

# The Role of Services Marketing Mix 7P's on Achieving Competitive Advantages (The Case of Paitaxt Technical Institute in Kurdistan Region of Iraq)

**Rebaz Khaleel Khorsheed**

Paitaxt Technical Institute, Kurdistan Region – F.R. Iraq.  
rebaz.khaleel@yahoo.com

**Daroon F. Abdulla**

University of Sulaimani, College of Administration and Economics, Department of Business Management, Kirkuk Road, P.O.Box: 334 Sulaimani-Iraq, and Visiting Lecturer at College of Administration and Financial Science, Cihan University, Sulaimani City, Iraq.  
daroon.abdulla@univsul.edu.iq

**Bestoon Abdulmaged Othman**

Department of Business Administration, Koya Technical Institute, Erbil Polytechnic University, Erbil, Iraq and Scientific Research and Development Center - Nawroz University-Kurdistan Regional, Iraq.  
bestoon2011@yahoo.com

**Hazhar Omer Mohammed**

Department of Legal Administration, Collage of Business and Economics, Lebanese-French University, Kurdistan Region – F.R. Iraq.  
hazharbus@lfu.edu.krd

**Zana Majed Sadq**

Department of Management and Accounting, Faculty of Humanities and Social Science, KoyaUniversity, Koya KOY45, Kurdistan Region – F.R. Iraq.  
zana.sadq@koyauniversity.org

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## Abstract

This study aims to examine the role of services marketing mix 7p's on achieving competitive advantages from perspectives of a number of teaching staff in the Paitaxt technical institute in Erbil city, Kurdistan Region of Iraq. A survey questionnaire has been administered to collect data, and the questionnaires distributed randomly to (60) teaching staff, (42) of them were able to fill and return the questionnaires and they represent the study sample. This study use analytical descriptive method, since this method is considered to be the most used in humanities and social studies. The questionnaire encompassed three sections with 59 closed-ended questions and Five point Likert scale implemented. Data collected analyzed quantitatively by using SPSS program version 20. The results of study concluded that there is a significant positive correlation as well as a significant impact of the services marketing mix 7p's on achieving competitive advantages.

**Keywords:** services marketing mix 7p's, educational services, price, promotion, place, people, physical evidence, process, and competitive advantages.

## Article History

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## Introduction:

The traditional ingredients of the marketing mix are usually made up of four elements (Amran et al, 2020). Borden is the first to introduce in 1960 a model of the elements of the marketing mix, which is product, price, promotion, and place/distribution,

which was called 4P's and was developed by many after him (Damit et al, 2019). Besides, it was considered the basic elements of marketing strategies (Al-Debi & Al-waely, 2015). However, these four elements are not enough to make the marketing mix that is because of the emergence of new trends in contemporary marketing thought,

especially in the field of service provision (Al-Kake et al, 2019). These trends see the necessity of adding three more elements to the four elements in order for the mixture to contain seven elements known as 7P's (Ghaffarkadhim et al, 2019). The three elements that are added are the people who produce products and perform services. Physical Evidence that represents the components and tangible aspects affecting the service delivery environment and that achieve excellence. In addition to the processes of providing service which are all activities that are performed during service provision (Dacko, 2008). This trend focuses on the fact that ignoring one of the three elements when developing the organization's marketing strategy would lead to unexpected results due to the impact of the organization's customers on these elements (Hasan et al, 2019).

The private education market in the Kurdistan Region of Iraq is witnessing strong competition between private institutes and universities, after increasing the demand for them by students and the failure of public universities to absorb the huge number of students graduating middle school (Khatab et al, 2019). All institutes and universities each try to follow different methods and approaches in marketing their educational services with a view to attracting and attracting students, which led to increased intensity of competition between private institutes and universities (Mokhtar et al, 2019). As all private universities seek to achieve a high competitive advantage as a way to attract the largest possible number of students through which you can match the competitive institutes (Daroon et al, 2019). This imposes on the management of institutes a special importance for the marketing mix in general through the great role it plays in achieving competitive advantage. This research aims to identify the reality of the levels of 7P's marketing mix elements at the Paitaxt Technical Institute in the city of Erbil. Analyzing the extent and effectiveness of 7P's marketing mix elements to achieve competitive advantage and finally assist the institute administration in formulating and developing appropriate plans and strategies after identifying the strengths and weaknesses of the marketing mix, in order to achieve a competitive advantage.

The significance of this research is highlighted by identifying the impact of the

elements of the 7P's marketing mix in achieving the competitive advantage, and showing which elements of the 7P's marketing mix is the most influencing on the achievement of the competitive advantage. The significance of this research also comes through increasing the intensity of competition between private institutes in the Kurdistan Region of Iraq. Furthermore, increased attention to the marketing costs allocated and directed to consumers in order to expand the base to attract the largest possible number of consumers through intensive marketing by various means. Hence it became very necessary to study the extent of the potential impact of the elements of the 7P's marketing mix on achieving the competitive advantage, with the aim of helping the institute's administration to know the element with the most important influence and excessive interest in other elements and making them more effective and appropriate in order to achieve competitive advantage.

#### **Literature review:**

##### **Services Marketing Mix 7P's:**

The concept of Marketing Mix according to Rathod (2016) helps marketers to review and define key issues that affect the marketing of their tangible offering (Products) and intangible performances (Service). Marketing mix is originating from the single P (Price) of microeconomic theory (Chong, 2003). The concept of marketing mix originally coined by Neil Borden in 1953 in his article 'the concept of the Marketing mix (Borden, 1964) such as Product planning, Pricing, Branding, Channel of distribution, Personal selling, Advertising, Promotion, Packaging, Display, Servicing, Physical handling and Fact finding & analysis (Rafiq & Ahmed, 1995).

The marketing mix is defined as the set of variables that can be set, organized, and controlled, and work to develop and modify them to satisfy the target market need (Othman et al, 2020). It is a set of controllable tactical marketing tools or elements of the product, price, promotion, and location that the organization works to mix with each other to achieve the desired response in the target market (Wolf & Crotts, 2011). Accordingly, the marketing mix is a set of tools available or available to the marketing manager to determine the form and

nature of the service provided to customers, and its role in developing long-term strategies and short-term tactical programs (Pride et al, 2005). Services marketing mix are the internal elements that represent the marketing environment that is constantly being adapted in light of the changing market needs to achieve a desirable end product consistent with its capabilities to achieve its goals in building a competitive position (Othman et al, 2020).

