



Investigating the Impact of Marketing Agility on Firm Competitive Advantage "A Field Study"

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Abstract:

This study examined the impact of marketing agility on Madar Group Egypt's competitive advantage within the dynamic Egyptian market. The study focused on four key dimensions of marketing agility: responsiveness, quickness, customer centricity, and flexibility. A comprehensive survey was conducted among all managers within Madar Misr Group, resulting in a high response rate of 81.6% ($n = 102$) from a total of 125 distributed questionnaires. Prior to data analysis, the reliability of the survey instruments was rigorously assessed. Subsequently, the collected quantitative data were subjected to a range of statistical analyses, including correlation and regression analysis, to explore the relationships between the key variables under investigation.

The findings of the study revealed a significant positive impact of marketing agility, and its dimensions (responsiveness, quickness, customer centricity, and flexibility), on competitive advantage. This indicates that organizations with higher levels of agility in the specified dimensions are more likely to achieve a stronger competitive position. The study's findings have important implications for organizations operating in dynamic markets. By emphasizing the importance of marketing agility, this study contributes to a deeper understanding of the factors that drive organizational success. The insights gained from this study can inform strategic decision-making and help organizations develop more agile and competitive business models.

Key Words: marketing agility, competitive advantage, Madar Group Egypt

المستخلص:

تناولت هذه الدراسة تأثير الرشاقة التسويقية على الميزة التنافسية لمجموعة مدار مصر في السوق المصرية الديناميكية. ركزت الدراسة على أربعة أبعاد رئيسية للرشاقة التسويقية: الاستجابة، والسرعة، والتركيز على العملاء، والمرونة. أجريت دراسة استقصائية شاملة على جميع المديرين في مجموعة مدار مصر، حيث تم توزيع 125 استبيانًا وحقق معدل استجابة مرتفع بلغ 81.6% ($n = 102$). خضعت أدوات الدراسة لفحوصات الموثوقية، وتم تحليل البيانات الكمية الناتجة باستخدام مجموعة متنوعة من التقنيات الإحصائية، بما في ذلك تحليل الارتباط والانحدار، وذلك بهدف استخلاص النتائج الكمية والوصفية التي تساهم في فهم العلاقة بين متغيرات الدراسة. كشفت نتائج الدراسة عن وجود تأثير إيجابي للرشاقة التسويقية وأبعادها (الاستجابة، والسرعة، والتركيز على العملاء، والمرونة) على الميزة التنافسية. وهذا يشير إلى أن المنظمات ذات المستويات الأعلى من الرشاقة بأبعادها الأربعة لديها فرص أكثر لتحقيق موقف تنافسي أقوى. نتائج الدراسة لها آثار مهمة على المنظمات العاملة في الأسواق الديناميكية، ومن خلال التأكيد على أهمية الرشاقة التسويقية، تساهم هذه الدراسة في فهم أعمق للعوامل التي تساعد منظمات الأعمال على النجاح والمنافسة. كما يمكن للرؤى المكتسبة من هذه الدراسة أن تفيد في عملية صنع القرار الاستراتيجي، وتساعد المنظمات على تطوير نماذج أعمال أكثر رشاقة وتنافسية.

كلمات مفتاحية: الرشاقة التسويقية، الميزة التنافسية، مجموعة مدار مصر

1 -Introduction

In contemporary business landscapes, organizations face increasing pressure to maintain a competitive edge. One promising strategy is marketing agility, characterized by an organization's capacity to rapidly respond to and adapt to environmental shifts, with a strategic emphasis on proactive anticipation (Khoshnood and Nematizadeh, 2017). By cultivating flexibility, adaptability, and customer-centricity, organizations can harness marketing agility to significantly bolster their competitive position.

Literature indicates that marketing agility empowers organizations to proactively respond to dynamic market conditions and evolving customer preferences by adapting their strategies, processes, and offerings (Li et al., 2020; Schmitt et al., 2018). This capability enables organizations to gain a competitive advantage by swiftly recognizing and seizing emerging market opportunities. By leveraging customer feedback, data analytics, and market intelligence, agile organizations can make informed decisions, optimize marketing initiatives, and ultimately deliver enhanced value propositions to customers (Lai et al., 2019; Duff et al., 2017).

To maintain a competitive edge in today's dynamic market landscape, organizations must embrace sustainable and adaptable strategies. Marketing agility, characterized by rapid response, customer-centricity, and flexibility, is essential for accelerating time-to-market and launching innovative products and services (Schultz et al., 2016; Menon et al., 2018). By promptly adapting to market shifts and consumer preferences, firms can cultivate customer satisfaction, loyalty, and market share (Morgan et al., 2016; Verhoef et al., 2020). Furthermore, agile marketing practices foster experimentation and innovation, enabling organizations to differentiate themselves in a rapidly evolving competitive environment (Gupta et al., 2019; Vorhies et al., 2017).

While theoretical frameworks underscore the potential benefits of marketing agility, empirical evidence directly linking it to firm competitive advantage remains scarce. This research aims to investigate the relationship between marketing agility (comprising responsiveness, quickness, customer centricity, and flexibility) and firm competitive advantage, while considering other organizational and market-level factors such as market structure, industry dynamics, and organizational capabilities. Employing a mixed-methods approach, including quantitative analysis and qualitative case studies, this study will provide a comprehensive understanding of how marketing agility contributes to firm competitiveness as applied to Madar Group Egypt. The findings will offer actionable insights for managers, empowering them to make informed decisions regarding the adoption and implementation of agile marketing practices to bolster their organization's competitive position. This research aims to provide valuable knowledge on how organizations can leverage marketing agility to enhance their competitive standing in the market.

