

Strategic analysis SWOT and its role in improving marketing performance/ Case StudyWisal Abdullah Husain¹, Alaa Nabeel Al-Heali² and Halah Fadhil Hussein Al-Hakeem³¹ Department Research and Studies, Market Research & Consumer Protection Center, University of Baghdad, Baghdad, Iraq.wesalab@mracpc.uobaghdad.edu.iq² Department Research and Studies, Market Research & Consumer Protection Center, University of Baghdad, Baghdad, Iraq.alaanabeelal@mracpc.uobaghdad.edu.iq³ Accounting and Financial Studies, University of Baghdad, Baghdad, Iraq. halla@pgiafs.uobaghdad.edu.iq**Abstract**

This study aims to investigate the role of SWOT strategic analysis in improving marketing performance by examining the relationship and influence models between them. The study problem revolved around two main questions: What is the role of strategic analysis in improving marketing performance? And what is the impact of strategic analysis on improving marketing performance? Therefore, the study population was selected using a comprehensive sampling method, encompassing all officials at the Iraqi General Insurance Company across all three management levels (senior, middle, and executive), totaling (55) respondents, representing (100%), thus ensuring the accuracy of the study's intended results. The study relied on the questionnaire as the main measurement tool consisting of three axes. The first axis included the personal data of the sample, while the second axis included questions about the SWOT strategic analysis. The third axis included questions about marketing performance. The validity of the tool was confirmed using expert judgment, and the reliability of the tool was confirmed using Cronbach's alpha coefficient, where the total value of reliability reached (0.85), which is a very high degree. The study also adopted a descriptive and analytical approach to present and analyze the data. Several statistical methods were used to analyze this data, most notably Pearson's correlation coefficient, simple regression analysis, the F-test, and the t-test. Among the most important findings of the study are: a strong positive correlation between the dimensions of the SWOT strategic analysis and the marketing performance of the company under study, with the strongest correlation being between opportunities and marketing performance; and that the dimensions of the SWOT strategic analysis significantly influence the marketing performance of the company under study, as these dimensions were able to explain 52.3% of the changes that occur in the company's marketing performance. As for the most important recommendations presented by the study: the need to pay attention to the dimensions of the SWOT strategic analysis to enhance and develop the company's activities in a way that contributes to improving its marketing performance, and to increase attention to marketing performance, measuring and analyzing it from time to time in order to identify the rate of growth achieved in it.

Keywords: Strategic SWOT analysis, strengths and weaknesses, opportunities and threats, marketing performance.**Introduction**

SWOT analysis is a crucial analytical tool for all business organizations because it enables management to identify the necessary trends for formulating appropriate strategies amidst ongoing environmental changes and to mitigate potential risks. It is an effective tool for reducing uncertainty, adapting to rapid developments in the competitive business environment, and strengthening organizations' ability to build a distinctive strategic position. Strategic analysis is a key component of strategic management processes, focusing on monitoring and analyzing internal and external environmental changes to identify current and anticipated strengths, weaknesses, opportunities, and threats in order to determine the most suitable strategic option for the organization.

The primary purpose of applying SWOT analysis in marketing is to develop a successful marketing strategy. A well-defined marketing strategy helps capitalize on opportunities by leveraging strengths, mitigating threats, and minimizing weaknesses. Given the global importance of marketing and the critical need for effective marketing performance amidst continuous technological advancements, coupled with the challenges and obstacles posed by these advancements and the opening of markets, organizations have adopted continuous improvement and development as a means to address these challenges and seize available opportunities. Therefore, keeping pace with this rapid evolution by enhancing marketing performance can only be achieved through ongoing organization and training for marketing professionals, along with the development of their knowledge and skills to meet challenges and capitalize on available opportunities.

Section One - Research Methodology**Research Problem**

The research problem can be summarized in the following question: What is the role of SWOT strategic analysis in improving the marketing performance of organizations?

This question branches into the following sub-questions:

1. To what extent is SWOT analysis applied in the organization under study?
2. What is the level of marketing performance in the organization?
3. What role does SWOT strategic analysis play in improving marketing performance?
4. What is the impact of SWOT strategic analysis on improving the marketing performance of organizations?