Marketing mix is a set of marketing tools that the organization controls and through which the organization provides goods or services and to create the required response in the target market (Kotler et al, 2008). These marketing tools are usually referred to 7P's and they are the product/service, price, promotion, place/distribution, people, physical environment, and process of providing the services. Below is a brief explanation of each component of the service marketing mix:

**1. Services/products:** the services are intangible economic activities and represent an activity and performance that can be provided to the market through a process of interaction aimed at meeting the needs and desires of consumers and their satisfaction (Maghdid et al, 2019; Damita et al, 2019). However, when the actual consumption process does not necessarily result in a transfer of ownership (Khatab et al, 2019; Shahbaz et al, 2019). Kotler and Armstrong (2013) define product/service as anything tangible or intangible offered to a market for attention, use and consumption with aim of satisfying needs and wants of customers. Service/product is everything that can be offered on the market to attract attention or to be sought, used, or consumed, which leads to the satisfaction of a need or desire (Sadq et al, 2016). The service includes the benefits of education that students are looking for in order to complete their studies and obtain a certificate from these universities (Mokhtar et al, 2019). Service marketers has to customize their products/services in innovative way which are responsive to needs of customers with value added aspect includes features which are embedded in service itself as its characteristics (Rathod, 2016). The focus in measuring education services in this research has been on the following questions: the diversity of educational services, the provision of them

appropriately, the quality of educational services, and the provision of community services commensurate with the requirements of specialization.

**2. Price:** is considered one of the elements of the marketing mix, which is considered one of the most important factors affecting consumers' choices (Othman et al, 2020; Muslim et al, 2020). It is the amount that can be sacrificed for the purpose of obtaining the product or service for the benefit of any end customer or for the benefit of any organization (Winkler, 1995). From a broader perspective, price is the sum of the values represented in money that the consumer loses or exchanges in exchange for enjoying the benefits and benefits of owning or using the product or service element (Kotler & Armstrong, 2013). The service pricing should be such as to provide value addition and quality indication to the customers and convey the message that they are getting more in using that particular product or service such as attraction, satisfaction, retention and loyalty (Clemes et al, 2010). It is defined as the price or the cost of the service the level of the monetary consideration in which the organization claims for its services or goods (Abdullah et al, 2017). It represents the economic value that a buyer provides to a product in exchange for a service or commodity (Ali et al, 2017). In this research, this element was measured by: academic fees, price competition, payment in installments, discounts granted, and prices for other services such as food and drinks.

**3. Promotion:** the promotion includes all means of communication through which a message can be delivered to the target audience in order to inform consumers, remind them, encourage them, and persuade them to purchase (Nawzadsabir et al, 2019). It is a mostly short-term stimulating tool that is designed to stimulate the buying process (Sadq, 2017). It is coordination between the efforts of the seller (the service provider) in establishing outlets for information, in facilitating the sale of the good or service, or accepting a specific idea (Toms, 2002). It is a group of messages that can be used to stimulate and arouse the consumer's desire to buy through a persuasive communication process, in which the seller is the initiator (Othman et al, 2020). Promotion resources include the following elements: advertising, sales promotion, public relations, personal selling and direct marketing that

organizations use to achieve their advertising and marketing goals (Kotler, 2008). In this research, the focus was on measuring this component with the following questions: the advertising methods used, the quality of promotional information, promotional gifts for the excelling, and brochures, slogans, and promotional brochures.

**4. Place/Distribution:** Place which is also called distribution, is consider to cover distributional activities of organisations (Othman et al, 2020).It has been defined as the distribution of people and facilities for service (Abdullah et al, 2019).It is those decisions and processes that relate to the flow of a product or service from a product to a consumer (Sadq et al, 2019). It is the flow of goods and services in which organizations and people participate and transfer from the product to the consumer (Aljaf et al, 2017).It is the activities that lead to delivering the product or service to the customer(Ogiemwonyi et al, 2019). Or it is referred to as the activity of providing the product / service to the target consumer and making the product or service available for use or consumption (Othman, 2013). According to (Kotler, 2008) place/distribution includes distribution channels, location and location of the organization, stock levels. Besides, in the distribution of educational services, the organization's location and easy access to it, along with providing transportation for students, are necessary things that many students consider (Ping et al, 2019). In this research, the focus was on measuring this element with the following questions: the location of the institute, the ease of access to it, and other facilities related to parking cars and instruction boards, and the suitability of the hours and dates of academic lectures.

**5. People:**refers to those involved in service delivery (Othman et al, 2019). It refers to those persons involved in providing services to customers, directly or indirectly, and they have a great influence on the extent to which customers accept the service (Rashid et al, 2019). The success of organizations depends mainly on all individuals (employees) who work in the production of goods or in the field of service provision (Sabir et al, 2019). Whereas, the factors that affect the quality of their provision of services depend on cadres, the level of training and the development of workers 'skills, personal behavior, freedom to act in

providing services, and consumer satisfaction by providing the service to them (Mohammad, 2015). In this research, the focus has been on measuring this component with the following dimensions: the skills of teachers with higher degrees and their practice of education and employees, the handling method, the competence and skills of employees, and the educational method in dealing.They are part-time marketers" as their actions have a direct impact on the outputs the customer receives (Sadq, 2016).The customer may be one of these parties for his intervention in determining the form and characteristics of the service according to his need, which cannot be separated from it (Altaie et al, 2017).The management and planning of people in the services sector occupies the importance in manufacturing organizations that their owners have a high level of communication with the customer by specifying what is expected of workers in their dealings with them through a specific standard such as employment, training, motivation and reward (Sadq et al, 2020).

**6. Process of providing the services:** refers to that system that helps the organization to flow activities and services and deliver them to customers, and helps customers in comparison between different services and products that help in making the final decision in purchasing (Nouri & Soltani, 2015). It is how the service is provided to customers. The most important means of the service delivery process are to address and meet customer needs, organize the organization's website and social sites, and quickly answer customer inquiries and the efficiency of the communication process (Mohammad, 2015). Processes and procedures are interrelated, sequential, and complementary processes that drive towards the production of a service with specifications and characteristics that satisfy various needs and desires (Ogiemwonyi, 2020).It is the activities and operations performed during service provision and managing the interaction between its provider and its future (Sadq, 2019).It is the actual procedures, routine and flow of activities through which the product or service is delivered to the customer (Abdulla et al, 2016). It can also include policy decisions about customer participation and employee behavior (Wali et al, 2016). In this research, the focus was on measuring this component with the following dimensions: reception services for students and responding to inquiries, the use of modern technologies in

communicating with students, accuracy in class times, and competition in the mechanism of providing educational services.

**7. Physical environment (Physical Assets):** This factor refers to the environment in which the service is provided or material goods are produced, which facilitates the performance and communication process in the organization (Saupi et al, 2019). They are buildings with a convenient location for customers and facilities affiliated with the organization, devices, interior furnishing and equipment, availability of security precautions, a decent appearance for workers, the presence of facilities related to the performance of services, and any other things available as concrete evidence of the quality of service for the organization (Huang et al, 2019). Organizations that provide services to customers need to manage the physical environment carefully, because they can have a positive impact on customer impressions on the quality of services (Nouri & Soltani, 2015). It is the one that the customer recognizes when he goes to the service organization, or when the service provider (employees) comes to the customer's site to provide the service to him/her (Mahmood et al, 2015). It is the factors of the environmental environment and all the tangible physical alternatives related (Sadq, 2019). It is the tangible presence of a service, and it is something that service marketers can enforce to some extent. Services, guarantees, contracts, aspects of buildings, and plans are just some ways to make services tangible (Fatah et al, 2015). Physical evidence as a tangible evidence of a organization's service quality influence customer's perception about service provider and customers' behavioural intentions (Agrawal et al, 2014) also includes appearance of building, landscape, interior furnishing, IT based infrastructure, equipment, staff members' uniforms, communication materials, and other visible prompts. In this research, this element was measured with the following dimensions: the internal and external appearance of the university, the availability of classrooms and laboratory equipment, general hygiene with the presence of gardens, the allocation of places for recreational, cultural and sporting activities, the availability of scientific references and all specialties in the library.

