

The Impact of Marketing Ambidexterity and Customer Relationship Management on Marketing Excellence: An Analytical Study of the Opinions of a Sample of Managers in Private Banks in the Middle Euphrates Governorates

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Abstract : This study analyzed the impact of marketing virtuosity and customer relationship management on marketing excellence within the private banking sector in the Middle Euphrates region. It aimed to bridge an existing knowledge gap regarding the nature of this relationship and its significance for management leaders. The main findings revealed that both marketing virtuosity and customer relationship management are interrelated and significantly influence marketing excellence. These results highlight the need for banks to adopt integrated strategies that combine flexibility and innovation in marketing with effective customer relationship management. Such strategies can enhance competitive positioning and promote sustainable growth. The study sample comprised private banks in the Middle Euphrates region. Out of 150 distributed questionnaires, 143 were deemed valid for analysis after data sorting and verification.

Keywords: Marketing Ambidexterity, Customer Relationship Management, Marketing excellence.

First: Research methodology

A: Research Problem

Modern companies are under intense pressure due to rapid and continuous changes in the business environment. Traditional management methods are no longer sufficient. As a result, companies must adopt advanced management and marketing practices, especially in customer acquisition and relationship management, to survive and grow. There is a rich and complex theoretical and intellectual debate in marketing thought, driven by diverse scholarly views. This has influenced how marketing excellence is understood and applied. Importantly, permanent change has replaced stability as the new norm in today's competitive environment. Thus, marketing excellence—through innovation and strong customer relationships—has become crucial for organizations aiming for leadership. this study seeks to answer the following intellectual questions:

1. What are The conceptual ,foundations of marketing, excellence and its sub-themes?
2. What Are the, intellectual Foundations of the customer relationship management variable and its sub-variables?
3. .What is the intellectual and Conceptual basis for The marketing excellence Variable and its sub-dimensions?

B- importance of research

1. The importance of the study stems from presenting important and novel variables that have not been addressed in most previous studies
2. It contributes to enriching theoretical ideas and study variables for researchers who are interested and wish to benefit from them in the future.

3. It addresses contemporary marketing issues: in light of intense competition and rapid changes in customer expectations, the topic gains practical importance in helping banks to adapt and achieve market distinction.

4. It helps local banks focus on the needs and preferences of customers more accurately and efficiently by building long-term relationships with customers and increasing their satisfaction levels, which leads to achieving the banks' marketing goals effectively.

5. The study's findings may support that marketing agility in banks, along with smart and personalized customer relationships management, can enhance the customer experience and influence their long-term loyalty.

C. Research Objectives

1. To examine how marketing excellence can be used as a tool to differentiate banks from their competitors and increase their market share.

2. To identify the relationship between marketing ambidexterity, customer relationship management, and marketing excellence.

3. To analyze the level of impact that marketing ambidexterity and customer relationship management have on marketing excellence using statistical methods at the bank level.

4. To measure the effect of marketing ambidexterity on marketing excellence through an analytical study within a specific operational environment.

5. To develop a conceptual framework for the study topics (marketing ambidexterity, customer relationship management, marketing excellence) and their sub-dimensions by reviewing relevant literature, analyzing the knowledge patterns, and synthesizing key concepts to guide the theoretical direction, consistent with the treatment level and content dimensions.

D. Research hypotheses

H1: There is a significant effect of marketing prowess on overall and specific marketing excellence in the bank under study. This hypothesis leads to two sub-hypotheses:

H1.1: There is a significant effect between opportunity exploration and marketing excellence.

H1.2: There is a significant effect between opportunity exploitation and marketing excellence.

H3.3. there is, a significant, statistical effect of customer ,relationship management on overall and specific marketing excellence in the bank under study. This hypothesis leads to two sub-hypotheses:

H2.1 there, is a statistically significant ,effect between customer focus and marketing excellence.

H2.2 There is a ,statistically significant effect between, organizational focus and marketing excellence.

H3.3 There, is a statistically significant effect, between knowledge, focus and marketing exCellence.

H4.4 There ,is a statistically significant effect between technology focus ,marketing excellence.

