition; Kalka and Morgan (2019), a research entitled "How marketing capabilities and current performance stimulate the achievement of strategic objectives in international markets" was investigated. In this research, marketing capabilities and achieving strategic goals in international markets have been investigated. The findings indicate the prominent role of marketing capabilities on market performance and future strategic goals in export markets.

3. Method of Research

From the philosophical point of view, the present study is based on inter-pretivist philosophy, and from the point of view of the objective, it is a basic research, and from the point of view of the method and time frame of data collection, it is in the category of survey-cross-sectional research. The statistical population of the current research includes managers, activists and experts of the food (dairy) market, ten people participated in this research with a non-probability sampling method. The main tool of data collection in this research was an in-depth and semi-structured interview with experts in the food (dairy) market. Due to the tangled and chaotic nature of the problem on the one hand, and on the other hand, the emphasis on structuring the problem and presenting a consensus model, this study has been carried out using research methods in soft operations. SODA method has been used to identify the marketing categories of potential markets with value-oriented strategy. Strategic options development and analysis (SODA) is a method proposed by Colin Eden and Frank Ackerman. SODA is a suitable method for solving complex problems because it uses cognitive mapping to understand the problem and what may happen around it. According to the theory of cognitive mapping and methods based on understanding and interpreting other people's view of reality, Soda's approach is presented. This method includes two different methodologies that will be used in this study. This method is based on unifying individual cognitive maps to help groups in complex problems (Azer and Khosravani, 2018). To identify the pattern of causal relationships and present the final pattern, the method of causal mapping has been used. Causal mapping is one of the cognitive mapping methods that is widely used in qualitative research. This method is used to draw the perceptual and mental map of experts (Eckerman and Alexander, 2016). Because in this method, the researcher deals with multiple intertwined factors and indicators, so it is suitable for achieving the goals of the current research. The general model of the combined approach of the current research is presented in Fig. 1. Data analysis was done with UCinet 6 software and NetDraw 2 software.



Fig. 1. Proposed framework with SODA method

4. Results

In the first part of this research, the method of analyzing and developing strategic options has been used to identify the indicators of the marketing model of potential markets with a value-oriented strategy. This method emphasizes the presence of an analyst or facilitator to help build cognitive maps and guide the group to reach common understanding and agreement. The analyst should conduct a semi-structured interview with people and try to draw a diagram including the mental concepts of people and the connections between these concepts (Azer and Khosravani, 2018). Six main questions were considered for the interview. The key purpose of discussion is to reach an

understanding and agreement among the group members about the discussed issue. Soda is a way to work on complex issues. This approach is designed to help research consultants in operations and acts as a facilitator. Soda is one of the methods of analysis and structuring of cognitive mapping that helps to negotiate between group members. Soda method is useful in situations where people of a group have distinct and different opinions and views on a problem, but it is necessary to combine these views to achieve a strategic decision-making group. This method starts with drawing individual maps. Individual maps include one person's opinions about the topic under review. After that, the individual maps become a strategic map, which is the basis of group discussions and negotiations. The workshop is used to reach a practical agreement for people. Playing a role in these workshops is very sensitive and difficult, so the analyst must explain the sensitivity of this role openly and carelessly when dealing with the group members. Because many managers are not interested in expressing their opinions on issues. When designing the workshop, the consultant must define a set of specific goals for the group, which have been achieved through interaction and negotiation with people. In the Soda method, the strategic map is a basis for negotiation in a workshop, which is prepared in advance by the analyst taking into account the opinions of the group. The method suggested by Eden and Akerman (2001) has been used to hold the workshop. Eden has proposed a two-step method to form workshops. 1) The first stage: The purpose of this stage is to clarify all the items in the strategic diagram to lay the groundwork for the formation of efficient and effective negotiations. This stage was led by the analyst and in those important cases, problems and connections were introduced in the strategic map. According to the model proposed by Eden and Ackerman, it was not possible for people to discuss and negotiate. 2) Phase Two: This phase includes a series of meetings to discuss and negotiate the strategic plan and its practical solutions. Due to the complexity and novelty of the subject under investigation, this stage lasted for two months. Finally, the discussions of various meetings were recorded and made into a written text. Then the texts of the interviews and meetings were read and reviewed several times. The data was broken into semantic units in the form of sentences and paragraphs related to the main meaning. Semantic units were also reviewed several times and then appropriate codes were written for each semantic unit and the codes were classified based on semantic similarity. With the final considerations, 5 main factors and 30 final indicators were obtained. The indicators of the marketing model of potential markets with a value-oriented strategy extracted from the interviews are presented in Table 1.