2- Literature review

Recent research has explored the multifaceted concept of marketing agility. Poolton et al. (2006) demonstrated the practical application of agile principles in SMEs, focusing on proactive marketing to attract new customers. Khan (2020) investigated the impact of marketing agility on firm performance in emerging markets, highlighting its direct and indirect effects, particularly under high market complexity. Gomes et al. (2020) conceptualized international marketing agility (IMA) as a crucial capability for SMEs and multinational enterprises operating in foreign markets, emphasizing its role in building competitive advantage. Sachdeva et al. (2022) explored the transformative power of agile marketing in response to global events like the COVID-19 pandemic, highlighting its benefits for organizational adaptation and innovation. Verawaty (2022) identified responsiveness to customers and continuous improvement as key dimensions of marketing agility that positively impact marketing performance. Kalaighanam et al. (2021) conceptualized marketing agility as the ability to rapidly adapt to market changes through sense-making and execution, emphasizing its importance in a dynamic environment. Osei et al. (2019) investigated marketing agility in emerging markets, highlighting the importance of building relationships, social responsibility, and innovation. Gera and Mishra (2019) discussed the benefits and challenges of implementing agile marketing strategies, emphasizing the need for organizational agility, collaboration, and empowerment. Al-Assaf et al. (2023) explored the role of marketing agility in the marketing performance of a clothing factory, highlighting its significant impact on achieving marketing performance, benefiting the organization, and fostering customer loyalty.

Recent research has explored various facets of competitive advantage. El Batanony et al. (2013) examined the impact of information systems on firm performance, while Javalgi et al. (2011) analyzed the growth of knowledge-intensive business services in emerging markets. Bugador (2015) focused on the specific advantages of business groups, and Mulyana et al. (2021) investigated the impact of entrepreneurship and finance on competitive advantage in Sumatra Utara. Kaleka and Neil (2017) explored the importance of achieving and maintaining multiple competitive advantages, and Robertson (2021) examined the concept of ecosystems in industrial marketing. Mwizerwa et al. (2018) investigated the impact of competitive strategies on market penetration in the telecommunications industry in Rwanda, and Ma (1999) emphasized the importance of developing and maintaining multiple competitive advantages for long-term performance. Finally, Srivastava et al. (2013) explored best practices for building and sustaining core competencies in Hi-Tech companies. These studies collectively provide insights into the complex factors that influence competitive advantage and offer guidance for firms seeking to enhance their market position.

Recent research has explored the impact of marketing agility on competitive advantage. Zhou et al. (2019) examined the relationship between marketing agility, innovation capability, and financial performance in the Chinese food-processing industry, finding that marketing agility positively influences both direct and indirect effects on financial performance, mediated by innovation capability. Aydın and Levent (2018) conducted an empirical study in a telecommunication company to evaluate the impact of marketing agility methodology on product quality and time-to-market, demonstrating the significant improvement in time-to-market using agile methods. Nurcholis (2021) investigated the relationship between new market exploration, development of marketing programs, product diversity, and sustainable competitive advantage in Indonesian Batik SMEs, highlighting the mediating effects of knowledge exploitability and organizational agility. Omid et al. (2021) developed a model of agile marketing capability in the health tourism business, identifying key components such as specialized and structural capabilities, human capital, technology, and customer understanding as crucial factors for improving marketing performance and sustainable development. These studies collectively contribute to a deeper understanding of the role of marketing agility in achieving competitive advantage.

While the importance of building and sustaining a competitive advantage has been widely recognized (Dash, 2013), a significant research gap persists in understanding the direct impact of marketing agility on competitive advantage, particularly in emerging markets (Osei et al., 2019). While prior research has primarily focused on the role of marketing agility in enhancing organizational performance through competitive capabilities, this study specifically examines the impact of marketing agility on firm competitive advantage. While individual dimensions of marketing agility have been extensively studied, a comprehensive understanding of the holistic concept of agile marketing remains relatively unexplored (Omid et al., 2021). To address this gap, this study aims to examine the direct impact of marketing agility on competitive advantage, particularly within the Egyptian detergent industry. This research contributes to the existing literature by providing empirical evidence on the relationship between marketing agility and competitive advantage. This study aims to contribute to the literature by examining the impact of marketing agility on firm competitive advantage within the detergent sector, a relatively understudied context, particularly in an emerging market context such as Egypt.

More precisely, This research endeavors to bridge this gap by specifically investigating the direct influence of marketing agility on firm competitive advantage within the Egyptian detergent industry. This context provides a valuable opportunity to contribute to the existing body of knowledge in several key aspects:

- **Industry Specificity:** In contrast to studies predominantly focused on manufacturing sectors, this research delves into the unique context of the detergent industry.
- **Emerging Market Perspective:** By conducting research within the Egyptian market, this study contributes to the literature on marketing agility within an emerging market setting, expanding the geographical scope of existing research beyond primarily American, European, and Asian contexts.
- **Direct Impact on Competitive Advantage:** This study directly examines the causal relationship between marketing agility and firm competitive advantage, moving beyond an exploration of its impact on general organizational performance or intermediate competitive capabilities.

3- Pilot study and Research problem

The Egyptian detergent industry presents a compelling context for examining the direct influence of marketing agility on firm competitive advantage. While existing literature supports a positive association between these constructs (Morgan et al., 2016; Verhoef et al., 2020; Gupta et al., 2019; Vorhies et al., 2017), research specifically within emerging markets, such as Egypt, and particularly within multinational enterprises operating therein, remains limited (Osei et al., 2019). This study aims to address this gap by investigating the direct relationship between marketing agility and competitive advantage within this specific context.

A pilot study was conducted with a sample of 30 employees from various levels within Madar Misr Group to assess their perceptions of competitive advantage and marketing agility. Key findings revealed the perceived importance of competitive advantage and indicated high levels of perceived agility, responsiveness, flexibility, and customer focus within the organization. Based on these findings, the research problem is formulated as follows:

To investigate the relationship between perceived marketing agility, with its dimensions (responsiveness, quickness, customer centricity, and flexibility), and the achievement of competitive advantage within Madar Misr Group in the Egyptian detergent industry.

4- Research Questions:

The main question:

- Is there a significant statistical relationship between marketing flexibility and competitive advantage of Madar Misr Group?"

The above question can be divided into the following four specific questions.

