



## The Role of Holistic Marketing in Achieving Marketing Sustainability An Exploratory Study of a Selected Sample of Dairy Factories in the Northern Region

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### Abstract

The research seeks to understand the role of holistic marketing in achieving marketing sustainability, which significantly contributes to improving marketing sustainability. Due to the importance of the topic, a vital sector in the northern region (dairy products) was chosen because of the high demand for its products. The study was conducted on a selected group of dairy factories in the northern region. To achieve the objectives and address the research problem, the researcher adopted the descriptive analytical method. The questionnaire was used, and its indicators confirmed the nature of the relationship between the research variables through a hypothetical scheme. The research sample included (104) employees working in the dairy factories. The research concluded that there is a statistically significant correlation and effect between holistic marketing and marketing sustainability at the macro and micro levels. The most important proposal reached is to strengthen community partnerships by building strategic relationships with the community, customers, civil society organizations, and regulatory bodies to support marketing initiatives with a sustainable social character, and to adopt performance indicators for marketing sustainability. It is important that the factories studied adopt clear indicators to measure the extent of their achievement of marketing sustainability, such as long-term customer satisfaction, customer loyalty, and the environmental impact of marketing operations.

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### Introduction

The marketing environment in the modern era is witnessing rapid developments and changes primarily in the tastes of consumers, an intensification of competition, and the constant change in the emerging needs of customers' tastes in a dynamic and changing environment, so the researched factories have to work to keep up with these changes by adopting mechanisms and capabilities that enable them to survive in markets where competition is intense due to imported products. These changes make traditional marketing no longer sufficient to achieve fully sustainable growth, and no

longer able to adapt significantly to modern challenges. Holistic marketing is a marketing philosophy based on a comprehensive concept that combines integrated marketing philosophies that meet the diverse needs of participants in the marketing process in order to achieve marketing sustainability. Holistic marketing is one of the modern trends in the field of marketing, and it is based on viewing marketing as an interconnected dimensional system, encompassing all marketing activities and functions in an integrated manner linking internal marketing, integrated marketing, relationship marketing, and internal marketing, and this approach is

characterized by its focus on finding sustainable value for customers, factories, and society alike, in line with the overall sustainability goals. On the other hand, marketing sustainability represents a strategic direction that aims at conducting marketing activities in a way that preserves environmental resources, and contributes to supporting economic developments. This trend is becoming increasingly important in sensitive production sectors, such as the food industry sector, particularly dairy factories, due to their direct impact on consumer health, and ensuring product quality and safety.

Recent studies have highlighted the limitations of traditional marketing approaches in addressing the complexities of modern markets (Kotler et al., 2020; Vargo & Lusch, 2017). For instance, Kumar and Reinartz (2016) argue that traditional marketing focuses on short-term gains, neglecting long-term sustainability and customer relationships. In contrast, holistic marketing has emerged as a promising approach that integrates multiple marketing philosophies to achieve marketing sustainability (Kotler & Keller, 2016).

However, existing literature on holistic marketing has several gaps. Many studies focus on specific aspects of holistic marketing, such as internal marketing (e.g., Ahmed & Rafiq, 2003) or relationship marketing (e.g., Morgan & Hunt, 1994), without examining their interconnections and collective impact on marketing sustainability. Moreover, research on holistic marketing in sensitive production sectors, such as the food industry, is scarce (Hult, 2011).

The research was divided into six sections; the first section consisted of the literature review. The second section included the research methodology. In addition, the third section dealt with the concept and importance of holistic marketing. Also, the fourth section included a concept on Marketing Sustainability. The fifth section was devoted to the statistical analysis of preliminary data. Finally, the sixth section included conclusions and recommendations.

#### **The first axis: Literature Review:**

One study is the Applied Study on a Sample of Private Commercial Banks in Baghdad and Najaf Al-Ashraf (Yousif Hajim, 2018). The research focused on holistic marketing as an independent variable through its dimensions (internal marketing, performance marketing, relationship marketing, and integrated marketing), and marketing proficiency as a dependent variable through its dimensions (opportunity exploration, opportunity exploitation, and marketing flexibility). The aim was to identify the role and impact of holistic marketing and its dimensions on marketing proficiency. The study was applied to a sample of Iraqi banks in the governorates of Baghdad and Najaf. The study population consisted of 2,349 employees

according to the Iraq Stock Exchange data. A total of 434 questionnaires were distributed, and 30 invalid questionnaires were excluded, leaving 323 questionnaires that were actually used for statistical analysis, representing 14% of the population. The research included two hypotheses to test the correlation and impact relationships. The statistical program (SPSS V.20) was used to analyze the results. The research accepted all hypotheses and concluded that there is clarity among the surveyed banks regarding the dimensions of holistic marketing. It recommended the necessity of adopting customer-oriented marketing practices through the actual use of holistic marketing dimensions to achieve the required marketing proficiency.