#### **Competitive advantage:**

The concept of competitive advantage is considered a real revolution in the world of business administration both academically and practically (Othman et al, 2019). The competitive advantage is the ability of the organization to perform its work in a way that is difficult for its competitors to imitate (Jing et al, 2019). Competitive advantage can be achieved by implementing jobs that create value in the areas of cost reduction compared to its competitors (Mahmood et al, 2017). Competitive advantage can be achieved through work to perform it in ways that lead to excellence with the ability to maintain this distinction or by efficiently marketing services and products (Kareem et al, 2016). In other words, the competitive advantage makes the organization unique and distinct from other competitors (Fatah et al, 2014). Competitive advantage is defined as the ability of an organization to meet the needs of the consumer, or the value that it wishes to obtain from the product, such as high quality, low price, or provide distinct benefits in the product/service compared to competitors (Abdulla, 2019).

The competitive advantage is the source that strengthens the organization's position in the market in order to achieve profits through its advantage over its competitors in the areas of product, price and cost, and a focus on production (Sadq, 2019). Competitive advantage is the ability of the organization by which it can make the cost of value activities lower or the value provided to buyers higher compared to competitors (Ali et al, 2018). (Heizer, 2001) defined competitive advantage as a system in which there is an advantage that exceeds that of competitors, and that the idea is based on the value it has left to provide the customer in an efficient manner. Macmillan and Tamos (2000) considered that the competitive advantage is the core capabilities of the administrative or technical subsystem that creates various technologies, processes, and resources to obtain a unique competitive advantage. Competitive advantage is a property or a set of comparative characteristics that are unique to the organization and can be preserved for a relatively long period of time due to the difficulty of its simulation or achieved through the period designated for it and enabling it to outperform competitors in the services it provides to clients (Aljaf et al, 2019). Besides, the superiority resulting from the organization's ability to interact with the environment to obtain inputs and convert

them into outputs of value to the customer compared to competitors (Mohammedamin et al, 2018).

Competitive advantage is defined as the unique long-term site that the organization develops by performing its activities in a distinctive and effective way and using its internal strengths towards providing valuable benefits to its customers that its competitors cannot provide (Sadq et al, 2018). The concept of competitive advantage is considered a real revolution in the world of business administration at the academic and practical levels (Saeed et al, 2018). Where the competitive advantage is the ability of the organization to perform its work in a way that is difficult for its competitors to imitate (Wali et al, 2016). Competitive advantage can be achieved by implementing jobs that create value in the areas of reducing costs compared to its competitors or working on their performance in ways that lead to excellence with the ability to maintain this distinction or by efficiently marketing services and products (Sadq et al, 2020). It means that the competitive advantage makes the organization unique and distinct from other competitors. Porter defines it as the organization's ability to meet consumer needs, or the value that it wishes to obtain from a product, such as high quality, low price, or providing distinct benefits in the product/service compared to competitors (Ali et al, 2019).

There are three types of competitive advantage, which is the lowest cost that means the ability of the organization to design and provide services at the lowest possible cost from its competitors that brings great profit and creates opportunities for her to sell at competitive prices (Peteraf, 1993). Secondly, the advantage of service excellence (quality) is that the organization provides products or services with unique characteristics that the customer relates to, such as: total quality, after-sales services. Thirdly, the advantage of shortening time, meaning achieving a competitive advantage by reducing the time component for the benefit of the consumer, such as adhering to specific timelines in dealing with consumers (Sadq et al, 2019). The types of competitive advantage according to (Evans, 1997) include cost, quality, flexibility, delivery, and creativity. Mintizberg & Quinn (1998) indicates the types of competitive advantage as quality,

attribution, reputation, cost, and design. On his part, Best (1997) defined the types of competitive advantage as cost, excellence, growth, alliances, and creativity. Slack & Wernerfelt, (1998) states the types of competitive advantage as design, quality, flexibility, ease of use, aesthetics, and creativity. Finally, the types of competitive advantage according to (Macmillan & Tampo, 2000) include cost, excellence, flexibility, time, technology.

### ***The Importance of Competitive Advantage:***

1. The importance of the location of competitive advantage in studying strategic management, as studies and research within the strategy and its management, especially during the past two decades, are not free of the concept of competitive advantage, and this is the reason that some have said that (strategic management can be defined as a competitive advantage) (Pitts & Lei, 2003).
2. The competitive advantage is an important and essential factor for the work of organizations of all types and production, because it is the basis that is formulated from the competitive strategy and all other factors or variables interact to support this advantage and the emergence of the overall competitive strategy of the organization (Miller & Dess, 1996).
3. The competitive advantage represents a tool to face the challenge that awaits the organization from the competing organizations in the relevant sector, and this comes through the development of the organization's competitive knowledge and its ability to meet the needs of future customers by standardizing technologies and production skills in capacities that enable them to adapt to rapidly changing opportunities (Hoffman, 2000: 321).
4. The competitive advantage is an important criterion for the resulting organizations, because successful organizations are the ones that constantly create new models for the mentioned advantage, as long as the old models have become widely known and available and the competitors are fully aware of them (Heizer, 2001).
- 5.

### *The Main Types of Competitive Advantages:*

1. **Lowest cost advantage:** it means the organization's ability to design, manufacture and market products at the lowest possible cost compared to its competitors, enabling them to achieve great profits (Sadq et al, 2018). Low costs create opportunities for sale at competitive prices. In order to achieve the lower cost the organization uses an efficient production system and trying to test the appropriate location that is characterized by the presence of facilities (Martinich, 1997). Further, for the organization to achieve the lowest cost, it must determine the loss and waste in production, by focusing on the standard product (Russell & Taylor, 2000).
2. **Product Excellence Advantage (Quality):** is that the organization can provide unique and unique products or services that receive consumer satisfaction (high quality, after-sales services) (Dale, 1997). Therefore, it becomes necessary for the organization to understand and analyze the sources of excellence through the activities of the value chain, to exploit highly technological competencies, skills and technologies, and to adopt effective expansion methods and price and promotional policies that enable us to increase the market share of the organization. Evans (1997) defined quality as it is the appropriate for the purpose of use and dependent on the realization of customer requirements. The quality is the degree of suitability of the design to the function and use of the product and the degree of conformity of the final product to the design specifications (Adam & Ronald, 1996). The quality of the product has become important for the organization that is trying to maintain its competition in the market, as well as to maintain the competitive cost. Therefore, it has become necessary for the organizations to improve the quality of the product without increasing the costs through relying on technology that helps to improve the quality and reduce costs (Vondermbse and White, 1996).
3. **Time abbreviation advantage (JIT):** is to achieve a competitive advantage on the basis of reducing the time component in favor of the customer through several elements (Heizer, 2001), the most important are. Firstly, reducing