Research Objectives

1. To highlight the importance of SWOT strategic analysis.
2. To identify the role of SWOT strategic analysis in improving marketing performance.
3. To assess the level of SWOT strategic analysis implementation by identifying the strengths, weaknesses, opportunities, and threats facing the organization under study.
4. To evaluate the marketing performance of the organization under study through (customer satisfaction, return on investment, sales growth, and market share).

The importance of research

The importance of this research lies in the following:

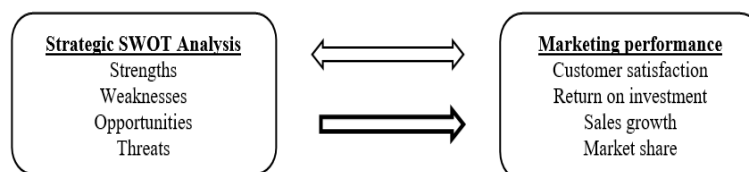
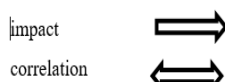
- a. Identifying the role of SWOT strategic analysis in improving marketing performance.
- b. The importance of SWOT strategic analysis for the organizations under study.

Research limitations

The study population was selected using a comprehensive enumeration method, where the population included all officials in the Iraqi General Insurance Company at the three administrative levels (senior, middle, executive), totaling (55) respondents as the spatial boundaries, while the time boundaries of the study were for the period from 1/1/2023 to 31/12/2023.

Research hypotheses

1. There is a statistically significant correlation between SWOT strategic analysis and marketing performance.
2. There is a statistically significant effect of the dimensions of SWOT strategic analysis on marketing performance.

Search form**Figure (1) Hypothetical study plan**

Research methods and tools used

The descriptive analytical approach was used because it is suitable for the nature of the study, which aims to analyze the impact of strategic analysis (SWOT) on marketing performance, with the use of SWOT analysis to evaluate the internal and external environment of the company. An insurance company was chosen as an applied case, and data were collected through questionnaires and interviews in order to cover the aspects of the topic, understand its components, and analyze its dimensions. Many studies, research papers, and books were used. The analytical aspect relied on a questionnaire that had been reviewed by expert judges and its validity confirmed using Cronbach's alpha coefficient, which yielded a total reliability value of (0.85). The sample consisted of all officials at the Iraqi General Insurance Company across all three administrative levels (senior, middle, and executive), totaling (55) respondents, representing (100%) of the sample. This ensured the accuracy of the study's intended results, allowing researchers to gather their opinions on the topic. The Statistical Analysis System (SAS) (2012) was used to analyze the data and examine the relationships between independent and dependent factors and items within the questionnaire's themes, in accordance with the study's objectives. **(Strategic analysis SWOT and its role in improving marketing performance/Case Study)**, Significant differences between weights or averages for each measure were compared using the Least Significant Difference (LSD) test and the t-test. The mean and standard deviation were calculated for each item. Significant differences between percentages were also compared (calculated by dividing the part by the whole and multiplying by 100). Furthermore, the correlation coefficient and linear regression were estimated to measure the relationship and influence between the independent and dependent variables.

Section Two - Theoretical Aspect

The concept of SWOT strategic analysis

Strategic analysis is the understanding of an organization's strategic position in terms of its external environment, internal resources and skills, attitudes, influences, and other stakeholders (Johnson & Scholes, 2000:261). It is essentially a systematic diagnosis or analysis of internal strengths and weaknesses, and external opportunities and threats, working to find the best balance between them (Lawrence, 2009:237). Strategic SWOT analysis can be defined as a process undertaken by a team to identify the strengths and weaknesses in an organization's internal environment and the opportunities and threats in the external environment that affect its potential effectiveness. This contributes to developing strategies, enhancing available strengths and opportunities, and minimizing weaknesses and threats. It represents an essential tool and a necessary requirement for marketers, entrepreneurs, and managers to achieve optimal performance. (Meredith, 2005: 445). It is also defined as an analysis that helps organizations formulate and define their vision, mission, and future goals and objectives by studying the current reality and its relationship to and influence by external factors and forces (Abdul-Mu'ti, 2010: 264). It is also defined as an analysis that aims to compare the organization's strengths and weaknesses with the opportunities and threats presented by the environment (Wright et al., 1996: 70).

