

THE IMPACT OF VISIONARY LEADERSHIP ON ACHIEVING CREATIVE MARKETING - FIELD RESEARCH

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ABSTRACT:

The aim of this research is to demonstrate the impact of visionary leadership as an independent variable in achieving Creative marketing as a dependent variable, The descriptive analytical approach was used to complete this research, A deliberate intentional sample was selected, (136) of the research community of (143) senior officials and decision makers, The questionnaire was used as a key tool in the research, The researcher used the interview as a secondary tool in promoting research answers, Data were processed using the statistical program (SPSS 24, AMOS 23), The research has reached a number of conclusions, the most important of which is the validity of research hypotheses at the micro and macro level, which proves the relationship of influence between visionary leadership and Creative marketing, Based on the results of the test hypotheses as it turns out that vision is the most influential dimension of Creative marketing among the other dimensions of visionary leadership, The research came out with a number of recommendations and the most prominent is the need to pay attention to the process of communication in various directions within the company, And increase the interest in competencies and expertise by providing training programs and workshops that will contribute to the development of their expertise, The organization should give the subordinates enough freedom to exchange views and ideas, As well as the need to introduce modern technology in the production lines used by various organizations of the world.

Keywords: *visionary leadership, Creative marketing.*

FIRST: LITERARY REFERENCES

A - Visionary Leadership: Is intended to create and deliver an inspirational vision among subordinates to achieve and maintain superior performance, Which have a positive impact on commitment to the leader, trust in the leader, performance levels among subordinates, and organizational performance (Nwachukwu, et al, 2017:1302).

The dimensions of visionary leadership:

• **Vision:** A fantasy image and a vibrant and compelling idea in the leader or his followers that describe the future state of the organization and promote positive perceptions (Kwan, 2013: 21).

• **Communication:** That the transmission of information from one party to another within the organization leading to a specific result or change in behavior or practices, It is also defined as a process through which the meanings are exchanged between individuals through a common system of symbols (Harem, 2010: 15).

• **Empowerment:** To grant workers the power, freedom, and information to make and participate in decision-making without reference to higher levels (Daft, 2001: 501).

B. Innovative marketing: The process of finding creative, new or unconventional solutions to problems and needs and putting them into practice in marketing practices, This

includes the development of new products and services, and new processes to perform organizational functions (O'Dwyer et al., 2009: 384).

Dimensions of Creative marketing:

- **Development of marketing technology:** A development that has a big role in the success of marketing organizations, because the changes that occur in the tastes of customers quickly in our time, Requires organizations to make efforts to address these changes, Providing products in the form required by the customer does not only lead to customer satisfaction but also to happiness, Thus achieving success for organizations that have knowledge about advanced technology in markets (Sadiq, 2013: 137).
- **Find customer value:** Creating value for customers by creating an organizational structure characterized by creativity, risk, In order to create communication and value to customers, And reduce the costs of acquisition, use and distribution of products and services provided by the Organization to customers (Kurgun et al., 2011: 351-352).
- **Raise resources:** Resources used by organizations to achieve Creative, Which have a positive impact on the effectiveness of organizations and raise the value of their resources, As each organization has its resources, it should work well to identify and allocate them for the purpose of implementing its marketing program, By exploiting opportunities and avoiding threats and risks through their ability to exploit their resources, especially financial and human resources (Nuri and Dulaimi, 2018: 139).
- **Calculated risk:** The person's ability to feel the marketing problem and determine its dimensions, Through which the exploitation of some marketing opportunities that do not conform to the objectives and resources of the Organization, And therefore requires decision makers within organizations to assess these opportunities by developing a policy to counter the losses incurred by the organization at the lowest cost (Kurgun et al., 2011: 350).
- **Creative Imagination:** Mental activity reflects the strength of the person's perception and desire to search for appropriate solutions, As it plays a key role in the success of marketing, Creative is best achieved when flexible and exploratory paths are pre-defined, Which create a greater

focus on IP, networks, brands and talent (Fillis & Rentschler, 2005: 19).