- the time to introduce new products to the market. Secondly, reducing the processing life of products, thereby reducing both storage and production costs (Mantak et al, 2019). Thirdly, reducing the order delivery period to the customer. Fourthly, reducing turnaround time or changing production processes (manufacturing flexibility). Finally, commitment to specific schedules in dealing with customers (Aljaf and Sadq, 2015). The market sector takes into account the speed of delivery as a determinant of its purchasing decision (Sadq et al, 2020). Hence, the organization's ability to provide reliability and delivery allows it to impose higher prices for its products (Chase, 2001). Stone and Leong (1994) states that delivery means dependability and speed. The reliability of delivery means that it is delivery on time and this dimension is related to the ability to supply the product on time (Sadq, 2019). As for the speed of delivery it is intended to work faster and this dimension is related to the ability to complete the production process quickly to the customer's satisfaction and the organization can rely on the computer to achieve this (Evans, 1997).
4. **Flexibility:** Flexibility is related to the strategic perspective that is the ability to provide a wide range of product to customers (Mala et al, 2017). It is the important element here is the ability to provide products at a time when the organization is required to develop new products and then determine the required size and desired diversification (Hall, 1992). Flexibility according to Krajewzki & Ritzman (1996) is the adaptability to offer a variety of products. Heizer and Render (1999) defines Flexibility as the ability to make changes in a market location that relies on creativity in design and sizes. Robbins (2008) states that flexibility is the rapid response to change in customer demand, as well as increased customer satisfaction and targeted delivery by reducing time. Thus, flexibility has become a competitive dimension, and it includes the ability to produce new products in a large amount, as well as the ability to quickly modify existing products and respond to customer desires (Stone and Leong, 1994). Slack, et al (2004) shows that flexibility means the company's ability to change operations to other methods, and this may mean

a change in the performance of operations. In addition it is a change in the way and time of operations (Merkhan et al, 2017). The customer needs to change operations to provide four requirements: product flexibility, mix flexibility, volume flexibility, and delivery flexibility (Najm et al, 2019).

Besides, increase innovative is types of competitive advantages that have not been measured in the present study. Increase innovative it is the organizations' possession of a strategic vision for innovation that enables them to achieve the competitive advantage of innovation (Ahmad et al, 2019). Furthermore, it gives the organization based on innovation the ability to compete and reach new products and to customers (Ahmed et al, 2017) and new markets faster along with what is better than its competitors, and this is the primary competition law that prevails in the business world today (Khorsheed et al, 2020). It is ideas that are new, useful, and continuous, or reshape or re-create new ideas to bring something new, and through which an optimal solution to a problem is reached, or a new idea is applied (Othman et al, 2019). It helps the individual to feel and awareness of the problem and weaknesses, to search for and predict solutions, to develop hypotheses and to test their validity, and within this concept mental processes are the basis and essence of creative work (Wang et al, 2011).

#### ***Factors Affecting the Creation of Competitive Advantage:***

The competitive advantage arises as a result of internal and external factors, as follows:

**External factors:** It is the change in customer needs or technological, economic or legal changes, which may create a competitive advantage for some institutions due to their rapid reaction to the changes (Othman et al, 2019; Abdullah et al, 2020). For instance, it can be said that the organization that imported modern technology required in the market faster than others was able to create a competitive advantage by quickly reacting to changing technology and market needs (Sadq, 2015). Hence, the importance of the organization's ability to quickly respond to external changes appears, and this depends on the organization's flexibility and its ability to track changes by analyzing information

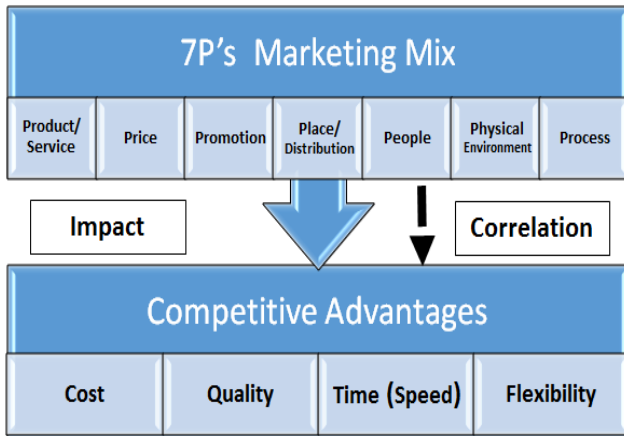
and anticipating changes, and the existence of an information system (Adam & Ronald, 1996).

**Internal factors:** Is the ability of the organization to possess resources and build or purchase capabilities that are not available to other competitors, including innovation and creativity that have a major role in creating a competitive advantage (Omer et al, 2017). Creativity here is not limited to developing a product or service, but it includes creativity in strategy and creativity in the method of work or technology used or creativity in creating a new benefit (Adam & Ronald, 1996).

#### **Methodology of the study:**

The study adopted the descriptive analytical method to collect the necessary information as follows. Firstly, primary sources based on the data collected from the study sample through a questionnaire were prepared for this purpose. Secondary sources were used to cover the theoretical aspect of this study such as books and related scientific studies. The questionnaire used as a tool to collect primary data consists of three sections. The first section contains (4) questions related to respondents' demographics data. The second section contains (35) end-closed question aimed at identifying respondents' attitudes towards the adoption of 7 P's Marketing Mix elements by Paitaxt Technical Institute in Erbil city, Kurdistan Region of Iraq. Section three contains (20) end-closed question to identify the level of achieving competitive advantages felt by the respondents. The questionnaire is based on the Five- Likert scale: strongly agree (5), agree (4), uncertain (3), disagree (2), and strongly disagree (1) (Sekaran, 2015). The statistical program (SPSS) was used to analyze the questionnaires through various statistical analyses. The study population consists of all academic staff in the private Paitaxt Technical Institute in Erbil city, Kurdistan Region of Iraq that number approximately (100) teaching staff. The researchers distributed the questionnaire to a (60) academic staff (48) were returned, however (42) forms was suitable for analysis. In light of the problem of the study and its objectives, the following model has been proposed to diagnose the role of services Marketing Mix 7P's on achieving competitive advantages as shown in figure (1).





**Figure (1) study model**

The study model built in light of the review of relevant literature. The independent variable "services Marketing Mix 7P's" has been relay on (Othman et al. 2019) and (Sadq et al, 2019). However, achieving competitive advantages has been relay on (Suhong et al, 2006) and (Sadq et al, 2019). The model assumes a positive correlation as well as an impact of services Marketing Mix 7P's through its elements (product/educational service, price, promotion, place, people, physical evidence, and process) as an independent variable, on achieving competitive advantages through its elements (cost, quality, time, and flexibility) as a dependent variable.

**Study hypotheses:**

**H<sub>1</sub>:** Statistically there is a positive correlation between 7P's Marketing Mix and achieving competitive advantages.