Components of a SWOT analysis

SWOT analysis is a process that includes four components distributed across two dimensions: the internal environment and the external environment. The internal environment includes strengths and weaknesses, while the external environment includes opportunities and threats. There is a degree of agreement among some authors regarding the components of SWOT strategic analysis, including (Wright, et al., 1996:70), (Al-Mursi et al., 2002:218), (Idris and Al-Mursi, 2002:70), and (Al-Ghalibi and Idris, 2007:230-234). These components have been adopted by researchers as follows:

- Internal environment:** This refers to a detailed look within the organization to identify performance levels, strengths, and weaknesses, and includes:
 - Strengths:** These are tangible or intangible characteristics or qualities that give an organization an advantage over other organizations in the same field. They are aspects, capabilities, resources, products, or services that bring benefits to the organization, such as: superior financial resources, a well-known brand, economies of scale, lower costs, marketing expertise, better marketing skills, good distribution skills, committed employees, and the introduction of a new product. (Al-Ghalibi & Idris, 2007: 230-234). An organization can be described as strong, equal, or weak compared to its competitors based on five criteria: relative market position, relative financial structure, relative production and technological capacity, relative research and development capabilities, relative human resources, and management effectiveness. (Dinçer, 2007: 145)
 - Weaknesses:** These are internal factors that prevent an organization from capitalizing on opportunities or leave it vulnerable to threats. (Sarsby, 2016: 9) They are characteristics that put the organization at a disadvantage compared to others and significantly limit its ability to achieve important goals that affect its progress and growth. Organizational weakness refers to the aspects or activities in which the organization is less effective and efficient compared to its competitors. This negatively impacts organizational performance and weakens the organization's position among its competitors. Consequently, the organization cannot respond to a potential problem or opportunity, nor can it adapt to changes unless weaknesses are identified as well as strengths. No strategy can be built on weaknesses that may lead to organizational inefficiency and ineffectiveness. And working to improve them, since solving existing problems that may cause difficulties and limitations on long-term plans and strategies, and anticipating potential problems, are essential. (Pearce and Robinson, 1991: 182)
- The external environment:** This refers to analyzing the situation outside the organization and its impact on it, both positively in the form of opportunities and negatively in the form of threats (Al-Mursi et al., 2002: 218). It includes:
 - Opportunities:** These are areas of work that generate higher profits and external factors that contribute to the organization's survival and continuity. This requires leveraging external environmental conditions by developing and implementing marketing strategies that enable it to be more profitable. Therefore, the organization should be proactive in identifying and capitalizing on opportunities as soon as they arise, such as rapid market growth, the presence of competitors, changing consumer tastes and needs, new uses for the product, government regulations, and decreased demand for substitute products (Wright, et al., 1996:71). An opportunity is defined as the time or circumstance that the external environment provides for an organization to achieve its goals. It is a condition in the external environment that allows the organization to take advantage of its strengths, overcome its weaknesses, or neutralize environmental threats. (Harrison and St. John, 2004: 164)
 - Threats:** are external environmental elements that can cause problems for a business. They are factors beyond the organization's control and arise when external environmental conditions limit the profitability of the business and threaten the stability and survival of the organization in an uncontrollable manner. Examples include the entry of new competitors, the introduction of new, alternative products, product lifecycle deterioration, changing consumer tastes and needs, competitors' use of new strategies, increased government regulations, and economic downturns. (Al-Mursi et al., 2002: 219). Threats are the elements that make it difficult or impossible for an organization to achieve its goals. They are situations that arise as a result of changes in the external environment that could prevent the organization from maintaining its existence or cause it to lose its competitive advantage. (Ülgen and Mirze, 2010: 161)