E: Hypothetical study plan

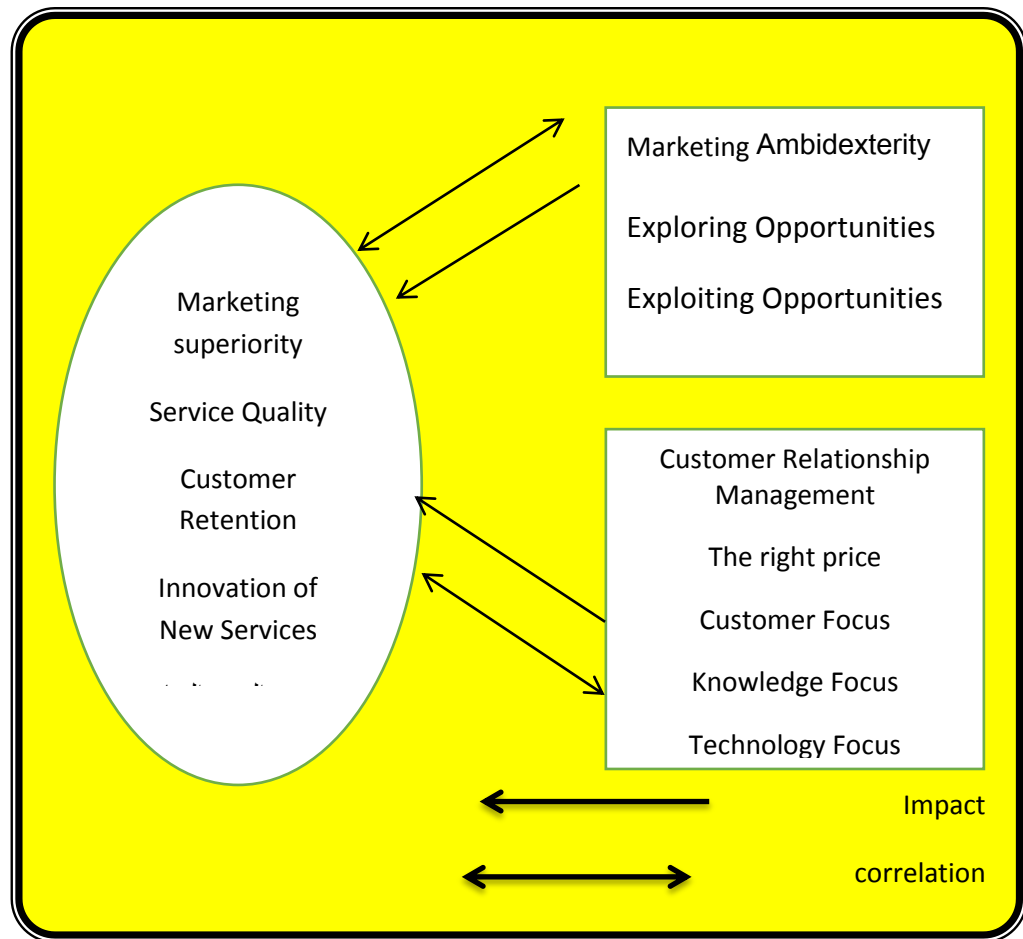


Figure (1) Hypothetical study model

Second: the theoretical aspect

The first topic: Marketing ingenuity

The historical development of dexterity can be traced back to ancient times. In ancient times, dexterity was considered a superior artistic skill, often associated with individual talents and abilities, such as painting, sculpting, or playing musical instruments. As civilizations advanced, dexterity also became associated with academic, scientific, and technological fields, as abilities in areas such as mathematics, physics, and engineering grew. Historically, dexterity was first defined as the equal use of the right and left hands. In an organizational context, organizations can be dexterous when they have the ability to adapt to and proactively adjust to their environments. (Budge, 2022:5) .

, which refers to the strength resulting from a person's use of both hands with equal skill. In Arabic, the word ambidexterity means skill or excellence in something. In the field of business management, ambidexterity refers to the degree of achieving goals on time, or achieving, harmony between internal and external trends to determine the nature and types of strategies to achieve ,external competition and develop the reality of strategies and organizations by reconsidering the nature of the organization's vision and mission, to achieve marketing objectives. It can be said that ambidexterity represents the pursuit of exploiting available resources and exploring opportunities, i.e. reconciling processes that focus on the organization's exploitation of its resources to enhance its competitive position and exploration that focuses on new ,opportunities in the future (Prange, et al., 2016 :308)

(Han et al .,2007:46) emphasized that the term Marketing Ambidexterity was derived as an organization's Exploitation of existing competencies and exploration of Future, capabilities in marketing activities to achieve outstanding performance. Discussions about Ambidexterity in general and marketing ambidexterity in particular have become a focus of importance for many, contemporary organizations, as rapid technological development has imposed challenges that cannot be ignored by organizations and has forced them to operate in complex situations. These challenges must always be met quickly and efficiently by adopting diverse strategies and practices, and therefore they

must face the process of continuous development and provide new services and other practices that have a significant impact on their survival and prosperity.