Another study is the Field Study on Ceramic Manufacturing Companies in Egypt. The aim of this research was to study the impact of holistic marketing on achieving sustainable competitive advantage, applied to customers of ceramic manufacturing companies in Egypt (Abdul Aziz Ali Hassan, and et al., 2026). A stratified random sample was used due to the availability of conditions for its application, applied to a sample of 410 individuals. Using SPSS V25, the results indicated a statistically significant correlation between the dimensions of holistic marketing and the dimensions of sustainable competitive advantage, as well as a statistically significant effect of the dimensions of holistic marketing on the dimensions of sustainable competitive advantage. The research also concluded with several recommendations, the most important being the enhancement of holistic marketing policies within company management to ensure improved quality, innovation, and customer service, alongside the necessity of activating a comprehensive service quality monitoring system and launching marketing campaigns aimed at increasing customer satisfaction.

The research aims to identify the role of holistic marketing with its four dimensions (integrated marketing, internal marketing, relationship marketing, performance marketing) in customer value with its five dimensions (quality, price, emotional value, social value, reputation) for a number of private colleges in Baghdad. The research problem was that the surveyed private colleges do not possess a true understanding and full awareness of the concepts of holistic marketing and customer value. The study variables were chosen due to the novelty and importance of these variables, in addition to their application in the intangible and non-physical aspects represented by services, not to mention their application in the Iraqi environment. Two main hypotheses were formulated for the research. The first hypothesis stated that 'There is no statistically significant correlation between holistic marketing and customer value,' while the second hypothesis stated that

There is no statistically significant effect of holistic marketing in customer value, (Saadoun Hamoud Jathir, Khaled Abdul Nasser Hamid, 2021).

Sustainable Marketing and Its Role in Achieving Marketing Proactivity: An Exploratory Study in a Number of Mineral Water Production Plants in Duhok Governorate. The research aims to examine the relationship between sustainable marketing strategies and dimensions of marketing proactivity in a number of mineral water production factories in Duhok Governorate. The research sample included 63 managers from these factories. A questionnaire was used to survey the opinions of the sample, and some statistical methods were employed to analyze the results and test the hypotheses. The main conclusions indicated a high level of use of sustainable marketing strategies and marketing proactivity dimensions, rated as good. Based on the results reached, the research presented a set of recommendations, the most important of which are raising the level of use of sustainable marketing strategies and marketing proactivity dimensions, as well as focusing on identifying risks and addressing them creatively to add sustainable value to all factory activities.

What distinguishes the current research from previous studies?

The current research is distinguished from previous studies in several fundamental aspects, which can be explained as follows:

Distinction in terms of the application environment:

Most previous studies focused on banking, service, or general industrial sectors, whereas the current research is unique in its application to dairy factories, which are vital food industries with specific production and marketing characteristics, particularly in the northern region, giving the study a new practical dimension.

Distinction in terms of the variables studied:

Previous studies addressed holistic marketing and its relation to competitive advantage or sustainable marketing performance in general, whereas the current research focuses directly on the role of holistic marketing in achieving marketing sustainability as an independently structured dependent variable, with a more detailed analysis of its dimensions.

Excellence in terms of the methodological approach:

Most previous studies relied on the descriptive or analytical approach, whereas the current research adopts an exploratory analytical approach, which allows for revealing the reality of implementing holistic marketing and the level of marketing sustainability in a local industrial environment that has not been sufficiently studied before.

Excellence in terms of the level of analysis:

Some previous studies were limited to testing the overall relationship between variables, while the current research is distinguished by analyzing the correlation and impact relationships between the dimensions of holistic marketing, both collectively and individually, and the dimensions of marketing sustainability, providing a more precise understanding of the nature of the impact.

**The second axis: Research Methodology:**

**First: the problem of research:**

The topic of holistic marketing is considered one of the important topics that has received great attention from industrial factories, due to the role it plays in Marketing Sustainability. In light of the rapid changes in the business environment, and the intense competition among industrial factories, it has become necessary for factories to rely on integrated marketing strategies to ensure Marketing Sustainability. Markets today are witnessing an increasing escalation in the intensity of competition, and a continuous change in consumer tastes and expectations. In addition to increasing social and environmental pressures on industrial factories which drives these factories to seek for new marketing methods that enable them to achieve excellence, maintain their continuity in the market, and fulfill their social and environmental responsibilities.

In this context, the concept of holistic marketing has emerged as a comprehensive and integrated approach that seeks to unify and coordinate all marketing efforts of the organization in one coherent framework, and therefore achieve a balance among the interests of customers, factories, and society. However, there is a weakness in its practical applications in a number of industrial sectors, including the dairy industry in the northern region of Iraq. This reality raises a fundamental question about the extent of dairy factories' awareness of the concept of holistic marketing, the extent of their application of its components, and its reflection on the performance of their organizations in achieving Marketing Sustainability. Therefore, the research problem is defined in diagnosing the impact of the dimensions of holistic marketing (internal marketing, integrated marketing, relationship marketing, performance marketing) on the dimensions of Marketing Sustainability which consist of (economic dimension, social dimension, environmental dimension, cultural dimension). According to what has been mentioned, the research problem can be presented in the following questions:

1- Is there a significant correlation between Holistic Marketing and Marketing Sustainability in the factories studied.

