

Investigating the Creativity in Marketing Strategy: The Role of Emotional Intelligence and Marketing Effectiveness

Fereshteh Mansourimoayyed*, Fatemeh Yavari Gohar, Amir Mohammad Colabi

Abstract--- *Given the global competitive environment and the rapid changes that are taking place, companies need to take steps to ensure the effectiveness of their units or departments. In this regard, companies should be able to increase the emotional intelligence of their employees, especially in the marketing and sales unit, which is one of the key units of any company, so that they can achieve the main goals and mission of the company and increase the effectiveness of their unit. The main purpose of this research is the effect of emotional intelligence on marketing effectiveness with regard to the role of creativity in the marketing strategy of dairy companies in Tehran province. The present research is descriptive-survey; its data collection method is library and field. To measure the hypotheses and achieve the research goals, we considered dairy companies in Tehran province as a statistical population and marketing managers, sales senior experts and marketing of dairy companies as the analysis unit. We calculated the sample size using Cochran's formula. We used questionnaire to collect information; we provided it individually to population members, and then analyze the data with the use of structural equation method and tested all hypotheses. The results indicate that the creativity in marketing strategy has a high impact on marketing effectiveness and the variable of self-awareness has the greatest impact on the creativity of marketing strategy.*

Keywords--- *Emotional Intelligence - Marketing Effectiveness - Creativity - Marketing Strategy.*

I. INTRODUCTION

In today's world, change is fast, and successful adaptation is an important part of success in the present age. The rapid evolution of the environment and competitive markets has put additional pressure on organizations to adapt very quickly, leading to changes at high levels. The challenge for organizations is to build more flexible structures and flexibility in today's changing world. Businesses need to be flexible enough to manage unpredictable threats, uncertain future opportunities and an unstable environment. Industries usually combine flexibility and inflexibility; what is emerging today, is new alternatives to simpler tendencies toward greater flexibility and opportunism (Goldman, 2001). Therefore, flexibility for being adapted with the business turmoil to maintain a competitive advantage is one of the major challenges for today's managers (Singh, 2017).

Emotional intelligence is an important factor in a person's performance in life and work environment. In his book, Emotional Intelligence, Goldman states that IQ can affect only 20% of a person's success in life, and that the remaining

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80% are determined by emotional intelligence (Goldman, 1995). Emotional intelligence is widely used in many disciplines, including management and marketing. Because emotional intelligence is a concept that directly affects cognitive and behavioral issues, it can also have an impact on marketing. Recent researches in the field of marketing point to the importance of emotional intelligence as an effective factor in effective marketing. The most important need for a successful marketer is to have the right social connections. Researches have shown that people with high emotional intelligence have successful relationships because they have a good understanding of the other side as well as a good understanding of their emotions and of their control (Wang, H., Du, R., & Olsen, 2018).

By developing a creative and effective strategy, an organization can somehow ensure the competitiveness in the today's highly competitive market. Strategic scientists have come to the conclusion that dynamic capabilities enable managers to adapt, integrate, and expand physically, humanely, and organizationally to achieve alignment with the changing business environment (Slater and Halt, 2010). Competitive advantage for companies is achieved by value creation for customers through the provision of distinct products with more benefits in comparison to competitors based on their core competencies. The main focus of marketing strategy is proper allocation and coordination of marketing activities and resources. The operational objectives of the company are obtainable by a specific market-product. Strategic planning of the market is a tool that companies use through a suitable plan and program for mixed marketing elements according to the needs and desires of potential customers in the target market. They are looking for competitive advantage and synergy. In the current era of super competitiveness, companies are more successful in establishing their desired position in the market based on market conditions, competitors' status and their strengths and weaknesses; by offering Superior value compared to competitors in the market, they should provide more satisfaction for them (Yang, et.al, 2017).