Table 1. Indicators of the marketing model of potential markets with a value-oriented strategy based on soda analysis

Final indicators	The main factors
(C1) competitive price (C11); gender (C12); product bag (C13); Access (C14); Seti range (C15); consumer market (C16)	Potential market(C1)
Marketing scarcity (C21); Seasonal marketing (C22); Viral CRM (C23); Word of mouth marketing (C24); Viral marketing (C25); Internet Marketing (C26)	Types of marketing (C2)
Customer value (C31); customer culture (C32); creating a need (C33); Selective strategy (C34); organization value (C35); Customer satisfaction (C36)	Marketing values (C3)
Assessing competitors (C41); New ideas (C42); marketing research (C43); customer needs (C44); potential marketing rules (C45); Business plan (C46)	Marketing potential markets (C4)
Market size (C51); Marketing expenses (C52); advertising (C53); characteristics of customers (C54); virtual markets (C55); Geographical scope (C56)	Marketing strategies (C5)

Marketing indicators of potential markets with value-oriented strategy include: potential market, types of marketing, marketing values, marketing of potential markets and marketing strategies. These elements have finally been used to design the final marketing model of potential markets with a value-oriented strategy.

5. Extraction of causal map of experts and presentation of model

The second step of the qualitative modeling process is dedicated to extracting and analyzing the experts' integrated causal map. In order to identify the internal relationships of identification indicators and provide a marketing model of potential markets with a value-oriented strategy, relevant meetings have been organized. The design of the final model has been done using the causal mapping method. NetDraw and UCinet software have been used to extract indicators and the pattern of complex relations of factors. To prepare an integration map, it is necessary to determine the degree of similarity or dissimilarity of the expert's map. For this purpose, the QAP30 correlation has been used. The purpose of this method is to check the degree of similarity of mental maps of experts. This index shows the degree of network coordination. In fact, this index is calculated based on the comparison of the expected network with the observed network. The value of this index is 0.677 and the significance is 0.000. This shows that the workshops organized to reach agreement have been successful and the final causal map has a good level of

agreement. The last part of the data analysis activities related to the causal maps is dedicated to the integration and summarization of the adjacency matrix data. The adjacency matrix of integration maps is designed by block modeling method. Using the TSO optimization algorithm in NetDraw software, the final map is presented as Fig. 2.