2- Is there a moral effect of Holistic Marketing in Marketing Sustainability in the factories studied.

**Second: The importance of research:**

The research variables and its dimensions are one of the essential elements that highlight the importance of this research, as they contribute to clarifying the concepts associated with them in a comprehensive manner, and also stimulate marketing factories to develop their capabilities and potentials so that they can meet customer requirements on an ongoing basis, and this significantly contributes to achieving Marketing Sustainability. Therefore, we find that the main variables in the research represented by Holistic Marketing and Marketing Sustainability. The importance of this research stems from the fact that it deals with two vital topics in the modern marketing concept, namely, Holistic Marketing and Marketing Sustainability, and linking them in a practical framework within a productive and vital sector, and this sector is the dairy processing sector in the northern region. This sector is considered one of the important sectors related to the customer health, as well as its direct impact on economic, social, and environmental development.

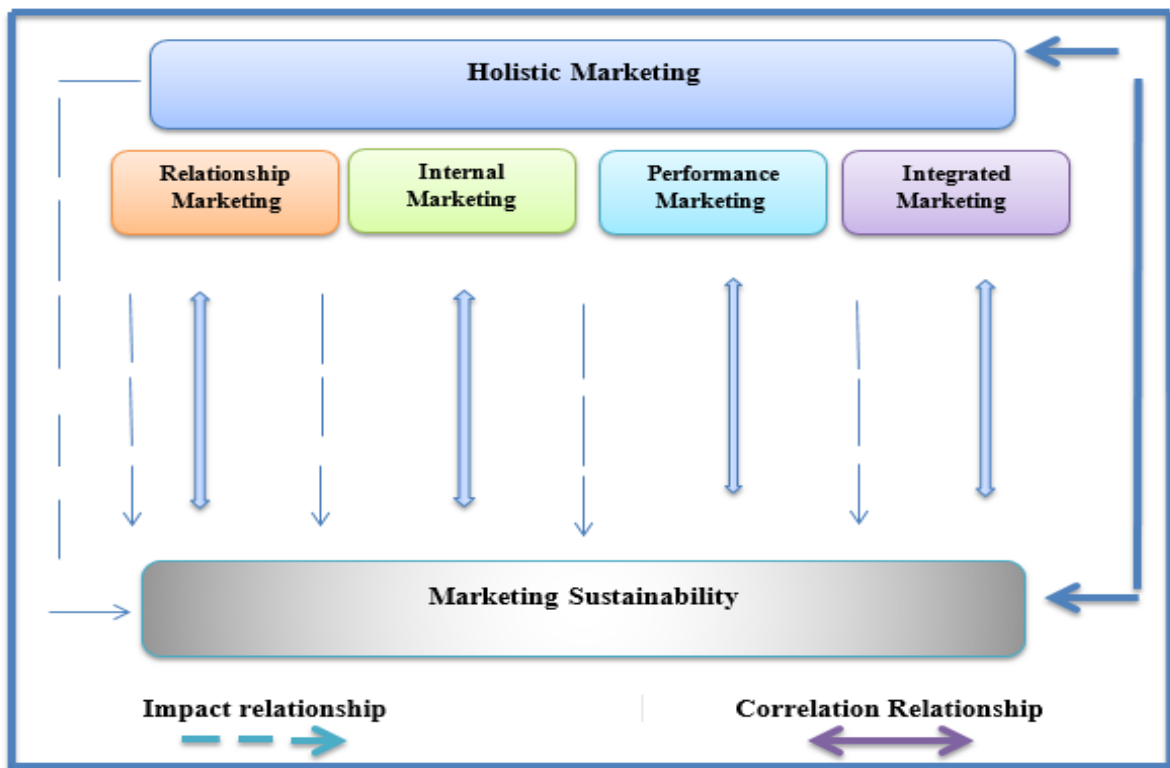
The research contributes to enriching the scientific literature in the field of marketing by linking the concepts of holistic marketing and marketing sustainability, provides a theoretical framework that helps researchers understand how to activate the dimensions of holistic marketing (internal marketing, integrated marketing, relationship marketing, and

performance marketing) in serving the goals of Marketing Sustainability, opens up prospects for future studies that may address the relationship between holistic marketing and other dimensions of Marketing Sustainability (environmental, social, economic and cultural sustainability). The research provides direct field data and analysis from a selected sample of dairy factories in the northern region, which helps to identify and evaluate the reality of actual marketing practices. Also, the research enhances the factories' awareness of the importance of their role in achieving a balance between making profit and preserving environmental and social values, supports sustainable development efforts by highlighting environmentally and socially responsible production and marketing practices.

