

The Impact of Commercial Marketing on Developing Tour Guide Skills-A Survey Study of a Sample of Tourism and Travel Companies in Baghdad

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Abstract:

This study seeks to explore how commercial marketing contributes to enhancing the capabilities of tourist guides and examines the extent to which marketing criteria can be utilized to improve guide performance within the research community. The core research question focuses on whether commercial marketing can be strategically activated within tourism companies through long-term planning. To address this, the researcher analyzed responses from 215 distributed questionnaires targeting managers of tourism and travel companies in Baghdad. The study investigates the connection and influence between commercial marketing—viewed as the independent variable—and the development of tour guide skills as the dependent variable. A set of primary and secondary hypotheses was developed to guide the analysis. To meet the research objectives, which include directing tourism companies to recognize the added value brought by tour guides, a descriptive and analytical methodology was employed. Data collection primarily involved questionnaires and personal interviews, supported by various statistical techniques. The findings highlight that tourism and travel companies actively apply commercial marketing strategies to enhance their tour guides' performance by envisioning long-term growth and forming strategic alliances.

Keywords: Commercial marketing, Tour guide skills.

Research Background:

Commercial marketing has become a critical necessity for tourism companies operating in today's rapidly changing and increasingly complex environment. The dynamic nature of the tourism industry—marked by uncertainty and constant shifts—has significantly influenced management practices and created an urgent need for strategic foresight. In response, tourism companies must adopt innovative and creative approaches to anticipate future trends and effectively address emerging challenges.

Within this context, the role of the tour guide is paramount. Tour guides not only provide essential information about tourist destinations and attractions but also play a vital role in shaping tourists' perceptions by presenting a positive image of local customs, traditions, and social life. Therefore, the development and enhancement of tour guides' skills have become fundamental to the success of the tourism experience.

Global advancements have further enabled tourism companies and tour guides to adopt modern technologies aimed at improving performance and service delivery.

Recognizing these transformations, this research seeks to examine the relationship between commercial marketing and the development of tour guides' performance. It aims to validate this relationship through a set of core hypotheses, emphasizing the importance of guiding tourism companies toward utilizing commercial marketing tools to enhance tour guide capabilities and respond effectively to external challenges.

The research addresses a central problem: the extent to which human resources in the surveyed tourism companies understand the concept of commercial marketing and apply its key elements. To investigate this, the study is structured into three main sections. The first section explores the theoretical framework of commercial marketing. The second examines the conceptual foundations of the tour guide profession. The third section focuses on the empirical aspect of the research, culminating in a presentation of the key conclusions and recommendations derived from the study.

Research Structure

First... The Research Problem:

Although commercial marketing plays a vital role in developing tour guide skills, many Iraqi tourism companies lack a strategic approach to leveraging this impact. This neglect may lead to negative outcomes within their operational environments. To achieve sustainable growth, these companies must adopt a broader vision that integrates modern technology and prioritizes areas of competitive advantage. Commercial marketing and tour guides should be seen as critical drivers of organizational resilience rather than just tools for performance improvement. Thus, this research emphasizes the need to explore how marketing strategies can influence and enhance tour guide effectiveness.

Second... The importance of the research:

1. The tour guide is the essential element in tourism companies, ensuring they provide excellent service to guests. Therefore, this research focuses on covering broad conceptual, cognitive, and practical aspects of the tour guide.
2. Shedding light on and providing intellectual insights into the importance of commercial marketing in developing tour guide performance in the companies studied.
3. Clarifying the practical importance of using commercial marketing on the performance of employees in tourism companies.

Third... Research objectives:

1. To identify the influences of commercial marketing on the tourism companies.
2. To identify the level of tour guide performance in the tourism companies.
3. To examine the impact of commercial marketing on developing tour guide skills.

