



RESEARCH ARTICLE

Designing A Brand Promotion Model of Iraqi Non-Governmental Hospitals

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ARTICLE INFO	ABSTRACT
Received: May 23, 2024 Accepted: Jun 26, 2024	Marketing boosts market share and profitability by delivering valuable products and services. Branding is key, especially in competitive markets, where post-branding Promotion is vital. Brand promotion fosters trust, which is crucial in sectors like healthcare. This study uses applied research to design a brand promotion model for Iraqi non-governmental hospitals. Employing a mixed-method approach, it engages private hospital managers, marketing experts, and professors. Data collection involves semi-structured interviews analyzed through Grounded Theory. Brand promotion, comprising brand image and identity, is centrally influenced by competition, brand consolidation, and organizational excellence within environmental, socio-cultural, and economic contexts. Interventional factors include legal-political resources. Brand promotion enhances market share, positioning, value creation, and human resource development. Strategies for implementation include raising awareness, promoting social responsibility, investing in research, enhancing human resources, improving infrastructure, ensuring patient protection, optimizing processes, and providing emotional support. These strategies are deemed suitable for successful brand promotion in Iraqi non-governmental hospitals.
Keywords	
Brand promotion	
Branding	
Non-governmental hospitals	
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INTRODUCTION

Marketing is the art that giving customers, products, or services as the value that leads to customer satisfaction. A successful marketing program must simultaneously consider the interests of the organization, colleagues, and customers. The task of marketing is to create a valuable proposition that encourages customers to receive them (Hawkins, 2020). Different marketing strategies are used to achieve this goal. One of these strategies is the emphasis on brand and branding. Given the market conditions that lead to the variety of services and products and the significant increase in provider companies, making consumer decisions has been difficult. So that individuals cannot consider all aspects of a product or service (Thomas, 2020). The solution to this difficult process is to pay attention to a general title rather than the components. This is the brand that customers consider when shopping. A brand can represent the quality of the product, the type of service, after-sales service, and even the social responsibility and social responsibility of a company for customers and the community. In a word, the brand is considered the general representative of the organization (Fejling et al., 2019).

Nowadays, individuals, consciously or unconsciously, are influenced by brands. Brands have created an opportunity for customers to pay attention to the components of a brand instead of focusing on the components of a product or service; this brand represents the quality, the target community, the type of services and products offered, and the company's reputation. It even includes the behavior and interaction of the company and employees with social issues and environmental conditions. On the other hand, for companies, it has also provided the opportunity to gain more profitability by creating added value. In this environment, the company is more successful and attentive to brand promotion (Holiday et al., 2021).

Brand promotion includes notification, reminder, persuasion, and influence on buyers to guide their purchase decision to benefit a brand. It also applies to creating a loyal customer and long relation with its. The process includes Name marketing and trademarks instead of individual products, publicizing the mission statement, and focusing on creating brand value. This is achieved through mass marketing strategies, increasing brand understanding, and using existing customers to promote the brand. Creating a strong brand requires maintaining stability in the products or services offered, interacting with customers, and in the message shared. The main purpose is to make customers feel that the brand can provide exactly what they need (Khosiev et al., 2019).

Today, the issue of health has a special place for families because health has been emphasized as a valuable asset. One of the reasons for life expectancy in countries, especially developing countries, is to change people's view of health, health, and treatment. Nowadays, people have accepted that diseases and complications affecting their health can be treated, so they are willing to pay many costs to recover or maintain their ability. Although The major part of the health is government, some people prefer to use specific medical services by changing social and cultural conditions. This was only for the wealthy. However, today such thinking can also be seen at the middle levels of society. This is especially true in cases where treatment is more optional, such as cosmetic treatments. In this situation, people prefer to go to hospitals for treatment and get the best results. Therefore, branding for private-sector hospitals has become an important strategy. Due to the growing conditions of Iraq as a developing country, along with the existence of active competitors such as Turkey and Iran - trying to introduce themselves as the treatment destinations - design a brand promotion model for private sector hospitals in Iraq. It can be a good solution for the private sector's success and progress in health and medicine.

Theoretical foundations

Brand concept

One of the points of disagreement among marketing scholars is providing a single definition of a brand. From their point of view, each of them looks at this concept (Kapferer, 2008). Below, we will mention some brand scholars' definitions to understand this concept better. Most organizations understand that one of the most important assets is the brand offered with the product and service. A traditional definition of the brand is a name related to a more or less part of the production line and is used to identify the origin of a section. Before focusing on brands and the brand manufacturing process, brands were just a step from the product market sales process (Badpa et al., 2023).

The American Marketing Association (2008) has defined the brand as a name, word, sign, or a combination of these factors created to introduce goods or services from a seller or group and distinguish them from other competitors. (DilhaE et al, 2018). The Institute of Marketing Science has considered the brand and the creation process very important and has given it a second priority regarding the importance and necessity of study. What distinguishes and values a brand from a brand-free product is the sum of the customer's perceptions and feelings on the features,

how it works, the brand name, its existence, and the perceived features of the brand-related company. The fundamental difference between products and brands is that the product has a functional advantage. In contrast, the brand, name, or brand increases the value of a product above its functional value (Halliday, 2008). The concept of brand emphasizes emotional benefits for consumers through purchasing experiences. The brand is considered a perceptual identity that remains in the minds of consumers or is a general impact that a name or symbol creates in consumers' minds. A positive mental image of the brand can be desirable for consumers who want to establish relationships with companies, goods, and services (Kousheshi and Faryabi, 2021).

Brand promotion

At this millennium stage, marketing has become an important part of business. Many new products have been introduced on the Market, leading to tough competition. More than just the concept of production and sales is required. When customers put their desires and needs into the product, the marketer must communicate with the product, price, and availability. The marketer should always communicate with customers why their products are different. There must be a variety of advertising programs that attract customer attention to their product. Otherwise, the company may need help to survive in the competition. Brink and TKelly believe that "the goal of most marketing is that by advertising affect potential customers positively and so that they buy those products" (Khosiev et al, 2019).

In the past, limited goods and services were available and the Market was simple, and companies usually only applied advertising to seize market share. These days, competition forces companies to apply heterogeneous advertising activities and advertising to communicate with customers. According to the American Marketing Association, "Promotion refers to how a company communicates with customers. This includes direct and indirect communication, personal sales, advertising and public relations, and sales promotion (Ashtari, 2020).

They are promoting a combination of various promotional activities such as personal sales, advertising, public relations, promoting sales, and direct sales. A company may use one or more hybrid advertising activities to inform and persuade customers. Jay Pride and Frell explain that "promotion is to communicate with individuals, groups, and organizations to facilitate direct or indirect exchanges by informing and persuading one or more audiences to accept the organization's products." Advertising activities publish product details directly or indirectly to the target market and affect them for the purchase of the product. Professor Philip Cottler states, "Advertising includes all the activities the company does to communicate and advertise to the target market." "Advertising includes activities that facilitate the exchange of the target customer through persuasion," according to Dr Agrawal: Communications are being made to stimulate demand. (Tellis et al, 2019).

Similarly, Jonathan Grokat, Peter Legadley, and Patrick Fusaith state that "advertising is the transfer of information between the seller and the potential buyers or others in the channel to influence attitudes and behavior." "These are the activities a company uses to promote its product and organizational image to potential customers and key shareholders." Therefore, Promotion involves various promotional activities to persuade and stimulate customers to buy products (Purwanto et al., 2019).