The concept of marketing performance

Marketing performance represents a set of intellectual and cognitive abilities, behaviors, and skills for delivering original, modern, creative, and distinctive ideas, products, and services that enhance goal achievement at a high level of performance (Al-Shammari, 2010: 38). It is a crucial tool for making companies more competitive in the market and serves as a compass indicating the desired areas of improvement in the organization's operations (Alwan & Taleb, 2006: 13). Marketing performance has been defined as the extent to which an organization achieves its marketing objectives and succeeds in gaining and maintaining customer and stakeholder preference (Qaradaghi, 2004: 85). It is also defined as a reflection of the organization's ability and capacity to achieve marketing goals and objectives and success in the market that the marketing function seeks to achieve and in which it operates by responding to the needs and desires of customers, which are the basis for the organization's survival and growth and the achievement of the organization's overall goals and objectives, including marketing objectives (Al-Bayati, 2019: 116) (Al-Kiki, 2010: 39). Thus, it is considered the level of the organization's achievement of its objectives set in the marketing plan and the results that have been reached through the organization's activities in their entirety, which are reflected on the organization's survival and continuity (Raouf, 2010: 325) (Al-Naji, 2012: 11).

Marketing performance indicators

There is a kind of agreement among the opinions of some writers regarding the indicators of marketing performance measurement, which are represented by customer satisfaction, return on investment, sales growth, and market share, including: (Kotler & Armstrong, 2009), (Adesoga & James, 2019:4), (Al-Zubaidi, 2013), (Qaradaghi, 2004:92), (Al-Ziwani, 2004:110), (Al-Fahadi, 2006:44), and (Alwan & Talib, 2006:15). Therefore, researchers have adopted them as main indicators for measuring marketing performance, and the following is a brief presentation of each of them:

- Customer satisfaction:** Acquiring and retaining customers is a goal for organizations to compete, profit, and develop. A crucial element in marketing success is the comparison between customer expectations and the actual performance of those products, including customer service (Kotler, 2018: 668). Achieving

customer satisfaction leads to repeat purchases, gaining new customers, and maintaining customer loyalty to the organization's products. Furthermore, achieving customer satisfaction increases the organization's ability to develop and offer new products that exceed customer expectations (Ronkainen, et al., 2003, 297-298) (Al-Mashhadani, 2013). The importance of measuring customer satisfaction lies in diagnosing the reasons that prevented the organization from achieving its goals. It helps the organization avoid errors in providing services, explore ways to improve its services, and identify and increase its market share. (Al-Khafaji, 2016: 85) (Al-Heali, 2021: 256)

2. **Return on Investment (ROI):** This is a crucial indicator of marketing performance in terms of profitability. It is used to measure the performance of an organization and its various branches in achieving profitability goals. ROI is considered the most influential value in all aspects of an organization's operations, as it motivates the efficient use of available assets. ROI is a common denominator that can be compared with numerous indicators across different areas of an organization's work. It can be used to inform decisions about adding new products to an organization's production lines (Al-Hamdani, 2007: 82), and it can be used to determine and measure the expected sales volume, or the volume that should be achieved, from investing a certain amount of money in marketing activities (Al-Loos, 2002: 41).

3. **Sales growth:** This is the most important goal that organizations focus on to achieve their financial goals effectively, as it provides the opportunity to achieve economies of scale and benefit from the experience and learning curve and chart their competitive position by doubling their sales and then their production volume, which leads to the accumulation of experience of employees in marketing production processes and a decrease in the cost of producing and marketing the unit with the doubling of production and sales, as marketing activity ultimately aims to increase the sales volume, which is the first criterion for the success of marketing performance. Sales analysis is all the efforts to measure and evaluate the actual sales achieved in light of the sales objectives set by the organization's management. This allows us to ensure that the marketing department is achieving the sales plan efficiently and effectively, while at the same time forecasting sales for the next year, monitoring the development of sales and marketing expenses, and taking corrective actions when deviations appear from what was estimated and what was actually achieved, in order to distribute marketing efforts in the future in a better way (Al-Taweel and Al-Abadi, 2013: 126). The success or failure of any organization is determined by its sales volume, and because it is the only source that feeds all the organization's activities, it must monitor its sales performance periodically. One of the reasons for sales failure is the poor performance of the sales representative in presenting goods and services and the weak relationship between him and the customers, and consequently the decrease in the organization's profitability. Therefore, the reason for the decrease must be identified. (Al-Bayati, 2019: 174.)