Fourth... Research Hypotheses:

Main Hypothesis: There is a statistically significant effect of the combined dimensions of commercial marketing (service, information, price, distribution, and promotion) on the development of tour guide skills (communication, linguistics, knowledge, culture, and social skills), according to the following sub-hypotheses:

- 1 .The dimensions of commercial marketing significantly influence the development of communication skills among tour guides.
- 2 .The dimensions of commercial marketing play a crucial role in enhancing language proficiency in the tourism sector.
- 3 .There is a significant impact of commercial marketing dimensions on the improvement of knowledge-based competencies.
- 4 .Commercial marketing dimensions contribute meaningfully to the advancement of cultural awareness and understanding.
5. Social interaction skills are notably affected by the application of commercial marketing strategies.

Fifth... Research Community:

The researcher selected tourism and travel companies in Baghdad as the field for applying the current study, given their direct relevance to the research topic, variables, and objectives. The choice was also driven by the pressing need to examine the impact of commercial marketing and the development of tourist guide skills within this specific context. The research population consisted of 535 companies, identified through a comprehensive survey, and included key stakeholders such as authorized managers, tourism representatives, and tour guides. From this population, a total of 210 questionnaires were distributed, making the research sample both purposive and randomly selected, as illustrated in the following table.

Table (1) Study community and sample

Notes	Details	Sample
Community	535	210
Authorized Director	50	0.24
Tourist Representative	71	0.34
Tourist Guide	89	0.42
Total	210	100%

Source: Prepared by the researcher

Sixth... Research Methodology:

The current research adopted the descriptive approach in research analysis.

Section One: The Theoretical Framework of Commercial Marketing

First... The Concept of Commercial Marketing:

Commercial marketing represents the activity whose methods, steps, and plans are undertaken for the purpose of sales or money. The goal of commercial marketing is to sell products in the best possible way and obtain the highest price, all through the added value it adds to any product and the impact of the image marketing departments create of their products and services (Dann,2019). Therefore, commercial marketing represents a commercial transaction based on the exchange of services between individuals and groups, i.e., the commercial exchange of goods and services between tour guides and customers or tourists.

Second... The Importance of Commercial Marketing:

Commercial marketing is of great importance to companies and organizations, as it works to meet the worldly needs of consumers (Al-Shahrani,2012). It also works to satisfy consumers' desires and achieve the best possible benefit, as is the case with every productive activity. Therefore, the importance of commercial marketing stems from the fact that the cost of production is equivalent to 50% of the product's value. Marketing, therefore, requires great care to ensure that production ultimately meets the desired standard. Furthermore, the presence of an advanced marketing system leads to rapid economic growth, as it is capable of creating effective distribution systems to market products and services to consumers (Hanas,2010). Furthermore, commercial marketing serves as a link between the management of organizations, the communities in which they operate, and the markets they serve. Marketing departments provide various departments within the organization with information and studies on the market and consumer needs for goods and services (Azzam,2009). Similarly, for tourism and travel companies, commercial marketing is considered the fundamental pillar that provides services to companies and provides customers and tourists with the services they need regarding the nature of the tourism program they will undertake.

Third... Dimensions of Commercial Marketing:

1. **Service:** This refers to all behaviors, activities, or performances provided by one person to another. These behaviors are considered intangible, resulting in the transfer of ownership of anything. Furthermore, the provision of a service may or may not be linked to a tangible product (Belkacem,2016). The role of the tour guide here is to market the company's services commercially to customers in a manner that meets their desires and aspirations.
2. **Information:** It is the process of providing marketing information and presenting it to marketing personnel when needed to support marketing decision-making. It is disseminated to the various marketing departments, which helps them make the right marketing decisions at the right time. Therefore, the main goal of information is to reach the organization's products and services and sell them to consumers and attract them to them in a way that achieves their satisfaction, in order to increase demand for them and, as a result, achieve profit and benefits for the organization within the framework of competition that may exist (Al-Bakri,2015).
3. **Price:** This is the amount customers pay to purchase a product. It represents the cost recovery and profit for the seller, and is a key factor in achieving customer satisfaction. A difference in price can lead to a change in brand, while exaggerated prices lead to customer disappointment, decreased repeat purchases, increased complaints, and negative publicity. Therefore, pricing

strategies are not easy, as they directly impact customer satisfaction and the organization's revenues (Ali,2021).