Three: Research objectives: the research aims to shed light on the practical aspect of the relationship among research variables by examining:

- 1- The extent to which the researched factories are aware of the research variables (Holistic Marketing and Marketing Sustainability).
- 2- The nature of the correlation and impact relationship between Holistic Marketing and Marketing Sustainability.
- 3- Reaching a set of conclusions and recommendations that benefit the studied factories.

**Fourth: The proposed research plan:**



**Source: Compiled by the researcher.****Fifth: Research hypotheses:**

**A set of hypotheses has been placed that would address the research problem and as follows:**

1- There is a significant correlation relationship between holistic marketing and Marketing Sustainability and sub-hypotheses stems from it.

2 - There is a moral impact of holistic marketing in Marketing Sustainability and sub-hypotheses stems from it.

**Sixth: the method of data collection:**

1- In order to cover the theoretical aspect, reliance was placed on the contributions of researchers collected from scientific sources, including periodicals, university theses and books related to the research topic.

2- As for the field aspect, the questionnaire form was relied on as the main tool in collecting preliminary

data, and its formulation took into account the ease of understanding and its coverage of indicators that measure the research variables. Therefore, the Likert five - point scale (strongly agree, agree, neutral, disagree, strongly disagree) with weights (5-1) and a hypothetical average of (3) was used.

**Seventh: Description of the research sample:**

**A. The research sample:** identifying the research sample is one of the important foundations that leads to the success or failure of any field study, which requires the adoption of accuracy in identifying and selecting its sample. A group of dairy workers in the northern region was selected as a research sample through the distribution of (125) questionnaire forms to the group of dairy workers in the northern region, as shown in **Table (1)**, and the researcher supervised their distribution and collection and the questionnaire forms were valid for statistical analysis (104).

**Table No. (1) the studied dairy factories:**

| Number | Factory name                  | Factory location       | The forms that were distributed to the dairy factories |
|--------|-------------------------------|------------------------|--|
| 1      | National Dairy factory        | Mosul/ left coast      | 8  |
| 2      | Al Jazeera dairy factory      | Mosul/ left coast      | 15   |
| 3      | Golden dairy factory          | Mosul/ left coast      | 5  |
| 4      | Al hadbah dairy factory       | Mosul/ left coast      | 8  |
| 5      | Beautiful cow's dairy factory | Mosul/ right coast     | 5  |
| 6      | The deer diary factory        | Nineveh/ Al-Hamdaniyah | 5  |
| 7      | Al- Amin diary factory        | Mosul/ left side       | 6  |
| 8      | Karah diary factory           | Duhok                  | 8  |
| 9      | Barakat factory               | Duhok                  | 9  |
| 10     | Khairat Hawler factory        | Erbil                  | 7  |
| 11     | Dalpa dhiri factory           | Erbil                  | 8  |
| 12     | Hajj Karim factory            | Kirkuk                 | 7  |
| 13     | Alban jawarbach factory       | Sulaymaniyah           | 13   |

**Source: Compiled by the researcher.**

**A. Research sample:** the selection of the appropriate sample is important and

necessary to obtain accurate results reflecting the problem addressed. By describing and diagnosing the individuals in the sample being studied, facts can be obtained that

clarify their suitability for completing the research, and **Table (2)** shows the characteristics of the individuals in the studied sample.

**Table (2): Description and Diagnosis of the Studied Sample Individuals:**

| Gender                        |     |                   |     |                    |     |                      |    |
|-------------------------------|-----|-------------------|-----|--------------------|-----|----------------------|----|
| Male                          |     |                   |     | Female             |     |                      |    |
| Number                        |     | %                 |     | Number             |     | %                    |    |
| 80                            |     | %80               |     | 20                 |     | %20                  |    |
| Age group                     |     |                   |     |                    |     |                      |    |
| 20– 30 years                  |     | 31 – 40 years     |     | 41 – 50 years      |     | 51 years and older   |    |
| Number                        | %   | Number            | %   | Number             | %   | Number               | %  |
| 20                            | %18 | 50                | %45 | 20                 | %50 | 10                   | %9 |
| Academic achievement          |     |                   |     |                    |     |                      |    |
| High school and below         |     | Technical diploma |     | Bachelor           |     | Postgraduate studies |    |
| Number                        | %   | Number            | %   | Number             | %   | Number               | %  |
| 5                             | 4%  | 20                | %18 | 70                 | 70% | 5                    | 4% |
| Number of years of experience |     |                   |     |                    |     |                      |    |
| Less than 5 years             |     | 5 - 10 years      |     | More than 10 years |     |                      |    |
| Number                        | %   | Number            | %   | Number             | %   |                      |    |
| 30                            | %30 | 60                | %60 | 10                 | %10 |                      |    |

**Source: prepared by the researcher based on the SPSS, V.26 program**

**A. Gender:** The gender paragraph indicates that the individuals surveyed are employees of dairy factories in the northern region, it turned out that the largest percentage of the individuals surveyed are males, reaching (80%) compared to (20%) the percentage of female participants, and this explains that the dairy industry needs males more than females.