Factors affecting the Promotion of the hospital brand

Many factors can help upgrade a hospital's brand, ultimately leading to the desired mental image and patient selection. The following is a review of some of these factors:

The physical environment

The physical environment of service is a visible example of an organization's efforts. It creates a package similar to a product package to induce and convey the sense of usability and good quality of service provided to the customer. Environmental characteristics determine the limits of the organization's activities (Chen et al., 2020). The organization can control all of these objective factors. It should be considered to enhance the actions and behavior of employees and customers and improve their understanding of services. In general, the physical environment perceived by customers and employees combines the triple dimensions of environmental conditions, space, functions, symbols, and artifacts (Farsi & Ameli, 2016).

Environmental conditions: Environmental conditions such as temperature, light, noise, music, smells, and fragrances affect all five sensations of the audience.

Space Makeup and Function: The layout of furniture and equipment and their connection create a visual and operational perspective of service delivery. This vision can convey to the staff and customers the order, efficiency, chaos, and uncertainty (Babaei, 2018).

Signs, symbols, and artifacts: Many physical environment items act like obvious or hidden symptoms that transmit behavioral norms. Obvious signs such as "Do not Smoke" transmit behavioral rules; However, the sign for the "recyclable trash bins" encourages responsible measures. The quality of floor coverings, artwork and furniture can convey a beautiful effect to the visitor (Farsi & Ameli, 2016).

In the design of hospitals, because of the high importance of applied, which is related to the health of the human body and mind, as well as the complex functional relationships (outsourcing and intra-hospital relationships), attention to appropriate design requirements and aesthetic issues plays a vital role. The hospital's physical environment can stress patients, their families, and staff. This stress is caused by over -the noise due to the hospital alarms, layout system, and equipment. The feeling of overcrowding and anxiety has caused the weakening symptoms of long corridors and other incomplete aspects of hospital design and lack of privacy. For example, the result of a double room may disrupt the comfort of different patients. Slow and easier transmission of active and delayed infection provides frequent and time-consuming requirements for patient transfers (Górska-Warsewicz, 2022).

An attractive and appropriate physical environment, created by a desirable mental image and branding in the minds of patients and their companions, can lead to increased patient satisfaction and loyalty and the development of oral marketing for the hospital. In the present world, this is much more efficient than the official advertising of organizations attracting or retaining customers (Chen et al., 2020).

1. Citizenship behaviour of hospital staff

Organizational citizenship behavior is one of the new concepts of organizational behavior that emphasizes the behaviours of employees and managers and plays a decisive role in the managerial process and converting the traditional environment into a dynamic and efficient environment. Researchers have widely accepted the impact of employees' citizenship behavior on the organization's performance. The effect of these behaviors, which is beyond the job duties of citizenship behavior, and its impact on brand promotion has been investigated by researchers in previous research. However, it is very valuable to know the effects of employees' citizenship behavior on brand promotion from the customer's perspective for service organizations (hospitals). Building and valuing brands in service organizations, especially hospitals, is important and creates added value for the organization (GoEes, 2018).

Therefore, the importance of citizenship behaviors and their role in reducing waste and improving organizational performance and productivity can enhance brand value by promoting and strengthening such behaviour in employees (Farsi & Ameli, 2016).

2. The knowledge and expertise of physicians and nurses

Due to the rapid advances in the field of health care, the need for updating the knowledge and expertise of those involved in these services is of great importance because the high level of knowledge and expertise of the hospital is associated with increased levels of patient trust, which leads to increased levels of patient trust. When satisfied with the hospital, it increases the likelihood of their loyalty to the hospital and affects the formation of a favorable mental image of the hospital in customers' minds (GoEes, 2018; Jam et al., 2018).

More knowledge and expertise are needed for hospitals, but how to use this knowledge and expertise is important. Patient's understanding of the doctor and nurses' high knowledge and expertise increases their trust in the medical staff, making it possible to satisfy and create a desirable image in their minds. The research on the impact of hospital service quality on customer satisfaction is confirmed by the high share of organizational knowledge in improving quality and, thus, customer satisfaction. Hospitals must be equipped with the latest skills and expertise to enhance the quality of services and patient satisfaction and provide sufficient information to the patient (Sutter et al., 2022). A study conducted in Singapore hospitals has shown that the highest expectation in patients is about professional qualifications (Górska-Warswicz, 2022).

3. communication skills of physicians and nurses

When information, beliefs, and emotions are transmitted from a person, group, or source to another person, group, or source to change their obvious knowledge, attitudes, or behavior, the process of communication occurs. Communication skills are the most important characteristic of people working in health care. The feeling of pain and disease is expressed through communication, and nurses are aware of the patient's inner feelings, needs, problems, and care for the patient's care and treatment. According to studies, nurses only enter and intervene in the patient's territory in only 21 % of cases, and 32 % of them respect patients. While patients need more security and safety during hospitalization, it must be secured through communication, security, and trust. Communication skills are an integral part of the clinical skills of physicians. Many patient complaints stem from communication problems (Chen et al., 2020).

Patients are less concerned about the technical competence of physicians. What makes them worried is that doctors do not understand their patients as human beings or do not guide them properly. Physicians can properly apply effective verbal and non-verbal communication skills such as respect for the patient, attention, empathy, asking open questions, active listening, and using understandable words for patients' effectiveness of medical interview and treatment as well as satisfaction. Patients and thus affect their mental image (Farsi & Ameli, 2016).

4. Hospital's social responsibility

Social responsibility is a new approach to business that focuses on the social impact of an organization (hospital) on society. Its main purpose is to unite all public, private, and volunteer sectors. The social responsibility of an organization has been a sensitive and special issue in recent years and is a key factor in the survival of any organization. Excellent organizations, as accountable organizations, must express their obligations to social responsibility through their values and ensure that these obligations are fulfilled throughout the organization to ensure that their stakeholders are transparent and respond to their stakeholders for their performance. Doing social responsibility will have bilateral benefits so that both the organization benefits from its more moral and coherent approach, and the community and the beneficiaries will have a better

understanding of the performance and strengths of the organization. Social responsibility can be divided into different sections (Ashtari, 2020).

Employee Social Responsibility includes the effects of the organization's activities on its employees, who are human resources that help the organization achieve its goals.

Social Responsibility: Includes activities to acquire public interest, such as hiring disabled people, educating students, creating kindergartens for children in the region, helping health programs, and expanding charity support. The overall goal is to help the development and prosperity of society.

Customer Social Responsibility includes activities that aim to achieve customer satisfaction and protect their interests. Examples of this are Product safety, advertising credit, and...

Social responsibility in the environment: Social activities to reduce the negative effects of an organization's activities on the environment. These activities are designed to maintain and protect the surrounding environment and natural resources. Hospitals must prioritize social responsibility to preserve their status, survival in the community, and success (Farsi & Ameli, 2016).