- Is there a significant statistical relationship between marketing response and competitive advantage of Madar Misr Group in the detergent industry in Egypt?
- Is there a significant statistical relationship between speed in adapting marketing strategies and competitive advantage of Madar Misr Group in the detergent industry in Egypt?
- Is there a significant statistical relationship between customer focus and competitive advantage of Madar Misr Group in the detergent industry in Egypt?
- Is there a significant statistical relationship between marketing flexibility and competitive advantage of Madar Misr Group in the detergent industry in Egypt?

5- Research Objectives

This research aims to:

- **Assess Marketing Agility Adoption:** Investigate the extent to which Egyptian detergent companies implement the dimensions of marketing agility (responsiveness, quickness, customer centricity, and flexibility).
- **Analyze the Impact of Marketing Agility on Competitive Capabilities:**
- Examine the influence of responsiveness, quickness, customer centricity, and flexibility on the competitive capabilities of Egyptian detergent companies.
- **Identify the Most Influential Marketing Agility Dimension:** Determine the dimension of marketing agility that exerts the most significant impact on competitive capabilities.
- **Provide Practical Recommendations:** Offer actionable recommendations to Egyptian detergent companies to enhance their competitive position through the effective application of marketing agility.

6- Research Significance

This research is significant as it provides:

- **Generate Empirical Evidence:** Provide empirical evidence to support the theoretical relationship between marketing agility dimensions (responsiveness, quickness, customer centricity, and flexibility) and Madar Group's competitive advantage.
- **Conduct Comparative Analysis:** Benchmark Madar Group's marketing agility practices against its competitors in the Egyptian detergent industry, identifying areas of strength and weakness.
- **Offer Managerial Implications:** Provide actionable insights and recommendations to Madar Group's management to enhance their marketing agility and, consequently, strengthen their competitive position.

7- Conceptual framework and hypothesis development

7.1- Marketing Agility

Marketing agility, as defined by Stürze et al. (2021), is the ability of an organization to rapidly respond to market changes by iteratively making sense of the market and executing marketing decisions. This concept, rooted in agile software development principles, emphasizes quick analysis, adaptability, and responsiveness to emerging challenges (Ewel, 2020; Fryrear, 2020). Perkin (2022) and Giamalis (2020) further highlight the importance of agile marketing in modern business, emphasizing the need for data-driven, iterative, and collaborative approaches to achieve long-term success in dynamic markets.

For this study, marketing agility is conceptualized as the organization's ability to navigate market complexities through a combination of responsiveness, quickness, customer-centricity, and flexibility

7.2- Agile Principles and Practices

Agile marketing, inspired by agile software development principles, emphasizes iterative planning, continuous collaboration, and customer-centricity (Brinker, 2016; Fryrear, 2020). These principles enable marketing teams to rapidly adapt to changing market conditions, customer needs, and emerging opportunities (Perkin, 2022). Julian (2016) further highlights the applicability of agile principles to content marketing, emphasizing the importance of iterative planning, continuous feedback, and collaboration in content creation and distribution.

7.2.1- Cross-functional Collaboration

Agile marketing promotes cross-functional collaboration and open communication within marketing teams and across departments (Brinker, 2016; Ewel, 2020; Julian, 2016; Cushard, 2018; Stürze et al., 2021). This collaborative approach involves regular stand-up meetings, retrospectives (Brinker, 2016; Ewel, 2020), and the use of tools like Jira and Confluence to facilitate real-time communication, feedback sharing, and documentation (Cushard, 2018). By fostering teamwork and alignment, cross-functional collaboration contributes to more effective content planning, production, and distribution (Julian, 2016), ultimately leading to the achievement of shared organizational goals (Stürze et al., 2021).

7.2.2- Data-Driven Decision Making

Agile marketing methodologies prioritize data-driven decision-making, as highlighted by several researchers. Ewel (2020) underscores the importance of real-time data and analytics in measuring campaign performance, understanding customer behavior, and making data-driven adjustments to marketing strategies. Similarly, Fryrear (2020)

explores how marketing agility relies on data and analytics to inform decision-making, emphasizing the significance of collecting, analyzing, and interpreting data to make informed marketing choices. Julian (2016) emphasizes the role of data and analytics in agile content marketing, where data is utilized to measure content performance, identify trends, and make data-driven decisions to optimize content strategies. Cushard (2018) also underscores the use of data and analytics in agile marketing, explaining how marketing teams can leverage data to measure performance, identify areas for improvement, and make data-driven decisions to optimize marketing strategies. Smart (2016) highlights the importance of real-time data in driving marketing decisions within the agile marketing framework. Rajagopal (2022) suggests that data-driven decision-making is a core principle of agile marketing, as marketers rely on data analytics to gain valuable insights into consumer behavior and optimize campaigns for better results. Charania (2023) further emphasizes that agile marketing efficiency is bolstered by data-driven decision-making, as marketers use data analytics to identify trends and opportunities that lead to higher efficiency.

7.2.3- Continuous Improvement

Agile marketing, as conceptualized by various researchers, is underpinned by a culture of continuous improvement. Stürze et al. (2021) posit that this approach prompts marketing teams to consistently review and refine their strategies and tactics. Smart (2016) further emphasizes the significance of retrospective reviews, where teams leverage feedback and data to identify areas for enhancement and make informed decisions. Similarly, Jeavons (2020) underscores the importance of continuous improvement in Agile sales, with sales professionals utilizing feedback and data to refine their processes and deliver superior customer experiences. Charania (2023) highlights the value of continuous improvement in marketing processes, with Agile marketers adopting a mindset of constant learning and iteration to enhance efficiency. Yusuf et al. (2005) further elaborate on agility as the successful exploration of competitive bases through the integration of reconfigurable resources and best practices in a knowledge-rich environment, enabling the delivery of customer-driven products and services in a dynamic market.

7.2.4- Iterative Planning and Execution

Agile marketing, as described by Ewel (2020), promotes an iterative approach to planning and execution. Marketing teams divide projects into smaller tasks and work in short cycles or sprints to deliver results. Blokdyk (2022) further elaborates on practical strategies for Agile campaign management, including sprint planning, daily stand-ups, and retrospective reviews. This iterative and collaborative framework empowers marketing teams to adapt to changing market conditions, maintain agility, and achieve superior outcomes in dynamic marketing environments.