**B. Age:** The study showed that approximately half of the surveyed sample (45%) are individuals aged (31-40 years) and this category has a mix of experience, the age group (41-50 years) came in second place with a percentage of (20%), while the age group (20-30 years) ranked third with a percentage of (18%), and the last place was the age group (51 years and older) with a percentage (9%).

**C. Academic achievement:** The majority of the surveyed individuals are those who hold a bachelor's degree, with a percentage of (70%), while the percentage of holders of a high school and below is (4%), which is the lowest percentage, and the percentage of respondents holding a technical diploma is (18%), and that the field of research is not devoid higher degrees, as their percentage was (4%), and thus we conclude that the surveyed individuals are owners of good scientific expertise and competencies, and this explains that the dairy industry is very important due to the unique characteristics of dairy products that distinguish them from other products.

**D. Number of years of experience:** The percentage of respondents with 5-10 years of experience is the predominant category with 60%, while the percentage of respondents with less than 10 years of experience came in second place with 30%, and the third place was taken by respondents with more than 5 years of

experience with 10%, so in general, the research sample reflects the extensive experience and high skill in their field as a result of the long years of experience.

### The third axis: Comprehensive Marketing

**First: The concept of holistic marketing:** it represents a new marketing philosophy, which is based on a holistic concept that combines several marketing philosophies in order to meet the needs and desires of many and diverse parties and participants in the marketing process, and is also based on the planning and implementation of programs, operations and marketing activities more broadly and interconnected (Asfour, 2016, 7). Holistic marketing is defined as the integration of marketing activities in order to explore, create and deliver value for the purpose of building long-term mutually satisfying relationships that align with the interests of stakeholders (Mahajan & Golahit, 2017, 9). Holistic marketing is regarded to be a contemporary marketing philosophy based on the development, design and application of marketing programs, processes and activities that realize the depth of interactions, as holistic marketing works through marketing with an integrated perspective (Čorović & Janičić, 2018, 4). In addition, Holistic marketing is defined as an approach that takes into account all parties related to the organization of business, such as customers, employees, society and the environment (Jankovic, 2019, 31). From the above, it can be said that the concept of holistic marketing is the process of planning, organizing, training and development at the level of performance of workers in factories in order to improve and achieve good performance of the organization in providing the specific product to customers, which meets the needs and desires of the customer in a continuous form without affecting the environment.

**Second: The importance of holistic marketing:** The importance of holistic marketing was highlighted by the importance of academic articles that called for the need to adopt comprehensive change, present business requirements to achieve marketing success, deal smoothly with the changes of the external environment, and respond quickly to customer needs. Thus, the importance of holistic marketing is represented in the following points (Darasha *et al.*, 2021, 1276) (Hajikulov, 2020, 30-31).

**1- Brand building:** Customers become smarter, and they change their way of thinking about the product, and it's not about the product only, but they are looking for the brand. Therefore, holistic marketing encourages factories to improve the mental perception of the customer towards factories and their products, and this leads to building good relationships between them.

**2- Consistency:** It is an important factor to maintain in the market in the long term, as a comprehensive marketing approach helps laboratories maintain a good relationship with their shareholders and investors from a unified communication approach.

**3- Efficiency:** When all aspects of work are taken care of, it becomes easier to avoid redundancy, or even eliminate it in activities and become more efficient, saving companies time and money, efficiency is possible by seizing opportunities, detecting possible threats to factories.

**4- Common goal:** A comprehensive marketing approach orients all services, operations, departments and business activities towards one common goal.

**Third: Dimensions of holistic marketing:** Holistic marketing is regarded an entrance to the marketing process that works to market all activities according to various tool. Holistic marketing consists of four dimensions: relationship marketing, integrated marketing, internal marketing, and performance marketing (Hajikulov, 2020, 43) (Kovács, B., Szakály, Z., & Kontor, E., 2021, 29).

**1- Relationship marketing:** Relationship marketing means all marketing activities directed towards establishing, developing and maintaining mutual relations between the client and the factory in order to enhance performance. Relationship marketing can be defined in general, based on a two-way cooperative relationship through communication and interaction between factories and their customers, this relationship includes continuous dialogue, listening to each other and learning from each other, and reaching a common understanding that enables factories to produce products that meet customer satisfaction and achieve Marketing Sustainability.

**2- Performance marketing:** It is also called social responsibility marketing because it includes intensive activities for the marketing of social and environmental programs, where marketers advocate taking into account social, environmental, ethical and

legal considerations in marketing practices, and is a form of Marketing Control that focuses on financial and non-financial aspects, in addition to effectively and efficiently maintaining information.