- **Sustainable innovation:** The ability of the Organization to maintain the flow of new ideas with internal and external motives that can be translated into new products, services and technical processes in the markets, Marketing plays an essential role in sustainable innovation by linking more and more mutually targeted standards (Morris, et al., 2001: 13).

SECOND: RESEARCH METHODOLOGY:

1 - Research problem:

In today's public administration environments, large and rapid changes have directly affected all organizations, If we reflect this picture on our Iraqi organizations, we find that they were not isolated from the environmental changes that these countries face, especially after the opening of Iraq to the countries of the world has become a market full of international products of higher quality and low price, making the organizations in a very difficult situation and need to make decisions Fateful lead the Organization to the markets of competition or out of them, It is here that the visionary leadership plays an important role in confronting these challenges by setting a clear vision for a bright future to cope with the change in our world today and competition.

2 - Research Hypotheses:

The hypotheses are a test process through the researcher's findings and in principle whether we get results or not, Multiple regression models are used in direct relationships to test the hypothesis of research using two programs (24 SPSS and 23 AMOS), To study the direct impact of visionary leadership as an independent or explanatory variable in Creative marketing as a variable or variable variable response, It is through this relationship that the main hypothesis of the research is formulated, from which six sub-hypotheses emerge, which will be detailed and in the following form:

Test the main hypothesis of the research: The main hypothesis of research is that visionary leadership influences its dimensions (vision, communication, empowerment) with a significant statistical significance in

the dimensions of innovative marketing, including testing of that effect, The following sub-assumptions emerge:

A- First Hypothesis: Visionary leadership influences its dimensions (vision, communication, empowerment) with significant statistical significance in the development of marketing technology.

B- The second sub-hypothesis: Visionary leadership influences its dimensions (vision, communication, empowerment) with significant statistical significance in the dimension of finding value to the customer.

C- The third hypothesis: Visionary leadership influences its dimensions (vision, communication, empowerment) with a statistically significant effect in the after-raising of resources.

D- The fourth hypothesis: Visionary leadership influences its dimensions (vision, communication, empowerment) with significant statistical significance in the calculated risk dimension.

E- The fifth hypothesis: Visionary leadership influences its dimensions (vision, communication, empowerment) with a statistically significant effect in the dimension of creative imagination.

F- Sub-premise sixth: Visionary leadership influences its dimensions (vision, communication, empowerment) with significant statistical significance in the dimension of sustainable innovation.

3. The research community:

The research community included all the managers in the General Company for the manufacture of medicines and medical supplies - Samarra, The sample of the research included the directors of the top and middle management and the decision makers in the investigated organization represented (general manager, assistant director, department managers, people's officials), They were selected on the basis that they were more familiar with the research variables.

4 - Search tools:

For the purpose of gathering information and data to complete the current research, the researcher relied on the questionnaire. It is the primary means for this purpose, Designed with Arab and foreign sources, In this research, we rely on the Likert pentagram, which emphasizes the strength of the compatibility of the paragraph with choice or incompatibility, Which is divided into the following (fully agreed, agreed, neutral, disagree, not fully agreed) in accordance with weights and values (5, 4, 3, 2, 1), The questionnaire included two parts, The first part includes the personal information of the research sample (gender, age, academic attainment, current position, years of service, duration of service, number of courses, participation in training courses, type of course), The second part included the questions of the variables of research (visionary leadership, innovative marketing), which were presented on the sample of the research and included (56), It was divided into (21) variables of visionary leadership, (35) paragraphs of the variables of innovative marketing, Table (1) shows the most important sources and studies on which to build the questionnaires for the current research.