The basis of marketing science is to influence human behavior. The marketing department of all companies is always trying to find ways through which it can have a better impact on people and attract them as customers. For this reason, marketing science has always interacted with psychology in order to use the latest psychological findings to influence buyers (Shareef, et.al, 2018). Nowadays, food industry companies are trying to maintain their market share as much as possible by using various competitive and marketing methods. For this purpose, they pursue competitive and marketing strategies to achieve their goals. In this regard, many of them have resorted to price reductions, product differentiation, focusing on specific markets or other competitive strategies. In addition to increasing their competitiveness and reducing production costs, the establishment of new management, mass production, and the use of economies of production scale, the success of dairy companies requires a special marketing; it should be different from marketing other goods. In addition to the freshness of food and public health, its attention must be paid to consumer's view, create need in consumer to turn today's empty capacities of dairy companies for new markets and success in marketing and sales. Therefore, our research seeks to investigate the impact of emotional intelligence on marketing effectiveness, the role of strategic marketing creativity in dairy companies. Therefore, the main question of this research is whether emotional intelligence is effective in marketing effectiveness through the creative strategy.

II. THEORETICAL LITERATURE AND PRESENTATION OF RESEARCH HYPOTHESES

Emotional intelligence

In addition to psychologists and psychiatrists, emotional intelligence and its attractive and far-reaching aspects have attracted public attention in recent decades. The application of the concept of social intelligence dates back to the 1940s. Mayer and Salovy then described the term emotional intelligence. With his influential model of multiple intelligences, Gardner played an essential role in shaping the theory of emotional intelligence. According to Gardner's theory of multiple

intelligences, there are two main types of intelligence: first, the inner intelligence and awareness of the individual that allows the identification and differentiation of complex human emotions, and second, the knowledge and awareness of interpersonal relationships that recognize and differentiate the emotions of others. Finally, in his best-selling 1995 book, *Emotional Intelligence*, Daniel Goldman explicitly articulated the concept (Goldman, 1995). Emotional intelligence plays an important role in the work environment. In particular, according to researchers, emotional intelligence in employees can predict job-related outcomes, such as job satisfaction and job performance. According to theorists, emotional intelligence in managers has a significant effect on the above results (Rice & Markey, 2009).

In 1995, Daniel Goldman began to apply the initial definition of Salvy and Mayer. He was able to identify five major realms in emotional intelligence. These realms were (Pappas, et. al, 2014) emotional self-awareness, self-motivation, self-management, social awareness and relationship management.

Marketing effectiveness

The effectiveness of marketing is not necessarily determined by current sales and profitability. Satisfactory outcomes may be due to the fact that a department is in the right place and time, and not necessarily has good and effective marketing management. Corrective action in marketing of that department may change the situation from good to excellent. It is possible that other department does not perform well in spite of proper marketing planning. The criterion for marketing effectiveness is the belief that the integration power of customer orientation and organizational performance depends on the level of integrated institution of marketing effectiveness that covers various issues of marketing operations. The following five models, which include customer-orientation philosophy, integrating marketing efforts, marketing information, strategy orientations, and operational efficiency, are some of the features of Cutler Marketing effectiveness; it adopts both internal and external perspectives for marketing capabilities (Nowkah, Ahiozu, 2009).

Creativity of marketing strategy

One of the problems in the field of marketing of products and services is the poverty of ideas. It is true that manufacturers of goods and services use basic steps in various aspects of marketing such as advertising, packaging, logo design, and offering new products, etc., but the only way to compete in the current market is creativity and innovation. Creative marketing allows marketers to take advantage of new opportunities to prepare for the entry of new products that cover a wider range of audiences. In other words, instead of simply offering the customer to buy and use a product again in today's markets, they are offering new products to him; this will only be possible by getting acquainted with the methods of identifying and discovering ideas (Venkatesh, et.al, 2017).

Presenting hypotheses and conceptual model

As explained earlier, there are few researches on the relationship between emotional intelligence and marketing effectiveness. The results show a positive and significant relationship between emotional intelligence and marketing effectiveness. Since over the past half century, creativity has become one of the main subjects of scientific psychology as well as a researchable subject, since 1995 many theorists, like Gilford, have theorized and researched about creativity and discussed the distinction between this phenomenon and rational intelligence. Although theories and patterns of common intelligence have to some extent been able to provide practically useful services to psychology, very little research has been done on the distinction between this phenomenon and emotional intelligence and its role in creativity and innovation. Therefore, considering the background of studies conducted in this field so far, we present the research hypotheses and conceptual research model in the form of Figure (1).

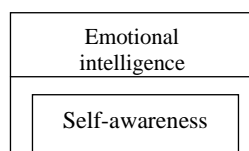


Figure 1: Research conceptual model

According to Figure 1, the research hypotheses are as follows.

