

## **The Effect Of Marketing Flexibility on Marketing Excellence "An analytical study of the opinions of a sample of administrative leaders in private universities and colleges in the Middle Euphrates region"**

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**Abstract :** The research aims to measure the ability of marketing flexibility to enhance the marketing excellence of private universities and colleges to achieve communication and success". This requires them to "possess knowledge about the term marketing flexibility in order to contain all the variables surrounding it. Today, marketing flexibility represents a gateway to absorbing the changes that link the organization with its customers, which leads it to the following". To the validity of its adopted decisions, the research problem was represented by a number of questions with the aim of identifying the intellectual frameworks for its variables, and the descriptive approach was used, to reach the desired results, and the research was reinforced with a set of hypotheses that were tested through a set of statistical analyzes that reflected the reality of those hypotheses to reach The result that supports the main hypotheses of the research, and the universities and private colleges in the "Middle Euphrates region, represented by (administrative leaders), were chosen in the field to study and test their hypotheses". The sample size was (152) leaders, and the questionnaire form was adopted as a main tool in collecting data related to the field side of the research, and it was analyzed by The Statistical Package for Social Science Applications (SPSS.v.29) through the use of statistical methods (Mean, Weighted Mean, Simple And Multiple Correlation "Coefficient, And Simple And Multiple Regression). The researcher reached a number of conclusions, the most important of which is that marketing flexibility has a significant correlation and impact on marketing excellence". The study concluded with a set of recommendations.

**Keywords:** Marketing Flexibility, Marketing Excellence

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**Introduction:** In today's fast-paced business environment, customer requirements and preferences can change quickly, and organizations must deal with these challenges. In light of these requirements and circumstances, organizations are required to respond to them by adopting specific trends and new strategies. One of the most prominent of these trends is marketing flexibility, through which they have The organization can face these challenges and stand in a direction in order to seize opportunities from competitors, survive and continue in order to achieve its goals and follow new methods to achieve marketing excellence. Marketing flexibility can help organizations experiment with new strategies, products and services and the ability to take calculated risks and discover new opportunities to distinguish themselves from their competitors. And discovering new ways to grow. Marketing flexibility is an important aspect of an organization's marketing excellence. Through flexibility and response to changes in the market, organizations can stay ahead of their competitors, create new opportunities for growth, and enhance their ability to meet the evolving needs of their customers. Based on this, the researcher sought to orient the concept of marketing flexibility as a contemporary term that expresses the trend of managing modern organizations to interact in new formats that are compatible with the third millennium that the world is entering, and to arm itself with knowledge equipment to confront the attacks of competitors. Therefore, major organizations began to introduce marketing flexibility as part of the comprehensive information system that they need. To him organizations.

### **Research Methodology**

#### **First: Research Problem**

The intensity of competition between universities and private colleges in the Iraqi environment is increasing, so it has become necessary for universities and private colleges to think about making fundamental changes that will achieve marketing excellence and ensure their survival and continuity . Marketing flexibility is among the alternatives proposed for making these changes, as it has proven its ability to keep pace. There are many transformations in industrial and service organizations, including the

fact that they are based on the process of adaptation and development that achieves excellence and accommodates everything new, and the competition between universities and private colleges has made many services very similar, and this is what this study attempts to address by answering the following question . (What is the level of influence of marketing flexibility on marketing excellence in universities and private colleges in the Middle Euphrates region), and the following sub-questions emerge from this question:

- 1- Do the investigated universities and colleges enjoy marketing flexibility?
- 1-Is there an awareness among the researched sample of marketing excellence?
- 3- Is there an effect of marketing flexibility on marketing excellence?
- 4- "What is the nature of the relationship between marketing flexibility and marketing excellence?"

### Second: Importance Of Research

- 1- The current research addressed important variables (marketing flexibility, marketing excellence) that contribute to the survival, growth and stability of organizations .
- 2 The research gained its importance from the importance of the researched community (administrative leaders in private colleges and universities) and the role of this group in graduating competent personnel who take it upon themselves to develop the situation in most of the organizations operating in the Middle Euphrates region .
- 3- The research contributes to highlighting the obstacles that prevent activating the role of marketing flexibility in marketing excellence in universities and private colleges in the Middle Euphrates region, the field of study .

### Third: Research Objectives

- 1- Identify the nature of the relationship and influence between marketing flexibility and marketing excellence in universities and private colleges in the study population .
- 2- Determine the ability of the researched universities and private colleges in terms of marketing flexibility and invest them in achieving marketing excellence .
- 3- Revealing the aspects through which the variable of marketing flexibility can achieve marketing excellence .

### Fourth: The Hypothetical Scheme Of The Research

After addressing the problem, importance and objectives of the study, and what was seen from previous studies related to the variables of the study, the hypothetical plan for the study was designed, and the figure () shows the relationships of influence, correlation and joint effect.