Table (1) shows the main dimensions and sub-sections of the research and its paragraphs and the approved scale:

T	Key variables	Sub-variables	Paragraphs	Authorized source
Firstly	Identification Information	Type	1-9	Prepared by the researcher
		Age		
		Academic achievement		
		Current position		
		Years of service		
		Duration of service		
		Number of training courses		
		Participation in training courses		
		Course Type		
Second	Visionary Leadership	Vision	1-7	Tamimi, 2016
		Communication	8-15	
		Empowerment	16-21	
Third	Creative Marketing	Development of marketing technology	22-26	Sadiq, 2013
		Find customer value	27-34	
		Raising the value of resources	35-39	
		The calculated risk	40-44	
		Creative Imagination	45-50	
		Sustainable innovation	51-56	

Table (2) Options according to the Likert scale

Totally agree	Agreed	neutral	I do not agree	Not quite agree
5	4	3	2	1

Table (3) Internal consistency test results for the research scale

Third: Data Analysis:

the scale	Alpha Cronbach's dimensional coefficient	The coefficient of Alpha Kronbach standard
Visionary Leadership		.960
Vision	.959	
Communication	.959	
Empowerment	.960	
Creative Marketing		
Development of marketing technology	.960	
Find customer value	.959	
Raising the value of resources	.960	
The calculated risk	.959	
Creative Imagination	.959	
Sustainable innovation	.959	

As for the results at the level of the independent variable in its combined dimensions, the results presented in Table (4) showed that the results after communication reached the highest mean (3.47) and the lowest standard deviation (0.561). The dispersion coefficient (0.161) In relative importance compared to other dimensions and with a high level of answer, As for the rest of the dimensions, it ranked second in terms of the relative importance after empowerment with an average (3.32) with moderate response level and standard deviation (0.554) and dispersion coefficient (0.166), (3.46). The standard deviation is the highest among the rest of the dimensions (0.602) and the difference coefficient (0.174).

Table (4) Summary of the results of descriptive statistics of the dimensions of visionary leadership:

T	Standards Description the statistical	Arithmetic mean	standard deviation	Coefficient of variation	Answer level	Relative importance
1	Vision	3.46	0.602	0.174	high	3
2	Communication	3.47	0.561	0.161	high	1
3	Empowerment	3.32	0.554	0.166	Moderate	2

Given the table (5) of the results of the statistical description at the level of the representative dimensions of the adopted variable (creative marketing) it is clear that after the sustainable innovation, the highest (3.66) and the standard deviation (0.6101) and the coefficient of difference (0.166) The first in terms of relative importance and high level of answer, This approach applies to the other dimensions, which generally indicate a clear consensus between the responses of the sample of individuals on the importance of these dimensions and their expression on creative marketing correctly. This explains the ability of the company employees to provide the intellectual skills and ideas to upgrade the company to the required levels to achieve its objectives.

Table (5) Abstract of the results of the statistical description of the dimensions of creative marketing:

T	Standards Description the statistical	Arithmetic mean	standard deviation	Coefficient of variation	Answer level	Relative importance
1	Development of marketing technology	3.33	0.641	0.192	Moderate	6
2	Find customer value	3.36	0.626	0.186	Moderate	4
3	Raising the value of resources	3.46	0.601	0.173	high	3
4	The calculated risk	3.24	0.621	0.191	Moderate	5
5	Creative Imagination	3.49	0.603	0.172	high	2
6	Sustainable innovation	3.66	0.6101	0.166	high	1

Link variables:

Believe the exploratory construction of the research scale: (Exploratory Factor Analysis) (EFA) is used for the purpose of determining whether there is a need to exclude or reduce some of the paragraphs from the translated dimension and modified in some paragraphs, (SPSS.V24) for the purpose of identifying paragraphs that may not be representative of the dimension and with the scale structure that requires verification of the sample adequacy condition using the (Kaiser-Meyer-Olkin) (KMO) standard, Which in turn measures the credibility of this type of analysis, in the case of approaching the value of one (1) true, It is acceptable when the value exceeds (0.50), In addition to using the (Bartlett) test for the purpose of ascertaining that there are no values for correlation coefficients with zero values associated with the (Chi-Square), As shown in Table (6).