**H<sub>2</sub>:** Statistically there is an impact of 7P's Marketing Mix on achieving competitive advantages.

**Results and Outcomes:**

**Respondents Demographics Analysis**

**Gender of Respondents:** table (1) illustrates the gender of respondents. The majority of the participants were male N=24 (57.1%) and N=18 (42.9%) were female.

**Level of Education:** table (1) illustrates the education level of the respondents. The majority of the respondents are holding MSc degree N=23 (%54.8), coming second the respondents that are

holding PhD degree N=18 (%42.9). Finally, comes the respondents that are holding BSc degree N=1 (%2.4).

**Years of experience:** table (1) illustrates the respondents years of experience, the majority N= 16 with (%38.1) years of experience are between 11-15 years. Secondly, N= 9 (%21.4) their years of experience are between (1 – 5 years) and (6 – 10 years). Finally, N= 8 (%19.0) their years of experience are more than 16 years.

**Age:** table (1) illustrates the age of the respondents. The majority of the respondents their age are between (31-40 years) N=16 (%38.1), coming second the respondents that their age are between (41-50 years) N=13 (%31.0). Coming third the respondents that their age are between (51-60 years) N=7 (%16.7). Finally, comes the respondents that their age are between (20-30 years) N=6 (%14.3).

**Table (1) respondents' demographics analysis**

Demographics analysis		Frequency	Percent
Gender	Male	24	57.1
	Female	18	42.9
	<b>Total</b>	<b>42</b>	<b>100.0</b>
Level of education	BSc.	1	2.4
	MSc.	23	54.8
	PhD.	18	42.9
	<b>Total</b>	<b>42</b>	<b>100.0</b>
Years of experience	1- 5 years	9	21.4
	6-10 years	9	21.4
	11-15 years	16	38.1
	More than 16 years	8	19.0
	<b>Total</b>	<b>42</b>	<b>100.0</b>
Age	20-30 years	6	14.3
	31-40 years	16	38.1
	41-50 years	13	31.0
	51-60 years	7	16.7
	61-70 years	0	0.0
	<b>Total</b>	<b>42</b>	<b>100.0</b>

**Descriptive analysis of study variables:**

**7P's Marketing Mix Questions analysis:**

In present study, 7P's Marketing Mix represents by seven dimensions (product/service, price,

promotion, place/distribution, people, physical environment, and process of providing the services). Table (2) shows the general average means of 7P's Marketing Mix questions (X1-X5) that reached (3.94). As shown, there is a high level in the general averages of all 7P's Marketing Mix elements. In each of the five questions relating to product/service, price, promotion, place/distribution, people, physical environment, and process of providing the services questions reflect a high general mean of (3.85), (3.84), (3.76), (3.80), (4.08), (4.19) and (4.09) respectively. These results indicate that the 7P's Marketing Mix elements receive a high level of attention at the Paitaxt Technical Institute in Erbil city, Kurdistan Region of Iraq according to the perspectives of the study sample.

**Table (2) Means and Standard Deviations of 7P's Marketing Mix**

7P's Marketing Mix elements	Mean	St. Deviation	Rank
Product/Service	3.85	0.704	4
Price	3.84	.794	5
Place/Distribution	3.76	.731	7
Promotion	3.80	.869	6
People	4.08	.747	3
Physical Environment	4.19	.716	1
Process of Providing the Services	4.09	.637	2
<b>7P's Marketing Mix</b>	<b>3.94</b>	<b>.742</b>	

Besides, for each element frequency distribution, percentages, means, and standard deviations have been illustrated as the following:

**1. Product/Services:** The table below (3) illustrates the analysis of product/services questions (X1-X5). The general average of services/product questions reached a high level of contribution through the mean of (3.85). The important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X2) that the question states "The educational services of the Paitaxt Technical Institute in Erbil are better than its competitors." this question reached a mean and standard deviation of (3.95), (.731) respectively. On the other hand, the lowest contribute question is (X5) that the question states "Paitaxt Technical Institute in Erbil provides a variety of community services to suit specialization requirements." that

reached a mean and standard deviation of (3.76), (.759) respectively.

**Table (3) analyzing (Product/Services) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		
X1	0	0.0	1	2.4	1	2.3	2	6.8	3	7.1	3.79	.606
X2	0	0.0	1	2.4	9	21.4	2	3.8	4	9.4	3.95	.731
X3	0	0.0	0	0.0	1	2.3	2	3.8	4	8.0	3.99	.677
X4	0	0.0	2	4.8	1	2.3	2	3.8	4	6.3	3.80	.750
X5	0	0.0	2	4.8	1	2.3	2	3.8	2	6.3	3.76	.759
<b>General average of product/services questions</b>											<b>3.85</b>	<b>.742</b>

**2. Price:** The table below (4) illustrates the analysis of price questions (X6-X10). The general average of price questions reached a high level of contribution through the mean of (3.84). The important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X9) that the question states "Discounts granted to families and martyrs' families are acceptable" this question reached a mean and standard deviation of (4.02), (.811) respectively. In contrast, the lowest contribute question is (X6) that the question states "Study fees are appropriate and appropriate for students and in accordance with the specialty." that reached a mean and standard deviation of (3.50), (.890) respectively.

**Table (4) analyzing (price) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		

X 6	2	4 .8	4	9 .5	8	1 9 .0	2 7	6 4 .3	1	2 .4	3 .5 0	.8 9 0
X 7	0	0 .0	0	0 .0	1 0	2 3 .8	2 6	6 1 .9	6	1 4 .3	3 .9 0	.6 1 7
X 8	0	0 .0	2	4 .8	1 0	2 3 .8	2 1	5 0 .0	9	2 1 .4	3 .8 8	.8 0 3
X 9	0	0 .0	3	7 .1	4	9 .5	2 4	5 7 .1	1 1	2 6 .2	4 .0 2	.8 1 1
X 10	0	0 .0	2	4 .8	1 1	2 6 .2	1 8	4 2 .9	1 1	2 6 .2	3 .9 2	.8 5 0
General average of price questions											3 .8 4	.7 9 4

**3. Place/Distribution:** The table below (5) illustrates the analysis of place/distribution questions (X11-X15). The general average of place/distribution questions reached a high level of contribution through the mean of (3.76). The important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X12) that the question states "Guide boards are available for the Institute's website." that reached a mean and standard deviation of (3.60), (.828) respectively.

**Table (5) analyzing (Place/Distribution) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		
X 11	0	0	0	0	1	4	2	5	4	2	3.6	.77
X 12	0	0	1	2	6	4	2	6	8	1	4.0	.66

X 13	0	0	5	1	3	7	2	6	6	1	3	.8 2 4
X 14	0	0	3	7	1	0	2	5	7	1	3	.7 6 7
X 15	0	0	3	7	1	7	4	3	6	1	3	.8 2 8
General average of Place/Distribution questions											3 .7 6	.7 3 1

**4. Promotion:** The table below (6) illustrates the analysis of promotion questions (X16-X20). The general average of promotion questions reached a high level of contribution through the mean of (3.80). The important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X17) that the question states "The quality of promotional information on educational services is sufficient and accurate." this question reached a mean and standard deviation of (4.00), (.663) respectively. However, the lowest contribute question is (X18) that the question states "The PaitaxtTechnical Institute in Erbil is carrying out cultural activities and programs to introduce educational services" that reached a mean and standard deviation of (3.60), (.898) respectively.