- 1-Independent variable- : Marketing flexibility: It includes three dimensions (Flexibility sharing, flexibility interaction, flexibility implementation), and a scale was adopted (Camison & Lopez, 2010).
- 2- The dependent variable: - represented by marketing excellence, which includes five dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement), and the scale (Shehata, 2019) was adopted.



Figure (1) The hypothesis of the research

### Fifth: Hypotheses Of The Study :

**First Main Hypothesis:** There is a statistically significant correlation between marketing flexibility and its dimensions and marketing excellence in its dimensions .

**Second Main Hypothesis:** There is a statistically significant effect of marketing flexibility in its dimensions on marketing excellence in its dimensions .

### Sixth: The study population and sample

The research community was represented by all administrative leaders in universities and private colleges in the Middle Euphrates region, numbering (178) individuals . The purposive sampling method was

adopted to collect the necessary data . The researcher distributed (178) questionnaires to the sample members, and (152) questionnaires were retrieved. All questionnaires were valid for analysis, representing 85%.

## **Literature Review**

### **First: Concept Of Marketing Flexibility**

An organization's ability to enter and exit markets, and to locate and reposition itself within existing and new markets, is formulated as marketing flexibility (Shalender&Singh,2015:252;Barad&Sapir,2003:159) . Marketing flexibility seeks to address the threats facing organizations and seeks to adopt the best reactions and distinct courses of action for organizations while staying away from routine and inappropriate procedures to the point of mismatch between marketing reactions and external market requirements . It reflects the organization's ability to change or respond to environmental instability leads to A clear increase in marketing effort and performance (Yu et al.,2012:1200)

Combe (2012:1284) pointed out that marketing flexibility expresses the desire of organizations to respond and continuously adapt to the change that occurs in customers' tastes. (Schalender 2017:15) stated that the concept of marketing flexibility is used for the purpose of making marketing decisions based on the organization's ability to identify new and alternative options and make marketing decisions that express its desire to achieve a set of marketing goals. The basic condition for marketing flexibility requires the presence of a workforce specially trained in market sensing techniques, efficient communication and information technology infrastructure, as well as an organizational culture supportive of customer orientation (Singh, 2010:12). (Saleh et al., 2023:2) defined it as a mechanism for target markets to satisfy market fluctuations and their various needs by confronting and overcoming the intensity of competition. It is one of the strategies that the organization uses to maintain its competitive advantage from changes in the market (Shaban & Salih, 2020: 541)

(Thabit, 2022:294) defined it as a means for the organization to respond proactively to the shift in customer demand and the movement of competitors and to restructure the organization's marketing efforts to maximize returns while reducing risks. It represents the organization's ability to readjust its marketing efforts in a short period of time, in response to the changing environmental context (Demarzo, 2023:3). It also reflects the ability to satisfy diverse customer needs through specially created value propositions (Shevchenko et al., 2023:12).

### **Second: Importance of Marketing flexibility**

Marketing flexibility responds quickly to challenges posed by competitive market conditions and demanding customers (Barad & Sapir, 2003:159). Combe (2012:1284) pointed out that marketing flexibility gives the organization a competitive advantage as a result of its ability to change and quickly reposition itself within competitive global markets . On the other hand, (Sharma et al., 2010:52) indicated that marketing flexibility can help the organization maintain growth by acting as a main growth strategy .

Market-flexible organizations invent new markets, quickly enter emerging markets, and in the case of an emerging market, change or leave markets when an opportunity or threat arises (Thabit, 2022:289) .

Marketing flexibility enables organizations to obtain a high global market share, the ability to sell their main products in a large number of international and geographical markets, and to have a strong presence in those markets that are considered major bases for global competitors (Boureima, 2015:4) .

### **Third: Dimensions Marketing flexibility**

#### **1-Flexibility Participation**

Organizations today are required to direct their attention towards customer participation in marketing decision-making, as the customer must be able to contribute to decision-making because they want to participate in the process of forming a partnership (Călin, 2012:687), since when the customer's needs are simple This leads to a reduction in the value of the purchase, or the consumer may prefer to buy a high-value product with a reasonable level of quality, as this indicates an increase in the value of the purchase (Shallender, 2012: 621)

#### **2-Flexibility Interaction**

Interaction flexibility represents the organization's ability to build flexible interactive systems to improve the customer experience through cooperation between him and the organization so that he transforms from a current customer into a permanent customer (Gylling et al., 2012:1286). It represents the organization's adaptation to the trends and requirements of customers through multiple communication channels to develop marketing relationships with them, and when the customer's decision is to participate in the value creation process, the customer should have the ability to interact with different levels in the organization and across various systems (Sezen, 2007:44)

#### **3-Flexibility Implementation**

Implementation flexibility refers to the organization's ability to absorb and implement customer requirements in close cooperation with them, and to adapt the level and specificity of services according to the requirements of each customer (Shalender, 2012:621). If the customer's contribution was received and not implemented, it is not possible to talk about a system for creating real value shared with the customer (Panomjerasawat et al., 2015:21).