Definition	Source	
A modern marketing approach that contributes to improving and increasing the organization's profitability by exploring and exploiting opportunities in a way that leads to achieving marketing adaptation to address marketing deviation and achieve organizational development.	(Geerts et al., 2009:11)	1
A strategy based on exploring and exploiting new marketing opportunities to achieve a balance between them simultaneously in order to achieve the objectives set out in the marketing plan, ensure long-term survival, and face challenges and pressures to achieve competitive excellence.	(Mom et al., 2009:812)	2
Treating the individuals working in the organization as internal customers through coordination and exchange between the organization and the individuals, so that this is reflected in the distinguished external exchange with external customers.	(Blindenbach & Van, 2014:8)	3

Source: Prepared by the researcher based on the above sources

Second: Dimensions of marketing Ambidexterity

Organizations that lack marketing prowess in their field of work will face significant and difficult challenges from their competitors and customers. The importance of marketing prowess lies in the capabilities and skills of individuals and managers in senior management, and their ability to identify the superior capabilities the organization possesses to accomplish tasks and work to develop plans to align with requirements to achieve a sustainable competitive advantage, the ability to adapt to changes, make quick decisions, and focus on the customer to build long-term relationships with them and a deep understanding of their needs and trends. Marketing prowess also requires strong internal coordination between the organization's various departments to ensure that marketing efforts are consistent with the overall strategic objectives (Radhi, 2022:9-10). There are dimensions to marketing prowess:

A: capitalizing on opportunities:

Marketing prowess has become increasingly important to organizations, given the crucial role it plays in ensuring the organization's survival and continuity in a highly competitive environment. An organization that lacks prowess in its field of work will face significant and difficult challenges posed by its competitors and customers. The importance of marketing prowess lies in the capabilities and skills of individuals and managers in senior management, their ability to identify the superior capabilities the organization possesses to accomplish tasks, and their ability to develop these capabilities in line with the requirements for achieving a sustainable competitive advantage (Benner & Tushman, 2003:32)

:B:Exploring opportunities

Guffarth et al. (2023:4) asserted that opportunity exploration involves the system identifying optimal steps in the absence of complete knowledge of ,the environment by testing and exploring a variety of actions and ,extracting information based on the results. This strategy is based on improving long-term, performance by acquiring ,deeper knowledge and improving decision-making strategies (Lin et al., 2013:264).

The second topic

Customer Relationship Management

First: The concept of customer relationship management

Research into the term customer relationship management (CRM) began early on by management thinkers and scholars, including Peter Drucker and Theodore Levitt, in the 1960s. In the 1980s, the term was further developed by Berry (1983) through the emergence of the general philosophical frameworks of relationship marketing. However, its spread became more clearly evident in the late 1990s (Bashir, 2017: 2930). The discussion around CRM evolved significantly in the last two decades of the 20th century, with many terms associated with it, such as customer satisfaction, customer retention, and CRM systems. This was in addition to transforming the model from a transactional to a relationship-based model, with an emphasis on acquiring and developing profitable relationships (Siu, 2016: 1). Recently, the concept of customer relationship management has become more widespread, as it is defined as the integrated process of building and maintaining profitable relationships with customers by providing distinct value and high customer satisfaction. This is achieved through acquiring, retaining, and strengthening the long-term relationship with the customer. In addition, practices, strategies, processes, and activities are used that focus on building profitable relationships with customers by providing value to the customer, achieving satisfaction by meeting their needs and desires at a level that matches or exceeds their expectations in a way that ensures the sustainability of the relationship and achieving shared value for both the organization and the customer as a result of mutual benefits between the two parties (Al-Qeed et al., 2017: 182).

