

Worker Perspective: Lean Marketing's Strategic Enhancement

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Abstract: Organizations frequently use lean marketing techniques to achieve satisfactory marketing performance. This research examined about lean marketing may improve marketing efficiency. It essentially investigated if lean marketing [LM] has a major impact on marketing effectiveness. The questionnaire was used to gather information from a sample of 48 workers at the dairy plant in Mosul. Also, statistical techniques were applied to the data analysis and result extraction using SPSS. Findings indicated that the effectiveness of marketing is significantly impacted by lean marketing. The research provided recommendations for improving the marketing performance at the dairy facility in Mosul.

1 INTRODUCTION

One of the principal marketing strategies utilised by companies to gain a competitive advantage is Lean Marketing (LM). This approach, grounded in lean principles, targets the reduction of waste within marketing processes, thereby aligning operational efficiency with customer-focused strategies. According to Ali et al. (2021), LM integrates the core tenets of lean thinking into marketing activities, ensuring that resources are used more effectively and that efforts are tightly aligned with customer needs and preferences. This strategic orientation not only enhances the agility and responsiveness of marketing campaigns but also leads to a significant reduction in costs and increases in overall marketing effectiveness.

In examining the integration of LM with broader strategic frameworks, research by Sima et al. (2020) proposes a comprehensive model that incorporates environmental management techniques alongside LM. This framework suggests that combining lean marketing principles with environmental management can significantly boost both business and environmental performance. The synthesis of these approaches facilitates a holistic view of performance, recognising the importance of sustainability in building a competitive edge. This paradigm shift not only helps companies achieve

better resource management but also meets increasing consumer demands for environmentally responsible practices, thereby fostering a stronger market orientation and sustainable competitive advantage.

Furthermore, the extension of lean principles beyond their traditional industrial contexts into wider applications, including marketing, is supported by studies such as those by Azevedo et al. (2019). These insights underline the versatility and effectiveness of lean methodologies across various sectors, not just in manufacturing. By focusing on eliminating waste and continuously improving processes, businesses can deliver high-quality products and services more efficiently. Iranmanesh et al. (2019) also emphasise that LM facilitates a deeper understanding of current and future customer demands, enhancing customer satisfaction and loyalty. Through this rigorous approach, companies are not only able to increase their profitability and market share but also build enduring relationships with consumers, securing a long-term competitive position in the market.

2 LITERATURE REVIEW

Table 1: The Influence of Lean Management on Marketing and Environmental Outcomes.

Author	Findings
Redeker, et al., 2019	Analyzing the connection between Lean Management (LM) and sustainable competitive advantages by exploring the types of waste produced in corporate production processes.
(Study on Mosul Dairy Factories)	Of the 75 questionnaire forms distributed, 67% were validly completed. The study focused on a variety of theoretical and practical questions concerning the correlation relationship and its effect on research variables.
Dieste, et al., 2020	Demonstrated the importance of environmental management techniques as a mediating factor in resolving conflicts between LM and environmental performance.
Stateczny, et al., 2022	Concluded that the proposed relationships between LM and other factors vary in terms of statistical significance and strength.
Colim, et al., 2021	Stated that when Lean is correctly applied, it can increase worker happiness, process efficiency, and the quality of the shopping experience.
Bakri, M., 2019	Lean implementations should focus on promoting customer happiness and adapt to specific variables in the organizational system, such as the nature of interaction between front-line workers and customers.

3 HYPOTHESES

H1: Agile marketing and marketing effectiveness do not significantly correlate.

H1a. Reducing unnecessary marketing processes does not significantly affect marketing effectiveness.

H1b. The effectiveness of marketing does not significantly correlate with waiting time reduction.

H1c. Reducing pointless motions and marketing effectiveness are not significantly correlated.

H1d. Reducing unnecessary procedures has no discernible relationship to marketing effectiveness.

H1e. Reducing faulty outputs has no apparent relationship to marketing effectiveness.

H1f. The success of marketing and using underdeveloped potential are not significantly correlated with one another.

H2: LM and marketing performance have no discernible relationship.

H2a. The performance of marketing does not significantly differ when excessive marketing activities are reduced.

H2b. Reducing wait times has no discernible impact on marketing effectiveness.

H2c. Reducing unnecessary motions and marketing performance do not share a significant relationship.

H2d. Reducing unnecessary treatments has no discernible relationship to marketing effectiveness.

H2e. Reducing production defects and marketing effectiveness do not have a meaningful relationship.

H2f. The efficiency of marketing and using underutilized talent are not significantly correlated with one another.

4 RESEARCH METHODOLOGY

The study was conducted over a three-day period, from 9th to 11th January 2021, within the confines of the Mosul dairy plant, which served as the geographical boundary for the research. The focus was on a sample of 49 employees working at this location. These individuals were selected as the subjects of this study due to their direct involvement and exposure to the marketing strategies implemented within the plant. The selection of the plant and its workers aimed to provide a focused setting in which to explore the implications of agile marketing practices on marketing effectiveness within a specific industrial context.

