



**Marketing Control and Proactive Marketing and Their Role in
Enhancing Sustainable Competitive Advantage
A Survey Study of the Opinions of a Sample of Workers in Private
Hospitals in the City of Mosul^{*}**

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Abstract:

This research aimed to identify the extent of the influence of the independent variables represented by marketing control in the environment of private hospitals, given its growing role in the healthcare sector, and in light of the increasing competition and successive environmental changes witnessed.

The research problem was represented by the question: To what extent do marketing control and proactive marketing influence sustainable competitive advantage? A number of main and sub-hypotheses were formulated to test the relationships of influence between the research variables, based on the hypothetical scheme prepared by the researcher. The researcher used the descriptive and analytical approach due to its suitability for the nature of the research. The questionnaire was adopted as the primary tool for collecting data from a random sample of (118) individuals working in private hospitals, who hold administrative and marketing positions at the upper and middle levels. The data were analyzed using the statistical program (SPSS V24) and the program (Amos-28) to test the hypothetical scheme and interpret the relationships between the variables. The research reached a number of important results, most notably the existence of a statistically significant effect of both marketing control and proactive marketing in enhancing sustainable competitive advantage. The results also demonstrated that proactive marketing plays a fundamental role in anticipating customer expectations and competitor movements, while marketing control emerges as an effective tool in evaluating marketing performance and analyzing an organization's internal and external environment.

In light of these findings, the researcher presented a set of proposals that are consistent with the research topic and contribute to enhancing the capabilities of private hospitals to achieve a sustainable competitive advantage.

^{*}The research is extracted from a master's thesis of the first researcher.

**الرقابة التسويقية والتسويق الاستباقي ودورهما في تعزيز الميزة التنافسية المستدامة
دراسة استطلاعية لرأء عينه من العاملين في المستشفيات الأهلية في مدينة الموصل***

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المستخلص

يهدف البحث إلى التعرف على دور الرقابة التسويقية والتسويق الاستباقي في تعزيز الميزة التنافسية المستدامة وذلك في بيئة المستشفيات الأهلية الخاصة، لما لها من دور متكامل في القطاع الصحي، وفي ضوء ما تشهده من منافسة متزايدة وتغيرات بيئية متلاحقة. وقد تمثلت مشكلة البحث في تساؤل مفاده: ما مدى تأثير الرقابة التسويقية والتسويق الاستباقي في تعزيز الميزة التنافسية المستدامة؟ وتمت صياغة عدد من الفرضيات الرئيسية والفرعية لاختبار علاقات التأثير بين متغيرات البحث بناءً على المخطط الفرضي الذي أعده الباحث. وقد استخدم الباحث المنهج الوصفي التحليلي لملاءمتها لطبيعة البحث، وتم اعتماد الاستبانة أداة رئيسة لجمع البيانات من عينة عشوائية مكونة من (118) فرداً من العاملين في المستشفيات الأهلية، ومن يشغلون مناصب إدارية وتسويقية في المستويات العليا والوسطى، وقد جرى تحليل البيانات باستخدام البرنامج الإحصائي (SPSS V24) والبرنامج (Amos-28)، لاختبار المخطط الفرضي، وتفسير العلاقات بين المتغيرات. وقد توصل البحث إلى عدد من النتائج المهمة، كان أبرزها وجود تأثير معنوي ذي دلالة إحصائية لكل من الرقابة التسويقية والتسويق الاستباقي في تعزيز الميزة التنافسية المستدامة، كما بيّنت النتائج أن التسويق الاستباقي يؤدي دوراً جوهرياً في استشراف توقعات الزبائن وتحركات المنافسين، في حين تبرز الرقابة التسويقية كأداة فعالة في تقييم الأداء التسويقي وتحليل البيئة الداخلية والخارجية للمنظمة. وعلى ضوء هذه النتائج قدم الباحث مجموعة من المقررات التي تنسجم وموضوع البحث، وتسهم في تعزيز قدرات المستشفيات الأهلية على تحقيق ميزة تنافسية مستدامة.

الكلمات المفتاحية: الرقابة التسويقية، التسويق الاستباقي، الميزة التنافسية المستدامة، المستشفيات الأهلية، مدينة الموصل.