7.3- Marketing Agility Dimensions

7.3.1- Responsiveness

Responsiveness, a cornerstone of marketing agility, enables marketing teams to swiftly adapt to changes in the market, customer preferences, and competitive landscapes. Fryrear (2020) underscores the imperative for marketing teams to be responsive and adaptable in today's fast-paced business environment, providing practical guidance on implementing agile principles to enhance responsiveness. Brinker (2016) emphasizes the importance of responsiveness and quick decision-making based on real-time data and insights. Roberts and Grover (2012) highlight the connection between agility and dynamic capabilities, emphasizing the importance of sensing and responding to market changes. Nenna (2020) advocates for agile marketing as a means to achieve long-term success in dynamic environments, emphasizing the need for responsiveness and data-driven decision-making. Roetzer (2018) focuses on applying agile principles to content marketing teams to enhance their responsiveness. Smart (2016) emphasizes the role of customer experience in marketing agility, highlighting the importance of responsiveness in meeting customer needs and preferences.

7.3.2- Quickness

Quickness, a fundamental aspect of marketing agility, empowers teams to respond swiftly to market changes, customer preferences, and business requirements. Efficient decision-making processes, as highlighted by Nenonen and Windahl (2017), enable prompt action and the seizing of time-sensitive opportunities. Agile campaign execution, utilizing methodologies like short sprints, ensures quick delivery and iterative improvements (Brinker, 2016). Real-time data and insights are crucial for making data-driven decisions and adapting strategies based on up-to-date market trends and customer behavior (Singh et al., 2017). Fast product iteration enables rapid testing and refinement of offerings based on customer feedback and market response (Kotler et al., 2019). Quickness in marketing agility leads to faster speed-to-market for new campaigns, products, or promotions, providing a competitive edge through rapid responses to market changes (Naim and Gosling, 2011). It enables the quick satisfaction of customer orders, the frequent introduction of new products, and the swift formation and dissolution of strategic alliances. As suggested by Ren et al. (2005) and supported by Oyedijo (2012), agile organizations can excel in cost, quality, speed, flexibility, and innovation without compromising on any of these criteria.

7.3.3- Customer-Centricity

Agile marketing, as conceptualized by Ewel (2020), prioritizes a customer-centric approach. By understanding customer needs, preferences, and behaviors, marketers can drive effective strategies and decisions. Stürze et al. (2021) emphasize the significance of

putting the customer at the center of marketing efforts to optimize campaigns. Freeling (2011) highlights the role of customer-centricity in innovation, emphasizing the importance of listening to customer feedback. Smart (2016) notes that agile marketing enables real-time gathering of customer insights to inform marketing decisions and campaigns. Jeavons (2020) extends this customer-centric approach to sales, highlighting the importance of active listening, empathy, and understanding customer requirements. Rajagopal (2022) and Charania (2023) emphasize the delivery of personalized and relevant content to meet customer needs, leading to more efficient marketing efforts. Fliedner and Voukurka (1997) further support the idea that a customer-centric approach can enhance agility and provide superior value through cost efficiency, quality improvement, and dependability.

7.3.4- Flexibility

Flexibility, a critical component of marketing agility, enables organizations to align their plans with the ever-changing business environment (Shimizu and Hitt, 2004). It allows for rapid responses to changes in customer preferences, market conditions, and emerging opportunities. Ewel (2020) highlights the importance of flexibility in Agile Marketing, encouraging teams to adapt to market changes and customer feedback. Charania (2023) emphasizes the need for flexible marketing strategies, adjusted based on real-time data and insights. Reinartz and Saffert (2013) define adaptability as a crucial aspect of marketing flexibility, enabling teams to pivot and reallocate resources efficiently. Kannan (2017) underscores the significance of rapid decision-making, facilitated by flexibility, empowering teams to act promptly. Firtash and Davoudi (2012) identify willingness to change, internal readiness to adapt, knowledge exchange channels, and the ability to sense market changes as key ingredients for marketing agility.

7.4- Advantages of Marketing Agility

Agile marketing offers numerous advantages, including increased responsiveness, enhanced customer engagement, improved collaboration, greater flexibility and adaptability, and faster time to market. By enabling rapid adaptation to market changes and customer needs, agile marketing fosters timely and relevant interactions (Smart, 2016). Furthermore, it prioritizes customer-centricity, allowing for personalized experiences and effective engagement with the target audience (Julian, 2016). Agile marketing also promotes cross-functional collaboration, breaking down silos and fostering knowledge sharing, innovation, and efficient decision-making (Pal et al., 2005). Its flexibility and adaptability enable organizations to adjust strategies and tactics based on real-time data and market insights (Konrath, 2015). Finally, agile marketing's iterative and incremental approach streamlines processes, reduces bureaucracy, and accelerates time to market (Smart, 2016).

7.5- Competitive Advantage

The concept of competitive advantage, while widely discussed, remains complex and multifaceted. Porter (2011) defines it as the ability to create more value for customers with fewer resources than competitors, often achieved through differentiation. Smith et al. (2006) emphasize the need for unique value propositions, while Nilsson and Rapp (2005) stress differentiation from competitors. Ateljević (2023) explores various sources of competitive advantage, such as unique strengths and capabilities. Marburger (2012) offers a framework for evaluating competitive position. Other authors, such as Ma (1999), Macmillan and Tampoe (2000), Pietersen (2010), Tracy et al. (2002), and Salazar (2012), provide diverse perspectives on competitive advantage, highlighting factors like customer value, superior performance, cost efficiency, and outstanding competencies as key drivers.

7.6- Sustainability of Competitive Advantage

Sustaining a competitive advantage is a complex challenge. Porter (2011) emphasizes the need for continuous innovation and adaptation to changing market conditions. Smith et al. (2006) highlight the importance of creating a sustainable competitive advantage through continuous improvement. GP West (2021) defines sustainable competitive advantage as a unique and durable position that outperforms competitors over time. Kumar (2016) emphasizes the need for long-term strength and differentiation.