Empirical foundations

Badpa et al. (2023) conducted research entitled "Pattern of Recovery and Promotion of Iranian Commercial Banks." The results of interview analysis using open, central, and selective coding showed open code (sub-theme) in the category of central code (main theme) of requirements, consequences, effective factors, restrictive factors, facilitating factors, and deterrent factors of effective factors. They are expanding and recovering the brand of Saderat Bank. The results showed that the geographical zone of the branches, the customer-oriented, innovation, understanding of the quality of service, safe, fast and up-to-date, organizational agility, easy access to services, bank financial structure, corporate banking development, dedicated banking, new practices and tools Marketing, digital banking, corporate, brand strengthening through the creation of affiliated companies, the strong investment framework of bank-affiliated companies, and good customer relationships are components of the requirements for improving and revitalizing the Saderat Bank.

Ghafouri et al. (2022) conducted a study entitled "Designing and Explaining a Pattern for Branding in Educational Organizations." Finally, a model for superior school branding was obtained using the structural equation model, including educational factors, management, education and learning, participation, support and support, executive agents, activities, facilities and facilities, and students. Using the results obtained, Education managers can strengthen schools in identified areas.

Keikha et al. (2021) conducted research entitled "Investigating the Impact of Patient Perception Components from the Shah Valli Hospital Brand." The findings showed that the patient's perception components of the brand have the most impact on brand loyalty, but brand reputation has no significant effect on reinvention. The patient's perception of loyalty has the least impact on reference to reference. The patient's perception of the brand through brand reputation does not directly impact reference. To protect the hospital's reputation, hospital administrators need to increase patients' trust and the hospital's reputation.

Asadpour (2021) conducted a study of the role of the capabilities of Mazandaran hospitals in the branding of health tourism from the perspective of physicians and dentists. Research hypotheses test showed that the quality of service delivery, the existence of cohesion in the treatment chain, the good reputation of the physicians, the type of services provided, the marketing mechanism, the status of medical equipment, the culture and the information and communication technology,

the capability of the Mazandaran hospitals in the health brand, they have a positive and positive effect. In prioritizing dimensions, the priority was the marketing mechanism, with an average of 5.97, and the eighth priority was the association in the treatment chain, with an average of 3.51.

Abuhmeidan (2023) conducted a study entitled "The Impact of Digital Marketing on Brand Value for Private Hospitals in Jordan." The results showed that the dimensions of digital marketing (the content produced by the user and the content produced by the company) greatly affect the overall value of Jordanian private hospitals. The content produced by the user has a greater impact on all the specific dimensions of brand value, namely (brand communication, perceived quality, brand reputation, and brand loyalty). Except for brand awareness the content produced by the company heavily influences It was. In contrast, the content produced by the user has the greatest impact on the brand's specific value compared to the content produced by the company. Therefore, hospitals should work on brand awareness using digital marketing tools and strengthen their presence to build good customer relationships.

Cham et al. (2022) conducted a study entitled "The Impact of Social Media Marketing on Promotion of Hospital Brand and Practice Medical Tourists: Consumption Before and After Service." The findings showed that advertising and social media relationships positively impacted the understanding of medical tourists from the hospital brand image, which affects their trust in the hospital brand. The value and trust of medical tourists towards medical staff would be the relationship between the perceived service quality and their satisfaction. In general, this study contributes to the literature by providing evidence and understanding of the formation of hospital branding and its impact on medical tourists' perceptions and attitudes before and after using health services.

Górska-Warsewicz (2022) conducted a study entitled "The determinant of the specific value of the hospital brand from the perspective of patients- a systematic literature review." The results of this systematic literature on the analysis of consumer/patient behavior in the selection of a hospital or other health care centers because of the deeper understanding of the different needs of the patients and the method in which the quality of health care services is offered has been Evaluated.

METHODOLOGY

The present research method is described through the onion of the research process, Saunders et al. (2016). From the point of view of research orientation (first layer), the research is applied because its purpose is to gain the knowledge necessary to prepare a tool to identify and resolve the need. The research results lead to the presentation of the brand promotion model for Iraqi non-governmental hospitals. The philosophy of research (the second layer) reflects the researcher's worldview, the type of look at the issue of brand promotion, so in terms of research philosophy, this research is a type of research with positivist philosophy. In positivist research, it is believed that reality is objective and specific and that sensible features independent of the researcher can be used. The third layer uses an inductive approach. The researcher used the grounded theory strategy in the fourth layer to present the brand promotion paradigm model. The navigation approach has also been used to explain. Research strategies in the fifth layer can be expressed as mixed (qualitative-quantitative). This research is a single-crossing research horizon. Because in one-way research, information is collected only at one point (Sixth Layer). Information collection practices in the present study have been an interview and questionnaire.

Society and example

The statistical population of this research consists of managers of private hospitals in Iraq and experts and professors in marketing, especially branding and brand promotion. Studies conducted with qualitative methods and interviews usually recommend between 5 and 25 people.

Generally, the qualitative analysis interview process continues until theoretical saturation is reached (Alwani et al., 2013). The sampling process in this research reached theoretical saturation after interviewing 20 experts.

Sampling

In the present study, sampling has been purposeful. When the goal is to measure the perspective of expert people, first must be determined the criteria of expert. The researcher then identifies and communicates with the experts based on these criteria. The most important point in this method is the proper definition of the expert criteria. The criterion for selecting experts in the present study has been At least five years of management experience in various sectors of non-governmental hospitals and professors with at least five years of teaching in marketing and branding in Iraq. Using the purposeful method, eight professors and 12 executives and supervisors of non -governmental hospitals in Iraq participated in the interview process.

Table: Composition of research interviewees

Expert ID	Side	Service location
E1	Director of the laboratory department	Alkafil
E2	Deputy of treatment	Al-Mustafa Medical Assembly
E3	Director of Nursing Unit	Al-Imam Zain al-Abidin Hospital
E4	supervisor of the labor unit	Al Waziriyah
E5	Boss of Human Resources Unit	Al Sharjah
E6	Director of Radiology Department	Al-Imam Zain al-Abidin Hospital
E7	Director of Nursing Unit	Dar al-Shifa
E8	Quality control unit manager	Al-Saadi
E9	Supervisor	Kazimieh (Al-Kazimia Private Hospital)
E10	Research Assistant	Al-Imam Zain al-Abidin Hospital
E11	Human Resources Manager	Alkafil
E12	Financial Affairs Manager	Dar al-Shifa
E13	University professor	Norouz University
E14	University professor	Nolg University
E15	University professor	Alanbia University College
E16	University professor	Ashur University College
E17	University professor	Alaska University College
E18	University professor	Albani University College
E19	University professor	University Heritage College
E20	University professor	Hadba University College

Data collection tool

The present study also reviewed theoretical foundations using research-related books, articles in domestic and foreign scientific journals (print and electronic), academic theses, and research projects. Documents were studied by referring to reputable libraries and searching for Internet scientific networks using the keywords brand promotion branding for hospitals.

A semi-structured interview was formulated after examining the theoretical foundations and identifying the research questions. This method, which includes asking a set of questions with a structure and subsequent use of more questions to explore deeper and more information, has been used so the interviewees can detail their views. The researcher can also discuss research questions with the interviewers through a face-to-face conversation from different angles. In this type of interview, the researcher asks the questions in a specific sequence and sentence, and more by the terms and conditions of the answers, more questions are raised so that participants in the interview provide deeper information to the researcher. So, in the present study, the interviews began with six questions and the interview form of the six questions was provided to the interviewers with the interview guide.