#### **Fourth: Concept Marketing Excellence**

Excellence in its entirety includes uniqueness, innovation, ambition and excellence, and in essence, it is a vital requirement for all organizations of all types and sizes, and it is one of the most important strategic activities in organizations not only to be able to continue and survive but also to be able to compete (Mandal, 2020: 362). The essence of excellence is represented by changing the state of the organization from a current state to a future state capable of competing and providing the best practices in performing its tasks and operations, in addition to the fact that the basic matter of excellence is adopting and creating the required change (Patterson & Hodgson, 2006:459)

Excellence means innovation, which means doing what is different from others, and it also means creating a competitive advantage for the organization (Gupta, 2013:72). Excellence has a comprehensive concept that refers to the basic goal of management in organizations on the one hand, and symbolizes the main characteristic that must characterize them on the other hand (Hariandja et al., 2014: 146). It is a thought pattern and an administrative philosophy, based on an approach related to how to produce tangible results for the organization, to achieve a balance in satisfying the needs of all parties, within the framework of a culture of learning, creativity, and continuous improvement (Al-Weshah, 2019: 112). It is a concept that includes the organization's uniqueness in performance compared to other similar organizations, by developing policies and strategies that focus on employees and customers in a balanced manner, to exceed the future expectations of its customers (Agarwal & Shukla, 2013: 132)

(Fotopoulos et al., 2016:309) pointed out that marketing excellence focuses on cost reductions, and reflects the organization's strategic priority to achieve superior results through efficiency gains, through lean management, improving the supply chain, and comprehensive quality management, and achieving superior results through... Using contemporary methods such as mergers, integration and acquisitions, which require excellence in how to achieve growth in revenues. Marketing excellence is defined as a type of organization's strategy that focuses on achieving growth through implementing the priority of the marketing ecosystem, the priority of the end user, and the priority of marketing flexibility (Shekho & Ghareeb, 2023:806).

#### **Fifth: Importance of Marketing Excellence**

Organizations continuously strive to achieve excellence in marketing and superior performance, as this is an indispensable condition for the organization's long-term survival (Lehyeh et al., 2020:5). Given the constantly changing nature of the business environment, the organization's attention to market developments and the continuous adaptation of the organization's strategy are of crucial importance to provide greater value to customers, and to confront competitors by creating greater economic value, in addition to organizing and assembling activities directed to customers (Haji, 2022: 376) .

Marketing excellence represents great importance to the organization because it contributes to the survival, growth, and continuation of the organization for the longest possible period in light of a highly competitive environment (Theel, 2018: 1423). That is, the approach to marketing excellence emerges primarily through reducing direct competition, so that the product becomes more different. It has distinct characteristics, and classification becomes more difficult and thus involves fewer comparisons with its competitors (Al-Musawi, 2018:7). Likewise, a successful product differentiation strategy is one that moves your product from competition based on price to competition based on factors not related to prices, such as product characteristics, distribution strategy, or promotional variables (Setiadi, 2019:24).

#### **Sixth: Dimensions Of Marketing Excellence**

##### **1-Quality of Service**

One of the most important challenges facing organizations today is how to achieve excellence and success in a market where competition is increasing, especially in light of the current changes such as the trend towards economic openness and the emergence of globalization, which has become a reality that cannot be ignored by organizations (Black et al., 2011: 4). The clear change in customer behavior, which has become more aware, more cultured, and more able to choose the best service, has made service organizations compete with each other to provide services at a high level of quality, if they want to maintain excellence in a dynamic environment (Aiken et al. ,2012:346)

##### **2-Retaining Customers**

The success of organizations in general and service organizations in particular depends on their capabilities and capabilities to achieve customer satisfaction, and then build a solid base of loyal customers (Nitzan & Libai, 2011:26). Successful service organizations are not only satisfied with attracting customers in the first place, but also work towards developing and strengthening long-term relationships with them to ensure their survival and growth (Magatef & Tomalieh, 2015:88)

### 3-Innovating New Services

The demand for services is witnessing an increasing demand from time to time, and this growth in services came according to many considerations, such as the continuous increase in the world's population and increased economic growth, which was accompanied by an increase in individual incomes, the great development in means of transportation, an increase in leisure time, the emergence of globalization and its impact on economic openness, exchange processes, and transportation. Capital (Wadden, 2011:77). In addition to the contribution of information technology and its effective role in facilitating reservation processes, paying wages, reducing costs, and accessing information in record time in accordance with the temporal considerations that have clearly emerged (Hashem, 2016:6)

### 4- right price

Decisions related to price are among the important decisions in the organization, and marketing literature is almost unanimous on the specificity of price as the only element that generates revenues for the organization, helping it to continue and sustain itself, while the rest of the other elements affect costs (Mien, 2019:744). Some experts consider pricing the main problem facing marketing executives, and therefore any error in the pricing process can lead to the failure of the organization even if all other marketing elements are taken into account. Therefore, it is imperative for every manager to be aware of and understand the foundations and principles of the pricing process (Sharma, 2011:155)

### 5-Continuous Improvement

Continuous improvement as a philosophy is based on the constant desire for the better, and continuous improvement is considered a twin that goes in parallel with the requirements of responding to change because it is the only constant in life. Therefore, continuous improvement is a permanent and endless process for contemporary organizations that seek to achieve excellence and take the lead in the market (Wang & Qu, 2017). Adopting the precise scientific method in the continuity of continuous improvement and development in the operational performance of production processes is one of the most important foundations in consolidating the product and achieving suitability to continuous developments and changes in the needs and desires of consumers (Fang et al., 2018:6).