Table (6) Results of the sample adequacy test and exploratory exploratory analysis:

Dimensions	KMO	Bartlett Test
Vision	.839	$\chi^2= 57.015$, df=20, P=.000
Communication	.673	$\chi^2= 68.294$, df=22, P=.000
Empowerment	.663	$\chi^2= 45.176$, df=15, P=.000
Development of marketing technology	.531	$\chi^2= 53.176$, df=15, P=.000
Find customer value	.659	$\chi^2= 37.176$, df=22, P=.023
Raising the value of resources	.661	$\chi^2= 51.721$, df=14, P=.000
The calculated risk	.790	$\chi^2= 58.824$, df=15, P=.000
Creative Imagination	.713	$\chi^2= 68.809$, df=18, P=.000
Sustainable innovation	.809	$\chi^2= 82.824$, df=19, P=.000

Validation of the construction of the research scale: The (Confirmatory Factor Analysis) (CFA) test is used to match paragraphs expressed in the search scale used as a data collection tool with their theoretical structure, This type of analysis is carried out through the Statistical Program (AMOS 23), Verification of the reliability of the construct can be ascertained by the quality indicators of conformity, which are divided by Chi-Square to degree of freedom (df), Which is supposed to not exceed the value of (5). For the purpose of ascertaining the structural truth that has been proved by the results at the level of the nine dimensions, which expresses the variables of the research, the details of which are explained in Figures (1) and (2), As well as the saturation coefficients of the scale paragraphs and their dimensions, which must be (40%) or exceed this value as another indicator of the quality of conformity.