**3- Internal marketing:** It means that all employees inside the factories must do their best to increase the efficiency and effectiveness of the external marketing activities of the institution through internal marketing philosophy of treating employees as customers of the institution, working to meet their needs and desires, providing them with continuous improvement processes and training in order to enhance their performance level and work to preserve the environment, society and customers so as to achieve Marketing Sustainability.

**4- Integrated marketing:** It is a set of means and tools that include product, price, promotion, and distribution, which can be organized and controlled for the purpose of meeting the needs and desires of customers in the target market, while focusing on the environment and society and working to preserve them without affecting them.

**The fourth axis: Marketing Sustainability:**

**First: The concept of Marketing Sustainability:** It is the social and environmental marketing by meeting the current needs of customers and factories while maintaining the ability of future generations to meet their needs or continuously enhance them. (Kotler *et al.*, 2021 :611) has defined Sustainability Marketing as a low use of raw materials, an increase in the use of recycled and reused materials, sustainable marketing also obliges the organization to minimize the discharge of waste into the natural and social environment that poses a health hazard.

(Siru, 2021: 53) has also considered Marketing Sustainability as the integration of ethical values into the marketing processes carried out by the organization and specifically the reflection on the long-term effects on society and the environment. Moreover, (Tan & Salo 2023, 19) have stated that marketing sustainability is considered a term indicator of the factories' ability to achieve its goals through the effective use of resources optimally without affecting the environment and society, and continuous work to achieve the marketing sustainability of the organization in the manufacture and use of products.

**Second: The importance of Marketing Sustainability:**

The importance of Marketing Sustainability is to protect the environment and promote the effective use of Natural Resources, taking into account the environmental impact and production and marketing processes (Gleim, *et al.*, 2023, 3) (Kim, *et al.*, 2023, 268).

**1- Meeting the needs of customers:** Marketing sustainability aims to provide products and services that meet the needs of customers at the present time without compromising the environment, society and their ability to meet their needs in the future on an ongoing basis.

**2- Innovation:** Marketing Sustainability is considered an impetus for environmental innovation, as companies are required to develop new products and processes that achieve a balance between profits and the environment.

**3- Enhancing reputation and value:** Companies committed to Marketing Sustainability can get a good reputation and high value among customers and consumers, which contributes to increasing customer satisfaction and marketing sustainability of the company.

**4- Compliance with standards and laws:** Marketing Sustainability helps to strengthen compliance with environmental and social laws and standards, which leads to improving the sustainable performance of the company and society primarily.

**Fourth: The dimensions of marketing sustainability:** Functions that improve the process of problem solving and decision-making and focus on the most important issues for the success of the factories through its following dimensions:

**1- Economic dimension:** The economic sustainability requires that the organization constantly generates sufficient cash flows to ensure the required return from shareholders. Also, the current business world is also heavily influenced by a large number of factors, making it extremely difficult for organizations to survive in this rapidly changing environment unless they keep up with these changes by continuously developing their business and products. Nowadays, organizations are striving for rapid growth that brings profit, competition and sustainability in the market. In order to achieve what has been mentioned, organizations must plan and implement innovation on a permanent and continuous basis. Moreover,

innovation in the business world is to create new ways to generate added value for the customer, taking into account the changing needs and desires of the customer and technological developments in order to ensure the sustainability of the organization (Djuraeva, 2021:1).

**2- The environmental dimension:** The environmental dimension focuses on actions that make decisions to reduce negative impacts on the environment, and it emphasizes the entire product life cycle. The greatest environmental impact can occur during production, consumption, or when the product is brought to market. The environmental dimension highlights the urgent need to reduce the environmental impact of marketing activities, including adopting eco-friendly practices such as minimizing waste and harmful emissions, using renewable resources, and reducing carbon emissions. Companies are also encouraged to promote environmentally friendly products and raise awareness of environmental issues among consumers (Lucie, 2020: 1734).

**3- Social dimension:** The social dimension emphasizes the consideration of the social impacts of marketing activities on communities and individuals, it involves promoting social sustainability in marketing activities, ensuring ethical sourcing of materials, supporting the local community, promoting diversity and inclusion within factories. By prioritizing social responsibility in factories marketing efforts, organizations can build trust among consumers who value social marketing practices (Yasin, *et al.*, 2023, 2).

**4- Cultural dimension:** cultural dimension cultural sustainability focuses on preserving and promoting cultural diversity while striving to achieve economic, environmental and social sustainability, and emphasizes the importance of preserving and protecting cultural identity, heritage and values in order to create sustainable marketing practices (Santos, 2022, 230).

#### The fifth axis: practical framework

**A- The first hypothesis:** There is a link between the holistic marketing variable and Marketing Sustainability:

The results of Table ( 3) indicate that there is a direct and significant correlation between the variable (holistic marketing) and the dependent variable (marketing sustainability), as the value of the correlation coefficient between them reached (0.687) and this value is significant based on the probabilistic value (P-value), which appeared equal to (0.000) and is less than (0.05), so this result indicates the acceptance of the hypothesis that there is a significant correlation between holistic marketing and Marketing Sustainability.