### Seventh: Relationship Between Marketing Flexibility And Marketing Excellence

Marketing flexibility and marketing excellence are two essential elements for the success of organizations in a competitive market. On the other hand, marketing excellence contributes to enhancing marketing flexibility, as when an organization excels in its marketing strategies and offers distinct and unique products and services (Allioui & Mourdi, 2023:2), it gains a loyal customer base and achieves a strong competitive advantage (Othman et al., 2020: 3428). This contributes to enhancing its ability to respond to changes and new requirements in the market, thus being more flexible (Li et al., 2021:701).

## A practical framework for research

### 1-Coding Research Variables

Examining and testing the measurement tool and ensuring its consistency with the studied sample requires describing and distinguishing the variables involved in the measurement, and this contributes to facilitating the statistical analysis process .

Table (1) codes the variables and dimensions of the study

Variables		Number of paragraphs	code
President	Sub		
Marketing flexibility MF	Flexibility Sharing	5	FS
	Flexibility Interaction	4	FIN
	Flexibility Implementation	4	FIM
Marketing excellence ME	Quality of Service	4	QS
	Retaining Customers	4	RC
	Innovating New Services	4	INS
	Right Price	3	RP
	Continuous Improvement	4	CI

### 2-Testing Stability And Credibility Of The Measurement Tool

Reliability aims to measure the extent of consistency of the study tool with the answers of administrative leaders in universities and private colleges in the Middle Euphrates region across different time periods. Structural reliability is verified through the use of the Cronbach Alpha test. This test undertakes to provide

the conditions for reliability in the questionnaire data when its value is higher than (70%) (George & Mallery, 2019), and the strength of the Cronbach alpha test can be measured through table (2).

Table (2) Cronbach's alpha power measurement standard

Cronbach Alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Doubtful
$0.6 > \alpha \geq 0.5$	Weak
$\alpha < 0.5$	Unacceptable

**Source:** George, D., & Mallery, P. (2019). IBM SPSS statistics 26 step by step: A simple guide and reference. Routledge.

Table (3) explains that Cronbach's Alpha coefficients obtained excellent standards, and can be interpreted as follows- :

A- The stability of the marketing flexibility model, which is represented in three dimensions and with (13) items, was estimated. This variable obtained an overall reliability of (0.989) and a distributed reliability of (0.731) for the flexibility of participation dimension, (0.900) for the flexibility of interaction dimension, and (0.920) for the dimension of flexibility. Flexibility of implementation, which is a stability that tends towards acceptable with the standard (George & Mallery, 2019), which means that the measurement tool has internal consistency regarding the opinions of administrative leaders in universities and private colleges in the Middle Euphrates region, and this has high reliability ranging between (0.885-0.959) for the dimensions of the flexibility variable. Marketing.

B- The reliability of the marketing excellence model, which consists of five dimensions and (19) items, was estimated. This variable obtained an overall reliability of (0.903) and a distributed reliability of (0.805) for the service quality dimension, (0.765) for the customer retention dimension, and (0.893) for the service quality dimension. Innovating new services, (0.895) for the appropriate price dimension, and (0.919) for the continuous improvement dimension, which is stability that tends toward acceptable with the criterion (George & Mallery, 2019), which means that the measurement tool has internal consistency regarding the opinions of administrative leaders in universities and private colleges in the region. Middle Euphrates, and this showed high reliability ranging between (0.897-0.959) for the dimensions of the marketing excellence variable.

Table (3) Stability and credibility of the study variables

Variables		Number of paragraphs	Cronbach's alpha coefficients		Validity measuring instrument	
President	sub					
Marketing flexibility President	Flexibility of sharing	5	0.731	0.989	0.855	0.996
	Flexibility of interaction	4	0.900		0.949	
	Flexibility of implementation	4	0.920		0.959	
Marketing flexibility	Quality of service	4	0.805	0.903	0.897	0.974
	Retaining customers	4	0.765		0.875	
	Innovating new services	4	0.893		0.945	
	Right price	3	0.895		0.946	
	continuous improvement	4	0.919		0.959	

### 3-Describe And Diagnose The Study Metrics And Analyze Its Results

#### A-Marketing flexibility

It is noted from the results of Table (4) that administrative leaders in private universities and colleges possess marketing flexibility, which means that administrative leaders focus on changing their market plans according to customer requirements and accelerating environmental changes, in a way that maintains their market share and gives them a competitive advantage . This showed a relative interest of (63%). With an arithmetic mean of (3.78), this variable was measured through three dimensions, at the forefront of which was the dimension of the flexibility of participation, as it obtained the highest arithmetic mean (3.81) and a standard deviation of (0.55), while the dimension of the flexibility of interaction was ranked last, as it obtained the lowest .