The interviews have been in person to attract the collaboration of the participants. The data collection activity began with marketing professors and private hospital managers in Iraq, which had the criteria in the study. Then, a phone call was made to obtain permission and an appointment of them for an interview. This call was explained to satisfy individuals about the purpose and importance of the research and to observe the principle of data confidentiality. Some participants requested to submit the interview form before the interview time, and some received it at the same time as the interview time and provided a little reflection on it.

During the interview, the interviewees were asked to present their views and only attempted to get more information when needed. The questions were sometimes reminded to get clearer answers to prevent the discussion from being diverted. The text of the interviews was recorded for full and accurate use of the information with the permission of the interviewees. Each interview took between 45 and 60 minutes and was conducted in the winter of 2024.

Findings

A semi-structured interview was formulated after examining the theoretical foundations and identifying the research questions. This method, which includes asking a set of questions with a structure and subsequent use of more questions to explore deeper and more information, has been used so the interviewees can detail their views. The interviews began with six questions, and the 6 -question interview form and the guide were provided to the interviewees.

- 1- Sub-Question 1: What are the underlying conditions for promoting the brand of private hospitals in Iraq?
- 2- Sub-Question 2: What are the Causal conditions for promoting the brand of private hospitals in Iraq?
- 3- Sub-Question 3: What are the central phenomenon of promoting the brand of private hospitals in Iraq?
- 4- Sub-Question 4: What are the interventional conditions for promoting the brand of private sector hospitals in Iraq?
5. Sub-Question 5: What strategies and measures influence the Promotion of private hospitals in Iraq?
6. Sub-Question 6: What are the outcomes of establishing a brand promotion model for private hospitals in Iraq?

At the same time as interviews, the documentation was done by visiting reputable libraries and searching for Internet scientific networks through the keywords of brand promotion, hospital branding, and branding of private hospitals. In Table 2, the factors and consequences of brand promotion are presented based on research literature:

Table 1: Effective factors on brand promotion based on library studies

Writers	Agents	Row
Badpa et al.(2023)	geographical location	1
Badpa et al.(2023), Dehghan et al.(2019),ChaE et al., 2022)	Customer-oriented	2
Badpa et al (2023)	Innovation	3
Badpa et al.(2023), Kamali Ardakani et al.(2022), Nikoi Moghadam et al.(2021),Momeni zadeh et al. (2021), Babaei (2019), Faiz Dawood et al. (2016), (ChaE et al., 2022), (Górska-Warsewicz, 2022)	the quality of service	4
Badpa et al. (2023),Momeni zadeh et al. (2021)	safety	5
Badpa et al. (2023), Babaei (2019)	Speed in providing services	6
Badpa et al (2023)	Organizational Agility	7
Ghafouri et al. (2022), (Chen et al., 2020)	Employee participation	8
Ghafouri et al. (2022), Kamali Ardakani et al. (2022),Luthra & FlashEan(2022), Chen et al.(2020)	Up-to-date facilities and equipment	9
Keshavarz et al(2021)	Periodic performance evaluation	10
Chirani (2021)	Advertising	11
Chirani (2021), (ChaE et al., 2022), (Chen et al., 2020), (Nayal & Pandey, 2021)	Use of social media	12
Dehghan et al. (2019)	trust	13
Ashtari (2020), Farsi and Ameli (2016)	Social responsibilities of the organization	14
Babaei (2019), Farsi and Ameli (2016)	Physical space	15
Babaei (2019), (Sutter et al., 2022)	Costs of providing services	16
Farsi and Aamili (2016),Chen et al.(2020)	Communication skills	17
Farsi and Aamili (2016)GoEs (2018)	Employee citizenship behavior	18
Farsi and Aamili (2015), GoEs (2018)	Knowledge and expertise of doctors and nurses	19

Writers	Agents	Row
ChaE et al. (2022), Górska-Warsewicz(2022).	Documented assessment of patient and client satisfaction	20
Chen et al. (2020), GoEs (2018)	Accelerating the updating of knowledge of employees and treatment staff	21
Chen et al. (2020)	Strengthening the cultural environment	22
Chen et al. (2020)	Strengthening the social atmosphere	23
Górska-Warsewicz (2022).	The quality of the treatment process	24
Górska-Warsewicz (2022).	Brand associations	25
Górska-Warsewicz (2022).	Brand awareness	26
Górska-Warsewicz (2022).	Number and variety of medical agents	27
Salih (2020)	Accountability of management and personnel	28
Abuhmeidan(2023)	Digital Marketing	29

The first step was coded after collecting interviews with the Research Expert Panel. The data that were similar to each other were dedicated to appropriate concepts. After the data labeling operation, it was done to get a better understanding of the microanalysis that is more accurate and careful. Comparison analysis arrangements were used in microanalysis. This aimed to find possible meanings in the interviewees' words. With this method, the concepts began to be categorized, and each category was classified into more abstract categories. In the open coding process, 20 interviews took place with 168 initial codes (concept). During central coding, the concepts extracted from the open coding phase were merged based on orientations, proportion, nature, and semantic load. On the other hand, according to the results of library studies, 29 indicators were also obtained in the field of research. By combining the results of research interviews and literature, eliminating duplicate cases, and integrating similar concepts, the researcher finally extracted 120 axial codes, including the dimensions of the paradigm model, including the central category, causal conditions, interventional conditions, contextual conditions, strategies, And the consequences.

The main and subcategories of the Promotion of the brand of Iraqi private hospitals are presented in Table 3.

Table 2: Main and subcategories related to the causal conditions of brand promotion

Factor	category	Concepts
Causal conditions	Competitiveness	The growth of the establishment of private and specialized hospitals within and in neighboring countries
		Increasing the share of health tourism (attracting foreign patients)
		Prevent and Reduce Internal Patients to other countries to receive medical services.
		Improve the hospital's financial performance by providing specialized medical services.
		Improving the hospital's financial performance by providing auxiliary services (hoteling, etc.)
	Stabilization of hospital brand position	Increase the level of confidence of clients and patients in private hospitals.
		Creating a positive experience for patients
		Improving the attitude of the Iraqi community to the valuable medical services of private hospitals
		Increased public understanding of private hospitals' medical services
		Increase the public's understanding of private hospitals' facilities and medical equipment.
		Introducing the strengths of the hospital
	Organizational Excellence	Increasing the general credibility of the hospital
		Creating organizational prestige
		Improving the level of commitment and interest of employees and treatment staff
		Improving the interaction of staff and therapy staff with clients and patients

Table 4 describes the main and subcategories of the central phenomenon of brand promotion in Iraqi private hospitals.

Table 3: Concepts and categories related to the central phenomenon

Factor	category	Concepts
A central phenomenon	Brand image	Confidence and positive attitude of the patient towards the hospital
		Improving organizational credibility in the eyes of the public and competitors
		Convincing the public about the quality of medical services provided
		Continuous communication and interaction with patients and clients

Factor	category	Concepts
	Brand Identity	General understanding of organizational values
		Public awareness of the name and specialized services of the hospital
		Public awareness of the mission and vision of the hospital

Subcategories and main categories regarding brand promotion strategies in Iraqi private hospitals were presented as described in Table 5.