7.7- Benefits of Competitive Advantage

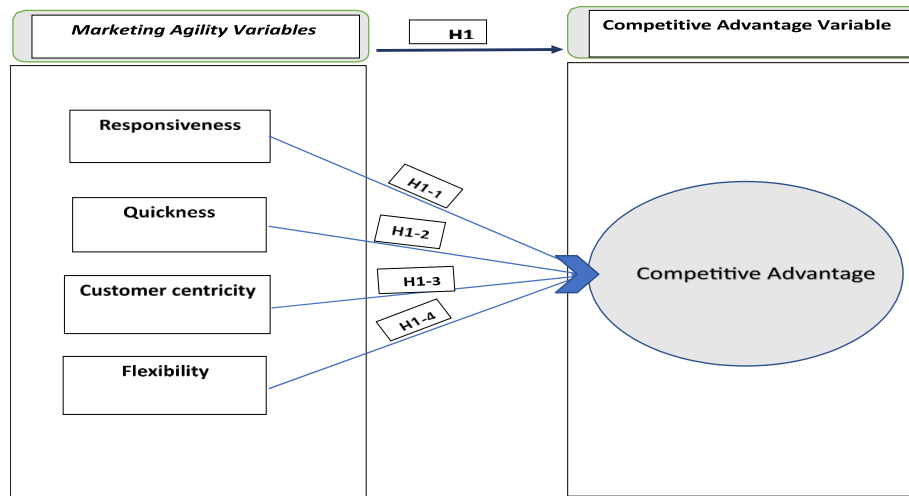
Competitive advantage offers numerous benefits for organizations. It enables differentiation and unique brand positioning, leading to increased customer loyalty and preference (Aaker and Kevin, 1990). By offering superior value, companies can capture larger market shares, boost sales, and improve profitability (Porter, 2011). Additionally, competitive advantage attracts and retains customers by consistently delivering value and meeting evolving needs (Reichheld et al., 1996). It empowers companies to command premium prices for unique and differentiated offerings (Zeithaml, 1988). Furthermore, competitive advantage can contribute to market leadership and long-term sustainability by consistently outperforming competitors (Day and Wensley, 1988). Strategic decision-making plays a crucial role in achieving and sustaining competitive advantage, requiring informed and forward-thinking decisions that leverage core strengths and address challenges (Kumar, 2016).

7.8- The relationship between Marketing Agility and Competitive Advantage

Fartash and Davoudi (2012) posit that marketing agility positively influences an organization's competitive performance and operational capabilities. Roth and Miller (1996) proposed a conceptual model highlighting the interdependence of marketing agility dimensions within the competence-capability-performance framework. They suggest that strategic initiatives, by fostering the development of competencies and organizational capabilities, can ultimately impact performance. Ren et al. (2000) further emphasize that

the successful implementation of marketing agility strategies can lead to the acquisition of competitive capabilities, provided that specific suggestions are followed.

Figure (1): Research variables and proposed relationships



Source: prepared by the researcher

(H1) The Main Hypothesis: “There is a significant positive impact of marketing agility on the competitive advantage of Madar Group Egypt in the detergent industry.”

This overarching hypothesis is systematically subdivided into sub-hypotheses, each closely targeting specific dimensions of marketing agility.

Hypothesis H1-1 proposes that responsiveness to customer needs and preferences is positively correlated with a firm's competitive advantage. We posit that by effectively meeting customer expectations, companies can enhance customer satisfaction, foster brand loyalty, and ultimately strengthen their market position (Morgan et al., 2016; Verhoef et al., 2020).

H1-1: There is a significant positive impact of The Responsiveness dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

Hypothesis H1-2 aligns with extant research emphasizing the pivotal role of agility and rapid response to market dynamics. Gupta et al. (2019) underscore agility's contribution to differentiation and innovation, leading to enhanced competitive positioning. Similarly, Vorhies et al. (2017) highlight the imperative of swift adaptation to sustain competitiveness in intensely competitive markets.

H1-2: There is a significant positive impact of The Quickness dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

Hypothesis H1-3 aligns with empirical research conducted by Morgan et al. (2016) and Verhoef et al. (2020). These studies highlight the significance of customer-centric strategies in delivering exceptional customer value, enhancing satisfaction, and fostering loyalty. These factors, in turn, contribute to a firm's competitive advantage.

H1-3: There is a significant positive impact of The Customer centricity dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

Hypothesis H1-4 aligns with empirical research conducted by Gupta et al. (2019) and Vorhies et al. (2017). These studies highlight the strategic value of flexibility in marketing. By enabling firms to differentiate themselves through innovation and adapt to emerging trends, flexibility can significantly contribute to a sustained competitive advantage in highly competitive markets.

H1-4: There is a significant positive impact of The Flexibility dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

8- Methodology

8.1- Questionnaire design and Measures

This study employed a descriptive survey design to investigate the relationship between marketing agility and competitive advantage. A structured questionnaire was developed to collect data from a specific population. To measure marketing agility, the study adapted established scales from previous research. The responsiveness dimension (9 items) incorporated scales from Becker and Knudsen (2005), and Zhang and Sharifi (2000). The quickness (8 items) and customer centricity (5 items) dimensions were similarly adapted from these sources. To assess the multifaceted concept of flexibility, the study adopted 13 items from research by Gupta and Somers (1996), Zhang et al. (2003), and Pagell and Krause (2004), which identified five distinct dimensions: volume, mix, labor, expansion, and delivery flexibility. Organizational competitive advantage was measured using a validated 8-item scale from Li et al. (2007). Respondents were asked to rate their agreement with statements on a five-point Likert scale.

8.2- Sampling and data collection

The population of the study consists of the managers and head of departments working in the Madar group located in Alexandria Egypt., totaling 125 individuals. A total of 125 questionnaires were distributed, and 105 were returned. Three questionnaires were excluded due to their invalidity, resulting in 102 valid questionnaires for statistical analysis, with a percentage of 81.6%, which is a valid proportion for statistical study.