**Table (6) analyzing (promotion) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		
X 16	0	0	2	4	1	4	1	4	6	1	3.6	.79
X 17	0	0	0	0	9	2	2	5	9	2	4.0	.66
X 18	2	4	2	4	1	3	1	4	7	1	3.6	.89
X 19	1	2	1	2	1	2	1	4	3	3	3.9	.66
X 20	0	0	5	1	9	2	1	4	1	2	3.8	.96

			9		4		5		2	1	9	
General average of promotion questions											3	.8
											8	6
											0	9

**5. People:** The table below (7) illustrates the analysis of People questions (X21-X25). The general average of People questions reached a high level of contribution through the mean of (4.08). The important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X24) that the question states "The teachers deal educationally with students." this question reached a mean and standard deviation of (4.33), (.650) respectively. On the other hand, the lowest contribute question is (X25) that the question states "The method of providing educational services is good compared to other institutes" that reached a mean and standard deviation of (3.95), (.764) respectively.

**Table (7) analyzing (people) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		
X 21	0	0	4	9	4	9	1	4	1	3	4	.9
		.0		.5		.5		.8		.6		.3
		0		5		5		9		1		0
		0		5		7		9		1		2
X 22	0	0	1	2	7	1	5	2	9	2	4	.6
		.0		.4		.7		.5		.4		.9
		0		4		7		5		4		0
		0		4		7		5		4		8
X 23	0	0	0	0	8	1	5	2	2	1	4	.6
		.0		.0		.0		.2		.2		.9
		0		0		0		4		2		6
		0		0		8		2		2		2
X 24	0	0	0	0	4	9	2	4	7	1	4	.6
		.0		.0		.5		.0		.8		.5
		0		0		5		6		9		0
		0		0		7		6		9		0
X 25	0	0	2	4	7	1	5	2	7	9	3	.7
		.0		.8		.7		.4		.1		.6
		0		8		7		4		9		4
		0		8		7		4		9		4
General average of people questions											4	.7
											0	4
											8	7

**6. Physical Environment Components:** The table below (8) illustrates the analysis of Physical environment components questions (X26-X30). The general average of Physical environment components questions reached a high level of contribution through the mean of (4.19). The

important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X28) that the question states "General cleaning is a feature of the Paitaxt Technical Institute in the city of Erbil, with gardens in it." this question reached a mean and standard deviation of (4.26), (.857) respectively. On the other hand, the lowest contribute question is (X27) that the question states "Modern classrooms and advanced laboratory equipment are available" that reached a mean and standard deviation of (4.13), (.544) respectively.

**Table (8) analyzing (Physical Environment Components) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		
X 26	0	0	0	0	5	1	2	5	1	3	4	.6
		.0		.0		.9		.4		.7		.5
		0		0		4		6		3		.4
		0		0		2		4		1		.5
X 27	0	0	0	0	2	4	2	6	3	1	4	.4
		.0		.0		.8		.3		.0		.4
		0		0		8		7		3		.5
		0		0		8		7		3		.4
X 28	1	2	1	2	2	4	2	4	1	4	4	.8
		.4		.4		.8		.6		.8		.5
		4		4		8		0		8		.7
		4		4		8		6		9		.0
X 29	0	0	0	0	6	1	4	1	5	1	4	.7
		.0		.0		.3		.9		.7		.0
		0		0		6		2		5		.9
		0		0		3		2		9		.1
X 30	0	0	2	4	5	1	1	4	3	1	4	.8
		.0		.8		.9		.2		.6		.2
		0		8		9		2		1		.4
		0		8		9		2		1		.4
General average of Physical Environment Components questions											4	.7
											.1	1
											9	6

**7. Process of Delivery Services:** The table below (9) illustrates the analysis of process of delivery services questions (X31-X35). The general average of process of delivery services questions reached a high level of contribution through the mean of (4.09). The important question that contributes to enhance the 7P's Marketing Mix based on the percentages is (X31) that the question states "The process of providing educational services is good." this question reached a mean and standard deviation of (4.24), (.532) respectively. In contrast, the lowest contribute question is (X34) that the question states "Accuracy in class dates, starting and ending" that

reached a mean and standard deviation of (3.93), (.640) respectively.

**Table (9) analyzing (Process of Delivery Services) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St. D.
	N	%	N	%	N	%	N	%	N	%		
X31	0	0	0	0	2	4.8	2	6.8	1	2.6	4.2	.53
X32	0	0	0	0	5	11.9	2	5.5	1	2.6	4.1	.62
X33	0	0	0	0	5	11.9	2	5.9	8	9.0	4.5	.58
X34	0	0	0	0	1	3.8	2	5.5	7	7.7	3.9	.64
X35	0	0	2	4.8	7	16.7	1	5.2	1	3.3	4.0	.83
General average of Process of Delivery Services questions											4.0	.639

Dimensions			
Cost	4.06	.757	2
Quality	4.12	.728	1
Time (Speed)	3.90	.779	4
Flexibility	3.98	.777	3
Competitive Advantages	4.01	.760	

Besides, for each dimension frequency distribution, percentages, means, and standard deviations have been illustrated as the following:

**1. Cost:** The table below (11) illustrates the analysis of cost questions (Y1-Y5). The general average of cost questions reached a high level of contribution through the mean of (4.06). The important question that contributes to enhance the competitive advantages based on the percentages is (Y1) that the question states "The Paitax Technical Institute in Erbil is superior to its competitors in terms of price and quality of services." this question reached a mean and standard deviation of (4.21), (.842) respectively. In contrast, the lowest contribute question is (Y4) that the question states "The institute seeks to make use of information systems to reduce costs." that reached a mean and standard deviation of (3.98), (.625) respectively.

**Competitive Advantages:**

Competitive advantages in present study represents by four dimensions (cost, quality, time, and flexibility). Table (10) shows the general average means of competitive advantages questions (Y1-Y20) that reached (4.01). As shown, there is a high level in the general averages of all competitive advantages dimensions. In each of the five questions relating to (cost, quality, time, and flexibility) questions reflect a high general mean of (4.06), (4.12), (3.90) and (3.98) respectively. These results indicate that the competitive advantages receive a high level of attention at the Paitax Technical Institute in Erbil city, Kurdistan Region of Iraq according to the perspectives of the study sample.