The research methodology employed a structured questionnaire divided into two main sections. The first section gathered demographic data of the participants, which included age, gender, job role, and length of employment, providing a background against which responses could be evaluated. The second section was designed to test the research hypotheses concerning the relationship between agile marketing and marketing effectiveness. Items within this section of the questionnaire were specifically developed to measure these variables. Agile

marketing was examined through questions about flexibility in marketing practices, responsiveness to customer feedback, and the ability to execute rapid changes in marketing strategy. Marketing effectiveness was assessed through indicators such as achieved sales growth, customer engagement levels, and overall market share. Responses were collected using a five-point Likert scale, where 1 indicated 'strongly disagree' and 5 'strongly agree'. This scale was chosen to quantify the perceptions of employees regarding the effectiveness and agility of marketing practices. The items in the questionnaire were derived from established academic and industry sources, ensuring relevance and rigour in measuring the intended constructs.

5 RESULT AND ANALYSIS

Table 2: Agile marketing's relation to effective marketing interactions.

LM Marketing efficiency	correlation coefficient
	0.829
P ≤ 0.01	n=46

According to Table 2, LM and marketing performance has a positive significant link exhibiting a correlation coefficient at the significant level. As a result, the alternative hypothesis, which asserts that the H1 can be rejected, can be used in its place.

Table 3: Dimensions of marketing performance and LM's correlations.

LM marketing efficiency	Correlation
Avoiding unnecessary motions	0.685 **
Avoiding excessively	0.500 **
Avoiding excessive marketing operations	0.654 **
Avoiding waiting time	0.692 **
Encouraging workers' possibilities and innovation	0.769 **
Avoiding marketing defective outcomes	0.666 **
P ≤ 0.01	n=47

Table 3 displays. As a result, it rejected the H1a and supported the alternate hypothesis. This value rejects the H1b of the research. The H1b of the investigation, which states, is rejected, according to

this value. The H1c of the research is to be rejected, and the alternative hypothesis is accepted as a result. This research rejects the H1d, it dismisses the null hypothesis that unwanted therapy affects marketing efforts and substitutes the alternative hypothesis. As a consequence, the study's H1e is rejected, according to which there is no valid association between marketing performance and reduced faulty outcomes. The H1f of the study, according to which there is no relationship between marketing effectiveness and using underdeveloped abilities or workers' creativity, is therefore invalidated. The H1f, which claimed that there was no connection between marketing effectiveness and using an untapped talent or worker innovation, is disproved.

H2- Considering the outcomes of the significant correlations between the variables in the study.

The outcomes of the regression analysis are shown in Table 4, which demonstrates a strong correlation between marketing success as a predictor variable and LM as an independent variable. As an illustration of this significant effect, consider the estimated F value, which, at the two independent variables and the significance value, is higher than the tabular T. According to the test-T, the expected T value is superior to the actual quality. Both at the considerable level and at two degrees of dependence, it is important.

Table 4: Agile marketing's influence on all aspects of marketing efficiency.

Independent parameter	LM			
Dependent parameter	Measuring Coefficient R2	B1	F calculated	F tabular
Marketing efficiency	0.67	0.827	101.243	7.193
)10.067(
P ≤ 0.01; n=46; d. f (1,46)				

Table 5 displays. The impact of agile marketing on micro-level marketing strategy. The replacement hypothesis states that the H2b of the H2 is discarded and supported (the effectiveness of marketing is significantly impacted by reducing waiting times). An alternative hypothesis, which states that the H2c of the H2 is not supported, is (Avoiding pointless motions has a huge impact on marketing effectiveness). The alternative hypothesis, that says, is adopted in place of the H2d (of the main H2) (reducing unnecessary therapies have a major impact on marketing efficiency). The alternative hypothesis, says, is accepted and the H2e is rejected (efficiency in marketing is significantly impacted by the

avoidance of faulty outcomes.). The alternative hypotheses, which say, are accepted in place of the H2f of the second main hypothesis (the effectiveness of marketing is significantly impacted by employees' hidden skills and innovation).

Table 5: The impact of agile marketing on micro-level marketing strategy.

Independent factor	LM			
	Coefficient of determination R2	B1	F computed	F tabular
Avoiding unnecessary movements	0.455	0.67)6.279(39.424	7.195
Avoiding waiting time	0.47	0.069)6.532(42.66	
Avoiding excessive marketing operations	0.42	0.653)5.901(34.889	
Avoiding the marketing of inferior products	0.44	0.669)6.179(38.12	
Developing workers' possibilities and creativity	0.57	0.768)8.23(67.736	
Avoiding over-processing	0.16	0.4)2.99(8.95	

$P \leq 0.01$; $n=45$; $d. f(1,45)$

6 CONCLUSION

This research offers a clear overview of current movements in the LM literature by classifying and contrasting works following a variety of important characteristics. The characterization and recommendations that have been derived from this research, might improve and raise awareness of the significance of using LM to establish a long-term competitive edge. The analysis's findings revealed a strong relationship between marketing performance and the aspects of LM. The aspect of releasing workers' latent potential and creativity had the biggest association since it occurred before and was followed by a decrease in wait times. This result demonstrates that highly talented and imaginative Employees have a major part in increasing the Mosul dairy tree's

marketing success. The findings supported the presence of a considerable impact of agile marketing and product aspects on the entire marketing performance. For rapid and effective interaction with consumers and suppliers, it is suggested that the Mosul dairy maker spend more attention on the marketing data system.

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