Table (2) on the concept of customer relationship management

The concept	Source	ت
It is the process of managing and improving all aspects of interaction between an organization and its customers, including prospecting, sales, service, and marketing.	(Buttle, 2009 : 4)	1
It is the collection of relevant customer information, the analysis of customer data, the acquisition and enhancement of employee skills, the improvement of technology, and the provision of services. Customer knowledge at higher levels serves as a common interface for activity-based knowledge management and relationship management within the organization.	(Yaghoubi et al., 2011, pp. 5–6)	2

Second: Dimensions of customer relationship management

The researcher relied on the researcher's scale (Al-Azma, 2015: 66) to measure the independent variable of customer relationship management, which includes four dimensions (customer focus, organizational focus, knowledge focus, and technology focus).

1. Customer Focus:

Customer focus is defined as the individual who continually interacts with the organization in a way that deepens the relationship between them and the organization in a distinct and more meaningful way. It represents a more advanced stage of customer engagement with the organization, which enhances the spirit of cooperation. Customer focus is based on the need to identify customers, especially those who are losing, and accurately define their requirements by utilizing customer data and their previous experiences with the organization. This enables the organization to produce products and services that meet these requirements, thus identifying the appropriate customers who will help the organization achieve its primary goal of improving profitability (Al-Azma, 2015: 66)

2. Organizational Focus: Organizational focus is considered a set of radical changes in the way an organization operates and performs its work, as well as its ability to keep pace with the changes that may arise within it. Furthermore, it is a concept that refers to adopting a comprehensive and integrated approach when thinking about and managing the organization. This concept goes beyond focusing on individual goals or tasks, covering all aspects that

impact the efficiency and effectiveness of the organization as a whole. When applying the concept of organizational focus, a wide range of elements are taken into account, including, but not limited to, organizational vision and goals, ensuring that all activities and decisions are aligned with the overall direction of the organization, designing a structure that supports effective communication, clearly defines responsibilities, and facilitates decision-making, and focusing on understanding and shaping the shared values, beliefs, and practices that influence employee behavior and productivity (Vegas-Gallo et al., 2025:3).

3 .Focus on knowledge:

It is an organized process that aims to collect, organize, store, interpret, and share knowledge among all organizational departments to achieve the organization's goals. Focus on knowledge management highlights the importance of having a system that aims to collect, organize, store, interpret, and share knowledge among all organizational departments to achieve the organization's goals (Al-Azma, 2015: 66).

4 .Focus on Technology

This is the operational performance of organizations that utilize the latest technologies, online services, and mobile services. Customer Relationship Management (CRM) technology enables the collection of customer information across multiple touchpoints and the provision of personalized services to maximize customer value. The focus on technology used in CRM encompasses all capabilities used to improve CRM performance. This includes software and hardware used to support sales, marketing, and service activities, as well as the need for customer databases and a backend system that includes a set of applications that help analyze customer transactions and provide the necessary facilities to communicate with customers in a manner that helps serve them in the best possible way (Al-Azma, 2015: 66)

Section Three

Marketing Excellence

First: The Concept of Marketing Excellence

Marketing excellence is considered one of the key concepts in the modern business world, reflecting the ability to achieve a sustainable competitive advantage by delivering exceptional value to customers compared to competitors. Marketing excellence is the result of the integration of several factors, including innovation in product or service design, efficiency in pricing strategies, superior distribution channels, and effective communication with customers (Al-Madhee, 2022:129) (Ngo & O'Cass ,2012:873) argue that in today's rapidly changing and highly competitive business environment, achieving marketing excellence has become an imperative for organizations seeking to lead and remain in the market. It contributes to building customer loyalty, increasing market share, and enhancing brand reputation. Marketing excellence relies on a deep understanding of customer needs and expectations, and the use of advanced analytical techniques to improve performance and achieve optimal value. Marketing excellence is essential for attracting and satisfying customers, building relationships, and retaining them (Tuominen & Hyvönen, 2004:278) The concept of marketing superiority refers to the ability to outperform competitors in the market through effective and impactful marketing strategies that uniquely and effectively meet customer needs and aspirations. In today's highly competitive business world and ever-changing economic environment, marketing superiority is a critical factor that distinguishes successful organizations from those struggling to survive. Achieving marketing superiority requires a thorough understanding of target markets and offerings that attract customers in a way that outperforms competitors. This approach extends beyond product or service quality, encompassing pricing, distribution, and customer communication strategies, leveraging technological and digital innovation to increase effectiveness and efficiency, and clearly demonstrating the impact of innovation on an organization's competitive advantage.