Table (4) summary of the results of marketing flexibility

paragraphs	Mean	Direction answer	Answer level	standard deviation	Relative importance	Order of Importance
Flexibility of sharing	3.81	acceptable	Moderate	.55	63%	1
Flexibility of interaction	3.74	acceptable	Moderate	.56	62%	3
Flexibility of implementation	3.78	acceptable	Moderate	.58	63%	2
Marketing flexibility rate	Mean	3.78		Relative importance		63%
	Standard deviation	.48				

### B-Marketing excellence

It is noted from the results of Table (5) that the administrative leaders in private universities and colleges possess marketing excellence, which means that the administrative leaders focus on the unique capabilities and characteristics of the university that can strengthen its position in the market and in the minds of students. This showed a relative interest of (60%), with an arithmetic average of (60%). 3.80), and this variable was measured through five dimensions, at the forefront of which was the appropriate price dimension as it obtained the highest arithmetic mean (3.85) and a standard deviation of (0.67), while the service quality dimension represented the last rank as it obtained the lowest arithmetic mean (3.74). ) and a standard deviation of (0.59).

Table (5) summary of the results of marketing excellence

Paragraph	Mean	Direction answer	Answer level	standard deviation	Relative importance
Quality of service	3.74	acceptable	Moderate	.59	5
Retaining customers	3.81	acceptable	Moderate	.60	2
Innovating new services	3.79	acceptable	Moderate	.53	3
Right price	3.85	acceptable	Moderate	.67	1
continuous improvement	3.77	acceptable	Moderate	.76	4
Marketing excellence rate	Mean		3.80	Relative importance %60	
	Standard deviation		.50		

### 4-Testing the Study Hypotheses

#### A- Correlation Hypotheses

**First Main Hypothesis:** There is a statistically significant correlation between marketing flexibility and marketing excellence .

It is clear from Table (6) that there is a statistically significant correlation between marketing flexibility and marketing excellence, and this strength was estimated at (.874\*\*) at a significance level (0.01), which means that the strength of the correlation according to the criterion (Cohen et al., 1983) is characterized by being A strong correlation . The results also showed a correlation between marketing flexibility and the dimensions of marketing excellence, ranging from (.470\*\*) for the dimension of continuous improvement to (.837\*\*) for the dimension of customer retention, which means the perception of administrative leaders in universities and private colleges in the Middle Euphrates region. Due to the importance of the relationship between marketing flexibility and marketing excellence, the following sub-hypotheses emerge from the main hypothesis:

**First sub-hypothesis:** There is a statistically significant correlation between flexibility of participation and marketing excellence in its dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement)

Table (6) shows the existence of a statistically significant correlation between flexibility of participation and marketing excellence in its dimensions . This strength was estimated at (.834\*\*) at a significance level (0.01), which means that the strength of the correlation according to the criterion (Cohen et al., 1983) is characterized by being A strong correlation . The results also showed a correlation between flexibility of participation and the dimensions of marketing excellence, ranging from (.822\*\*) for the dimension of customer retention to (.478\*\*) for the dimension of continuous improvement, which means the awareness of administrative leaders in universities and private colleges in the Middle Euphrates region. Due to the importance of the relationship between flexibility of participation and marketing excellence .

**Second sub-hypothesis:** There is a statistically significant correlation between flexibility of interaction and marketing excellence in its dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement).

Table (6) shows the existence of a statistically significant correlation between flexibility of interaction and marketing excellence in its dimensions. This strength was estimated at (.691\*\*) at a significance level of (0.01), which means that the strength of the correlation according to the criterion (Cohen et al., 1983) is characterized by being A strong correlation . The results also showed a correlation between flexibility of interaction and the dimensions of marketing excellence, ranging from (.729\*\*) for the appropriate price dimension to (.255\*\*) for the continuous improvement dimension, which means the awareness of administrative leaders in universities and private colleges in the Middle Euphrates region. Due to the importance of the relationship between flexibility of interaction and marketing excellence .

**Third sub-hypothesis:** There is a statistically significant correlation between implementation flexibility and marketing excellence in its dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement)

Table (6) shows the existence of a statistically significant correlation between implementation flexibility and marketing excellence in its dimensions. This strength was estimated at (.755\*\*) at a significance level (0.01), which means that the strength of the correlation according to the criterion (Cohen et al., 1983) is characterized by being A strong correlation. The results also showed a correlation between implementation flexibility and the dimensions of marketing excellence, ranging from (.780\*\*) for the customer retention dimension to (.491\*\*) for the continuous improvement dimension, which means the awareness of administrative leaders in universities and private colleges in the Middle Euphrates region. Due to the importance of the relationship between flexibility of implementation and marketing excellence.