**Table (3):** The value of the correlation coefficient between holistic marketing and Marketing Sustainability:

| The first variable | Relationship direction | The second variable      | Link value | P-value |
|--------------------|------------------------|--------------------------|------------|---------|
| holistic marketing | <-->                   | Marketing Sustainability | 0.687      | 0.000   |

N=104

1- Sub-hypotheses derived from the first main hypothesis:

- There is a significant semantic correlation between the dimension of the independent variable (relationship marketing) and the dependent variable (marketing sustainability).
- There is a significant semantic correlation between the dimension of the independent variable (performance marketing) and the dependent variable (marketing sustainability).
- There is a significant semantic correlation between the dimension of the independent variable (internal marketing) and the dependent variable (marketing sustainability).
- There is a significant semantic correlation between the dimension of the independent variable (integrated marketing) and the dependent variable (marketing sustainability).

The results of **Table (4)** indicate the following:

**1-** There is a significant statistically significant correlation between the variable (relationship marketing ) and the dependent variable (marketing sustainability), as the value of the correlation

coefficient between them reached (0.444) and this value is not significant based on the probabilistic value (P-value), which appeared equal to (0.000) and is less than ((0.05), so this result indicates the acceptance of the hypothesis that there is a significant correlation between relationship marketing and Marketing Sustainability.

**2-** There is a direct and significant correlation between the variable (performance marketing) and the dependent variable (marketing sustainability), as the value of the correlation coefficient between them reached (0.529) and this value is significant based on the probabilistic value (P-value), which appeared equal to (0.000) and is less than ((0.05), so this result indicates the acceptance of the hypothesis that there is a significant correlation between marketing performance and Marketing Sustainability.

**3-** There is a direct significant correlation between the variable (internal marketing) and the dependent variable (marketing sustainability), as the value of the

correlation coefficient between them reached (0.693) and this value is not significant based on the probabilistic value (P-value), which appeared equal to (0.000) and is less than ((0.05), so this result indicates acceptance of the hypothesis that there is a relationship between internal marketing and Marketing Sustainability).

**4-** There is a direct and significant correlation between the independent variable (integrated marketing) and the dependent variable (marketing sustainability), as the value of the correlation coefficient between them reached(0.514) and this value is significant based on the probabilistic value (P-value), which appeared equal to(0.000) and is less than (0.05), so this result indicates the acceptance of the hypothesis that there is a significant correlation between integrated marketing and Marketing Sustainability.

**Table (4)** values of correlation coefficients between the dimensions of holistic marketing and Marketing Sustainability.

| The first variable     | Relationship direction | The second variable      | Link value | P-value |
|------------------------|------------------------|--------------------------|------------|---------|
| Relationship marketing | <-->                   | Marketing Sustainability | 0.444      | 0.000   |
| Performance marketing  | <-->                   | Marketing Sustainability | 0.529      | 0.000   |
| Internal marketing     | <-->                   | Marketing Sustainability | 0.693      | 0.000   |
| Integrated marketing   | <-->                   | Marketing Sustainability | 0.514      | 0.000   |

N=104

Source: prepared by the researcher.

**B- Analysis of the relationship of the impact of the holistic marketing variable in Marketing Sustainability.**

The results of **Table (5)** indicate the following:

**1 -** The presence of a significant direct effect of the independent variable (holistic marketing) in the

dependent variable (marketing sustainability), as indicated by the value of the regression coefficient, which reached to (0.562), and this effect is significant based on the probabilistic value (P-value), so this result indicates the hypothesis that there is a significant effect of holistic marketing in Marketing Sustainability.

**2-** The value of the determination coefficient indicates that (47%) of the changes in marketing sustainability are caused by holistic marketing.

**Table (5):** Results of the impact of holistic marketing in Marketing Sustainability.

| Regression analysis                          |       |                              |                               |                    |                     |         |
|--|-------|------------------------------|-------------------------------|--------------------|---------------------|---------|
| Dependant Variable/ Marketing Sustainability |       |                              |                               |                    |                     |         |
| The independent variable                     | B     | Coefficient of determination | ANOVA                         | S <sub>e</sub> (B) | (t <sub>Cal</sub> ) | P-value |
|  |       |                              | F <sub>Cal</sub><br>(P-value) |                    |                     |         |
| (Constant)                                   | 1.903 | 0.472                        | 96.579<br>(0.000)             | 0.231              | 8.249               | 0.000   |
| Holistic Marketing                           | 0.562 |                              |                               | 0.057              | 9.827               | 0.000   |

Source: prepared by the researcher.

The sub-hypothesis of the second main hypothesis: there is a significant effect of the dimensions of the independent variable represented by holistic marketing in the dependent variable represented by Marketing Sustainability.