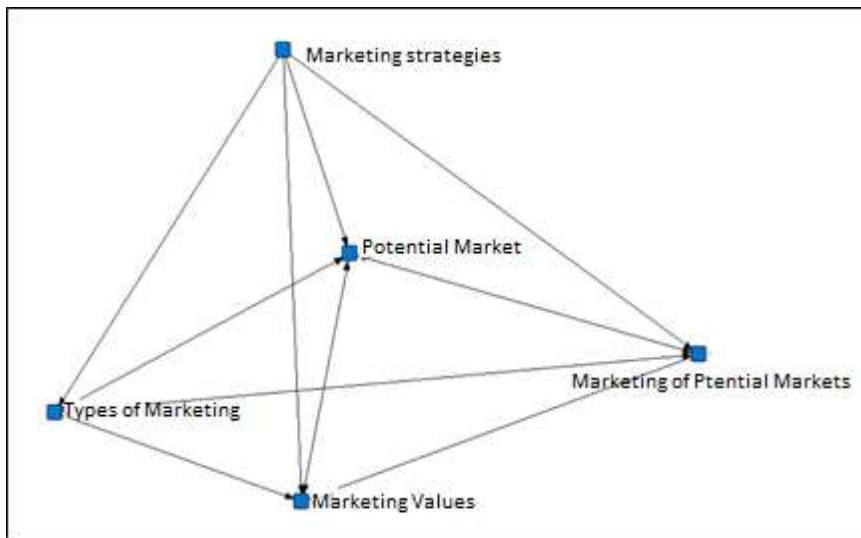


Fig. 2. The network model of the main marketing factors of potential markets

Based on the network model of the main factors, "marketing strategies" is a causal factor that affects all other factors, but it is not affected by any factor. On the other hand, there are "marketing values" that are influenced by all other factors and only affect potential markets. From the point of view of interaction, there is also the factor of "potential market", which is highly effective. The potential market affects all factors except marketing strategies and is affected by all factors. Analysis of the network of relationships has also been done at the level of sub-indicators. The relationship matrix of 30 indicators was called in Netdraw software and the relationship network was extracted. The pattern of network relationships of these factors is drawn in Fig. 3.

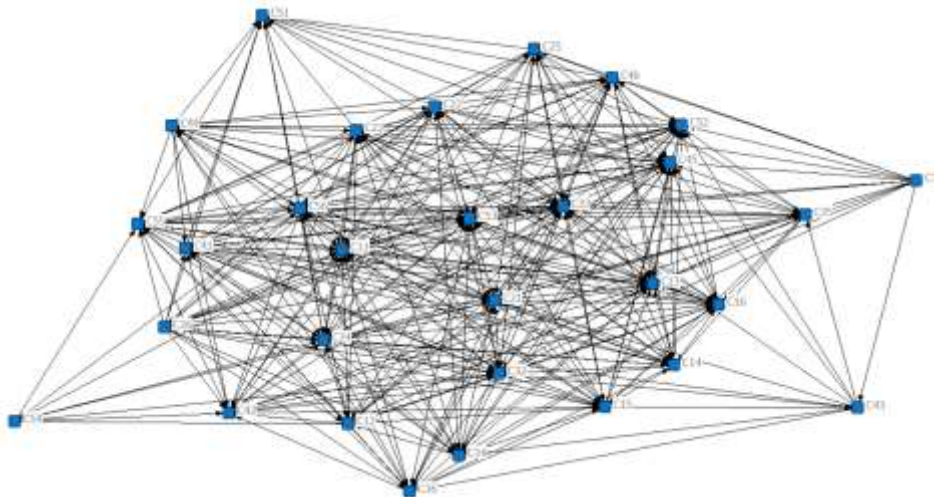


Fig. 3. The network model of the final marketing indicators of potential markets

30 indicators and 856 relationships have been identified for marketing potential markets with a value-based strategy. The need creation index (C33) has the highest dependence and the customer value index (C31) has the lowest dependence. Geographic area index (C56) has the most influence and potential marketing laws (C45) has the least

influence. Competitive price (C11) with 49 relationships has the most interaction and index. A simpler pattern can be drawn based on external (influence) and internal (dependence) relations and the amount of interactions. The set of inputs and outputs for each element is used to form the influence-dependence matrix. The interaction matrix of marketing indicators of potential markets with value-oriented strategy is presented in Table 2.

Table 2. Interaction matrix of marketing indicators of potential markets with value-oriented strategy