1. Introduction

In light of the rapid developments and radical transformations taking place in the marketing environment, hospitals are facing unprecedented pressures to survive and compete in markets characterized by constant change, global openness, rising customer expectations, changing tastes, and growing technological innovations. Market success is no longer solely dependent on providing a good product or service; it also depends on an organization's ability to efficiently manage its marketing activity, effectively monitor it, and anticipate its future with intelligence and flexibility. From this perspective, marketing control has occupied a central position in

* البحث مستل من رسالة ماجستير للباحث الأول.

modern management thought, as an organized process aimed at monitoring marketing performance, measuring its alignment with established objectives, identifying deviations, if any, and taking appropriate corrective action to achieve the highest levels of efficiency in the use of marketing resources. Marketing control derives its importance from its role as the primary guarantee for the proper implementation of marketing plans and the achievement of organizational objectives in an environment that requires rapid adaptation and the ability to continuously correct. Conversely, the concept of proactive marketing has emerged as an advanced trend in contemporary marketing thought, seeking to shift from reactive to proactive, innovative, and proactive anticipation of customer needs and market changes. This is achieved by utilizing advanced analytical tools, exploring future trends, and developing products and services that meet yet-to-be-articulated requirements. This type of marketing relies on a strategic approach based on anticipating competitors rather than simply keeping up with them. This gives the organization the opportunity to formulate unconventional value propositions that contribute to attracting and retaining customers over the long term. Marketing control and proactive marketing converge at a fundamental point: achieving excellence in marketing performance. However, their integration has not been sufficiently studied in previous studies, particularly regarding their combined impact on enhancing sustainable competitive advantage. According to what the researchers have reviewed on studies and research that dealt with the research variables, a strategic goal pursued by most hospitals today. Sustainable competitive advantage represents the ability to achieve superior performance that is difficult for competitors to imitate. It is based on elements that are difficult to replicate, such as innovation, strong customer relationships, brand reputation, and strategic flexibility. Hence, the importance of the current research stems from its consideration of the interconnected triad: marketing control, proactive marketing, and sustainable competitive advantage. It explores the nature of the interrelationship between these three elements, and how control can be employed as a means of evaluation and improvement, and proactive marketing as a tool for prediction and planning, to achieve a solid competitive advantage that enables an organization to survive and grow in an unstable competitive environment. In light of this vision, the research has crystallized to achieve a set of theoretical and applied objectives, using a scientific methodology that combines conceptual analysis and field investigation.

2. Methodology

2.1 Research Problem

In light of the rapid changes in the business environment and the escalating competition among hospitals, they face increasing challenges to

survive and grow in an increasingly turbulent market where customer desires are increasingly complex and changing. Achieving a sustainable competitive advantage is one of the most prominent strategic goals pursued by these hospitals. However, achieving this goal depends not only on the quality of services currently provided by hospitals, but also on the hospital's ability to tightly control its marketing activities and anticipate surrounding changes through advanced marketing practices (Colbert, 2021).

Both marketing control and proactive marketing are essential concepts for achieving marketing excellence. Marketing control contributes to evaluating performance and adjusting its course according to defined objectives, while proactive marketing reflects an organization's ability to anticipate customer needs and proactively direct its strategies, contributing to the delivery of unconventional value propositions. However, the interactive relationship between these two dimensions and their impact on supporting a sustainable competitive advantage still requires further investigation and analysis. Based on the above, and through field visits conducted by the researcher to private hospitals operating in the city of Mosul, and to determine the extent to which these hospitals have adopted the current research variables, firstly, the current research also stemmed from the observation of the lack of interest in the systematic integration of marketing control and proactive marketing in Arab research, secondly, particularly in the context of studying them as tools that support sustainable competitive advantage. It also stemmed from the need to explore this relationship within a contemporary theoretical and applied framework that reflects the dynamic reality of organizations and helps decision-makers adopt more flexible and innovative policies.

Accordingly, the study's problem was defined as seeking to answer the following main question:

The integration between marketing control and proactive marketing influence sustainable competitive advantage?

2.2 The importance of the research and its objectives

The current significance of this research stems from its focus on variables that are among the fundamental pillars upon which hospitals rely in the contemporary business environment: marketing control, proactive marketing, and sustainable competitive advantage. These concepts play a strategic role in improving marketing performance and supporting hospital sustainability in an environment characterized by rapid change and intense competition. The significance of this research can be identified through the following points:

- a. The research addresses the topic of marketing control as one of the fundamental organizational pillars in the business environment, which contributes to evaluating marketing performance and correcting

deviations in a timely manner. This enhances the organization's ability to align established objectives with achieved results in light of the changing competitive environment.