The results of Table (6) indicate the following:

**1-** The presence of a direct effect with a moral significance for both (marketing performance) and (integrated marketing) in (marketing sustainability), as indicated by the value of the regression coefficient, which amounted to (0.0317) and (0.107), respectively, and this effect is moral based on the probabilistic value (P-value), which is less than (0.05), so this result indicates the acceptance of the hypothesis that there is

a moral effect of marketing performance and integrated marketing in Marketing Sustainability.

**2-** There is a significant moral effect of both (relationship marketing) and (internal marketing) in (marketing sustainability), as indicated by the probabilistic values (P-value), which appeared equal to (0.046) and (0.062), so this result indicates acceptance of the hypothesis which states that there is a moral effect of both (relationship marketing) and (internal marketing) in (Marketing Sustainability).

**3-** The value of the determination coefficient in Table (6) indicates that (52%) of the changes in marketing sustainability are caused by the dimensions of holistic marketing.

**Table (6):** Results of the impact of holistic marketing in Marketing Sustainability.

| Regression analysis                          |        |                              |                               |                    |                     |         |
|--|--------|------------------------------|-------------------------------|--------------------|---------------------|---------|
| Dependent Variable/ Marketing Sustainability |        |                              |                               |                    |                     |         |
| The independent variable                     | B      | Coefficient of determination | ANOVA                         | S <sub>e</sub> (B) | (t <sub>Cal</sub> ) | P-value |
|  |        |                              | F <sub>Cal</sub><br>(P-value) |                    |                     |         |
| (Constant)                                   | 2.027  | 0.523                        | 28.802<br>(0.000)             | 0.245              | 8.248               | 0.000   |
| Relationship marketing                       | 0.046  |                              |                               | 0.060              | 0.770               | 0.442   |
| Performance marketing                        | 0.0317 |                              |                               | 0.0703             | 0.451               | 0.653   |
| Internal marketing                           | 0.062  |                              |                               | 0.082              | 5.525               | 0.000   |
| Integrated marketing                         | 0.107  |                              |                               | 0.107              | 2.408               | 0.018   |

Source: prepared by the researcher based on the above sources.

**The sixth axis: conclusions and recommendations:**

**First: conclusions:**

The current research has reached many conclusions, which are as follows

**1-** There is a direct and significant correlation between the variable (holistic marketing) and the dependent variable (marketing sustainability), as the value of the correlation coefficient between them reached (0.687) and this value is significant based on the probabilistic value (P-value), which appeared equal to (0.000) and is less than ((0.05), so this result indicates the acceptance of the hypothesis that there is a significant correlation between holistic marketing and Marketing Sustainability.

**2-** The presence of a significant direct effect of the independent variable (holistic marketing) in the dependent variable (marketing sustainability), as indicated by the value of the regression coefficient, which reached (0.562) and this effect is significant based on the probabilistic value (P-value), so this result refers to the hypothesis that there is a significant effect of holistic marketing in Marketing Sustainability.

**3-** The results indicate that the relationship marketing dimension is the most influential and it focuses on building relationships with customers and the community, which has the biggest role in achieving marketing sustainability, by maintaining customer loyalty and mainly building a sustainable brand reputation.

**4.** Weak attention to environmental aspects within marketing practices: The study indicated that dairy factories do not pay sufficient attention to environmental practices and green marketing, which may limit their ability to achieve long-term marketing sustainability amid growing consumer environmental awareness.

**5.** Lack of a long-term strategic vision for marketing sustainability: The study found that most factories lack strategic marketing plans based on sustainability principles and mostly rely on short-term responses to market pressures and competition.

#### **Second: recommendations:**

**1-** The factories being studied must take into account the significant importance of holistic marketing in the current job market, especially since the modern trend now is towards the environment. Therefore, the value of eco-friendly products must be strongly reinforced in the minds of customers.

**2-** It is necessary for the researched factories to train administrative staff by preparing specialized training

programs in holistic marketing aimed at administrative personnel to ensure understanding of the basics and principles of the marketing approach, implementing continuous training and educational programs within the factories to enhance the culture of internal marketing and increase employee commitment, which contributes to providing sustainable service to customers, and building an organizational culture based on internal marketing.

**3-** The researched factories should adopt a comprehensive marketing culture and support the adoption of an organizational culture that places the customer at the center of the marketing process and involves employees in decision-making, which contributes to achieving added value for the organization.

**4-** Building a system to manage relationships with customers and suppliers, it is essential to adopt Customer Relationship Management (CRM) systems to facilitate communication, analyze consumer behavior, and maintain customer and supplier loyalty, which contributes to enhancing marketing sustainability.

**5 -** Strengthening community partnerships by building strategic relationships with the community and customers, civil society organizations, and regulatory bodies to support marketing initiatives with a sustainable social impact, and adopting performance indicators for marketing sustainability. It is important for factories to adopt clear indicators to measure the extent to which they achieve marketing sustainability (such as long-term customer satisfaction, customer loyalty, and the environmental impact of marketing operations).

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