4. **Market share:** It is one of the important and effective indicators that enhances the competitive position of the organization. Organizations generally seek to maintain or increase their market share by providing goods and services of suitable quality and price, and by developing their activities and effectiveness in line with market needs and customer expectations. Market share represents an effective indicator to measure the extent of the organization's success and its ability to achieve exclusivity, profit and distinction in the market. Market share is defined as a strong indicator of cash flow and profitability, and it is the sum of the organization's sales of a particular brand divided by the sum of the sales of other organizations of the same product and different brands. Market share can be defined as the ratio between an organization's share and the total market share (Al-Zubaidi, 2013). Management can compare its current market share with its past market share to determine whether it is increasing or decreasing. For example, when prices are reduced, profits decrease, but sales increase as the number of customers grows. In this way, the organization will not lose money but will ultimately profit (Joshi, 2012: 21).

Section Three - The Applied Aspect of the Research

First: Describing the Research Population

This section describes the population research on which the application was conducted, through:

1. Describing the Research Sample

The case study employed a comprehensive enumeration approach, encompassing all officials at the Iraqi General Insurance Company across all three administrative levels (senior, middle, and executive), totaling (55) respondents, representing (100%), thus ensuring the accuracy of the study's intended results. Table (1) provides a description of the population:

Table (1) Distribution of sample members according to personal information

Demographic info.	Frequency	Percentage (%)
Gender		
male	21	38%
female	34	62%
age (year)		
25-30 year	1	2%
31-35 year	1	2%
36-40 year	4	7%
41-45 year	7	13%
46 years and older	42	76%
Academic qualification		
Technical Diploma	8	15%
Bachelor's Degree	39	71%
Higher Diploma	3	5%
Master's/PhD	5	9%
Career level		
Supreme	11	20%
Middle	22	40%
Executive	22	40%
Number of years of service		
10-20 years	13	24%
21-30 years	16	29%
31 years and over	26	47%

Table (1), which shows the distribution of the research population according to personal variables, reveals the following:

1. More than half of the research population were female, at a rate of (62%), while the percentage of males was (36%). This indicates that the company under study relies more heavily on female employees than male employees.
2. The highest percentage was in the age group (46 years and older), at a rate of (76%), while the lowest percentage was in the age groups (25-30 years) and (31-35 years), at a rate of (2%) each. This suggests that the company assigns management positions to older age groups due to their accumulated experience.
3. Table (1) shows that the company under study primarily relied on a bachelor's degree, representing 71% of the research population, while the lowest percentage was for a postgraduate diploma, at 5%.
4. Middle management and executive management ranked first, each representing 40%, followed by senior management at 20%, as represented by the career path pyramid.
5. Regarding years of service, the ranking, in descending order, was 31 years and above (47%), followed by 21-30 years (29%), and then 10-20 years (24%).

Second: Descriptive analysis of the SWOT strategic analysis variable

The results in Table (2) show the level of responses of the respondents in the company under study regarding the SWOT strategic analysis and its dimensions, as follows:

Table (2) Descriptive analysis of the level of responses of the respondents to the dimensions of the SWOT strategic analysis