Second: Dimensions of marketing superiority

1. Quality of service:

Service quality is the cornerstone of building strong customer relationships and achieving marketing superiority for any organization. It is simply the extent to which an organization meets or exceeds customer expectations when providing a service. In a world where products are often similar, service quality becomes the differentiating factor that distinguishes successful organizations, while customer satisfaction is one of the most important factors determining organizational success in competitive markets. Customer satisfaction refers to the degree to which customers are satisfied with the products or services they receive and is considered an important measure of the extent to which customer expectations match their actual experience. The importance of customer satisfaction lies in its direct link to loyalty, positive referrals, and increased long-term returns (Pan & Nguyen, 2015: 179)

2.Customer Retention:

It is a measure that indicates the value a customer represents to an organization in the long term, based on the revenue that this customer can generate through repeat purchases or continued interaction with products and services.

Customer retention is considered a fundamental concept in modern marketing, as it emphasizes the importance of building long-term relationships with customers rather than focusing solely on short-term transactions (Troilo, 2009: 873).

3 .Innovating new services:

Innovating new services is a key driver of growth and sustainability in a constantly changing business world. In the face of intense competition and evolving customer expectations, traditional service offerings are no longer sufficient. Instead, it requires thinking outside the box and offering solutions that address unmet needs or create entirely new demand. One of the key factors contributing to an organization's marketing superiority in competitive markets is the customer's continued commitment to purchasing products from the same organization over an extended period. This innovation is considered a strategic value for the organization, as it reflects the customer's desire to return and continuously interact with the organization, leading to improved marketing performance and enhanced financial sustainability. Understanding customers and establishing profitable, long-term relationships is essential for an organization to enhance sustainability

(Hajjar et al., 2022: 5).

4 .The Right Price:

Determining the right price for a product or service is one of the most important decisions facing any business. It balances profitability, attracting customers, and maintaining competitiveness. There is no one "perfect" price that works for everyone; it depends on a range of interrelated factors. When an organization has a large number of loyal customers, it can reduce the cost of acquiring new customers. Loyal customers represent an effective marketing tool through word-of-mouth recommendations, which helps reduce the costs of campaigns that contribute to lowering the right price. Therefore, customer loyalty can be a major source of sustainable growth and profit for an organization. Organizations that offer superior value derived from excellent service and high-quality products are more likely to gain (Otim & Grover, 2006:527).

The practical side

Building structural equation models to test the ,study hypothes

First: Correlation test

1.testing The, first main correlation Hypothesis and the ,hypotheses arising from it, as follows:

H1 The first main hypothesis, states: there is A significant correlation between marketing prowess and marketing excellence at the general level.

H1.2: there ,is a significant coruelation Between opportunity, investment and marketing excellence:.

Table (6) Significant correlation between marketing prowess and marketing excellence

Correlations					
		CC	SCH	MD	MS
CC	Pearson Correlation	1	.154	.030-	.205*
	Sig. (2-tailed)		.000	.000	.000
	N	143	143	143	143
SCH	Pearson Correlation	.154	1	.162	.406**
	Sig. (2-tailed)	.000		.000	.000
	N	143	143	143	143
MD	Pearson Correlation	.030	.162	1	.558
	Sig. (2-tailed)	.000	.000		.000
	N	143	143	143	143
MS	Pearson Correlation	.205*	.406**	.558	1
	Sig. (2-tailed)	.000	.000	.000	
	N	143	143	143	143

2.Testing the second main correlation hypothesis and the hypotheses emanating from it, as follows:

The second main hypothesis state,s:

H2: There is a significant correlation between customer relationship management and marketing excellence at the general level. the first main hypothesis, and four sub-hypotheses branch out from this hypothesis, which are:

H2.1 There is a significant, relationship between customer focus and marketing excellence:

Table (5) related to the correlation matrix shows the existence of a significant correlation between customer focus and marketing excellence.