Based on the above, it is possible to accept the validity of the claim of the first main hypothesis, and this is what was shown by the calculated significance of (T), as it obtained a value higher than the tabulated value for the relationship between marketing flexibility and marketing excellence.

Table (6) Correlation matrix between marketing flexibility and marketing excellence

Variables	Flexibility sharing	Flexibility interaction	Flexibility implementation	Marketing flexibility
R	<b>Quality of service</b>			
	.659**	.558**	.627**	.708**
T	9.896	16.689	16.464	7.129
R	<b>Retaining customers</b>			
	.822**	.577**	.780**	.837**
T	16.159	12.838	11.931	13.988
R	<b>Innovating new services</b>			
	.736**	.715**	.649**	.804**
T	9.258	11.919	16.245	14.912
R	<b>Right price</b>			
	.688**	.729**	.537**	.748**
T	17.667	27.452	30.794	30.444
R	<b>continuous improvement</b>			
	.478**	.255**	.491**	.470**
T	16.376	28.679	36.777	21.319
R	<b>Marketing excellence</b>			
	.834**	.691**	.755**	.874**
T	18.520	35.694	30.274	29.374
Sig. (2-tailed)=0.000		**. Correlation is significant at the 0.01 level (2-tailed).		

### B- Impact Hypotheses

**Second main hypothesis:** There is a statistically significant effect of marketing flexibility on marketing excellence.

To test this hypothesis, a structural modelling model was built to clarify the relationship of the direct effect of marketing flexibility on marketing excellence . Figure (2) shows the structural structure of the effect of marketing flexibility on marketing excellence. As a result, the answers showed that the more administrative leaders in universities and private colleges in the Middle Euphrates region realize the importance of Marketing flexibility whenever this contributes to improving marketing excellence, which means that increasing marketing flexibility by one standard weight contributes to an improvement of (0.908) from the standard error, with a standard error (0.041), to show the awareness of administrative leaders in universities and private colleges of marketing flexibility . To enhance its ability to excel in marketing to achieve an advanced position among competing universities .

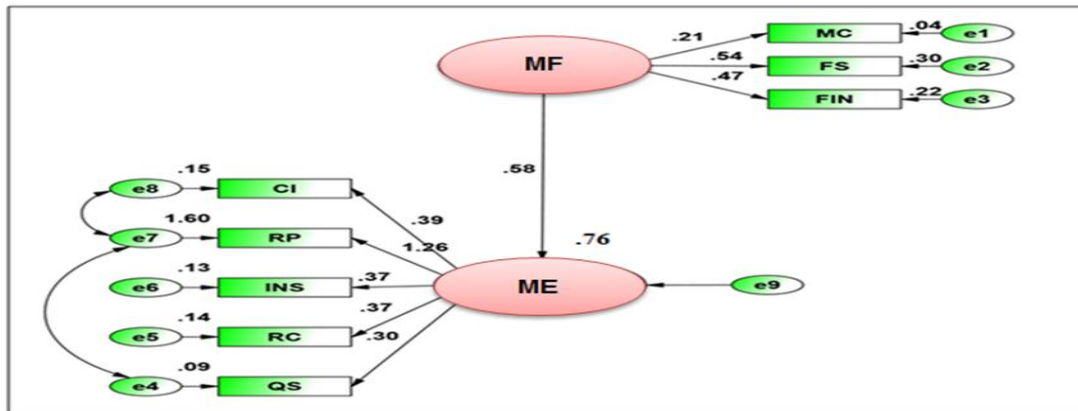


Figure (2) Structural model of marketing flexibility in marketing excellence



The results also showed that marketing flexibility contributed to explaining an amount of (0.765) of the differences occurring in marketing excellence, while the remaining value represents factors not included in the scope of the study

. Table (7) Final results of the direct effect of marketing flexibility on marketing excellence

Path			Standard estimate	Standard error	Critical value	R <sup>2</sup>	Sig.
marketing flexibility	→	marketing excellence	0.908	0.041	33.862	.765	0.001

The following sub-hypotheses emerge from the main hypothesis:

**First sub-hypothesis:** There is a statistically significant effect of flexibility of participation on marketing excellence in its dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement)

The results of table (8) show that the more administrative leaders in universities and private colleges in the Middle Euphrates region realize the importance of paying attention to the flexibility of participation, the more this will contribute to an improvement in marketing excellence, which means that increasing flexibility of participation by one standard weight contributes to an improvement of (.413). ) of marketing excellence, which means that the awareness of administrative leaders in universities and private colleges of the importance of the impact of the flexibility of participation on marketing excellence encourages the creativity of new ways and methods in order to improve the reality of the work of universities

**Second sub-hypothesis:** There is a statistically significant effect of flexibility of interaction on marketing excellence in its dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement)

The results of table (8) show that the more administrative leaders in universities and private colleges in the Middle Euphrates region realize the importance of paying attention to flexibility of interaction, the more this will contribute to an improvement in marketing excellence, which means that increasing flexibility of interaction by one standard weight contributes to an improvement of (.267). ) of marketing excellence, which means that the awareness of administrative leaders in universities and private colleges of the importance of the impact of the flexibility of interaction on marketing excellence encourages the creativity of new methods and methods in order to improve the reality of the work of universities .