SWOT strategic analysis		Weighted mean	Standard deviation	Coefficient of variation	Ranking
A- Strengths					
The company's management aims to:					
1.	Insurance policies vary according to the needs of the insurance.	3.03	0.835	27.56	2
2.	Using information and communication technologies in all their components to perform its insurance work tasks.	3.56	1.021	28.68	4
3.	Preparing the self-assessment report and improvement plans.	3.11	1.019	32.77	5
4.	Attracting qualified human resources with advanced capabilities in the field of insurance risk management.	3.99	0.621	15.56	1
5.	Speed in processing claims and disbursing compensation.	3.40	0.956	28.12	3
Total		3.41	0.653	19.15	first
B- Weaknesses					
Company management faces					
1.	A weakness in the culture of innovation and organizational development.	3.76	0.911	24.23	4
2.	Lack of skills in dealing with emergency problems.	3.69	0.890	24.12	3
3.	The complexities and paperwork procedures for completing the insurance process.	3.44	0.871	25.32	5
4.	Weakness in marketing insurance services.	3.61	0.839	23.24	1
5.	Weakness in cash flow.	3.54	0.845	23.87	2
Total		3.25	0.735	22.62	third
C- Opportunities					
Company management is interested in:					
1.	Applying technological advancements to develop insurance services.	3.44	0.989	28.75	4
2.	Partnerships with financial and banking institutions to expand its activity.	4.23	0.534	12.62	1
3.	Spreading insurance awareness in society is essential for the growth of the insurance market.	3.21	1.020	31.78	5
4.	The availability of government legislation that supports the development of the insurance sector.	3.84	0.965	25.13	2
5.	Economic developments contribute to increased demand for insurance services.	3.91	1.004	26.15	3
Total		3.64	0.812	22.31	second
D- Threats					
Affect both:					
1.	Competition between insurance companies drives company growth.	3.61	0.923	25.56	3
2.	The risk of insurance fraud poses a threat to its performance.	3.50	0.833	23.80	1
3.	Political disturbances and conditions affect the stability of the insurance sector.	3.55	0.889	25.04	2
4.	Sudden economic crises negatively impact the demand for insurance services.	3.61	1.024	28.37	5
5.	The policyholders are demanding reduced premiums for the policies based on the company's performance.	3.75	0.998	26.61	4
Total		3.61	0.842	23.32	Fourth
Overall strategic analysis (SWOT)		3.36	0.882	26.25	second

A. At the overall level, the independent variable, the SWOT strategic analysis, achieved a weighted mean of (3.36) and a standard deviation of (0.882), and a coefficient of variation of (26.25), which means that the degree of response of the researched sample was at a good level.

B. At the level of dimensions, the strengths dimension came in first place, with a value of (19.15), a weighted mean of (3.41), and a standard deviation of (0.653). This was followed by the opportunities dimension in second place, with a value of (3.64), a weighted mean of (3.64), and a standard deviation of (0.812). The weaknesses dimension came in third place, with a value of (22.62), an arithmetic mean, and a standard deviation of (0.735). In last place was the threats dimension, with a value of (23.32), a weighted mean of (3.61), and a standard deviation of (0.842). We note that the company under study is interested in conducting SWOT strategic analysis in order to control weaknesses and address them to turn them into strengths, as well as to capitalize on opportunities and avoid threats.

Third: Descriptive analysis of the marketing performance variable

Table (3) shows the respondents' answers regarding the level of marketing performance as follows:

Table (3) Descriptive analysis of the level of responses of the respondents regarding the dimensions of marketing performance

Marketing performance		Weighted mean	Standard deviation	Coefficient of variation	Ranking
A- Satisfaction of the insured					
The company's management is keen on:					
1.	Providing insurance services that meet the needs of the insured.	4.59	0.535	11.66	2
2.	Maintaining the confidentiality of policyholders' information.	4.26	0.520	12.21	4
3.	Building excellent relationships with policyholders.	3.97	0.348	8.77	1
4.	Prompt response to inquiries from policyholders.	4.23	0.518	12.25	5
5.	To fulfill its commitments towards the insured.	3.84	0.463	12.06	3
Total		4.26	0.524	12.30	third
B- Profitability (Return on Investment)					
Weighted mean					
1.	Achieving stable profitability levels in recent years.	3.91	0.462	11.82	3
2.	Achieving sustainable financial returns.	4.01	0.509	12.69	4
3.	Diversifying its investments to reduce financial risks.	4.32	0.565	13.08	5
4.	Adopting management policies that contribute to improving its financial performance.	3.96	0.419	10.58	2
5.	Reducing operating costs to improve profitability.	4.56	0.411	10.12	1