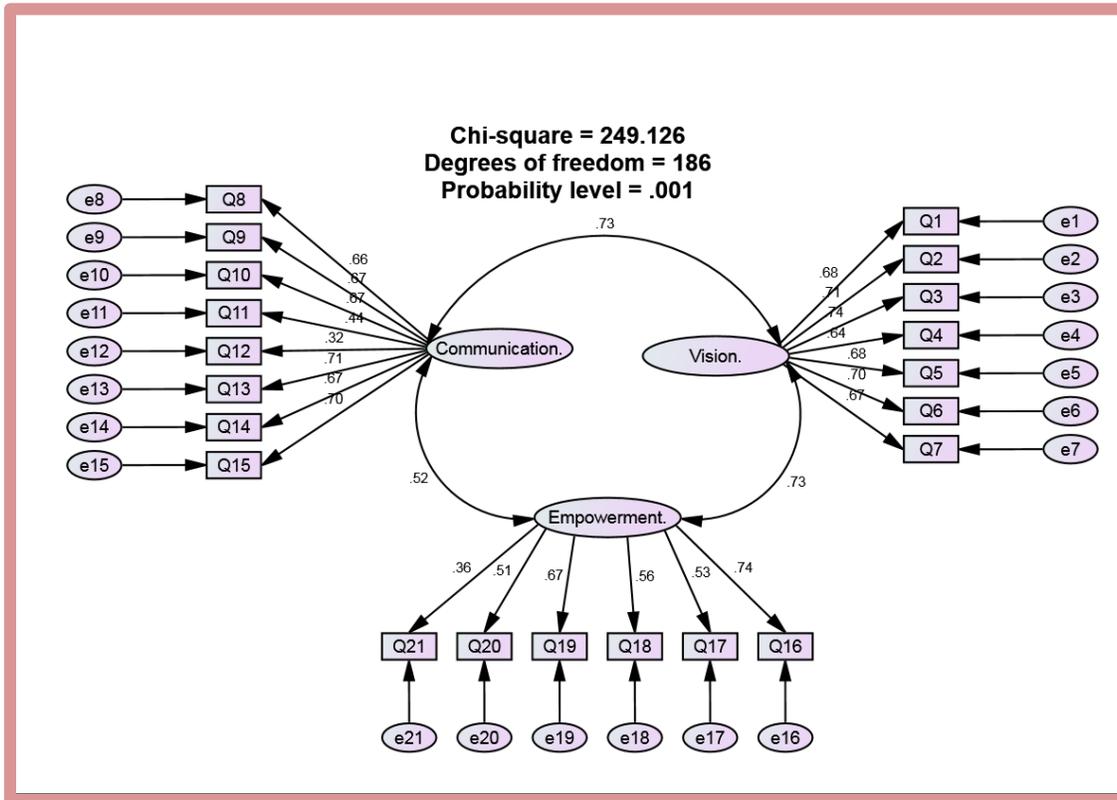


Figure (1) The constructivist honesty of the visionary driving scale

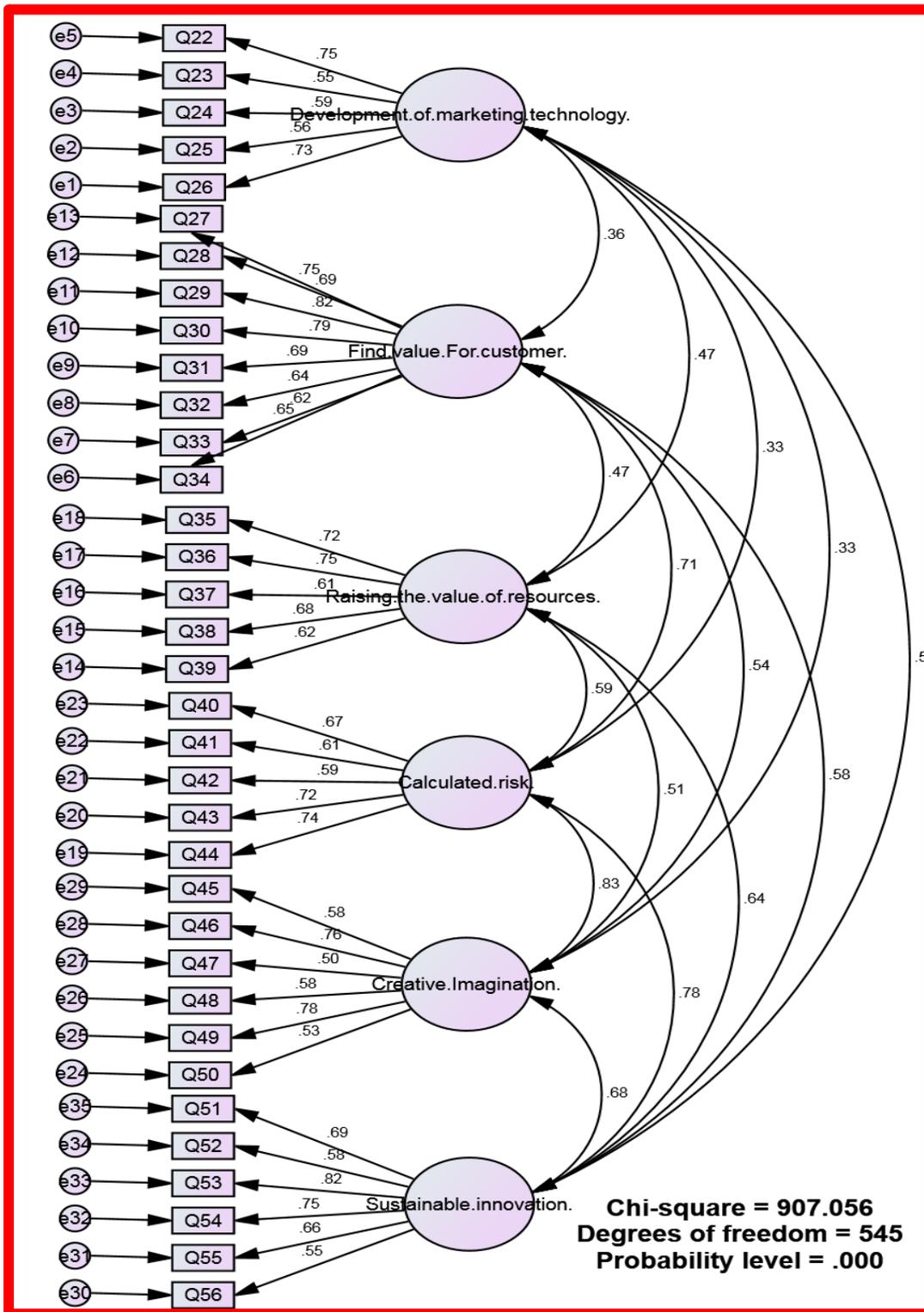


Figure (2) The constructional honesty of the measure of creative marketing

Matrix of correlation between dimensions of search variables: Before starting the process of testing the hypotheses of this research, The hypothesis test requires the preparation of a correlation matrix between the search variables and the level of dimensions expressed according to Table (7), The purpose of this is to ensure that there is no correlation coefficient higher than (0.7) between the dimensions of the independent variables and for the purpose of ascertaining also the significance of correlation coefficients between the dimensions, In this table, it is clear that there are positive correlation coefficients between the dimensions of the independent variable on the one hand and the dimensions of the dependent variable on the other.

9	8	7	6	5	4	3	2	1	Dimensions	
.637**	.548**	.565**	.489**	.528**	.413**	.548**	.590**	1	Pearson correlation	Vision Communication
0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	Sig	
.422**	.375**	.422**	.445**	.440**	.269**	.367**	1	.590**	Pearson correlation	Empowerment Vision
0.000	0.000	0.000	0.000	0.000	0.002	0.000		0.000	Sig	
.499**	.424**	.401**	.315**	.437**	.274**	1	.367**	.548**	Pearson correlation	Communication
0.000	0.000	0.000	0.000	0.000	0.001		0.000	0.000	Sig	
.467**	.226**	.264**	.361**	.311**	1	.274**	.269**	.413**	Pearson correlation	Development of Technology Marketing
0.000	0.008	0.002	0.000	0.000		0.001	0.002	0.000	Sig	
.494**	.414**	.587**	.382**	1	.311**	.437**	.440**	.528**	Pearson correlation	Find value for the customer