- b. It highlights proactive marketing as a modern marketing approach that goes beyond simply interacting with the market, but also seeks to anticipate potential changes within it and anticipate customer and competitor trends, contributing to the provision of innovative marketing solutions that anticipate market needs.
- c. The importance of the research also lies in its attempt to provide a modern cognitive and applied framework that contributes to bridging a clear research gap by studying the impact of control and proactive marketing together in enhancing an organization's ability to sustain and grow, in light of contemporary environmental, technological, and economic challenges.
- d. The research seeks to provide procedural indicators for practitioners in the field of marketing by establishing scientific relationships between the variables and identifying the most influential variable in achieving competitive advantage. This helps management effectively direct resources toward what strengthens the organization's position in the market.

After reviewing the research problem, formulating its questions, and determining their importance, a set of objectives will be formulated that the research seeks to achieve, as follows:

- a. Defining the intellectual and conceptual foundations of the research variables.
- b. Evaluating marketing control and proactive marketing practices in the organizations studied and providing the possibility of measuring them.
- c. Analyzing the nature of the interactive relationship between marketing control and proactive marketing and its impact on enhancing sustainable competitive advantage.
- d. Providing scientific proposals that contribute to developing the marketing control system to be more in line with market variables and future fluctuations.
- e. Providing a strategic vision that contributes to building a proactive approach capable of enabling organizations to anticipate customer needs and exceed their expectations.

2.3 Research model and its hypotheses

The relationships between variables are a fundamental issue in scientific research design, as they aim to build a comprehensive concept or model that clarifies the nature of the relationships between different variables and the potential directions of association or influence. Based on the research problem and its objectives, the researcher developed a hypothetical diagram that shows the relationship of correlation and direct and indirect influence between the research variables, as marketing control and proactive marketing were considered independent variables, and sustainable competitive advantage as the dependent variable. The researcher would like to point out that the dimensions that were identified for marketing control were agreed upon by (Ortiz-Rendon, et.al, 2022) and (Reinecke, S, 2021), while the dimensions of proactive marketing were identified based on (Khlungsaeng, et.al, 2022) and (Idan, et.al, 2022), while the dimensions of sustainable competitive advantage were identified according to the point of view of (Mahdi, Nassar, 2021) and (Jatmiko et al. 2021), as shown in the following figure (1).

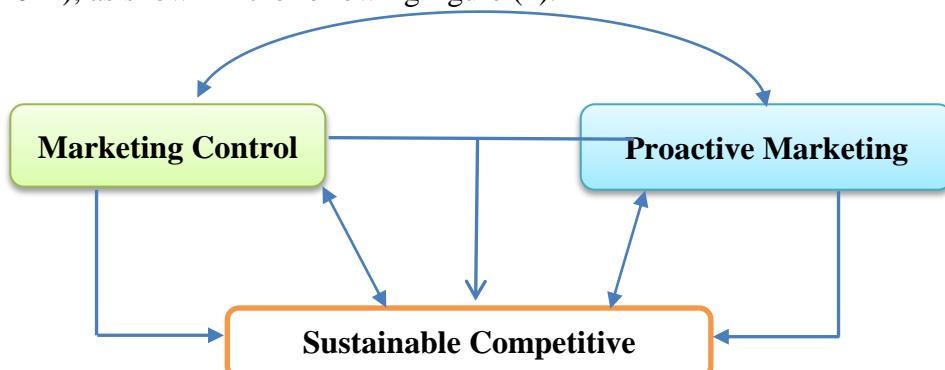


Figure (1) Research model

Source: prepared by the researchers.

In light of the identified research questions, and based on the hypothetical outline of the study, as explained above, the current research hypotheses can be formulated as follows:

- Hypothesis 1: The relative importance of the research variables and dimensions does not vary across the hospitals studied.
- Hypothesis 2: There is no correlation between the research variables.
- Hypothesis 3: There is no statistically significant effect of the interaction between marketing control and proactive marketing on enhancing sustainable competitive advantage in hospitals.
- Hypothesis 4: There is no statistically significant effect of the marketing control variable (combined) on sustainable competitive advantage (combined).