Total		4.06	0.514	12.57	Fourth
C- Sales growth		Weighted mean	Standard deviation	Coefficient of variation	Ranking
The company's management is working on:					
1.	Increase its sales volume by improving the quality of its services and products.	3.89	0.416	10.69	2
2.	Adopting appropriate pricing policies for insurance policies.	3.85	0.446	11.58	3
3.	Develop clear plans to increase the volume of insurance policy sales.	4.21	0.328	10.17	1
4.	Monitoring its sales performance periodically to develop its marketing strategies.	4.72	0.596	12.63	5
5.	Increasing the value of insurance premiums collected annually.	4.10	0.493	12.02	4
Total		4.25	0.391	9.2	second
D- Market share		Weighted mean	Standard deviation	Coefficient of variation	Ranking
The company's management is working on:					
1.	Continuously expanding the customer base.	4.46	0.478	10.72	2
2.	Expanding the range of its insurance products in different markets.	4.21	0.426	10.12	1
3.	Studying the overall market size when preparing its marketing plan.	3.98	0.496	12.46	4
4.	Providing additional benefits to policyholders to enhance its market share.	4.06	0.456	11.23	3
5.	The company has a brand that distinguishes it from others and contributes to attracting customers.	3.93	0.567	14.43	5
Total		4.23	0.356	8.42	first
Overall marketing performance		4.25	0.346	8.14	first

A. At the overall level, the dependent variable, marketing performance, achieved a weighted mean of (4.25), a standard deviation of (0.346), and a coefficient of variation of (8.14). The results indicate a very high degree of response shown by the respondents towards the dimensions of marketing performance.

B. As for the dimensions, the results showed that the market share dimension came in first place, with a coefficient of variation of (8.14), a weighted mean of (4.23), and a standard deviation of (0.356). It was followed in second place by sales growth, with a coefficient of variation of (9.2), a weighted mean of (4.25), and a standard deviation of (0.391). The policyholders' satisfaction dimension came in third place with a coefficient of variation of (12.30), a weighted mean of (4.26), and a standard deviation of (0.524). The profitability dimension came in fourth and last place with a coefficient of variation of (12.57), a weighted mean of (4.06), and a standard deviation of (0.514). These results indicate that the company under study should pay more attention to diversifying its investments and reducing its operating expenses in order to increase its profitability, as well as improving its insurance services.

Fourth: Testing the research hypotheses

1. Testing the correlation hypothesis

To test the first main hypothesis, which states (there is a statistically significant correlation between SWOT strategic analysis and its dimensions in enhancing marketing performance), Table (4) shows the correlation values between SWOT strategic analysis and marketing performance as follows:

Table (4) Correlation coefficient between SWOT strategic analysis and marketing performance

Dependent variable	The independent variable and its dimensions	Correlation coefficient	Probability value	Direction and strength of the relationship
Marketing performance	SWOT Strategic Analysis	0.723	0.000	Direct and strong
	Strengths	0.729	0.000	Direct and strong
	Weaknesses	0.632	0.000	Direct and strong
	Opportunities	0.894	0.000	Direct and strong
	Threats	0.845	0.000	Direct and strong

The results of Table (4) show the following:

- a. At the overall level, the value of the correlation coefficient between the SWOT strategic analysis and marketing performance was (0.723), with a probability value of (0.000), which is less than the significance level of (0.05). Therefore, we accept the first main hypothesis of the research, which is that there is a strong and positive correlation between the SWOT strategic analysis and marketing performance. When the company under study seeks to attract qualified human resources capable of dealing with policyholders and building distinguished relationships, this will contribute to expanding the customer base, which will affect improving the level of profitability.
- b. As for the dimensions level, it is clear from the results of Table (6) that the values of the correlation coefficient between the different dimensions and the total marketing performance amounted to (0.729, 0.632, 0.894, 0.845) respectively, as the strongest correlation was between opportunities and total marketing performance, and the probability values were all (0.000). The results indicate that whenever the management of the company under study has systems and databases in performing its insurance work tasks, it is able to search for new opportunities, which leads to achieving outstanding marketing performance through the diversification of insurance policies according to the needs of the insured, so that it is able to grow and enter new markets that meet current and future trends. In light of the above, the first main hypothesis of the research is accepted, which is (There is a statistically significant correlation between SWOT strategic analysis and marketing performance).