Table 4: Concepts and categories related to strategies

Factor	category	Concepts
Strategy	informing	Introducing hospital achievements
		Introducing modern medical equipment and related services
		Introducing Hospital Honors and Awards
		Provide transparent service costs.
		Introducing new events and services
		Introducing important indicators of hospital performance (such as bed number, hospitalization number, hospital infections, and patient satisfaction)
		Introducing Human Resource Skills
	social responsibility	Allocating part of the hospital's income or budget to treat needy patients
		Cooperation with charity organizations and associations
		Attending and sending medical services to deprived areas
		Providing medical services on special occasions (Arbaeen March)
		Cooperation with medical centers in deprived areas of the country
		Provide specialized treatment counseling before patient admission.
	Research and Development	Developing research projects to improve hospital performance
		Holding and attending specialized medical conferences
		Continuous relationship with medical educational and research centers
		Suitable budget allocation for hospital research unit
		Need assessment Medical Services in Regional.
		Formulation of a long-term strategic plan for the hospital
		Identify the strengths and weaknesses of the hospital.
		Recruitment of specialist medical and therapeutic staff

Factor	category	Concepts
	Human resource capability	Adhering to the proportionality of the treatment staff with the number of admitted patients
		Continuous training of treatment staff and administrative personnel
		Providing conditions for hospital doctors to attend specialized medical conferences
		Access to famous doctors
		Moral and legal support for hospital personnel
		Attention and response to financial and non-financial needs of personnel
		Survey of doctors and hospital staff to improve service delivery
	Ability in medical methods and equipment	Adapting the number of specialized branches of medicine to the needs of the people of the region
		The use of new and diverse medical methods in the stages of disease identification and treatment
		The quality of the process of diagnosing the disease and determining the course of treatment
		Providing ancillary specialized services (laboratory, radiology, physiotherapy, etc.) in the hospital
		Supplying materials and equipment needed by specialized hospital units
		Providing the necessary drugs
	Notices	Official and active website
		Active presence on social networks
		Proper use of boards in urban passages
	Setuping Patient Support Charter	Providing accommodation for the patient's companions
		Creating the right space for the patient's rest
		proportion of the number of patients and hospital room space
		The right number of private and public rooms
		Continuous cleanliness of rooms and hospital space
		Possibility of visiting hospitals and visit equipment for patients before hospitalization
		Ease of use of equipment
		Proper use of elements and boards to facilitate patients and companions to other parts of the hospital
		Providing a full medical report to patients

Factor	category	Concepts
	Process management	Facilitating the process and following up on complaints and suggestions from patients
		The possibility of direct communication between hospital managers and patients
		Measurement of patient satisfaction
		Attendance of the doctor according to the hospital schedule
		The possibility of booking a doctor online
		Ease in the process of patient admission and hospitalization.
		The possibility of patient access to medical records electronically
	emotional support	The existence of counseling and psychology units to improve the mental conditions of patients
		Facilitating patients' membership conditions in special associations
		Reducing patient waiting time
		Privacy and medical records of patients
		Signing contracts with different insurance companies
		Follow-up of the patient's condition after discharge
		Providing necessary training to patients regarding drug use and treatment process
		We are providing ancillary services such as patient transportation and home care.

Subcategories and main categories regarding the background conditions of the brand promotion of Iraqi private hospitals were presented as described in Table 6.

Table 5: Concepts and categories related to contextual conditions

Factor	category	Concepts
Contextual conditions	dynamics of the environment	Existence of internal and external competitors
		forecasting Patient therapeutic Needs
		Different and numerous preferences of patient
	Social and cultural conditions	the different look of social classes to the subject of treatment
		Popular belief in the performance of private hospitals
		The experience of patients or their relatives
	macro policies	Government orientation in the field of public health
		International standards in the field of public health
		Government Policies on Supporting the Cadre

Factor	category	Concepts
	Economic conditions	Government support policies from the private sector
		Patients' economic conditions
		Inflation
		Medical costs

Table 7 describes the main and subcategories of intervening factors in promoting the brand of Iraqi private hospitals.

Table 6: Concepts and categories related to intervening factors

Factor	category	Concepts
interventional factors	Access to resources	The level of access to medical equipment
		Access to the supply chain
		Formal and informal interactions with other medical centers
		Access to specialist workforce
		The reputation of shareholders and hospital supporters
	Legal -political factors	Transparency of upstream laws and regulations in the field of public health
		The private sector's trust in the efficiency of the state
		The amount of coverage of the costs by insurance companies

Main and subcategories regarding the consequences of promoting the brand of Iraqi private hospitals were presented as described in Table 8.

Table 8: Concepts and categories related to consequences

Factor	Main article	Subcategory
	Preserving and promoting market share	Preserving the hospital's position among other competitors
		Success in the field of health tourism
		The creation and maintenance of competitive advantage
		Access to funds
	Brand positioning	Promotion of trust and confidence in clients
		Creating a favorable experience for patients
		Creating a positive attitude of the Iraqi community toward the performance of private hospitals
		Creating public awareness of the services, facilities, and medical equipment of private hospitals
		Promotion of organizational credit and reputation
	Creating value	Patient satisfaction with the treatment process

Factor	Main article	Subcategory
		Patients' satisfaction with hospital facilities and equipment
		increased value of services received according to the paid costs
	Preservation and promotion, human resources	Increased the desire of specialist forces to attend the hospital
		Increasing organizational commitment
		The quality of communication with patients and companions
		Increased job motivation

Research audit

In this study, all stages of the data collection and analysis process, including the coding and interpretation stages, were conducted by a person who tried to compare and analyze the data and flexibility in that interpretation of the researcher's sensitivity. In the present study, to integrate the methodology, it was attempted to discuss the existing literature on the existing literature and the evidence of appropriate questions in line with the method of research and analysis procedures.

In the present study, it was necessary to use the professors and administrators of Iraqi private hospitals, so by Table 1, the interviewee's composition shows that they have appropriate knowledge of the subject of the present study. Also, the reciprocal interaction was respected through the continuous comparison of data analysis. In the present study, in the theoretical thinking strategy, with a macro and micro -question, the data was reviewed and reviewed several times, and its interpretations and findings were discussed with previous studies to be a solid basis for research.

Paradigm model of brand promotion

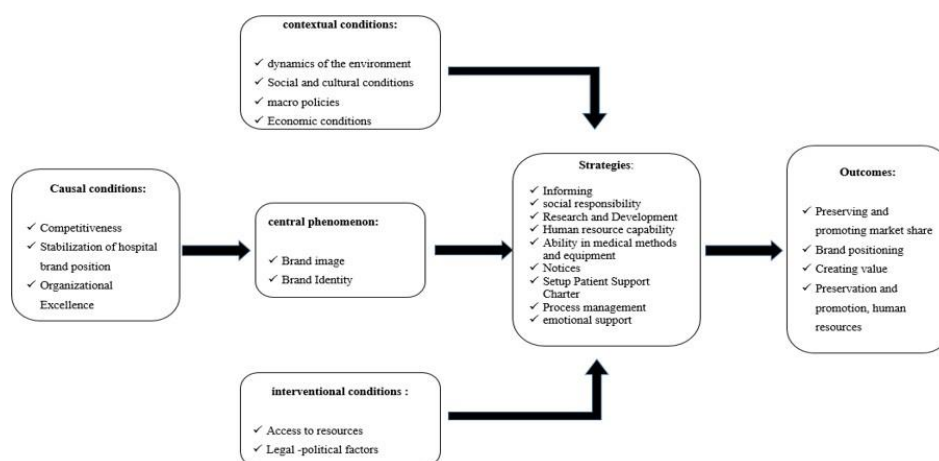


Figure: Paradigm model of brand promotion for private hospitals in Iraq

DISCUSSION AND CONCLUSION

This study has attempted to provide an applied pattern to promote the brand of private hospitals in Iraq using experts' opinions (the managers of private hospitals in Iraq and marketing professors). Grounded Theory has been used for this. While identifying the main variables, this Theory has proposed their relationships. Accordingly, in this study, the Central phenomenon was first examined. Then, the causal conditions and the context of the need for such a model were identified. The following was explained by the intervention factors that could affect the success rate of the final model. The consequences of implementing the brand promotion model of private hospitals in Iraq were outlined, and in the end, the strategies are listed. These strategies can be considered as the main outcome of this research. Suggestions are presented about these strategies.