4. Distribution: This involves designing appropriate distribution channels by selecting the appropriate location for the market, choosing the products to display in them to ensure successful marketing, determining the appropriate size of the place to display them, and taking into account consumer demand and purchasing from one region to another, as they are not the same. Therefore, the products will not be equally successful everywhere (Marušić,2019).

5. Promotion: This is the method organizations use to inform customers about the products they offer, reminding and convincing them directly or indirectly through promotion (Kotler,2006).

Section Two: The Conceptual Framework of the Tour Guide

First... The Concept of a Tour Guide:-- The term "guide" generally refers to a tour guide, tour leader, or tour manager. However, a distinction exists between a tour guide and a tour manager. While a tour manager typically oversees logistical arrangements across various locations, a tour guide remains with the group, providing continuous guidance throughout the journey. In some cases, a tour guide may assume both roles simultaneously, managing and guiding the tour. A tour guide plays a pivotal role in enriching the tourist experience by offering accurate and engaging information about archaeological sites, historical landmarks, religious destinations, natural attractions, museums, and exhibitions, all within a defined timeframe and for a specific fee. Beyond sharing facts, the tour guide shapes the tourist's perception of the destination, fostering a lasting positive impression that may encourage repeat visits. (Al-Zuwaini,2022). Thus, tour guides are key influencers of tourist attitudes and behaviors toward particular destinations (Andelković,2022).

Secondly... The importance of the tourist guide: -- The importance of the tourist guide stems from the fact that he is the vital link between destinations and tourists, which is a major factor that affects tourists' satisfaction, loyalty and communication, and plays an important role in tourist attraction. He is the main source of providing tourists with information about the cultural, historical and civilizational heritage of the country or region they wish to visit, in addition to providing them with information about the customs and traditions of peoples and the social lifestyle that the inhabitants of the region live (Huang,2011). He also presents a comprehensive topic to tourists that satisfies their curiosity and answers their inquiries through the information that he conveys to them, along with what they see of natural scenery, buildings, cultural landmarks, antiquities and crafts in the tourist destination (Ben,2015).

Third... Tour Guide Skills: --

1. Communication Skills

Effective communication is a fundamental skill that every tour guide must master. The ability to clearly and confidently communicate with tour participants significantly influences the success of the tour (Chikuta, 2017). A tour guide must maintain ongoing interaction with tourists, overcoming cultural differences, in order to establish meaningful cultural and social connections. This enables smoother idea transmission and creates a more engaging tourist experience (Kemboi, 2018).

2. Language Skills

Tour guides are expected to speak fluently and clearly, avoiding complex or ambiguous vocabulary that may confuse travelers, especially those from diverse cultural backgrounds (Rabotid, 2010). Using simple and culturally appropriate language is essential to ensure effective communication. Moreover, skilled guides excel in both listening and speaking, allowing them to respond thoughtfully to tourist inquiries, enhancing their influence and connection with the group (Magdy, 2016).

3. Knowledge Skills

Knowledge skills refer to the application of information acquired through education, experience, and continuous practice (Damayanti, 2020). A competent tour guide should be well-versed in various cultures, traditions, and tourist preferences. This knowledge allows them to respond effectively to tourist needs, guide them to desired locations, and promote the national tourism product as part of their professional role (Gerges, 2014).

4. Cultural Skills

Cultural skills encompass both the guide's awareness of their own culture and that of other countries, as well as the strategies they employ during tours. These skills help explain and anticipate tourist behavior (Al-Rawdiyah, 2015). A successful tour guide demonstrates not only cultural knowledge but also emotional intelligence and creativity in providing exceptional and personalized service to tourists (Magdy, 2016).

5. Social Skills

Social skills are critical for managing tour groups effectively. Tour guides must understand human behavior and interpersonal dynamics to interact professionally with tourists (Abdul Ali, 2018). These skills involve engaging with others in socially acceptable ways that benefit both the guide and the tourists, contributing to the overall success of the tour (Al-Badri, 2017).