Main Hypothesis 1: Emotional intelligence affects the creativity of marketing strategy.

Sub-hypothesis 1-1: Self-awareness affects the creativity of marketing strategy.

Sub-hypothesis 1-2: Self-management affects the creativity of marketing strategy.

Sub-hypothesis 1-3: Social awareness affects the creativity of marketing strategy.

Sub-hypothesis 1-4: Relationship management affects the creativity of marketing strategy.

Main Hypothesis 2: Strategic Marketing Creativity Affects Marketing Effectiveness.

III. RESEARCH METHODOLOGY

The present research is applied in terms of purpose, descriptive in terms of variable control, and a survey in terms of data collection method. We used a standard questionnaire to collect information, designed as a 5-option Likert scale. The statistical population of the research consists of dairy companies whose offices are in Tehran. The analysis unit consists of marketing managers and senior sales and marketing experts. According to statistics obtained from the Statistical Bank of the Food Industry, there are 240 dairy companies (Comprehensive database of jobs related to the Iranian food industry); we obtain the sample size using the Cochran's formula. This research was conducted in the first half of 2015.

Due to the fact that it was necessary to use the opinions of all managers of higher, middle and operational levels, we distributed 160 questionnaires among managers, of which 148 questionnaires were usable.

The method of data analysis in this study is the use of structural equation techniques (confirmatory factor analysis) and regression.

IV. DATA ANALYSIS

In this part of the present research, after examining the normality of the distribution of variables, we tested the fit of the conceptual model and then presented the results of the test of research hypotheses.

Conceptual model fitness test

The purpose of evaluating the fit of the whole model is to determine to what extent the whole model is compatible with the experimental data used. In this section, the conceptual model of the research is drawn in the form of a path diagram

and measured using different methods of fitness. A complete model of structural equations actually represents a mixture of path diagram and confirmatory factor analysis (CFA).