0.000	0.000	0.000	0.000		0.000	0.000	0.00	0.00	Sig	
.495**	.357**	.433**	1	.382**	.361**	.315**	.445**	.489**	Pearson correlation	Raise the value of resources
0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	Sig	
.626**	.675**	1	.433**	.587**	.264**	.401**	.422**	.565**	Pearson correlation	The calculated risk
0.000	0.000		0.000	0.000	0.002	0.000	0.000	0.000	Sig	

.493**	1	.675**	.357**	.414**	.226**	.424**	.375**	.548**	Pearson correlation	Creative Imagination
0.000		0.000	0.000	0.000	0.008	0.000	0.000	0.000	Sig	
1	.493**	.626**	.495**	.494**	.467**	.499**	.422**	.637**	Pearson correlation	Sustainable innovation
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	Sig	

Table (7) The correlation matrix between the dimensions of the search variables

This sign indicates a significant correlation at (0.01).

- Test the hypothesis of research:

1- First Hypothesis: The first hypothesis of this thesis is shown in Table (8) of the main hypothesis of this research. The effect of only after vision ($\beta = 0.357$, $P = 0.001$) in the development of marketing technology is the first dimension of the adopted variable of creative marketing, It was not the dimensions of communication ($\beta = 0.34$, $P > 0.05$) and Empowerment ($\beta = 0.067$, $P > 0.05$) has a significant effect on this predictive relationship, The explanatory power of the model expressed by the coefficient of interpretation was ($R^2 = 0.17$) with complete statistical significance ($P = 0.000$), In the sense that (17%) of the disparity of the development of marketing technology is explained by the vision, Of course, the remainder of the non-interpreted variance ratio (83%) is related to other variables outside the current study, so that the test model did not include this hypothesis.