Section Three: Applied Research and Hypothesis Testing

(Testing the Impact of Commercial Marketing on Developing Tour Guide Skills)

Main Hypothesis:

There is a statistically significant effect of the combined dimensions of commercial marketing (service, information, price, distribution, promotion) on the development of tour guide skills (communication, language, knowledge, cultural, and social).

Verification of the First Sub-Hypothesis – Communication Skills:

The analysis of Table (2) indicates that the calculated F-value for the model is 79.148, which exceeds the tabulated value of 3.884 at a 0.05 significance level and 209 degrees of freedom. This confirms the statistical significance and validity of the model. The findings reveal that tourism and travel companies in Baghdad have successfully applied the combined dimensions of commercial marketing to enhance communication skills, with a coefficient of determination (R^2) of 0.433 and an adjusted R^2 of 0.428. This means that 42.8% of the variation in communication skills can be attributed to commercial marketing, while the remaining 57.2% is explained by other factors.

Key Findings:

A. The data shows that the information dimension significantly contributes to communication skills, with a standardized impact coefficient of 0.224, a p-value of 0.000, and a calculated t-value of 3.451. Additionally, the promotion dimension had a stronger effect, with an impact coefficient of 0.664, a p-value of 0.000, and a t-value of 10.623. Both t-values exceed the critical value of 1.971 at the given degree of freedom.(209)

B. Conversely, the service, price, and distribution dimensions did not show a significant impact on communication skills.

C. The regression equation predicting communication skills based on commercial marketing dimensions is as follows:

$$\text{Communication Skills} = 0.656 + (0.224 \times \text{Information}) + (0.664 \times \text{Promotion})$$

Table 2 The impact of commercial marketing and its combined dimensions on communication skills n=210

Independent Variable	Communication Skills						
Service	α	B	R^2	A R^2	T	P	F
Information	0.656	0.074			1.360	0.175	79.148
Price		0.224			3.451	0.000	
Distribution		0.029			0.427	0.670	
Promotion		0.044			0.570	0.569	
		0.664			10.623	0.000	

Source: SPSS V.28 outputs

Verifying the second sub-hypothesis: The combined dimensions of commercial marketing have a significant impact on language skills .

The researcher found from the results of Table (3) that the calculated F value (12.256) exceeds its tabular value (3.884) with a probability value of (0.05) and a degree of freedom of (209), indicating the significance of the model and its statistical acceptance. Tourism companies in Baghdad were able to employ commercial marketing in its combined dimensions in language skills, with an interpretation coefficient of (0.193) and a corrected interpretation coefficient of (0.177). This indicates that commercial marketing in its dimensions explains (17.7%) of the changes that occur in skills. Furthermore, the remaining percentage (82.3%) is due to other variables that were not tested in the current model .

Accordingly, the second sub-hypothesis of the first main hypothesis is accepted (the combined dimensions of commercial marketing have a significant impact on language skills). The researcher found the following :

A. It was evident that companies invested in the service dimension to improve language skills, with an effect size of 0.368, with a probability value of 0.000, and a calculated t-value of 3.698. The future vision dimension also had an effect of 0.366, with a probability value of 0.000, and a calculated t-value of 3.986.

In addition, they employed price to improve language skills, with an effect size of 0.347, with a probability value of 0.000, and a calculated t-value of 4.986. The effect of promotion was 0.240, with a probability value of 0.006, and a calculated t-value of 2.773. All calculated values exceeded the table value of 1.971, with a degree of freedom of 209.