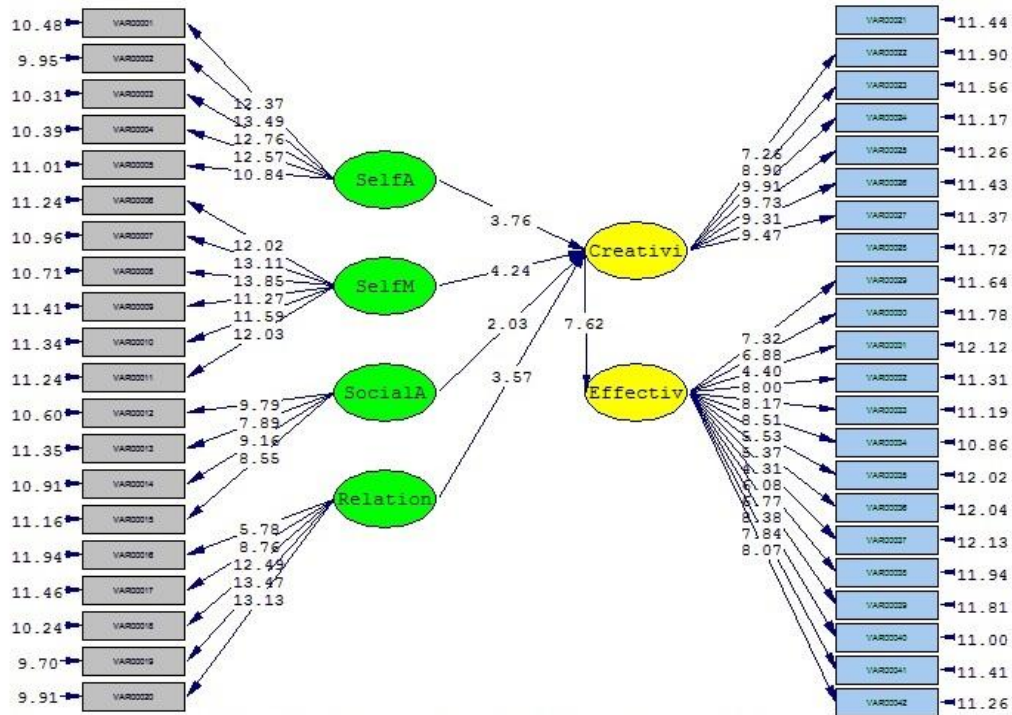


Figure 2: Significance Numbers of Structural Research Model

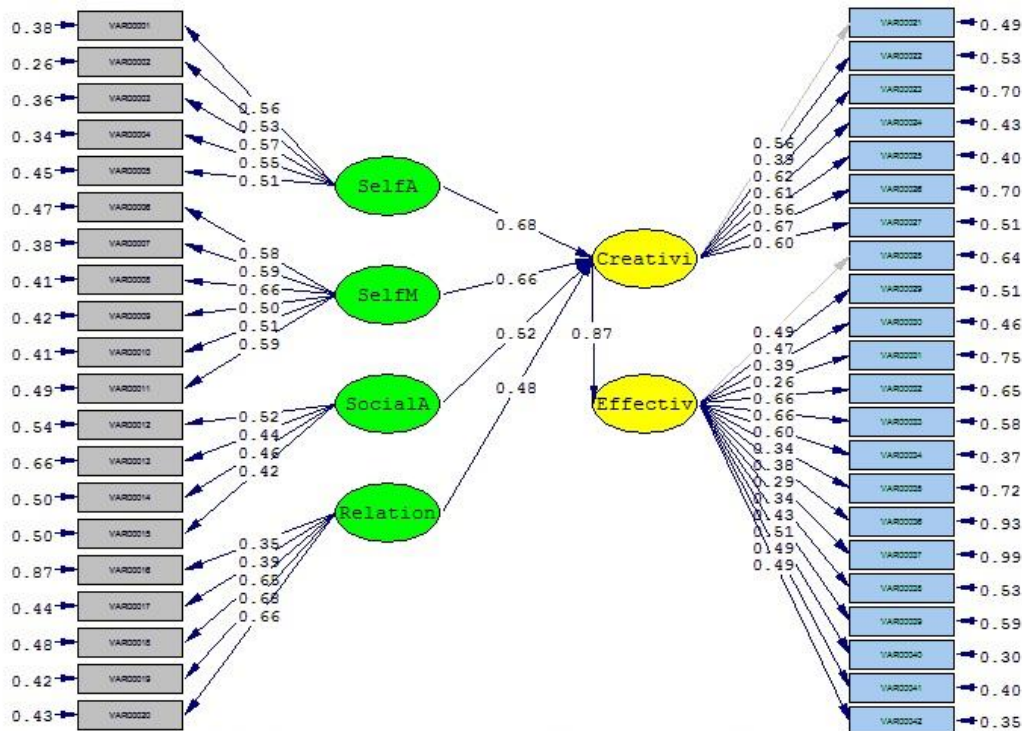


Figure 3: Standard Estimation Coefficients of the Structural Research Model

Based on the final model, it is clear that the relationship between all the components mentioned in the initial research model is positive and significant, so the final research model is confirmed.

Model Goodness of fit

Finally, we have used a number of indices of goodness of fit to fit the structural model of the main research hypothesis. The table below shows the most important fitness indices. The table below shows that the conceptual model of research has a good position to explain and fit.

Table 2: Indices of structural model fit

Index of fit	Desirable value	Result
χ^2/df	00.<3	040.1
GFI	90.>0	971.0
RMSEA	08.<0	069.0
RMR	05.<0	029.0
NFI	90.>0	942.0
IFI	90.>0	971.0
CFI	90.>0	959.0

Testing Research Hypotheses

After testing the research hypotheses, we present the results in Table (3).

Table 3: Results of testing research hypotheses

Path		Significance number	Path coefficient
From variable	To variable	t-value	(β)
Self-awareness	Creativity of marketing strategy	3.76	0.68
Self-management	Creativity of marketing strategy	4.24	0.66
Social awareness	Creativity of marketing strategy	3.57	0.43
Relationship management	Creativity of marketing strategy	3.57	0.48
Creativity of marketing strategy	Marketing Effectiveness	7.62	0.87

According to the table above, the level of significance between all variables is greater than 1.96. This indicates that the relationship between them at the level of confidence (95%) is significant. The path coefficient between them also shows the effect of the independent variable on the dependent one. Consequently, all research hypotheses are confirmable.