**Table (10) Means and Standard Deviations of Competitive Advantages**

Competitive Advantages	Mean	St. Deviation	Rank
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**Table (11) analyzing cost questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St. D.
	N	%	N	%	N	%	N	%	N	%		
Y1	0	0	2	4.8	5	11.9	1	7.5	4	9.8	4.2	.84
Y2	1	2.4	1	2.4	6	14.3	1	9.2	5	11.7	4.5	.90
Y3	0	0	1	2.4	6	14.3	2	5.5	1	3.0	4.0	.99
Y4	0	0	1	2.4	8	19.0	2	4.7	9	21.4	3.9	.71
Y5	0	0	0	0	8	19.0	2	6.6	1	3.9	4.0	.62
General average of cost questions											4.0	.705

	6	7
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**2. Quality:** The table below (12) illustrates the analysis of quality questions (Y6-Y10). The general average of quality questions reached a high level of contribution through the mean of (4.12). The important question that contributes to enhance the competitive advantages based on the percentages is (Y9) that the question states "The educational services fields at the Paitaxt Technical Institute in the city of Erbil are superior to their competitors." this question reached a mean and standard deviation of (4.29), (.596) respectively. However, the lowest contribute question is (Y10) that the question states "The institute has an organized program to control educational quality." that reached a mean and standard deviation of (3.95), (.825) respectively.

**Table (12) analyzing quality questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.	
	N	%	N	%	N	%	N	%	N	%			
Y6	0	0	2	4	6	1	4	1	5	1	5	4	.8
Y7	0	0	0	0	7	1	6	1	5	1	8	4	.7
Y8	0	0	0	0	7	1	6	2	4	1	8	4	.6
Y9	0	0	0	0	3	7	2	7	1	5	3	4	.5
Y10	1	2	1	2	6	1	4	2	9	9	1	8	.2
General average of quality questions											4	1	.7
											2	2	.8

**3. Time (Speed):** The table below (13) illustrates the analysis of time (speed) questions (Y11-Y16). The general average of time (speed) questions reached a high level of contribution through the mean of (3.90). The important question that contributes to enhance the competitive advantages based on the percentages is (Y14) that the question states "The Institute's management is able to develop the current educational services

provided." this question reached a mean and standard deviation of (4.26), (.734) respectively. In contrast, the lowest contribute question is (Y13) that the question states "The institute employees have the ability to implement the educational plan on time." that reached a mean and standard deviation of (3.57), (.914) respectively.

**Table (13) analyzing Time (Speed) questions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.	
	N	%	N	%	N	%	N	%	N	%			
Y11	1	2	0	0	1	2	2	5	2	1	3	.7	
Y12	0	0	1	2	1	2	2	9	6	4	3	.6	
Y13	0	0	6	4	1	2	1	8	6	4	3	.9	
Y14	0	0	0	0	7	1	6	1	1	4	4	.7	
Y15	0	0	2	4	6	1	4	2	1	3	4	.8	
General average of Time (Speed) questions											3	.7	
											9	7	.9

**4. Flexibility:** The table below (14) illustrates the analysis of flexibility questions (Y16-Y20). The general average of flexibility questions reached a high level of contribution through the mean of (3.98). The important question that contributes to enhance the competitive advantages based on the percentages is (Y19) that the question states "The institute is able to cope with the changes in the design of the provision of educational services as a result of the change in customer preferences." this question reached a mean and standard deviation of (4.10), (.906) respectively. In contrast, the lowest contribute question is (Y16) that the question states "The institute is able to respond to the changing demands in the type of educational services." that reached a mean and standard deviation of (3.93), (.731) respectively.

**Table (14) analyzing flexibilityquestions**

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	St D.
	N	%	N	%	N	%	N	%	N	%		
Y16	0	0	1	2	9	2	2	5	9	2	3	.7
Y17	0	0	0	0	1	2	2	6	6	1	3	.6
Y18	1	2	1	2	1	2	1	4	1	3	3	.9
Y19	1	2	1	2	6	1	4	5	1	5	4	.9
Y20	0	0	1	2	6	4	2	9	1	3	4	.6
General average of flexibilityquestions											3	.7
											9	7
											8	7

positive correlation between 7P's Marketing Mix and achieving competitive advantages.

**Table (15) Pearson Correlation Analysis**

	Achieving Competitive Advantages	
	Pearson's correlation (R)	Sig. (2-tailed)
7P's Marketing Mix	.732**	0.00
Product/Service	.718**	0.00
Price	.699**	0.00
Promotion	.703**	0.00
Place/Distribution	.743**	0.00
People	.784**	0.00
Physical Environment	.737**	0.00
Process of Providing the Services	.753**	0.00

**Examining the study hypotheses:**

**Pearson Correlation analysis:**

Table (15) shows the result of analysis carried out to test the first hypothesis. To test the correlation among the study variables; Pearson's (r) correlation was calculated. The correlation coefficient for the data revealed that variables tested were positively and significantly related. In the table (15) the correlation matrix explains that 7P's Marketing Mix were positively correlated with achieving competitive advantages as the value of the correlation coefficient was above moderate (.732\*\*) at the level of significance (0.01) and reached the value of significant at (0.000).

Moreover, the elements of 7P's Marketing Mix (product/service, price, promotion, place/distribution, people, physical environment, and process of providing the services) were positively correlated with achieving competitive advantages at the value of significant (0.00). Moreover, the table shows that people achieved the highest positive correlation with achieving competitive advantages. On the contrary, Price has the weakest correlation with achieving competitive advantages. Consequently, the first hypothesis accepted which states that there is a measurable

**Multiple Regression Analysis:**

In order to examine the second hypothesis, multiple regression analysis was used to identify the impact of 7P's Marketing Mix on achieving competitive advantages as well as the impact of elements of 7P's Marketing Mix individually on achieving competitive advantages. The results of the multiple regressions indicate that 7P's Marketing Mix has an impact on achieving competitive advantages. This is supported by the value of (F) calculated that equal to (43.587) that is greater than the value of (F) tabulated that equal to (4.0012). The coefficient of (R<sup>2</sup>) is equal to (.312) which refers to the ability of the 7P's Marketing Mix in explaining the achievement of the achieving strategic success about 31.2%. Furthermore, the table below shows that statically there is a significant impact of the elements of 7P's Marketing Mix individually on achieving competitive advantages. The impact of Process of Providing the Services on achieving competitive advantages reached the highest important impact comparing to other elements. However, Product/Service reached the lowest important impact on achieving competitive advantages. As a result, the second hypothesis is accepted as well that states statistically there is an impact of 7P's Marketing Mix on achieving competitive advantages.

**Table (16) the Impact 7P's Marketing Mix on achieving competitive advantages**

	Achieving Competitive Advantages		R <sup>2</sup>
	(F) calculated	(F) tabulated	
<b>7P's Marketing Mix</b>	43.587	4.0012	.312
Product/Service	32.720	4.0012	.243
Price	34.649	4.0012	.252
Promotion	36.384	4.0012	.261
Place/Distribution	35.382	4.0012	.259
People	37.050	4.0012	.277
Physical Environment	36.124	4.0012	.263
Process of Providing the Services	39.649	4.0012	.304

**Discussion and Conclusion:**

Through the process of analyzing the results of this study and testing its hypotheses, the following conclusions were reached:

1. The results proved that the Paitaxt technical institute has a high competitive advantage from the perspectives of the study sample. The general mean of the marketing mix elements between high and medium. Besides, the general mean of the competitive advantage was high, and this is due to the advantage of the educational services provided and their diversity by Paitaxt technical institute, which is superior to its competitors and provided to customers positively and with high quality.
2. The study demonstrated a positive correlation between the elements of the 7P's marketing mix combined to achieve the competitive advantage, as the value of the correlation coefficient was average at a significant level of (0.01) and reached the value of significant at (0.000). The results show that people achieved the highest positive correlation with achieving competitive advantages. However, Price has the weakest correlation with achieving competitive advantages.
3. The study confirmed a statistically significant impact of the 7P's marketing mix elements combined in achieving the competitive advantage. The impact of Process of Providing the Services on achieving competitive advantages reached the highest important impact comparing to other elements. On the other hand, Product/Service reached the lowest

important impact on achieving competitive advantages.