- Hypothesis 5: There is no statistically significant effect of the proactive marketing variable (combined) on sustainable competitive advantage (combined).

2.4 Methods of collecting and analyzing data and information:

- a. **Methods specific to the theoretical aspect:** To cover the theoretical aspect of the research, the researcher relied on what was obtained from Arabic and foreign paper and electronic sources that addressed the research variables, including books, periodicals, studies, dissertations, and university theses.
- b. **Methods specific to the practical aspect:** To complete this framework, the researcher relied on:
 - **Questionnaire:** This is the primary means of collecting data and information, and is the most consistent with the nature and orientations of current studies. The questionnaire was designed in accordance with the research objectives, hypotheses, and orientations, drawing on literature and studies relevant to the current research variables. (210) questionnaires were distributed, of which (55) were missing and (37) were invalid. The total number of valid questionnaires for the study was (118).

2.5 Research Limits

This step represents a research necessity for any study, and is represented by the following:

- a. **Spatial Limits:** The research was limited to private hospitals as a study population, defined within the geographical boundaries of Nineveh Governorate.
- b. **Human Limits:** The human limits in this research were limited to a sample of individuals working within these hospitals, as the research topic relates to the nature of the organization's work.
- c. **Time limits:** The time limits represent the period of time that extended to complete this research, as the researcher began preparing the theoretical framework at the end of the year (2024), and as for the time period for the field aspect, it extended between the researchers' exploratory visits to the hospitals, the research sample, and until the completion of collecting the questionnaire forms, until the completion of writing the research (4-20-2025).

3. Theoretical Aspect

3.1 Marketing Control

Marketing control is considered a fundamental pillar of modern marketing science. It represents an essential tool for ensuring the achievement of marketing objectives through continuous monitoring of activities and performance evaluation (Denisa & Jarosla, 2013, 12). With the increasing intensity of competition in the markets and the ever-changing

demands of customers, marketing control has become increasingly important. It is not limited to reviewing marketing results alone, but also includes monitoring operational processes and evaluating the strategies used to ensure their alignment with the organization's vision and objectives. Marketing control is not merely a routine procedure; rather, it is a dynamic process that requires continuous adaptation to the organization's external and internal environment to achieve a strong competitive advantage (Al-Otaibi, 2021, 50).

In the modern concept, marketing control refers to a comprehensive and accurate examination of all marketing activities, both partially and fully, to assess actual performance and take timely corrective action (Colbert, 2021, 137). Marketing control is a comprehensive, regular, and independent process that serves as a real-time test for the organization and its units, with the aim of identifying problems and opportunities and attempting to develop the implementation plan required to improve the organization's marketing performance. The American Management Association's definition is no different from the previous concept in that it is a systematic and important process that includes an impartial review of the overall marketing process within an organization, as well as the marketing objectives, policies, and assumptions upon which they are based, and the way in which its workforce is organized (Kotler, et al., 1977, 192). Yadin (2006, 28) emphasized that marketing control represents a technique for gathering the required data on the organization's marketing activities. He added that external and internal situations that frequently occur in the organization's work environment can be included as part of marketing plans when performing marketing control, especially when entering new or existing markets or adding production lines. It is important to note that this process should not only occur during times of crisis when the effectiveness of activities within the organization is being challenged.

Marketing control is a vital tool for ensuring that an organization achieves its objectives effectively. It helps to continuously monitor marketing activities and identify any deviations from established plans. Control allows an organization to ensure that its financial and human resources are being used efficiently to achieve the highest possible return. In addition, control contributes to enhancing customer satisfaction by improving the quality of products or services provided, as it allows the organization to identify Strengths and weaknesses and taking appropriate measures to achieve excellence. Marketing control also supports adaptation to market changes through rapid response to challenges and competition (Abdullah, 2020, 58). Researchers (Al-Sahen, 2004, 488), (Idris and Al-Mursi, 2002, 338, 339), (Al-Najjar and Al-Sahen, 2004, 378), and (Al-Sarfi,

2005, 275) have emphasized the critical importance of marketing control through the following points:

- a. Complexity of operations and large project size: The expansion of projects, the diversity of products, and the multiplicity of markets have complicated the marketing control function, increasing the need for careful monitoring to ensure the achievement of objectives.
- b. Identifying strengths and weaknesses: Control helps uncover wasted efforts or inefficient use of resources, helping marketing management improve performance and reduce costs, thus achieving the organization's goals efficiently.
- c. Responding to environmental changes: In a marketing environment characterized by change and the inability to accurately predict variables, continuous monitoring is essential. To ensure performance is aligned with changes.
- d. Integration with the administrative process: Marketing control interacts with planning, organizing, and directing, enhancing the organization's ability to achieve its shared goals.
- e. Measuring the efficiency of executive plans: Marketing control is the ultimate criterion for measuring the effectiveness of established plans and implementation methods, providing a benchmark for performance evaluation.