H2.2. There is a significant correlation between the focus on organization and marketing excellence:

H2.3 There is a significant correlation between the focus on knowledge and marketing excellence:

H2.4: There is a, significant correlation between the focus on technology and marketing excellence:

Table (5), which relates to the correlation matrix, shows a significant correlation between the focus on technology and marketing excellence.

Table (7) Matrix of the correlation between customer relationship management and its dimensions with marketing excellence

Correlations							
		CF	IC	MC	FT	AA	MS
CF	Pearson Correlation	1	.292**	.102	.265	.022	.718
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	143	143	143	143	143	143
IC	Pearson Correlation	.292**	1	.193*	.198*	.114	.065
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	143	143	143	143	143	143
MC	Pearson Correlation	.102	.193*	1	1.000**	.008	.075
	Sig. (2-tailed)	.228	.021		.000	.924	.383
	N	143	143	143	143	143	143
FT	Pearson Correlation	.265	.198*	1.000**	1	.008	.079
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	143	143	143	143	143	143
AA	Pearson Correlation	.022	.114	.008	.008	1	0.712
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	143	143	143	143	143	143
MS	Pearson Correlation	.718	.065	.075	.079	0.712	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	143	143	143	143	143	143

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by the researcher using SPSS.V.27 (n=143)

Second: Testing the third main hypothesis.

Figure (1) was constructed, the results of which are presented in Table

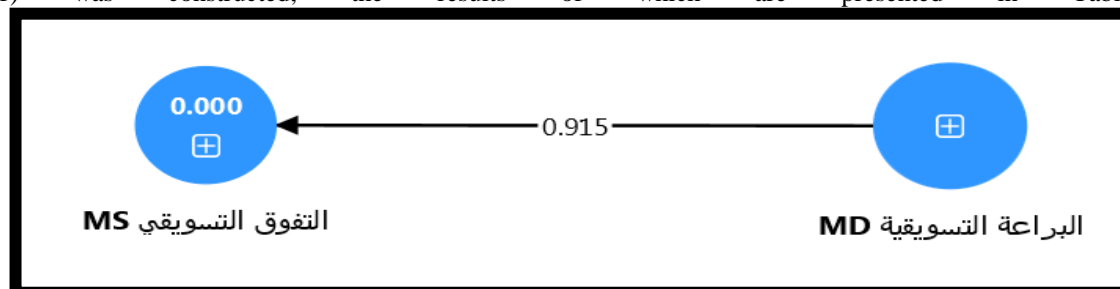


Table (8) Results of, evaluating the, structural model for the first ,main hypothesis

R ²	R ²	f ²	The result	P Value	T	Path coefficient	VIF	The path	hypothesis	SRMR
0.517	0.525	0.39	قبول	0.04	4.782	0.915	1	MD→MS	H3	0.071

*Hypothesis acceptance rule:

If $P < (0.05)$ and $T > (1.96)$, the Hypothesis is statistically ,supported.

If the ,confidence interval, does not ,include zero, the relationship is statistically ,significant.

Third(2): Testing the sub-hypotheses of the third main hypothesis

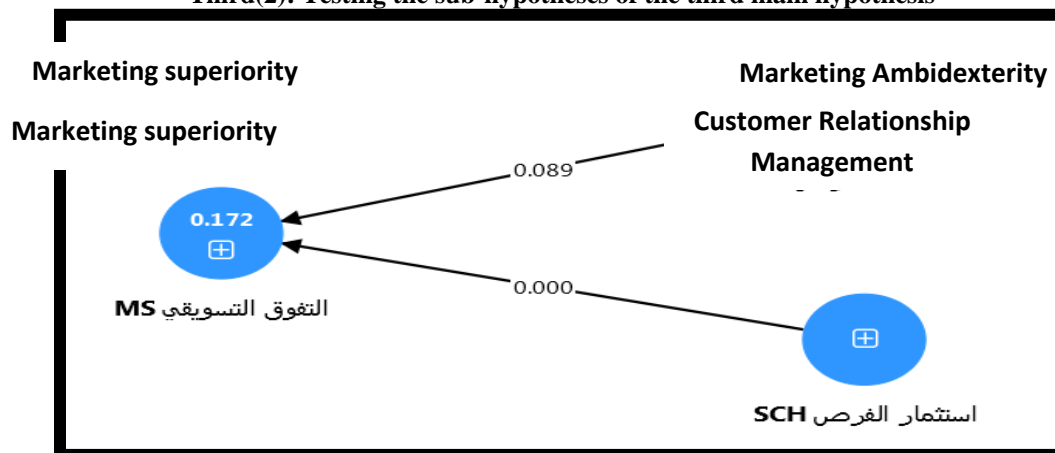


Figure (2) The ,structural model ,for testing the third sub-Hypotheses

Table (8) Results of evaluating the structural model for the third sub-Hypotheses