**Third sub-hypothesis:** There is a statistically significant effect of implementation flexibility on marketing excellence in its dimensions (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement)

The results of table (8) show that the more administrative leaders in universities and private colleges in the Middle Euphrates region realize the importance of paying attention to the flexibility of implementation, the more this will contribute to an improvement in marketing excellence, which means that increasing implementation flexibility by one standard weight contributes to an improvement of (.316). ) of marketing excellence, which means that the awareness of administrative leaders in universities and private colleges of the importance of the impact of the flexibility of implementation on marketing excellence encourages the creativity of new methods and methods in order to improve the reality of the work of universities .

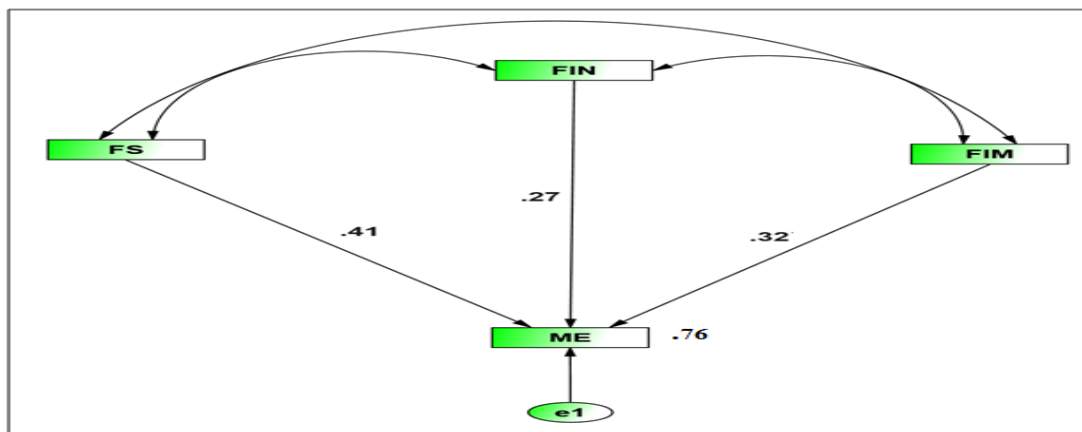


Figure (3): Structural model of the dimensions of marketing flexibility in marketing excellence

**Table (8) Final results of the direct effect of dimensions of marketing flexibility on marketing excellence**

Path			Standard estimate	Standard error	Critical value	R <sup>2</sup>	Sig.
Flexibility of sharing	---->	Marketing excellence	.413	.068	11.712	.768	0.001
Flexibility of interaction	---->	Marketing excellence	.267	.049	23.726		0.000
Flexibility of implementation	---->	Marketing excellence	.316	.054	14.352		0.000

### Conclusions And Recommendations

#### Conclusions

The research attempted to examine the reality of applying marketing flexibility and its impact on marketing excellence in universities and private colleges in the Middle Euphrates region, and it reflected the following conclusions:

1-Marketing flexibility is represented by an existing scientific approach, the ability of universities and colleges to identify environmental changes and then redistribute and organize their resources, operations and activities in a short time in response to those changes in a way that ensures their success and distinction.

2-The existence of the concept of marketing excellence is essential in providing new standards that suit the external and internal environment of the organization to measure its success in the long term. There is a deficiency in the organization's use of the process of partnership with the customer in the process of submitting ideas and proposals in order to develop the organization's production and marketing activities.

3-The need for universities and colleges to build interactive systems that are flexible to improve the customer experience.

4-There is a clear interest by private colleges and universities in university marketing activities, encouraging faculty members to conduct studies of interest and striving to achieve marketing awareness among members in general.

5-The study indicated the keenness of the private colleges and universities in the study sample to enhance activities related to marketing excellence and support scientific research that addresses the problems faced by universities.

6- Universities pay great attention to courteous treatment and praising students, and this reflects their keenness to retain them and enhance their loyalty to the university. This is a positive thing that other universities should benefit from and adopt in their strategies for marketing excellence.

#### Recommendations

In line with the content of the conclusions above, the research reached a set of recommendations as follows:

1-It requires universities and private colleges to enhance the use of the marketing flexibility process by submitting ideas and proposals in order to develop the organization's production and marketing activities.

2-Universities and private colleges should build interactive systems that are flexible to enhance marketing excellence.