The researchers believe that marketing control is the cornerstone of achieving marketing excellence and ensuring the sustainability of institutional performance. Its importance is evident in its vital role in continuously monitoring marketing activities to ensure their alignment with established plans, which enhances the efficient use of resources and reduces waste. Control also contributes to improving the quality of services and products provided, which increases customer satisfaction. Furthermore, control is an essential tool for adapting to rapid changes in the marketing environment and responding to emerging challenges.

This process is not limited to simply monitoring performance; it is also a means of generalizing acquired successes and avoiding the repetition of mistakes, thus enhancing the organization's competitiveness in changing markets. From this perspective, it can be said that marketing control is not merely a technical procedure, but rather a comprehensive strategy for supporting marketing decisions and achieving objectives more efficiently.

Control also helps improve the effectiveness of marketing campaigns by continuously measuring their performance. By evaluating available data and information, management can determine the effectiveness of its strategies and make decisions based on accurate analysis of the results. This helps reduce risks associated with marketing activities and increase returns on investment (Kotler, Keller, 2016, 214). **Therefore, marketing control**

aims to achieve a set of objectives that contribute to enhancing the organization's overall performance, the most important of which are:

- a. Ensuring the alignment of marketing activities with strategic objectives: Control seeks to ensure that all marketing activities contribute to achieving the organization's vision and long-term strategic objectives, ensuring the correct direction of marketing efforts (Al-Saadi, 2021, 70).
- b. Improving efficiency and effectiveness: Control works to increase the efficiency of marketing operations by monitoring performance and evaluating return on investment, which helps reduce costs and achieve the highest levels of profitability (Lamb, Hair, McDaniel, 2019, 320).
- c. Providing continuous feedback: Control allows management to obtain continuous information about the performance of marketing activities, which helps in making the necessary adjustments in a timely manner to improve performance (Al-Otaibi, 2020, 60).
- d. Reducing risks: Through continuous monitoring, control helps identify potential risks and address them before they impact marketing performance, contributing to the sustainability of the organization (Belch, Belch, 2018, 389).

Marketing control, with its various dimensions, represents an integrated system that includes control of the marketing environment, strategy, performance, systems, customer value, internal marketing, and sales. Each dimension reflects vital aspects that contribute to building a framework that enables organizations to anticipate challenges and achieve integration between various activities. Therefore, the emphasis placed on implementing these dimensions reflects the organization's commitment to providing added value to its customers, enhancing their loyalty, and ensuring the sustainability of its success in the market.

The dimensions of marketing control can be summarized in the following points Which was agreed upon by some writers and researchers, including(Lamb, Hair, McDaniel, 2019), (Colbert, 2021, 137). (Al-Otaibi, 2021) :

- a. **Control of the marketing environment:** This is a vital concept that represents the cornerstone of any successful marketing strategy. This process aims to monitor and analyze the external factors that influence organizations' marketing activities, which are constantly changing. This monitoring is a proactive step to ensure the organization remains abreast of surrounding developments, whether economic, legislative, technological, or even social and cultural. The marketing environment is constantly changing, and these changes require organizations to be constantly prepared to adapt. Therefore, monitoring does not simply mean collecting data; it requires continuous and conscious analysis to help the organization understand the external reality and anticipate the

future. As indicated by (300 2016, Kotler, Keller,), monitoring the marketing environment is essential for developing effective strategies that adapt to external changes. The importance of marketing environmental monitoring enables companies to achieve flexibility in their strategies and avoid potential risks. This type of monitoring enables companies to respond effectively to challenges and ensure survival and expansion (Porter, 2019, 150).