Table (8) Results of the first sub-hypothesis test of the main hypothesis

Statistical Indicators	B	T	SE	CR	Sig	R ²	F	P
Paths of regression								
Vision → Development of marketing technology	.357	3.267	.115	3.104	.001	.17	9.317	.000
Communication → Development of marketing technology	.034	.347	.111	0.306	.729			
Empowerment → Development of marketing technology	.067	.702	.108	0.620	.484			

2. Second Hypothesis: Table (9) shows the results of the second sub-hypothesis test from the main hypothesis of the research, And show the significance of the impact of all dimensions of the visionary leadership in the after finding the value of the customer and the results were as follows, The post-visual significance of the effect is the strongest of the dimensions of the independent variable in terms of beta coefficient ($\beta = 0.311$, $P < 0.05$) And also significant after contacts with a force of influence

($\beta = 0.183, P < 0.05$) And spirits after empowerment ($\beta = 0.199, P < 0.05$) in after finding the value to the customer as a dimension second among creative marketing dimensions variable is supported, The explanatory power of the model after reaching ($R^2 = 0.33$) with complete statistical significance ($P = 0.000$), In the sense that nearly (33%) of the variance of finding value to the customer was subject to varying dimensions of vision, communication and empowerment, As for the remaining percentage of the coefficient of selection, it is related to other factors not included in the sample of this test for this hypothesis.

Table (9) Results of the secondary hypothesis test of the main hypothesis

Statistical Indicators	B	T	SE	CR	Sig	R ²	F	P
Paths of regression								
Vision → Find customer value	.311	3.170	.101	3.079	.002	.33	21.851	.000
Communication → Find customer value	.183	2.071	.087	2.056	.040			
Empowerment → Find customer value	.199	2.336	.095	2.094	.021			

3. The third sub-hypothesis: The results of the third sub-hypothesis test described in Table (10) showed the effect of two dimensions of the dimensions of the independent variable after raising the value of resources as a third dimension of creative marketing, They respectively, both after the vision, the strongest impact, according to beta coefficient ($\beta = 0.320, P = 0.002$) with the continuity of this moral dimension, After communication ($\beta = 0.237, P = 0.011$), While no significance was found after empowerment ($\beta = 0.053, P > 0.05$), As for the explanatory power of the model, it reached the coefficient of determination ($R^2 = 0.28$) with complete statistical significance ($P = 0.000$), This indicates that (28%) of the variance of resource appreciation is explained by both vision and communication, The remainder of this ratio is due to other variables not subject to the model of this test.

Table (10) Results of the third sub-hypothesis test of the main hypothesis

Statistical Indicators	B	T	SE	CR	Sig	R ²	F	P
Paths of regression								
Vision → Raising the value of resources	.320	3.140	.101	3.168	.002	.28	17.021	.000
Communication → Raising the value of resources	.237	2.584	.097	2.443	.011			
Empowerment → Raising the value of resources	.053	.597	.095	0.55	.551			

4- The fourth hypothesis: The results of this hypothesis test showed in Table (11) the effect of only one of the dimensions of the visionary leadership which is after the vision ($\beta= 0.422, P = 0.000$) in the fourth dimension of the dependent variable of the calculated risk in the company under study with a significant continuation This dimension, Did not demonstrate the impact of the test dimensions of communication results ($\beta= 0.128, P>0.05$) and empowerment ($\beta=0.123, P> 0.05$) significant risk calculated from a statistical standpoint, As for the explanatory power of the model of this test in the light of the interpretation coefficient, it reached ($R^2 = .34$) with complete statistical significance ($P = 0.000$), In the sense that (34%) of the variance of risk calculated as the fourth dimension of the dimensions of creative marketing interpreted after vision without the dimensions of communications and after empowerment, The remainder of the TFS (66%) is for factors outside the current research and therefore not included in this test model.