4. This study found that the competitive advantage is the unique long-term site that the organization develops by performing its activities in a distinctive and effective way and using its internal strengths towards providing valuable benefits to its customers that its competitors cannot provide. And, the competitive advantage is the ability of the organization to perform its work in a way that is difficult for its competitors to imitate.
5. This study found that the private education market in the Kurdistan Region of Iraq is witnessing strong competition between private institutes and universities, after increasing the demand for them by students and the failure of public universities to absorb the huge number of students graduating middle school. Institutes try to follow different methods in marketing their educational services with a view to attracting and attracting students, which led to increased intensity of competition between private institutes and universities.

**Recommendations:**

1. Organizations should pay more attentions to the status of emphasizing on the importance of the role of the services marketing mix 7P's elements through effective marketing strategies that achieve competitive advantage.
2. The necessity of continuing to maintain the level of educational services provided, of high quality, which in turn attracts the largest number of clients, and thus outperforms its competitors in the market for the provision of educational services.
3. The institute management should work to make the tuition offered by students more comfortable, and to provide discounts and discretionary prizes to the first and for the purpose of encouraging them to research and develop their cognitive skills.
4. The management of the institute should focus on the elements of the promotional mix (advertising, direct promotion, public relations and publishing) in order to define and remind the various educational and societal services to the largest possible number of clients and clients looking to obtain educational services.



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**Section A: Biographical Data**

<b>Levels of Education</b>	BSc. Degree	
	High Diploma degree	
	MSc. Degree	
	PhD. Degree	
<b>Age</b>	20-30 years	
	31-40 years	
	41-50 years	
	51-60 years	
	61-70 years	
<b>Years of Experience</b>	1- 5 years	
	6-10 years	
	11-15 years	
	More than 16 years	
<b>Gender</b>	Male	
	Female	

		Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
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Marketing Mix services Elements 7P's					
<b>Educational product/services</b>					
1	The PaitaxtTechnical Institute in Erbil provides educational services appropriately.				
2	The educational services of the PaitaxtTechnical Institute in Erbil are better than its competitors.				
3	Educational services are varied and according to the academic departments admitted to students.				
4	The PaitaxtTechnical Institute in Erbil is characterized by providing high-quality educational services.				
5	PaitaxtTechnical Institute in Erbil provides a variety of community services to suit specialization requirements.				
<b>Price</b>					
6	Study fees are appropriate and appropriate for students and in accordance with the specialty.				
7	Tuition fees are competitive compared to other institutes.				
8	Payment of tuition fees in the form of installments is convenient for students.				
9	Discounts granted to families and martyrs' families are acceptable.				
10	The prices of food and drinks at the PaitaxtTechnical Institute in Erbil are convenient.				
<b>Place</b>					
11	The PaitaxtTechnical Institute site in Erbil is convenient for me.				
12	I can easily get to the PaitaxtTechnical Institute.				
13	The institute has a suitable parking space.				
14	The hours and dates of the lectures are appropriate and appropriate.				
15	Guide boards are available for the Institute's website.				
<b>Promotion</b>					
16	The PaitaxtTechnical Institute in the city of Erbil uses the means to promote the announcement of educational services.				
17	The quality of promotional information on educational services is sufficient and accurate.				
18	The PaitaxtTechnical Institute in Erbil is carrying out cultural activities and programs to introduce educational services.				
19	The PaitaxtTechnical Institute in Erbil offers valuable gifts and prizes to the first in departments and colleges.				
20	The PaitaxtTechnical Institute in the city of Erbil issues brochures and booklets to provide the public with information about educational services.				
<b>People</b>					
21	The teaching staff and employees of the PaitaxtTechnical Institute in the city of Erbil are highly skilled.				

22	The employees of the PaitaxtTechnical Institute in Erbil deals with the public (customers) in a tactful and elegant manner.					
23	The PaitaxtTechnical Institute in Erbil attracts highly skilled teachers.					
24	The teachers deal educationally with students.					
25	The method of providing educational services is good compared to other institutes.					
<b>Physical environment components</b>						
26	The external and internal appearance of the PaitaxtTechnical Institute building in the city of Erbil is good.					
27	Modern classrooms and advanced laboratory equipment are available.					
28	General cleaning is a feature of the PaitaxtTechnical Institute in the city of Erbil, with gardens in it.					
29	There are places available at the PaitaxtTechnical Institute in the city of Erbil to hold sports and leisure activities.					
30	The library of the PaitaxtTechnical Institute in the city of Arbil provides general scientific references and all specialties.					
<b>Process of delivery services</b>						
31	The process of providing educational services is good.					
32	Good reception and response services to students' inquiries.					
33	The PaitaxtTechnical Institute in the city of Erbil uses modern technologies to communicate with students.					
34	Accuracy in class dates, starting and ending.					
35	The mechanism for providing educational services is competitive compared to other institutes.					

		Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
<b>Competitive advantage</b>						
<b>Cost</b>						
1	The PaitaxtTechnical Institute in Erbil is superior to its competitors in terms of price and quality of services.					
2	The PaitaxtTechnical Institute in Erbil has the ability to offer high value to customers					
3	The institute reduces the cost of functioning operations.					
4	The institute seeks to make use of information					



	systems to reduce costs.					
5	The institute reduces the cost of administrative operations.					
<b>Quality</b>						
6	The management of the institute adopts a clear and documented quality policy.					
7	The services of the PaitaxtTechnical Institute in Erbil are distinguished favourably from its competitors.					
8	The marketing means used by the PaitaxtTechnical Institute in the city of Erbil gives it superiority over its competitors.					
9	The educational services fields at the PaitaxtTechnical Institute in the city of Erbil are superior to their competitors.					
10	The institute has an organized program to control educational quality.					
<b>Time (Speed)</b>						
11	The institute is keen to complete the educational operations on time.					
12	The institute is characterized by meeting customers' requests quickly.					
13	The institute employees have the ability to implement the educational plan on time.					
14	The Institute's management is able to develop the current educational services provided.					
15	The institute has the ability to respond to customer requests in a shorter (faster) time than competitors.					
<b>Flexibility</b>						
16	The institute is able to respond to the changing demands in the type of educational services.					
17	The institute uses a variety of multidisciplinary teams to provide educational services.					
18	The institute has the ability to fulfil different educational requests, both in quantity and quality.					
19	The institute is able to cope with the changes in the design of the provision of educational services as a result of the change in customer preferences.					
20	The institute has a streamlined flow of educational processes to respond to a change in competitive priorities.					