Table (1): The Distribution of responses of population according to job title

Job title	Total number	Respondents	Percent
production engineer	35	28	27.5
Purchasing manger	6	4	3.9
production technician	32	28	27.5
Assistant plant manger	6	4	3.9
lab chemist	20	18	17.6
Marketing manger	4	4	3.9
Marketing team leader	4	4	3.9
Sales manger	6	4	3.9
Logistics manger	6	4	3.9
Laboratory manger	6	4	3.9
Total	125	102	100.0

Source: prepared by the researcher

It is clear from the table (1):

(27.5%) of the respondents chose (production engineers, production technicians), which is the highest percentage, (3.9%) of the respondents chose (Purchasing managers, Assistant plant manager, Marketing manager, Marketing team leaders, Sales managers, Logistics managers, Laboratory manager) which is the lowest percentage.

9- Statistical analysis methods

Data were analyzed using SPSS 22. Descriptive statistics were computed to summarize the data, followed by correlation analysis to examine the relationships between variables. Reliability analysis was conducted to assess the instrument's internal consistency, and regression analysis was employed to determine the strength and direction of the relationships between variables.

10- Results

10.1- Descriptive statistics

Table (2) presents descriptive statistics for four dimensions of marketing agility (responsiveness, quickness, customer centricity, flexibility) and competitive advantage. For all variables, the mean, median, standard deviation, minimum, and maximum values are reported.

Table (2): Summary of descriptive statistics for research variables.

	Responsiveness	Quickness	Customer centricity	Flexibility	Competitive advantage
Mean	33.3922	30.6667	19.2647	49.0196	29.5196
Median	34.0000	32.0000	20.0000	49.5000	30.5000
S. D	6.36537	5.62057	3.82521	6.17401	6.36471
Minimum	17.00	12.00	5.00	31.00	13.00
Maximum	45.00	40.00	25.00	61.00	40.00

Source: prepared by the researcher based on the results of the statistical analysis

The data indicates that the organization exhibits moderate to high levels of responsiveness, quickness, and flexibility. However, customer centricity scores appear relatively lower. While the competitive advantage scores show some variability, a definitive assessment of the organization's competitive position requires additional context and industry benchmarks.

10.2- Alpha Cronbach

Table (3): Alpha Cronbach stability coefficient results

Dimensions	number of questions	Alpha Cronbach coefficient
Responsiveness	9	0.914
Quickness	8	0.836
Customer-centricity	5	0.705
Flexibility	13	0.698
Competitive advantage	8	0.934
Scale	43	0.956

Source: prepared by the researcher based on the results of the statistical analysis

To ensure the reliability of the measurement instrument, Cronbach's alpha was employed to assess the internal consistency of the scale. A Cronbach's alpha coefficient of 0.956 for the total score and values ranging from 0.689 to 0.934 for individual dimensions indicate excellent reliability. These results suggest that the instrument consistently measures the intended constructs.

10.3- Correlation coefficients between the main variables

Table (4): Correlation coefficients between the main variables of the research

Research variables	X1	X2	X3	X4	X	Y
Responsiveness(X1)	1					

Research variables	X1	X2	X3	X4	X	Y
Quickness(X2)	0.820	1				
Customer centricity(X3)	0.561	0.694	1			
Flexibility(X4)	0.582	0.623	0.614	1		
Marketing Agility(X)	0.882	0.916	0.796	0.831	1	
Competitive advantage(Y)	0.921	0.868	0.510	0.505	0.835	1

Source: prepared by the researcher based on the results of the statistical analysis

Correlation analysis revealed significant positive relationships between marketing agility and competitive advantage. A strong correlation of 83.5% was observed between the two constructs. Among the marketing agility dimensions, responsiveness exhibited the strongest correlation with competitive advantage, followed by quickness, customer centricity, and flexibility.

10.4- Testing the Research Hypothesis

10.4.1- Research Main Hypothesis (H1)

“There is a significant positive impact of marketing agility on firm competitive advantage of Madar Group in the detergent industry in Egypt.”

To verify the hypothesis, the multiple linear regression test was used, and the following results were extracted:

A. For the coefficient of determination or explanatory power:

Table (5): Coefficient of determination (the explanatory power of the multiple linear regression model)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.952	0.907	0.903	1.98326

Source: prepared by the researcher based on the results of the statistical analysis

It is clear from the Table (5) that the coefficient of determination is approximately equal to (0.907), which means that the (independent variables) explain (90.7%) of the variables that occur in the competitive advantage (the dependent variable), and the rest is due to other factors, including random error.

B. For the analysis of variance: to ensure the validity of the multiple regression model.

Table (6): Analysis of variance to model the effect of independent variables on the dependent variable.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3709.927	4	927.482	235.800	0.000
Residual	381.534	97	3.933		
Total	4091.461	101			

Source: prepared by the researcher based on the results of the statistical analysis

The results of the analysis of variance indicate a significant effect of marketing agility on firm competitive advantage, as the value of (F) is equal to (235.80), which is significant, which confirms the validity of the multiple linear regression model to describe the relationship between the independent variables and the dependent variable

C. For the test of significance of the regression coefficients:

Table (7): Significance test results of multiple regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.040	1.587		.025	0.980
Responsiveness	0.656	0.055	0.656	11.919	0.000
Quickness	0.547	0.071	0.483	7.682	0.000
Customer centricity	0.224	0.076	0.135	2.955	0.004
Flexibility	0.098	0.044	0.095	2.225	0.028

Source: prepared by the researcher based on the results of the statistical analysis

It is clear from Table (7) that all regression coefficients are significant because the level of significance "t" is less than 0.05 in all coefficients.

Looking at the previous results, we find that “There is a significant positive impact of marketing agility on firm competitive advantage”.