Rank	Interactions	Rank	Influence	Rank	Dependence	Final indicators
1	49	2	23	2	26	Competitive price (C11)
18	26	5	19	25	7	Gender (C12)
14	29	18	12	11	17	Product quality (C13)
9	32	9	18	13	14	Access (C14)
8	33	5	19	13	14	Seti range (C15)
9	32	9	18	13	14	Consumer market (C16)
5	37	13	17	8	20	Low-cost marketing (C21)
13	30	9	18	17	12	Seasonal Marketing (C22)
12	31	5	19	17	12	Viral CRM (C23)
4	41	13	17	4	24	Mouth marketing (C24)
20	25	13	17	24	8	Viral Marketing (C25)
20	25	4	20	26	5	Internet Marketing (C26)
28	12	18	12	30	0	Value of customers (C31)
6	35	2	23	17	12	Customer culture (C32)
6	35	23	8	1	27	Creating a need (C33)
23	24	17	13	21	11	Selective strategy (C34)
26	20	20	11	22	9	Organization value (C35)
23	24	20	11	16	13	Customer satisfaction (C36)
16	28	25	6	6	22	Evaluation of competitors (C41)
20	25	25	6	10	19	New ideas (C42)
29	11	23	8	29	3	Marketing Research (C43)
23	24	5	19	26	5	Customer needs (C44)
14	29	30	5	4	24	Potential marketing laws (C45)
16	28	16	16	17	12	Business plan (C46)
27	15	25	6	22	9	Market size (C51)
18	26	25	6	8	20	Marketing expenses (C52)
2	44	9	18	2	26	Advertising (C53)
29	11	25	6	26	5	Characteristics of customers (C54)
9	32	22	10	6	22	Virtual markets (C55)
3	43	1	27	12	16	Geographical range (C56)

The power-dependency diagram of marketing indicators of potential markets with a value-oriented strategy has been showed in Fig. 4. Based on the power of influence and the degree of dependence of the indicators, a hierarchical pattern of indicators can be achieved and the model can be simplified.