- b. Monitoring the marketing strategy:** An essential process for ensuring the achievement of the desired objectives of marketing plans and their effectiveness in achieving the expected results. This process revolves around evaluating marketing performance using analytical tools that focus on understanding the market and customer segmentation, as well as ensuring that the marketing mix is aligned with customer aspirations and the organization's strategic objectives. As explained by Cravens and Piercy (2013, p. 23), it is a vital tool that enables an organization to ensure continuous alignment between its marketing strategies and overall objectives, enhancing its ability to achieve sustainable results. According to Kotler and Keller (2016, p. 320), monitoring marketing strategies is a key tool that enables an organization to dynamically adapt to market changes. When a need arises to modify a strategy, monitoring is a direct means of identifying shortcomings and making necessary adjustments. This process contributes to improving the organization's flexibility and increasing its ability to proactively face challenges and capitalize on opportunities. Strategic monitoring is an effective tool for improving the organization's flexibility and ability to adapt to ongoing market changes. Through continuous monitoring, companies can identify strengths and weaknesses and develop innovative strategies to achieve their goals (Porter, 2019, p. 170).
- c. Marketing Performance Control:** Marketing performance control contributes to improving the efficiency of activities and directing resources to achieve the highest value. By analyzing performance, companies can identify areas that need improvement and enhance strengths to achieve their goals (Porter, 2019, 160). The results of a study (43, Reinecke, 2021) support this argument, as they demonstrated that adopting marketing control contributes to enhancing the efficiency and effectiveness of marketing performance. This control is not limited to monitoring results, but rather serves as a strategic tool that contributes to achieving set goals at the lowest cost, while ensuring their integration with other operational activities within the organization.
- d. Marketing Systems and Procedures Control:** This control is essential to ensuring the continuity and efficiency of marketing operations, as it helps companies achieve their goals with minimal resources and costs,

while improving operational performance and strengthening internal organization (Porter, 2019, 190).

- e. **Monitoring Customer Value:** Monitoring and analyzing the value customers receive from products or services offered is a fundamental step in ensuring excellence and market leadership. This process goes beyond simply measuring product or service quality to include determining the organization's ability to meet customer expectations and satisfy their needs in a manner superior to competitors. This monitoring is essential for understanding the customer's overall experience with the organization, as it contributes to building a long-term relationship based on satisfaction and loyalty, as Kotler and Keller (2016, 350) point out. This process is essential to ensuring that the value provided to customers is a pivotal factor in achieving sustainable success, enhancing the organization's ability to compete and remain at the forefront of the market. Monitoring value contributes to enhancing customer satisfaction and loyalty, as it allows companies to improve offerings based on customer needs and expectations, which helps build long-term relationships with customers and increases the organization's competitiveness (Porter, 2019, 200).
- f. **Monitoring internal marketing:** Monitoring marketing activities targeting employees within the organization is a key aspect of enhancing alignment between organizational culture and overall strategic objectives. This process focuses on ensuring that employees are engaged with the organization's vision and mission, becoming effective partners in achieving success. Through these practices, employee commitment and motivation are enhanced to provide the best customer service, which positively impacts the organization's image and position in the market. As Kotler and Keller (2016, 360) point out, attention to internal activities is an integral part of a successful marketing strategy, as it directly impacts the quality of service provided and the organization's image in the minds of customers, ensuring sustainable success in a competitive environment. Monitoring internal marketing helps build a positive and supportive work environment, enhancing employee engagement with the organization's goals, increasing its ability to achieve its marketing objectives more efficiently and effectively (Porter, 2019, 210).
- g. **Monitoring sales:** Monitoring the performance of sales-related activities is an essential strategic tool for ensuring the achievement of sales objectives and increased revenue. This process focuses on analyzing actual performance compared to forecasts and plans, helping the organization identify strengths and weaknesses in the sales process. Through this close monitoring, organizations can develop their strategies

and improve their efficiency to keep pace with market changes and customer demands. The evaluation contributes to improving market share by enhancing the organization's ability to reach larger customer segments and meet their needs more effectively. Furthermore, addressing the challenges facing sales teams and providing them with the necessary support is a key part of this process, as it contributes to enhancing sales team efficiency and achieving higher sales rates.