V. DISCUSSION AND CONCLUSION

Buying and selling, marketing, management and business inevitably deal with the human factor, whether in the environment inside the organization where the main cell of the units is individuals or in the environment outside the organization where management deals with multiple human factors; from the state men who draft commercial laws, social reference groups such as sports heroes and artists who direct people's tastes in buying goods and the prevalence of fashion, and the family institution, which is especially consulted in large purchases of the main center, and the end customers who

are the main buyers, to sales and distribution agencies. All carry the human factor as the core. Emotional intelligence, as an ability to understand the feelings and needs of others, is a very effective aid in guiding others in a way that leads to long-term and short-term organizational goals and the satisfaction of individuals and society.

According to the results of the first hypothesis test, we should consider the effect of self-awareness variable on creativity. Therefore, we recommend to dairy companies in this regard to hold coherent and continuous programs to train sales managers and employees. With proper emotional intelligence training, managers can increase their awareness of their own and others' emotions; we can teach them how to control their emotions and those around them in critical situations. This is also important regarding the dairy industry due to intense competition and problems; because salespeople behave more transparently based on emotional intelligence, have better behavioral styles and preferences, and are more likely to make sale relations.

We have also confirmed the effect of self-management on creativity in this research. Therefore, we recommend that managers of dairy companies select and measure the emotional intelligence of sales staff before hiring and select people who have higher emotional intelligence; so they can improve their performance in this regard in the case of previous sales staff with training programs.

We found in our research that social awareness is another factor that affects creativity. In this regard, the increasing effectiveness of the dairy industry requires transforming and innovative managers; so we recommend that managers increasingly cultivate creativity and emphasize its role in formulating their strategies. It can be an effective help to get acquainted with creativity techniques as well as training classes.

Relationship management is another indicator of emotional intelligence; researchers have confirmed its influence on creativity. Communication plays an important role in the sales of the dairy industry, so it is necessary for managers of dairy companies to improve the relationship management skills of their employees and of their sales managers by holding communication courses and workshops.

Based on the results of the present research, we observed that creativity is one of the most important factors in the effectiveness of marketing. Due to the variety of dairy products on the market and the intense competition in attracting customer attention and purchasing decisions by the customer, we recommend that dairy companies use these factors to provide working procedures to cultivate the creativity of their sales staff as much as possible. Holding training courses can help a lot in this case to facilitate the process of creativity.

Nowadays, the need for change and innovation is well known, and no manager can ignore innovation for long. The fact is that change is evident in organizations and the environment, and managers must boldly accept innovation and know that their existence depends on change and innovation. One of the factors that can bring creativity to an organization, especially in developing a strategy that leads to greater effectiveness of the strategy, is that organizations identify creative people and create the right environment for creating new ideas.

From an organizational point of view, the real success of innovation occurs in the market. Creating innovative marketing criteria is essential to helping companies transfer good ideas and products to sales and revenue. Changing the rules and regulations related to strategic innovation has been a key factor in the success of many market managers. In addition, companies must strive to create the right culture, structure, incentives, systems, and processes that will facilitate innovation. Given this, we recommend that managers provide favorable conditions for achieving superior performance. Using key marketing capabilities, such as focusing on marketing mix, supply chain, and creative and innovative methods in the dairy industry affect performance.

Based on the results of the present research hypotheses, we can claim that employees who are fully aware of their feelings are able to recognize their feelings about their performance and people who are self-motivated have a purposeful

sense to perform larger and higher missions. Therefore, we recommend that companies, especially companies operating in the dairy industry, when hiring their employees, measure the emotional intelligence coefficient of individuals through emotional intelligence test and hire people who have a good emotional intelligence coefficient.

Emotional intelligence seems to be an evolving form of humanism in organizations, and a new and worthy tool in the hands of business managers and market theorists to guide people within the organization and extra-organizational customers and satisfy them. There are many influential people in the market who know that beyond all mathematical and scientific logic, the power of inspiration and feeling works. They are efficient and have the power to make people productive. Therefore, we recommend that managers of dairy companies first feel the path by relying on emotional intelligence and identify perspectives and identify the mission of the organization and then using the scientific and theoretical rules of marketing achieve their short-term and long-term goals. A sense for customer service, intra-organizational empathy for customer maintenance and organizational mission: these are not issues that can be addressed through theoretical discussions, but require superior intelligence that includes both interpersonal intelligence and intrapersonal intelligence.

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