2. Testing the effect hypothesis:

The second main hypothesis of the research, which states (there is a statistically significant effect between SWOT strategic analysis and marketing performance), was tested. Table (5) shows the effect analysis of the research variables as follows:

Table (5) The impact of SWOT strategic analysis and its dimensions on marketing performance

Dependent variable	Relationship signal	Independent variable	Influenceβ	Determination coefficient R ²	a test T	Moral	The constant	a test F
Marketing performance	←---	Strengths	0.512	0.523	6.216	0.003	0.576	91.567
	←---	Weaknesses	0.306		5.432	0.001		
	←---	Opportunities	0.639		3.962	0.000		
	←---	Threats	0.073		0.437	0.361		

Table (5) shows the existence of a strong positive effect of the independent variable, SWOT strategic analysis, as a guide targeting the marketing performance of the respondents, as the value of the coefficient of determination, which is (0.523), indicates that the percentage of changes caused by SWOT strategic analysis in marketing performance amounted to (52.3%), while the remaining percentage, which is (47.7%), is due to other variables not included in the tested model, which is an acceptable model that can be relied upon in explaining the changes that occur in marketing performance, while the calculated value of the (F) test for the model appeared (91.567), A positive impact of the SWOT (Strengths, Weaknesses, and Opportunities) dimensions was found on marketing performance, with

magnitudes of 0.512, 0.306, and 0.639, respectively, and probability values of 0.003, 0.001, and 0.000, and calculated t-values of 6.216, 5.432, and 3.962. Furthermore, the threat dimension had no impact on marketing performance, as its probability value exceeded 0.05. Therefore, the company under study was able to leverage its strengths, weaknesses, and opportunities to achieve marketing performance. Based on all the reviewed results, the second main hypothesis of the research is accepted: there is a statistically significant impact of the SWOT strategic analysis dimensions on marketing performance.

Section Four: Conclusions and Recommendations

First: Conclusions

1. The results showed a moderate to good level of agreement among respondents regarding the SWOT strategic analysis items in the company under study. The dimensions were ranked in descending order as follows: (Strengths, Opportunities, Weaknesses, Strengths, Threats).
2. The dimensions of functional performance, from the perspective of the sample group in the company under study, were ranked in descending order as follows: (Market Share, Sales Growth, Customer Satisfaction, Profitability).
3. There is a strong positive correlation between the SWOT strategic analysis and the marketing performance of the company under study, with the strongest correlation being between opportunities and marketing performance.
4. The dimensions of the SWOT strategic analysis significantly impact the marketing performance of the company under study, explaining 52.3% of the changes in the company's marketing performance.
5. The dimensions of Strengths, Weaknesses, and Opportunities were found to be the most influential in improving the company's marketing performance.
6. Improving the company's marketing performance depends on its ability to efficiently and effectively implement the dimensions of its operational strategy, and on attracting customers and making them prefer its services over those of its competitors.

Second: Recommendations

1. The management of the Iraqi General Insurance Company must strive to disseminate and promote a culture of SWOT strategic analysis among its administrative levels through seminars and conferences, given its role in improving the company's marketing performance.
2. It is essential to focus on the dimensions of SWOT strategic analysis to enhance and develop the company's activities, thereby contributing to improved marketing performance.
3. Employees should participate in training courses to develop their skills and increase their ability to handle unforeseen insurance-related problems.
4. Paying attention to the orientations and opinions of the officials of the technical and marketing departments, as they are considered the feedback that plays a role in establishing a culture of innovation and organizational development.
5. Implement advanced systems to ensure policyholders fulfill their claims.
6. The company should adopt electronic platforms to promote its insurance services and enhance marketing performance.
7. Increase attention to marketing performance, measuring and analyzing it periodically to identify growth rates.

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