Table (11) Results of the sub-hypothesis test of the main hypothesis

Statistical Indicators	B	T	SE	CR	Sig	R ²	F	P
Paths of regression								
Vision → The calculated risk	.422	4.323	.099	4.262	.000	.34	22.819	.000
Communication→ The calculated risk	.128	1.464	.096	1.333	.146			
Empowerment→ The calculated risk	.123	1.454	.094	1.308	.148			

5. Sub-fifth hypothesis: Sub-hypothesis testing showed the fifth detailed results in the results table (12) significant influence of two dimensions of leadership are the visionary dimensions of vision and empowerment after vision is the strongest influence ($\beta= 0.413, P = 0.000$) with the continuation of this moral dimension, Empowerment ($.172, P = 0.046 = \beta$) in the fifth dimension of the variable-based goal Baltejel creative in the company surveyed, On the other hand, was the impact of the test results after communication in the creative imagination ($\beta= -0.068, P> 0.05$) were not significant statistically, And on the explanatory power of the model test in the light of the interpretation coefficient, reached ($R^2 = .33$) Bmanoah full statistical ($P = 0.000$), This means that (33%) of the creative imagination as a variation of the fifth dimension of the innovative marketing dimensions interpreted the vision and empowerment, As for the coefficient of non-interpretation (67%), it is explained that there are factors not included in this test model because they are not of the current research interests.

Table (12) Results of the fifth hypothesis test of the main hypothesis

Statistical Indicators	B	T	SE	CR	Sig	R ²	F	P
Paths of regression								
Vision → Creative Imagination	.413	4.187	.098	4.214	.000	.33	21.209	.000

Communication → Creative Imagination	.068	.771	.094	0.723	.442			
Empowerment → Creative Imagination	.172	2.013	.084	2.047	.046			

6. Sub-sixth hypothesis: This hypothesis, which presents the results of its test, has shown (13) to test the effect of the dimensions of visionary leadership in post-sustainable innovation as the sixth and last dimension of the dimension of the adopted variable represented by the post-creative marketing, And the results of this test showed the moral effect of the two aspects of the vision with the strongest effect ($\beta = 0.489, P = 0.000$) with the continuity of the significance of this dimension, Empowerment ($\beta = 0.210, P = 0.008$) in sustainable innovation has not yet proven to communications after any significant effect statistically significant for this relationship ($\beta = 0.056, P > 0.05$), As for the explanatory power of the test model according to the interpretation coefficient, it reached ($R^2 = .44$) and with absolute statistical significance ($P = 0.000$).

Table (13) Results of the Sixth Hypothesis Test of the Main Hypothesis

Statistical Indicators	B	T	SE	CR	Sig	R ²	F	P
Paths of regression								
Vision → Sustainable innovation	.489	5.442	.090	5.433	.000	.44	34.623	.000
Communication → Sustainable innovation	.056	.695	.087	0.064	.488			
Empowerment → Sustainable innovation	.210	2.695	.085	2.470	.008			

IV. CONCLUSIONS AND RECOMMENDATIONS:

The results of statistical analysis show that there is a post-vision effect in all dimensions of creative marketing, Through the acquisition of leadership thinking skills to draw a vision for the future of the company, After communication has a partial effect on my dimension (finding the value of the customer, raising the value of the resources) by having a sincere deal with the customers and giving them the opportunity to express their opinions, suggestions and requirements, It has also been shown that after empowerment has a partial effect in customer value creation, creative imagination and sustainable innovation, the company has employees who have innovative ideas, skills and abilities in product design and delivery to the customer and encourage individuals with different views to stimulate innovation and creativity, The researcher also came to a number of recommendations, the most important of which is the need for the company's management to work continuously for the purpose of introducing more correct changes to the vision one of the dimensions of the independent variable on all dimensions of the dependent variable, And constantly work to introduce more sound changes to the dimension of communication One of the dimensions of the independent variable on part of the dimensions of the dependent variable of the dimension (finding the value of the customer, raising the value of resources) And also to introduce more positive changes to the dimension of empowerment. One of the dimensions of the independent variable is divided into a dimension of the dependent variable of (customer value creation, creative imagination, sustainable innovation).

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