R ²	R ²	f ²	The result	p Value	t Value	Path coefficient	VIF	The path	hypothesis	SRMR
0.32	0.61	0.48	قبول	0.037	2.082	0.089	1	CC→ MC	H3-1	0.045
		0.126	قبول	0.027	2.010	0.00	1.105	SCH→ MC	H3-2	

Fourth(9): Testing the fourth main hypothesis

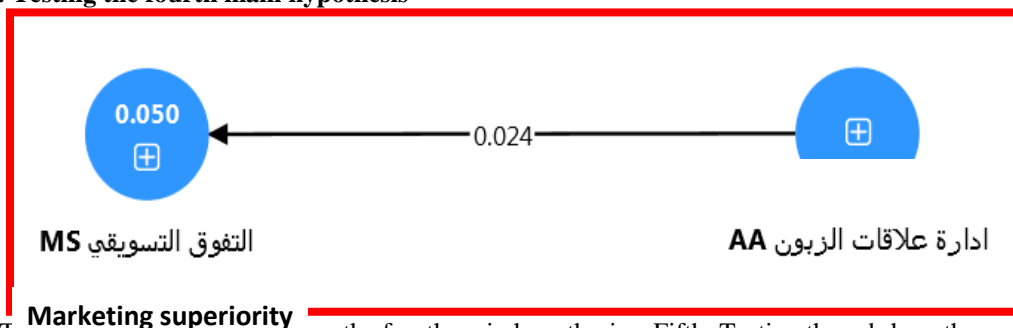


Figure (3) T ng the fourth main hypothesis Fifth: Testing the sub-hypotheses of the fourth

main hypothesis

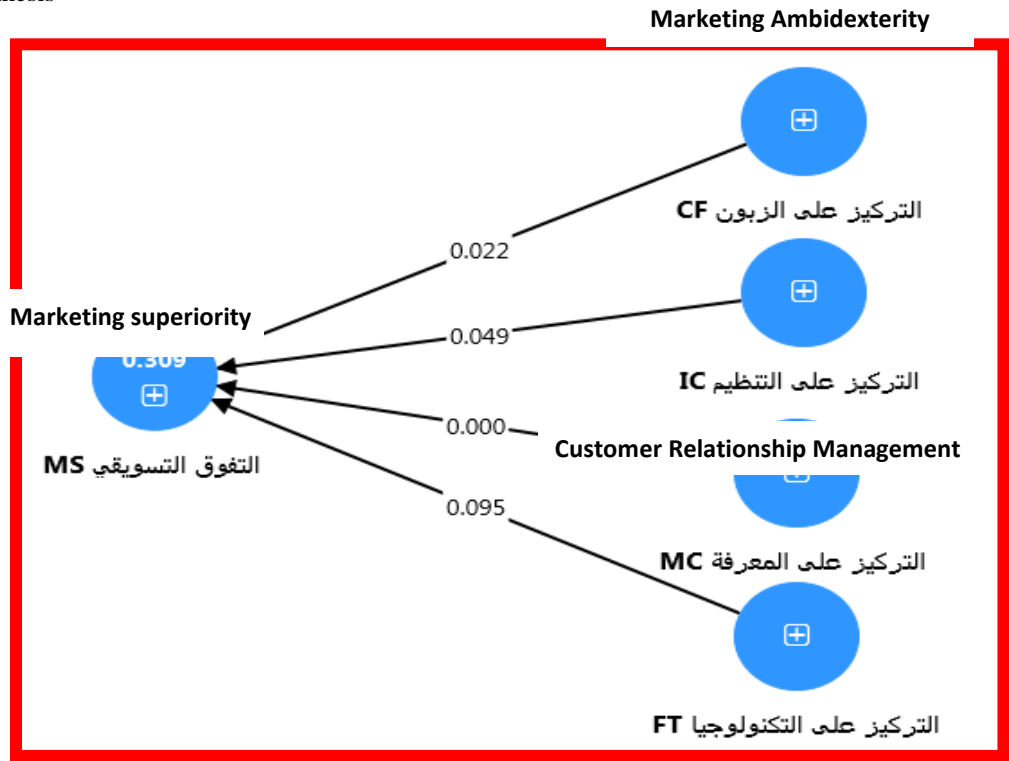


Figure (4) The structural model for testing the fourth sub-hypotheses
Sixth: Testing the Fifth Main Hypothesis