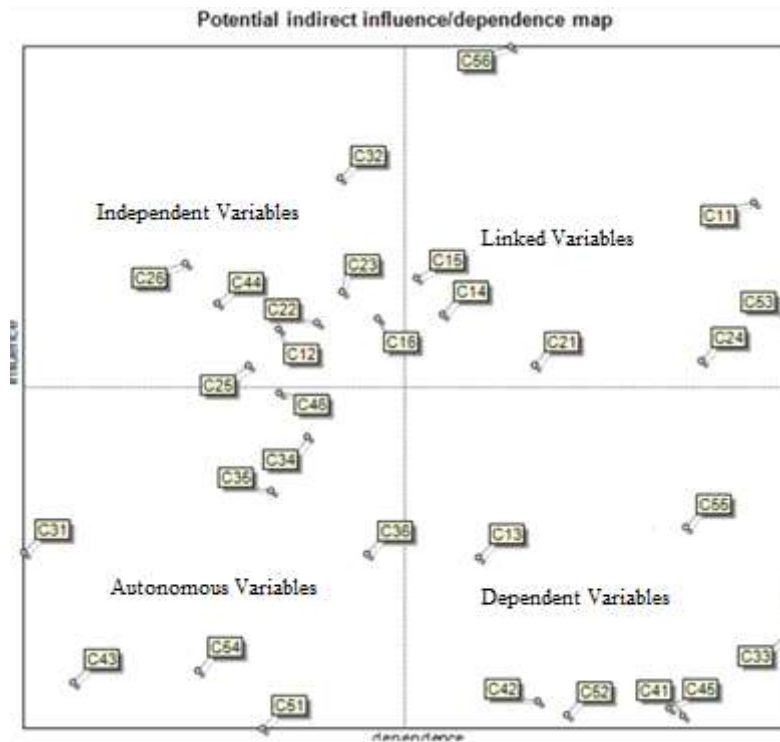


Fig. 4. Power diagram - dependence of marketing indicators of potential markets

6. Conclusion

The purpose of this research is to provide a model of marketing dimensions of potential markets with a value-oriented strategy with the approach of analyzing strategic options and causal mapping. The theoretical model obtained from potential marketing includes 5 main variables, each of which has 6 components. These dimensions include potential market with competitive price components, gender, product quality, accessibility, age range, consumer market. There are variable types of marketing with the components of scarcity marketing, seasonal marketing, viral CRM, word-of-mouth marketing, viral marketing and internet marketing. Also, marketing values include the components of customer value, customer culture, need creation, selected strategy, organization value, customer satisfaction. The marketing variable of potential markets includes the components of evaluating competitors, new ideas, marketing research, customer needs, potential marketing rules, business plan, and finally, marketing strategies, which have components of market volume, marketing costs, advertising, customer characteristics, virtual markets and Geographical scope. Therefore, based on the results, the effective and effective components and variables are presented as follows. Based on the obtained results, it was determined that the dimensions affecting potential marketing include the dimensions of marketing strategies, types of marketing and marketing of potential markets. Based on this, it can be stated that marketing strategies have the components of market volume, marketing costs, advertising, customer characteristics, virtual markets and geographic area, which according to inferential statistics, it was determined that among the components of this variable, the components of the geographic area and customer characteristics are effective;

The second effective dimension is the types of marketing, which is ineffective among the components of this internet marketing variable, and low-cost marketing and word-of-mouth marketing are effective components, and seasonal marketing components, marketing, viral CRM, and viral marketing are also effective components; The last effective dimension of marketing is potential markets, among the components of this variable, it was determined that the components of evaluating competitors, new ideas, and potential marketing laws are effective components, and finally, marketing research, customer needs, and business plans are effective components. The obtained results indicate that marketing strategies are very important in influencing the marketing of potential markets, since this research has been evaluated in relation to the export of dairy products to the country, it indicates that the main concern of international companies Improving export performance is one of the most important dimensions of

marketing strategies that lead to increasing export performance. Marketing strategies lead to facilitating processes, identifying challenges, and also internal and external factors affecting the export of dairy products. Based on the results, it was determined that the dimensions of marketing values and the potential market are part of the effective variables on potential marketing with a value-oriented approach, since the dimension of the potential market has the components of competitive price, gender, product quality, access, age range, consumer market, so it is clear It was found that among these mentioned components, competitive price, accessibility, and age range are effective, and the consumer market component is ineffective, and finally, gender and product quality are effective; Also, marketing values include the components of customer value, customer culture, need creation, selected strategy, organization value, customer satisfaction. The results showed that customer value, customer culture, and organization value were effective, and customer satisfaction, selected strategy, and need creation were effective components.

Considering that the emphasis of this research is on the value-oriented approach and this issue has been investigated on dairy products, it was determined that in the marketing values, the values governing the target market should be identified and based on the culture and The values of the society in relation to explaining the marketing strategies of the potential payment markets, on the other hand, organizational values can also influence this process, which can create cultural and value alignment by using optimal strategies. On the other hand, identifying the current needs and also the potential needs of the target market can affect the marketing of potential markets. Based on these results, the following suggestions are presented: It is suggested that special value and brand name should be considered in relation to the marketing of potential markets.

This issue is important in relation to dairy products in Iraq because it can play a significant role in identifying potential markets in competition with other foreign brands. According to the first priority of need activation, in the marketing of potential markets, to identify and categorize the information desired by customers through advertisements, exhibitions and personal sales. Also, the use of virtual markets and social networks should be considered in the field of market development and marketing of potential markets, because today the majority of people at different levels of society use mobile and internet technologies; A comparison was made among Iranian brands in relation to the identification of potential markets and the results were compared in relation to value orientation. Also, the method of marketing research and its dimensions in relation to the potential market of dairy products in the destination country should also be examined and based on that, a detailed decision to enter should be made; The export capacity of dairy products should be evaluated based on the identification of potential markets and the target countries should be compared with each other in terms of value and culture so that the best method for marketing the products can be provided based on the conditions and information obtained at any point in time; Based on the cases presented, it can be said that companies apply changes in the general marketing strategies during the economic crisis because the views and values of customers will also change. On the other hand, marketing and sales managers must continuously monitor the level of demand, the level of competition and technological developments. to improve market performance and maintain their competitive advantage. Since the model presented in the current research is based on data collection in the potential market of Iraq, its application in other potential markets of the region should be considered with caution. In addition, due to the fact that the current research was conducted cross sectional, it is recommended to examine the data during different periods and to increase the effectiveness of the variables in the marketing of potential markets.

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