In general, the results of this study showed that brand promotion in Iraq's day-to-day conditions, given the opportunities and threats to the private sector, and taking into account the country's macro policies and social and cultural space in Iraq could be a solution. Please apply to the success of private hospitals in Iraq and maintaining and developing their Market. Promoting the private sector in the treatment field can play an important role in increasing the per capita health of Iraq as a country that starts development programs. The private sector's success in health and treatment will mean encouraging investors to attend, increase competition and benefit the general public from the results of this competitive Market. Undoubtedly, the results of this study will help Iraq's private hospitals, relying on the factors specified in the research, with a more scientific and positive view of their success in planning and putting resource management on their agenda.

Central phenomenon

Brand promotion seeks to improve brand image and identity. According to the research findings, the pivotal phenomenon of brand image and brand identity.

Brand Image: The pivotal phenomenon reflects brand promotion goals' main components and dimensions. In other words, private hospital managers in Iraq improve their brand image using a brand promotion strategy. In the first step, managers should use this strategy to clear the former negative image of the mind. The new strategy then gives the audience a positive picture of the private hospital. The concept of this brand image is the patient's confidence and mentality of the hospital. It must also promote organizational credibility with the public and competitors. On the other hand, persuading the public about the quality of health care provided, improved communication and interaction with patients and clients as the final image inserted from the hospital in the public mind. Dehghan et al. (2020) and Badapa et al. (2023) have mentioned some of the factors in their research.

Brand identity: Another component of the central phenomenon in using the brand promotion model is giving brand identity and personality to the hospital. This identity shows the organizational values of the managers to the clients and employees. On the other hand, it informs the general public what services and at what level. This helps the client's expectations of the hospital's abilities and goals. It also defines the hospital's long-term plan by identifying the hospital's mission and vision of the hospital and, of course, the staff and specialists at the hospital. In this definition framework, people with more awareness come to the hospital. Employees also decide to reject or accept working in a hospital. This happens because they have a better understanding of the hospital and the views of its managers.

Contextual conditions

Implementation of any marketing program for success requires the conditions referred to as contextual conditions. In addition, the success of a marketing program depends on the context. According to the findings, contextual conditions in promoting brands for Iraqi private hospitals were categorized into four categories.

Environmental dynamics: One of the brand functions is to increase resilience in a competitive environment and to be seen by consumers among competitors. In a dynamic environment, organizations with traditional views are more threatened. The range of services provided is very diverse, especially in the Market where domestic and foreign investors can easily enter. The health sector, and hospitals especially, has become one of the investment centers in Iraq today. The boom in tourism in Iraq, especially religious tourism, has created a great potential to attract patients and medical services. In recent years, the issue of health tourists has increased the investment in this area because of the Arab interest in cosmetic therapies so that they can attract some of the health tourists who are leaving for Iran and Turkey today. Therefore, in an environment that competes with domestic and foreign competitors, it provides the necessary platform for the thinking of private hospitals and brand investment and Promotion.

Social and Cultural Conditions: Another of the underlying factors that can show the need to pay attention to branding and promoting brands for private hospitals is Iraq's social and cultural conditions. For years, people have believed that private hospitals in Iraq are famous for receiving high costs. Many believe private hospitals have been built and dealt with only for specific classes. Although the poor performance of private hospitals cannot be concealed in the past, today's Iraqi conditions promise the prosperity of treatment. These beliefs undoubtedly require time to change the general attitude toward hospital performance. Brand and Promotion can turn this pessimistic and inferior look based on past experiences into a positive image of private hospitals. Changing social and cultural beliefs may be the first step in developing private sector investment in health and health. (Chen et al., 2020) Some of the factors in this category have been mentioned in their research.

Macro Policies: A country's macroeconomic policies can always clarify the basis for the activity or inactivity of the private sector. Supportive policies lead to more private entry into the treatment field, increasing competition policies. Especially since macro-government policies emphasize the standardization of hospital services based on global criteria, this emphasis encourages the private sector to comply with standards. Hospitals can take advantage of the same approach to upgrade their brand. Incentive and punitive policies can attract the basis for the attention of private sector managers to invest in brand and brand promotion. The brighter and more stable the big policies are, the more justified the brand's investment in the private sector in the hospitals. Explanation that the return of capital and profitability in the treatment field is time-consuming, so short-term government support will be considered a threat.

Economic Conditions: Economic conditions are the fourth contextual condition related to brand promotion. The economy has always been a strong context in commercial decisions. The economic conditions are associated with the economic power of the people. The private sector also wants to attract public patients, so it must emphasize self-strengths and show the community a unique image of itself. On the other hand, bad economic conditions cause people to pay more attention to the brand. The brand can increase resilience and help the private sector maintain itself in economic crises by creating greater value added. Babaei (2019), (Sutter et al., 2022; Kanval et al., 2024) have mentioned some of the factors in their research.

Causal conditions

Causal conditions in the Grounded theory model refer to the conditions and factors that the organization is inevitable for these reasons. Regarding brand promotion for Iraqi private hospitals, Causal conditions refer to the factors and conditions that lead private hospital managers to promote a brand. Answering this question of why the brand tries to encourage self is in Causal conditions. According to experts, Ali's conditions can be categorized into three general titles.

Competition: Competition is one of the important reasons for moving Iraqi private hospitals to use a brand promotion model. Today, the attention to health tourism and economic benefits for countries is very important and has become their priority. After political stability and some security in Iraq, the private sector has had a significant presence in health and health for the past

decade. The potential of religious tourism has also increased the reason for the hospital subject to become interesting for the private sector. In addition, Turkey has pursued a lot of investment and advertising approaches to attracting patients, and this development plan is continuing.

On the other hand, Iran has become one of the most attractive areas for patients and applicants for medical services due to its competitive prices. Such a competitive environment will make managers use marketing strategies to succeed. Brand promotion, as an appropriate pattern and a practical solution, can help managers of Iraqi private hospitals.

Hospital brand stabilization: One of the advantages of Iraqi private sector hospitals is the presence of an experienced presence and familiarity with the country's indigenous culture. In such a situation, there are some failed experiences of patients in the past or old beliefs about Iraqi private hospitals as a barrier. Brand promotion can increase the confidence of clients and patients in private hospitals, create a positive experience for patients, improve the attitude of the Iraqi community toward the valuable medical services of private hospitals, and increase public understanding of private hospitals. Also, it can enhance People's cognition about medical facilities and abilities and introduce strong hospital points to people. All of them led to the redesign of the position of private hospitals in beliefs and among the different strata of Iraqi people and even the people of the region (surrounding countries). All of this helps to stabilize the hospital's brand status. Badapa et al. (2023), Dehghan et al. (2020), Kamali Ardakani et al. (2022), Nikui Moghaddam et al. (2021), Momeni Zadeh et al. (2021), Cham et al. (2022), Górski-Warsewicz(2022) have mentioned some of these factors in their research.