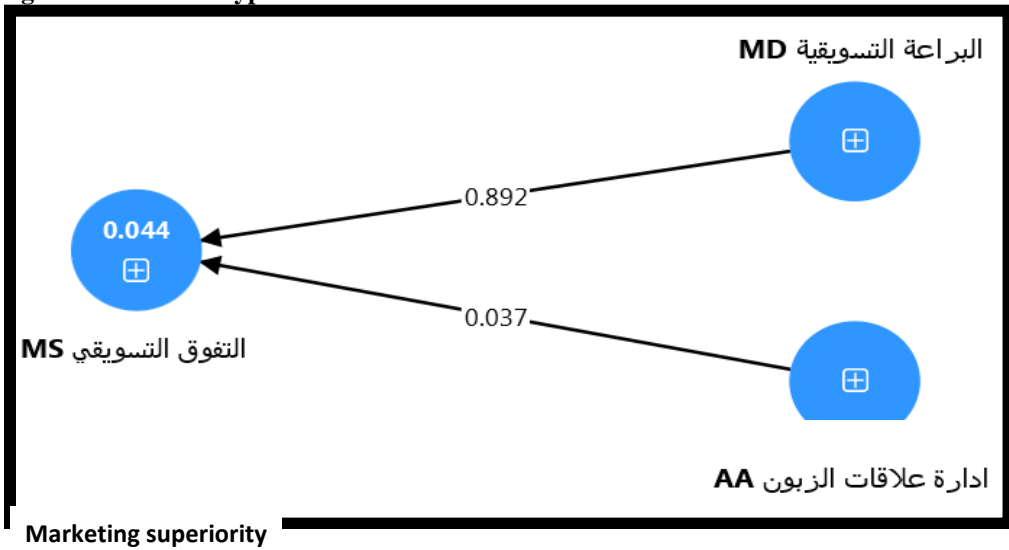


Figure (5) The structural model for testing the fifth main hypothesis

Table (10) Results of evaluating the structural model for the fifth main hypothesis

R ²	R ²	f ²	The result	p Value	t Value	Path coefficient	VIF	The path	hypothesis	SRMR
0.596	0.612	0.291	acceptance	0.037	2.086	0.892	1.167	MD→MS	H5	0.077
		0.357	acceptance	0.041	2.089	0.037	1.101	AA→MS		

Conclusions and Recommendations

First: Conclusions

1. The statistical analysis shows that marketing excellence exists in the banks under study, even though it is moderately available.
2. The "opportunity exploration" dimension is the most prevalent among the dimensions of marketing excellence, with an average of (4.1) and a standard deviation of (0.849), and a significance level of 82%.
3. There is a significant positive impact of marketing excellence on competitive advantage, with an average of (0.915).
4. The statistical analysis also showed the availability of customer relationship management in the banks under study.
5. The dimensions of customer relationship management are available in the banks under study, with the "focus on organization" dimension **being the most prevalent, with an average of (4.26), a standard deviation of (0.696), and a significance level of 85%.**

Second: Recommendations:

1. Banks under study should focus on creating a link between past, present, and future by identifying a distinctive marketing mix and managing customer relationships to form a competitive advantage and attract customers, giving them a marketing edge to increase their market share.
2. Bank managers should build a solid base rooted in enduring values passed down through generations, working to instill marketing excellence by conveying these values to employees.
3. It's essential for bank management to pay attention to and support current employees while attracting others who possess excellence, skills, knowledge, and experiences, as these can help structure the institutions in a way that aligns with the values of the universities under study.
4. Assigning administrative and leadership positions to employees with appropriate qualifications and practical experience in the banks under study.
5. Raising employee awareness through the organization of training courses and incentive programs, which will motivate employees to perform better in teams.

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