B. No application of the information and distribution dimension to improve language skills was evident.

C. It was evident that the prediction equation for the language skills dimension, in terms of commercial marketing, is:

Language skills = (1.560) + (0.366) * information + (0.347) * price + (0.368) * service + (0.240) + promotion

Table 3 The Impact of Commercial Marketing and its Combined Dimensions on Language Skills n=210

Independent Variable	Language skills						
Service	α	B	R ²	A R ²	T	P	F
Information	1.560	0.368	0.193	0.177	3.698	0.000	12.256
Price		0.366			3.986	0.000	
Distribution		0.347			4.986	0.000	
Promotion		0.138			1.466	0.144	
		0.240			2.773	0.006	

Source: SPSS V.28 output

Verification of the Third Sub-Hypothesis – Knowledge Skills:

Table (4) indicates that the calculated F-value (37.660) exceeds the tabulated value (3.884) at a 0.05 significance level with 209 degrees of freedom. This confirms the statistical significance of the model. The results show that tourism and travel companies in Baghdad have effectively applied the dimensions of commercial marketing to enhance knowledge skills. The coefficient of determination (R²) was 0.354, and the adjusted R² was 0.345, which means that 34.5% of the variance in knowledge skills can be explained by the commercial marketing dimensions, while the remaining 65.5% is due to other variables not included in the current model.

Key Findings:

A. Several commercial marketing dimensions showed a significant impact on knowledge skills:

The information dimension had an impact coefficient of 0.165, with a p-value of 0.035 and a t-value of 2.122. The price dimension demonstrated the highest effect, with a coefficient of 0.457, a p-value of 0.000, and a t-value of 6.283. The promotion dimension had a notable effect as well, with a coefficient of 0.340, a p-value of 0.000, and a t-value of 4.801. All t-values exceeded the critical value of 1.971 at the specified degree of freedom (209), indicating statistical significance.

B. The service and distribution dimensions did not show any significant influence on knowledge skills.
C. The derived regression equation for predicting knowledge skills based on commercial marketing dimensions is:

$$\text{Knowledge Skills} = 1.171 + (0.165 \times \text{Information}) + (0.457 \times \text{Price}) + (0.340 \times \text{Promotion})$$

Table 4 The Impact of Commercial Marketing and its Combined Dimensions on Knowledge Skills n=210

Independent Variable	Knowledge skills						
Service	α	B	R ²	A R ²	T	P	F
Information	1.171	0.020	0.354	0.345	0.347	0.729	37.660
Price		0.165			2.122	0.035	
Distribution		0.457			6.283	0.000	
Promotion		0.137			1.645	0.102	
		0.340			4.801	0.000	

Source: SPSS V.28 outputs

Verification of the Fourth Sub-Hypothesis: "The combined dimensions of commercial marketing have a significant impact on cultural skills".

The analysis results in Table (5) show that the calculated F-value (41.397) exceeds the tabular value (3.884) at a significance level of (0.05) and with (209) degrees of freedom. This confirms the statistical significance and acceptance of the model. The tourism and travel companies in Baghdad demonstrated their ability to apply commercial marketing across its combined dimensions to influence cultural skills, achieving an explanation coefficient (R²) of 0.376 and an adjusted R² of 0.367. This means that commercial marketing accounts for 36.7% of the variation in cultural skills, while the remaining 63.3% is attributed to other variables not addressed in this model.

Accordingly, the fourth sub-hypothesis of the main hypothesis is accepted. The researcher concluded the following:

A. Significant dimensions: The service dimension had an effect of (0.184), with a p-value of (0.032) and a t-value of (2.154) The information dimension had an effect of (0.452), with a p-value of (0.000) and a t-value of (6.557) The promotion dimension had an effect of (0.476), with a p-value of (0.000) and a t-value of (6.962)

All the calculated t-values exceed the tabular value of 1.971, indicating statistical significance at the 0.05 level.

B. Non-significant dimensions: The price and distribution dimensions did not show any significant effect on cultural skills.