10.4.2- Research Sub-Hypothesis

H1-1: There is a significant positive impact of The Responsiveness dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

To verify the hypothesis, a simple linear regression coefficient was used to find the effect between the variables as follows:

Table (8): Significance test results of a simple regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	F	Sig.
	B	Std. Error	Beta						
(Constant)	1.236	1.323		2.935	0.035				
Responsiveness	0.921	0.039	0.921	23.666	0.000	0.921	0.849	560.090	0.000

Source: prepared by the researcher based on the results of the statistical analysis

The results of the regression analysis indicate a strong positive relationship between responsiveness and competitive advantage. The coefficient of determination (R^2) of 0.849 suggests that 84.9% of the variance in competitive advantage can be explained by responsiveness. The regression coefficient of 0.921, which is statistically significant, indicates that a one-unit increase in responsiveness leads to a 0.921-unit increase in competitive advantage. These findings support the hypothesis that responsiveness is a significant driver of competitive advantage for the Madar Group in the Egyptian detergent industry.

H1-2: There is a significant positive impact of The Quickness dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

To verify the hypothesis, a simple linear regression coefficient was used to find the effect between the variables as follows:

Table (9): Significance test results of a simple regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	F	Sig.
	B	Std. Error	Beta						
(Constant)	0.628	1.752		3.358	0.007				
Quickness	0.983	0.056	0.868	17.491	0.000	0.868	0.754	305.947	0

Source: prepared by the researcher based on the results of the statistical analysis

The results of the regression analysis indicate a strong positive relationship between quickness and competitive advantage. The coefficient of determination (R^2) of 0.754 suggests that 75.4% of the variance in competitive advantage can be explained by quickness. The regression coefficient of 0.983, which is statistically significant, indicates that a one-unit increase in quickness leads to a 0.983-unit increase in competitive advantage. These findings support the hypothesis that quickness is a significant driver of competitive advantage for the Madar Group in the Egyptian detergent industry.

H1-3: There is a significant positive impact of The Customer centricity dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

To verify the hypothesis, a simple linear regression coefficient was used to find the effect between the variables as follows:

Table (10): Significance test results of a simple regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	F	Sig.
	B	Std. Error	Beta						
(Constant)	13.186	2.811		4.690	0.000				
Customer centricity	0.848	0.143	0.510	5.922	0.000	0.51	0.260	35.069	0

Source: prepared by the researcher based on the results of the statistical analysis

The regression analysis indicates a moderate positive relationship between customer centricity and competitive advantage. The coefficient of determination (R^2) of 0.260 suggests that 26% of the variance in competitive advantage can be explained by customer centricity. The regression coefficient of 0.848, which is statistically significant, indicates that a one-unit increase in customer centricity leads to a 0.848-unit increase in competitive advantage. These findings support the hypothesis that customer centricity is a significant driver of competitive advantage for the Madar Group in the Egyptian detergent industry.

H1-4: There is a significant positive impact of The Flexibility dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.

To verify the hypothesis, a simple linear regression coefficient was used to find the effect between the variables as follows:

Table (11): Significance test results of a simple regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	F	Sig.
	B	Std. Error	Beta						
(Constant)	4.004	4.396		3.911	0.000				
Flexibility	0.521	0.089	0.505	5.850	0.000	0.505	0.255	34.218	0

Source: prepared by the researcher based on the results of the statistical analysis

The regression analysis indicates a moderate positive relationship between flexibility and competitive advantage. The coefficient of determination (R^2) of 0.255 suggests that 25.5% of the variance in competitive advantage can be explained by flexibility. The regression coefficient of 0.521, which is statistically significant, indicates that a one-unit increase in flexibility leads to a 0.521-unit increase in competitive advantage. These findings support the hypothesis that flexibility is a significant driver of competitive advantage for the Madar Group in the Egyptian detergent industry.

11- Conclusion

Table (12): Hypothesis Testing Summary

Hypothesis	Result
H1: There is a significant positive impact of marketing agility on firm competitive advantage of Madar Group in the detergent industry in Egypt.	Accepted
H1-1: There is a significant positive impact of The Responsiveness dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt	Accepted
H1-2: There is a significant positive impact of The Quickness dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt	Accepted
H1-3: There is a significant positive impact of The Customer centricity dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt.	Accepted
H1-4: There is a significant positive impact of The Flexibility dimension of marketing agility on the competitive advantage of Madar Group in the detergent industry in Egypt	Accepted

Source: prepared by the researcher based on the results of the statistical analysis

The findings of this study demonstrate that marketing agility, and its dimensions (responsiveness, quickness, customer centricity, and flexibility), significantly impacts competitive advantage for Madar Group Egypt in the detergent industry. By prioritizing these dimensions, the company can effectively adapt to market dynamics, meet customer needs, and maintain a competitive edge. Investing in training and development programs to enhance marketing agility skills and continuously monitoring market trends are crucial strategies for sustaining competitive advantage.

12- Managerial recommendations

Given the significant positive impact of marketing agility on Madar Group Egypt's competitive advantage, the following recommendations are proposed:

1. Prioritize marketing agility: Integrate marketing agility as a core component of the organization's overall strategy.
2. Foster a culture of responsiveness: Encourage a rapid response to customer needs and market changes.
3. Implement agile marketing practices: Adopt agile methodologies to facilitate quick decision-making and adaptation to market dynamics.
4. Leverage customer insights: Continuously gather and analyze customer feedback to inform marketing strategies.
5. Personalize marketing efforts: Tailor marketing messages to specific customer segments to enhance engagement.
6. Harness technology and data analytics: Utilize technology to support agile marketing processes and improve decision-making.
7. Adopt a customer-centric approach: Focus on understanding and meeting customer needs and preferences.
8. Conduct regular market research: Stay informed about industry trends and competitor activities.
9. Build strong customer relationships: Establish effective communication channels to foster loyalty.
10. Create a flexible marketing plan: Develop a plan that can be adapted based on real-time data and market insights.

By implementing these recommendations, Madar Group Egypt can leverage marketing agility to effectively meet customer needs, outperform competitors, and achieve sustained competitive advantage in the detergent industry.