3-It is necessary for universities to focus on enhancing the practices of direct and continuous communication with customers (students and beneficiaries) and giving them more attention. This would contribute to achieving greater customer satisfaction and enhancing the flexibility of universities to interact with their changing needs.

4-The study recommends that universities pay attention to simplifying their marketing procedures and developing their electronic services to be effective tool for communicating with customers and responding to their needs, which will enhance their flexibility of implementation.

5- The study recommends that universities review and develop the procedures for calculating tuition fees and the process of paying them, in a way that ensures accuracy, simplicity, and suitability for students. This will contribute to enhancing the quality of services provided and improving indicators of marketing excellence for universities.

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**Marketing flexibility: the process of making any necessary changes and variations in marketing methods at different times and under varying local conditions (Camison & López, 2010).**

Flexibility of participation: the active participation of customers in the process of providing services, as well as presenting their ideas and suggestions to develop the organization's production and marketing activity.	Strongly agree	agree	neutral	do not agree	strongly disagree
Administrative leaders participate in periodically reviewing the university's marketing activities, such as (organizing seminars and workshops to attract interested students)					
Administrative leaders participate in making decisions to improve university services					
Administrative leaders rely on students for market assessments.					
Administrative leaders contribute to solving the marketing problems facing the university.					
The university adopts all suggestions submitted by students to improve the performance of its work.					
Flexibility of interaction: The organization's ability to build interactive systems characterized by flexibility to improve the customer's experience by transforming his hopes and aspirations into a reality that he experiences when every cooperation between him and the organization transforms him from a current customer into a permanent customer.	Strongly agree	agree	neutral	do not agree	strongly disagree
The university maintains strong relationships with its customers through multiple communication channels.					
The university is interested in direct and continuous communication with customers to achieve their satisfaction.					
The university communicates with customers via the Internet to learn about their needs and suggestions.					
The university holds ongoing dialogue seminars with customers and the community to learn their opinions and suggestions about the performance of its work.					
Flexibility of implementation: The organization's ability to accommodate and implement customer requirements in close cooperation with them, and to be able to customize the level and specificity of services according to the requirements of each customer.	Strongly agree	agree	neutral	do not agree	strongly disagree
The university has the ability to accommodate and implement customer requirements, such as (teaching halls sufficient to accommodate students, and equipped with various educational means).					
The university is trying to simplify its marketing procedures according to the requirements of customers and target markets, such as (adopting its website to communicate and answer inquiries and required responses).					
The university relies on modern and advanced technological methods to improve the level of its services provided.					
The university can develop and improve its marketing and production processes at the lowest possible costs.					

**Marketing Excellence: A continuous process of coordinating the organization's efforts and capabilities, its culture, its employees, its structure, its standards, its incentives, and its controls, so that the organization fully responds and adapts to market challenges in an ongoing and distinctive manner. (Shehata, 2019)**

Service Quality: A measure of how well an organization understands the needs of its users and meets their expectations. Understanding how to improve the service quality of your product is the essential step to growth for any organization	Strongly agree	agree	neutral	do not agree	strongly disagree
The university seeks to provide various services of advanced quality compared to others.					
The university focuses on quality and considers it a strategic requirement for the continuous development of its services.					

The university seeks accuracy in calculating tuition fees and provides simplified and appropriate procedures for paying them					
The university seeks to achieve excellence and improve its services by adopting modern educational programs and methods.					
Customer Retention: An indicator that measures the percentage of customers that an organization retains for a certain period of time	Strongly agree	agree	neutral	do not agree	strongly disagree
The university administration is keen to be praised for dealing kindly with its students.					
The university pays attention to customer complaints and benefits from their opinions and suggestions.					
The university develops customers' sense of belonging and the continuation of the relationship beyond graduation.					
The availability of a database for each student, which encourages building long-term relationships with them.					
Innovating new services: introducing new and improved methods, techniques, strategies or processes to enhance the quality and effectiveness of customer service.	Strongly agree	agree	neutral	do not agree	strongly disagree
The university encourages new initiatives to improve the level of services provided.					
The university's services are characterized by continuous renewal based on information technology.					
The university seeks to find new ideas in promoting its services using advanced methods.					
The university seeks to develop its work methods and systems.					
appropriate price: The price that is fair, appropriate, and appropriate to the degree that makes the seller and buyer accept it and works to achieve the greatest benefit for both of them.	Strongly agree	agree	neutral	do not agree	strongly disagree
The university determines the prices of its services compared to other universities.					
The offers presented by the university are characterized by their reasonable prices, which leads to continuous customer interaction.					
The university is keen to provide costs that are compatible with the income of the targeted students					
Continuous Improvement: A systematic, ongoing effort to improve products, services, or processes over time.	Strongly agree	agree	neutral	do not agree	strongly disagree
The university is constantly working to improve the quality of its services and simplify its procedures.					
The university provides the necessary budget for development.					
The university works to continuously update and maintain the equipment used in its service operations to keep pace with technological development.					
Continuous improvement is one of the university's important strategies that it constantly adopts.					