C. Regression Equation: Here is the prediction equation for the cultural skills dimension based on the combined significant dimensions of commercial marketing:

$$\text{Cultural Skills} = (0.726) + (0.452 \times \text{Information}) + (0.184 \times \text{Service}) + (0.476 \times \text{Promotion})$$

Table 5 The Effect of Commercial Marketing and its Combined Dimensions on Cultural Skills n=210

Independent Variable	Cultural Skills						
Service	α	B	R ²	A R ²	T	P	F
Information	0.726	0.184	0.376	0.367	2.154	0.032	41.397
Price		0.452			6.557	0.000	
Distribution		0.075			1.045	0.297	
Promotion		0.031			0.380	0.704	
		0.476			6.962	0.000	

Source: SPSS V.28 outputs

Verification of the fifth sub-hypothesis: The combined dimensions of commercial marketing have a significant impact on social skills: Table (6) shows that the calculated F value for the model (26.012) exceeds the tabular value (3.884) at a probability value of (0.05), with a degree of freedom of (209), indicating the model's significance and statistical acceptance. Tourism companies in Baghdad were able to employ commercial marketing in its social dimensions, with an explanation coefficient of (0.275) and a corrected explanation coefficient of (0.264). This indicates that commercial marketing, with its combined dimensions, explains (26.4%) of the changes occurring in social skills. Furthermore, the remaining percentage (73.6%) is attributed to other variables not tested in the current model. Accordingly, the fifth sub-hypothesis of the first main hypothesis (commercial marketing dimensions have a significant impact on social skills) is accepted. The researcher found the following:

A. It was found that companies invested in price (0.196) at a probability value of (0.001) and a calculated (T) value of (3.253). The effect of distribution on improving social skills was (0.144) at a probability value of (0.036) and a calculated (T) value of (2.113). The effect of promotion was (0.209) at a probability value of (0.005) and a calculated (T) value of (2.840). All calculated values exceeded the table value (1.971) with a degree of freedom of (209).

B. No employment of the dimension (service, information) in improving social skills was evident.

C. It was found that the prediction equation for the dimension of social skills in terms of commercial marketing is: Social Skills = (1.453) + (0.196) * price + (0.144) * distribution + (0.209) * promotion

Table 6 The Impact of Commercial Marketing and its Combined Dimensions on Social Skills n=210

Independent Variable	Social Skills						
Service	α	B	R ²	A R ²	T	P	F
Information		0.064	0.275	0.264	1.027	0.306	

Price	1.453	0.053			0.689	0.492	26.012
Distribution		0.196			3.253	0.001	
Promotion		0.144			2.113	0.036	
		0.209			2.840	0.005	

Source: SPSS V.28 outputs

First Main Hypothesis: Commercial marketing, in all its dimensions, has a significant impact on the development of the tour guide.

Findings from Table:(7)

F-value: $108.738 > 3.884$ (Significant at $p \leq 0.05$, $df = 209$)

R² (Explanation Coefficient): 0.512

Adjusted R²: 0.508

Interpretation: Commercial marketing explains 50.8% of the variance in tour guide development. The rest (49.2%) is due to other factors not included in the model.

Key Influencing Dimensions:

Information:

Impact Coefficient: 0.236

p-value: 0.000

t-value: 5.739

Promotion:

Impact Coefficient: 0.450

p-value: 0.000

t-value: 11.398

Service, Price, Distribution: No significant impact.

Prediction Equation:

$$\text{Tour Guide Development} = 1.170 + (0.236 \times \text{Information}) + (0.450 \times \text{Promotion})$$

Table 7 The Impact of Commercial Marketing with its Combined Dimensions on Tour Guide Development : n=210

Independent Variable	Tour Guide Development						
Service	α	B	R ²	A R ²	T	P	F
Information	1.170	0.063	0.512	0.508	1.247	0.214	108.738
Price		0.236			5.739	0.000	
Distribution		0.073			1.166	0.245	
Promotion		0.039			0.543	0.588	
		0.450			11.398	0.000	

Source: SPSS V.28 outputs

Conclusions:

1. Proactive Service Strategy: The tourism companies surveyed showed a strong commitment to service quality, evidenced by their readiness to develop contingency plans for unforeseen events. They actively analyzed competitors' strengths and weaknesses through expert teams, used feedback loops, and strategically leveraged insights for competitive advantage.
2. Information-Driven Marketing: The companies prioritized acquiring and utilizing marketing-relevant information. Their ability to convincingly present marketing content and provide timely data to marketers supported more informed marketing decisions.
3. Strategic Pricing Approach: These companies employed thoughtful pricing strategies, emphasizing reasonable and stable prices aligned with the financial capabilities of tourists, enhancing customer trust and marketing appeal.
4. Effective Distribution Practices: Distribution strategies were optimized by delivering tourism programs at the right time and place, ensuring accessibility and convenience for target customers.
5. Collaborative Promotion Tactics: The promotion efforts of the companies reflected a partnership model, engaging all stakeholders to maximize outreach and promote tourism offerings to the broadest possible market segment.
6. Emphasis on Communication Skills: The companies recognized the importance of communication skills, especially among tour guides, highlighting the value of fostering strong social and cultural relationships with tourists and ensuring accurate, relatable communication.
7. Development of Linguistic Skills: Linguistic skills were emphasized as a key factor in tour guide development. Guides were expected to use clear, engaging language, avoid complexity, and maintain tourists' attention through intelligent and simplified storytelling.

8. Focus on Knowledge Skills: Tour guides were encouraged to build strong cognitive and informational foundations. The companies promoted knowledge of natural and cultural elements and advocated for environmentally responsible tourist behavior.

9. Moderate Cultural Skills Engagement: While cultural skills were present, they did not fully meet expectations. Tour guides showed awareness and respect for local traditions and cultural diversity but had room for further innovation and cultural engagement.

10. Strong Social Skills Orientation: Social skills were a key focus, with tour guides trained to interact effectively with tourists of varying ages, backgrounds, and cultures, enhancing the overall tourism experience.

Recommendations

1. Direct additional efforts toward improving the service-providing capabilities of the tourism companies in the study sample. This is achieved by developing alternative strategies for any emergency that may affect their operations at a later stage, and by drawing a comprehensive and consistent picture of their future. This will enhance their strengths and position them ahead of their closest competitors.

2. Further focus should be placed on possessing significant marketing information by convincing employees to adopt a research and data development strategy, and by engaging employees in formulating the company's future strategic direction. This will lead to diversified information bases that determine the company's work path.

3. Improve its pricing system at various levels by adopting a diverse pricing system acceptable to all segments of tourists or customers. This will facilitate competition with other companies, achieve consumer satisfaction, and maximize tourism company revenues.

4. Direct additional attention from the tourism companies in the study sample to adopting effective distribution channels to improve their commercial marketing by motivating their employees to achieve a common goal that improves their performance and implements their future vision. They should also encourage them to interact with each other and form a collaborative team. This should be done by motivating employees to participate in various distribution channels and assume responsibility for doing so.

5. The need to give greater attention to promotion, as it is the primary pillar in improving commercial marketing. This is the method organizations use to inform customers of the products they offer, remind them of their needs, and persuade them directly or indirectly through promotion. Partnerships should be adopted as a method that contributes to implementing their strategy, achieving their objectives, and managing them accordingly.

6. The tourism companies in the study sample should devote greater attention to communication skills, by establishing close social and cultural relationships with tourists and possessing the communication skills to accurately convey tourism information to customers.

7. Directing tourism companies to develop their tour guides' language skills, enabling them to possess a high degree of intelligence to attract tourists' attention throughout the tour by evoking diverse incidents, understanding words and phrases, and being precise in their performance to enable them to understand others.

8. Focusing on improving cognitive skills by studying natural and human aspects and encouraging tourists to adopt environmentally friendly habits during their trip. Furthermore, they should learn

about the customs and traditions of different peoples and the needs and desires of tourists and properly address them.

9. Investing additional efforts to improve the cultural skills of the tour guides in the surveyed tour companies by enhancing their familiarity with and respect for the customs, traditions, and culture of the host country or region. They should also consider the quality of inspiration by visiting most countries around the world and becoming familiar with their landmarks to understand tourists' way of thinking and adapting to them.

10. The need to focus on the social skills of tour guides by improving their ability to communicate with tourists of various ages and social levels, and raising awareness of the importance of maintaining social relations and the social fabric of travelers and the host region.

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