13- Limitations

This study is subject to several limitations. Firstly, the sample size was limited to 102 participants, which may impact the generalizability of the findings. Secondly, the research was conducted within the specific context of Madar Group Egypt in Egypt, potentially limiting the applicability of the results to other organizations or regions. Finally, the study was conducted during 2023, and the findings may not reflect long-term trends or future developments.

14- Future research

Future research should delve deeper into the impact of marketing agility on Madar Group Egypt's competitive advantage in the detergent industry. Longitudinal studies can assess long-term effects, while comparative analyses can identify best practices. Investigating the relationship between marketing agility and customer behavior, as well as the organizational factors that enable or hinder agility, is crucial. Additionally, analyzing the impact of industry dynamics and evaluating the effectiveness of agile tools and technologies can provide valuable insights. By conducting both quantitative and qualitative research, and exploring cross-functional collaboration and customer engagement, future studies can contribute to a comprehensive understanding of marketing agility's role in driving competitive advantage.

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Appendix

Questionnaire Survey

Dear Participant:

We are currently undertaking a research project investigating the impact of Marketing agility on competitive advantage. Your response is extremely important to the success of this study. We would like to assure you that your response will be treated as **"Strictly Confidential"**. Your response will be used for academic proposes only. Please answer the questionnaire from the perspective of your job title that most clearly defines your job responsibilities (e.g., Director, Vice-President, Operation Manager, Marketing Manager, Plant Manager, etc). Also, please note that we have written these questions to be applicable to many types of manufacturing companies and may not all exactly apply to your situation. Nevertheless, please attempt to answer all questions. However, if you are unsure about response, or think it would be misleading, please leave the specific question unanswered.

Thank you in advanced for your help and cooperation.

PART 1: GENERAL Background

Please tell us about yourself and your company background:

Company name	Madar Group Egypt	Years of experience in this job	
Department name		Years of working with Madar group	
Your job title		Years of experience in this field	

PART 2: Marketing Agility Dimension?

Section A: Using Marketing Agility

This section is concerned with investigating the ability of manufacturing companies in Jordan to use the agile capabilities (responsiveness, quickness, customer centricity, and flexibility). Please insert an **X** in the appropriate column. The options range from 1 (strongly disagree), 2(disagree), 3 (neither disagree nor agree), 4 (agree), and 5 (strongly agree).

Responsiveness		Strongly Disagree		Strongly Agree		
		1	2	3	4	5
Q1	Our company is quick in making decisions in response to price changes.					
Q2	Our company has a strong awareness of changes in customer needs.					
Q3	Our company regularly reviews product development.					
Q4	Our company conducts regular interdepartmental meetings to address external changes.					
Q5	Our company responds promptly to competitors' campaigns.					
Q6	Interdepartmental activities are well-coordinated in our company.					
Q7	Customer compliments are valued and acknowledged in our company.					
Q8	Our company actively pursues aggressive market penetration strategies.					
Q9	Departments in our company actively coordinate product changes.					

Quickness		Strongly Disagree		Strongly Agree		
		1	2	3	4	5
Q10	Our company can quickly change the quantities for our products.					
Q11	Our company can changeover quickly from one product to another.					
Q12	Our company can launch new products into the market.					
Q13	Our company can quickly discover changes in customer preferences.					
Q14	Madar Group Egypt demonstrates a quick response to emerging market trends and changes.					
Q15	Madar Group Egypt promptly adapts its promotional activities to capitalize on time-sensitive opportunities.					
Q16	Madar Group Egypt effectively manages timelines and meets deadlines in marketing projects.					
Q17	Madar Group Egypt demonstrates agility in its supply chain to ensure timely product delivery.					

<i>Customer-centricity</i>		Strongly Disagree			Strongly Agree	
		1	2	3	4	5
Q18	Our company have a system for regularly collects customer feedback to inform our marketing strategies.					
Q19	We effectively segment our customer base to deliver personalized marketing experiences.					
Q20	We are able to tailor marketing messages and offers based on individual customer preferences.					
Q21	We actively involve customers in the co-creation of products, services, or marketing campaigns.					
Q22	Our company has a good mechanism in place for gathering customer complaints and feedback.					

<i>Flexibility</i>		Strongly Disagree			Strongly Agree	
		1	2	3	4	5
Q23	Our company efficiently operates at different levels of output.					
Q24	Our company effectively adjusts aggregate production based on customer demand.					
Q25	Our company can easily modify the production volume of our manufacturing processes.					
Q26	Our company consistently maintains performance standards when producing a wide variety of products.					
Q27	Our company smoothly transitions between different product types without significant changeover.					
Q28	Our company successfully manufactures different products simultaneously in the same plants.					
Q29	Our company is capable of producing multiple products within a single operating cycle.					
Q30	Our company flexibly varies product combinations from one period to another.					

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Q31	Workers in our company effectively perform different types of operations.					
Q32	Workers in our company demonstrate proficiency in a broad range of manufacturing tasks.					
Q33	Workers in our company are skilled in operating various types of machines.					
Q34	Workers in our company can easily transition between different organizational units.					
Q35	Our company can increase the capacity of our manufacturing system when required					

PART 3: Competitive Advantage Dimension

With regard to competitive advantage of your firm, Please insert an **X** in the appropriate column to indicate the extent to which you agree and disagree with each statement. Please insert an **X** in the appropriate column to indicate the extent to which you disagree and agree . The options range from 1 (strongly disagree), 2(disagree), 3(neither disagree nor agree), 4 (agree), and 5 (strongly agree).

Competitive advantage		Strongly Disagree			Strongly Agree	
		1	2	3	4	5
Q36	Our company competes effectively against major competitors based on low price.					
Q37	Our company offers product quality and performance that creates higher value for customers.					
Q38	Our company consistently provides the type and volume of products required by customers on time.					
Q39	Our company successfully introduces new products and features in the marketplace.					
Q40	Our company introduces new products faster than major competitors.					
Q41	Our company's marketing campaigns effectively communicate the value of its detergent products.					
Q42	There has been an improvement in product differentiation due to our company's marketing strategic agility.					
Q43	Our company successfully differentiates its brand from competitors through marketing efforts.					