Organizational Excellence: Another reason for brand promotion is organizational excellence. Organizational excellence in the hospital means increasing public credit, creating organizational prestige, promoting the commitment and interest of staff and treatment staff, and improving staff interaction with clients and patients. Undoubtedly, more than advertising alone is needed to satisfy patients. Because in the end, clients' experience is important and can confirm the hospital's advertising or become anti-advertising. Therefore, the hospital can successfully do its main task, namely treating patients and responding to clients' needs and expectations. This will only be achieved if the hospital can use specialists in the form of medical and nursing and medical groups. At the same time, there must be a good interaction between employees and clients. As one of the functions of brand promotion, organizational excellence makes the professional workforce feel happy about being in a reputable hospital. Employees also understand social prestige when they think they are in a reputable and famous hospital, and they try to treat clients with the hospital's reputation. Such a cycle will constantly improve the hospital's performance, create greater client satisfaction, more specialist forces to attend, and improve the hospital's brand image. Ghafouri et al. (2022), (Chen et al., 2020; Jam et al., 2014), and Farsi and Ameli(2016) have mentioned some of the factors in their research.

Interfering factors

Using brand promotion patterns in Iraq's private sector hospitals has reasons and consequences, but some factors may affect efficiency. Applying a brand promotion model in private hospitals in Iraq will be different. The reason for this is related to the existence of interventional factors. These factors have played the role of moderators that can affect relationships. These interventional factors can be described in two general categories: access to resources and legal-political factors.

Access to resources: Resources have always played a key role in the success of programs. Access to resources allows managers to choose from strategies and executive strategies or to implement more strategies simultaneously. These sources have different shapes. The level of access to medical equipment, access to the drug supply chain, official and informal interactions with other medical centers, access to specialist human resources, and the reputation of shareholders and hospital supporters can be a valuable source for the hospital. For example, a hospital with more access to specialist human resources has a more open hand for health care, or the level of access to medical equipment increases the success of the treatment process and encourages specialists to attend the hospital. Therefore, the amount of access to resources can be manifested as a

modulating and interventionist factor. Ghafouri et al. (2022), Kamali Ardakani et al. (2022), Luthra & Flashman(2022), (Chen et al., 2020), Farsi and Ameli (2016) (Gomes, 2018) have mentioned some factors in this category in their research.

Legal-political factors: One of the factors that is out of the authority of private hospital managers and its footprints in all marketing programs is legal-political factors. These are part of the environmental factors. While it is not available to managers, it sometimes has decisive effects. Since the private sector is very cautious about investment, changes in the political and legal field will be very important. In transparency treatment, upstream laws and regulations in public health can help the private sector to invest consciously. On the other hand, the private sector's trust in the efficiency of the government can encourage the private sector to invest in investment. Also, insurance companies can open managers' hands in the tariff of service, which will provide the necessary resources to implement marketing programs and increase patient and staff satisfaction.

Strategies

Strategies help implement a plan to promote brand promotion in private hospitals in Iraq with less cost and more success. Undoubtedly, these strategies are presented in terms of the specific circumstances of the field of study in terms of time, spatial, and field of activity. According to statistical analysis, the sum of the strategies presented by the experts on the subject and the study can be divided into nine general categories.

Informing: One of the strategies that can help managers succeed in brand promotion about private hospitals in Iraq is informing. To create the right brand image in the audience's minds, it is necessary to introduce hospital achievements properly. Modern medical equipment and related services should be explicitly stated so the audience can feel the differences between a hospital and its competitors. Introducing hospital honors and prizes helps to trust the hospital. It is important to provide transparent service costs in the trust between the hospital and the audience or between managers and employees. It introduces new events and services, important hospital performance indicators (beds, number of hospitalizations, patient satisfaction), and human resource skills to the audience that the hospital is always looking to improve and grow. This means the importance of responding to the needs and expectations of the clients for managers.

Social responsibility: Today, people compare the behaviors of managers with their saying. In the area of private hospitals in Iraq, social responsibility could reflect the determination of managers to change the negative image of the past private hospitals in Iraq. Social responsibility can have different forms. Allocating part of the hospital's income or budget to treat needy patients, cooperating with charity organizations and associations, attending and sending medical services to deprived areas, providing medical services on special occasions (Arbaeen march), collaborating with medical centers in deprived areas of the country Specialized treatment counseling before accepting patients is examples of social responsibility that can be considered as executive strategies. Ashtari (2020), Farsi and Ameli (2016) have mentioned some of the factors in their research.

Research and Development: Brand promotion and general brand strategies to succeed in marketing require continuity and updates. Because after the success of a brand, other competitors model successful brand actions, so research and development is necessary for a brand to be. In addition, research and development help to identify environmental changes and new needs and expectations promptly and to decide on threats or use opportunities. Developing research projects to improve hospital performance, holding and attending specialized medical conferences, continuous communication with medical training and research centers, appropriate funding for hospital research unit, regional medical services assessment, long-term strategic plan for the hospital, and identifying points The strength and weakness of the hospital can be examples of research and development in private hospitals in Iraq.

Workforce capability: Every organization needs a powerful workforce to succeed and advance its plans. This is more important for service organizations example, hospitals. Hospitals are special service organizations. Therefore, attracting specialist medical and medical staff, observing treatment staff with the patients accepted, continuous training of treatment staff and office personnel, providing hospital physicians attending specialized medical conferences, providing access to famous physicians, providing spiritual and legal support for hospital staff, Paying and responding to the financial and non -economic needs of staff and polls of hospital physicians and personnel to improve services can help the staff and staff of hospital specialists become more empowered. Ghafouri et al. (2022) and Chen et al. (2020) have mentioned some of the factors raised in this category in their research.

Capability in medical methods and equipment: Capability in medical methods and equipment is another category of strategies and ways for brand promotion. Fitting specialized medical branches with the needs of the area's people helps optimize resources. The use of modern and varied medical methods in identifying and treating the disease leads to the advancement of the hospital in people's minds and creates a competitive advantage. Quality of the process of diagnosing the disease, determining the course of treatment, and providing specialized services (laboratory, radiology, physiotherapy, etc.) in the hospital along with the supply of materials and equipment needed by the hospital's specialized units and supplying the required medicines can increase the satisfaction of referrals Leaders to lead. The subject that plays an important role in creating a positive image of the hospital in people's minds (Górska-Warsewicz, 2022) has mentioned some factors in this category in their research.

Notices: Today, applicants for medical and health services are trying to obtain the necessary information about the hospital using the Internet, compare different hospitals, and make the most of the experiences of others in decision-making. In such an atmosphere, notices are essential because a lack of proper information may allow competitors to insinuate hospital achievements and distort the hospital's brand image in the public mind. So, having an official and active website, active presence on social networks, and proper use of boards in urban passages are among the things private hospitals in Iraq can use.

Regulation of patient support charter: One of the strategies for brand promotion of private hospitals is to create a positive experience for patients and their companions. Since attending the hospital is stressful and anxious for the patient and companions, doing some things from the hospital can comfort them and provide a pleasant experience for clients. In addition, some services can also create added value for the hospital. These strategies, related to the client's positive experience, have been described as regulating the Patient Protection Charter. Provide the ability to accommodate patients, create the right space for the patient's rest, fit the number of patients and hospital rooms, the appropriate number of private and public rooms, continuous cleanliness of the rooms and hospital space, the ability to visit patients from the hospital environment and before equipment Admission, ease of use of equipment, proper use of elements and boards to facilitate patients and companions to other parts of the hospital and provide a complete medical report to patients as strategies presented by experts in this study.

Process management: In addition to the result, which can contribute to the satisfaction of clients and create a positive brand image, the process of doing the job is also important. The method of performing represents the amount of respect and customer orientation. The hospital and its management seek to improve conditions and services by facilitating the process and following up on patient complaints and suggestions. The possibility of direct relationships with hospital administrators shows that money is not only important for managers. Patient satisfaction and the presence of a physician per the hospital's timed program all show that hospital managers think of long-term communication with the patient and do not think just about fleeting benefits. The possibility of booking a physician online, ease of admission, and hospitalization also indicate hospital administrators' respect for patients and their companions. Patient access to medical records electronically can also show the hospital assures its

performance and makes it clear with transparency. Cham et al (2022) and Górska-Warsewicz (2022) have mentioned some factors in this category in their research.

Emotional support: Another category of success ways in brand promotion is emotional support. Such support is important in several respects. First, clients are reducing their concerns and feeling good about interacting with the hospital, which helps their pleasant experience. In other words, by establishing emotional relationships, the client's relationship with the hospital becomes continuous, and some loyal customers are created for free and voluntarily and effectively advertising to the hospital. The presence of assistance and psychology units to improve patients' mental conditions, facilitate conditions membership in the patient for specific associations, reduce patient expectation time, privacy and medical records of patients, contracts with various insurance companies, supporting patients after the exit of the hospital, training about necessary thing and medication and treatment process to patients and providing auxiliary services such as patient transport and home care, are several samples. Badpa et al. (2023) and Momenizadeh et al. (2021) have pointed out some factors in this category in their research.

Outcomes

The answer to why a private sector hospital in Iraq should use a brand promotion is in outcomes. The consequences of brand promotion for private sector hospitals are justified and encouraging for managers. These consequences generally include four categories: maintaining and promoting market share, brand positioning, value creation and preservation and Promotion, and human resources.

Maintaining and improving market share: Undoubtedly, one of the most important reasons for applying brand promotion patterns in private hospitals is the danger managers have felt about their market share and are trying to maintain their current market share using this model and strategy in the first step. In other stairs, they can upgrade and increase this share. Maintaining the hospital's position among competitors, success in health tourism, creating and maintaining competitive advantage, and achieving financial resources are all ways to preserve and promote market share. Some of them, such as paying attention to health tourism, are entering new markets to increase market share, and some are paying attention to competitors to stabilize the current marketplace.

Brand positioning: Brand positioning is one of the main consequences of using a brand promotion model. Brand positioning helps the hospital to be able to be more confident in attracting clients and the future of its Market in the field of health and medical and using its new position to design and implement various programs. Promoting confidence and trust in clients, creating a favorable experience for patients, creating a positive attitude of the Iraqi community about the performance of private hospitals, creating public awareness of private hospitals services, facilities, and equipment, and promoting organizational reputation and reputation are among the outcomes. Explanation that this positioning can, in some cases improve the face of private hospitals in general. In other words, to succeed in a private hospital, it is necessary to change the negative face of private hospitals in the public mind. Dehghan et al. (2019), Górska-Warsewicz(2022), and Chen et al. (2020) have mentioned some factors in this category in their research.

Value creation: In marketing, what is exchanged is value. So, any marketing program's goal is to create value for customers. This value creation helps patients be more satisfied with their choices. This satisfaction includes the treatment process, satisfaction with the hospital facilities and equipment, and a valuable understanding of the services received according to the costs paid. Perceived value is one of the most important and effective variables in customer behavior in marketing and is one of the important goals in designing any marketing program. Babaei (2018), (Sutter et al., 2022) have mentioned some factors in this category in their research.

Maintaining and promoting human resources: Creating value for customers (patients) is important, but more is needed. A marketing program must also create value for colleagues and organizations. In the case of staff hospitals, they are one of the main colleagues. The creation of value for them is such that it is often referred to as internal marketing and considered employees

as internal customers. Value for employees can increase the desire of specialist forces to attend the hospital, increase organizational commitment, improve the quality of employee relationships with patients and companions, and increase job motivation. When the hospital's brand identity improves, administrative or specialized staff will feel satisfied with being a member of a well-known hospital. It may even ignore some of their expectations of a member of this family. Farsi and Aamili (2015), Chen et al. (2020), and Gomes, (2018) have mentioned some factors in this category in their research.

Executive proposals

In this research, the suggestions are expressed by looking at and paying attention to the proposed strategies. The grounded theory method is still relevant as an applied theory. However, in the suggestions section, it is tried to present the propositions in the form of examples. These suggestions can be expanded by brainstorming and problem-posing in groups and work teams. Based on what was said, the executive suggestions in this research are:

To change the general attitude of people towards private sector hospitals in Iraq, it is necessary to take seriously the role of associations that have representatives of all private hospitals as members. It should be noted that the duty of this standardization association is in the health and follow-up of the macro problems of the private sector because the insular behavior of some private hospitals may be considered the image of all private hospitals. Therefore, while competing, all private-sector hospitals should cooperate concerning certain standards.

Strengthening the communication infrastructure, especially the development of information technology in the hospital, both in terms of hardware (equipment) and software (programs and human resources), should be a priority because many strategies, such as providing online services or information, require strengthening these infrastructures.

The constructive interaction of managers of private sector hospitals in Iraq with government managers is necessary so that the legal obstacles related to these hospitals' work in competition with foreign hospitals can be taken seriously.

Using the experiences of brand hospitals in the region or the world, considering the possibility of a suitable balance between Iraq and the Arab and non-Arab world is an opportunity that managers of private hospitals in Iraq should take advantage of. Adopting successful examples reduces investment risk.

To attract specialist staff, it is suggested that hospitals apply scholarships to talented and elite students and recruit these staff after graduation.

Persuading specialist staff to attend scientific conferences is a great help keeping medical science up-to-date in the hospital.

Participation in health-related conferences is part of social responsibility and will effectively build the hospital's reputation.

Needs assessment regarding the needs and expectations of patients and internal and external clients is an important step in responding appropriately to them.

The stability in services is a very important issue that can be implemented using its principles. In this context, the acquisition of prominent standards such as ISO can be put on the agenda.

Managers of private hospitals in Iraq can consider and use contracting with charities and potential donors, especially endowment resources, to reduce client costs without lowering the quality of services.

Limitations

Every research, during the process of conducting, faces limitations that affect the research results to some extent. Due to the remoteness of research elites (in Iraq), conducting interviews has been associated with limitations. On the other hand, the selection of experts in a reasonable and

available manner has caused the obtained factors to result from their opinions. Because this research has only dealt with private hospitals and economic conditions have always been mentioned as an important factor, therefore, the time domain of the study can be considered as a limitation of the research.

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