3.2 Proactive Marketing

Proactive marketing is an analytical approach that allows organizations to be more adaptable to the ever-changing needs and desires of current and future customers, capitalize on the most attractive opportunities, and capture greater value. It encompasses all forms of marketing and focuses on developing marketing strategies, as well as a detailed understanding of promotional campaigns, their impact, and success metrics (Kalayanamitra et al., 2023, pp. 1179, 1193). Dincer and Serhat (2021, pp. 401) argue that proactive marketing relies heavily on analyzing big data available through social media to understand customer preferences and anticipate their needs. This analysis contributes to the development of innovative products that respond to changing customer requirements and achieve high levels of satisfaction. A study (Schulze et al., 2022, 201) confirms that proactive marketing relies on the organization's flexibility and creativity in developing advanced strategies that provide it with a clear competitive advantage. A proactive organization relies on anticipating the future behaviors of customers and competitors, giving it the ability to adapt to changes quickly and efficiently.

Proactive marketing is a management philosophy based on predicting future changes in the market environment and adapting to them effectively, making it a strategic tool for achieving a strong competitive advantage. This table aims to provide a comprehensive overview of the various concepts and trends related to proactive marketing, helping researchers and practitioners deepen their understanding of this vital approach.

Thus, proactive marketing is a strategy that enables organizations to go beyond responding to immediate market changes and toward anticipating the future and creating new competitive opportunities. This approach relies on developing creative capabilities, dynamic flexibility, and a deliberate willingness to take risks, enabling the organization to effectively anticipate and prepare for upcoming trends and changes.

Thus, proactive marketing becomes a vital tool that supports an organization's ability to innovate and excel, not only by meeting current customer needs, but also by anticipating and meeting their future needs, placing it ahead of competitors.

The importance of proactive marketing stems from its organizational process of collecting, analyzing, and disseminating market information. This information enables organizations to understand future customer needs and respond quickly to them by developing new products and services that meet their expectations. The organization also relies on research and development activities, which give it a strong competitive edge in the face of challenges in its industrial environment (Hamzah et al., 2015, 112). Proactive marketing is a vital activity that contributes to ensuring an organization's survival and continued competitiveness in current markets. Many leading organizations today are adopting this concept to address the various challenges they face, such as the rapid increase in the number of competitors and careful and measured risk-taking (Kazem and Shabar, 2014, 114). Accordingly, the importance of proactive marketing can be highlighted as follows (Al-Arabawi, 2019, 28):

- a. Improving the organization's image: Proactive marketing helps improve the organization's image and positively impacts customer perception of the product, enhancing brand reputation and attracting customers.
- b. Enhancing proactive operations: Implementing proactive marketing contributes to the development of other functions within the organization, such as production and research and development, transforming their work into a more proactive approach.
- c. Dealing with external pressures: Proactive marketing enables organizations to efficiently deal with external pressures and provides them with room to maneuver to adapt to changes.
- d. Increasing customer loyalty: Proactive marketing contributes to strengthening customer loyalty to the brand and increasing their interest in new products.

The importance of proactive marketing can also be explained in the following points (Lee, Pounders, 2019, 2):

- a. Seizing opportunities and offering differentiated products: Proactive marketing revolves around providing innovative solutions and meeting unexplored customer needs.
- b. Adapting to rapid market changes: Proactive marketing helps an organization respond to changing environmental conditions quickly and flexibly, enhancing growth opportunities.
- c. Achieving a sustainable competitive advantage: By meeting constantly changing customer needs, an organization gains a competitive advantage by offering unique offerings and value in the market.

The researchers believe that proactive marketing represents one of the pillars of success in the contemporary business environment, as it enables organizations not only to respond to changes, but also to anticipate and leverage them to their advantage. The importance of this type of

marketing lies in its being an integrated organizational process based on collecting and analyzing market data in innovative ways, which contributes to improving the organization's image and enhancing customer satisfaction and loyalty. Proactive marketing also helps achieve a competitive advantage by offering innovative solutions that meet unexplored customer needs, enhancing the organization's ability to seize opportunities and overcome environmental pressures and risks. Proactive marketing is not just a marketing strategy; it is a comprehensive management approach that links various organizational functions, such as research and development and production, contributing to improved internal efficiency and the development of offerings. By adopting this approach, organizations can achieve long-term competitive sustainability, even in ever-changing markets.

In the increasingly competitive environment of today's business environment, a proactive marketing approach has become essential for organizations' success and continued market viability. Proactive marketing focuses on anticipating customer needs and market trends before they occur, allowing organizations to develop innovative strategies that effectively address these needs. This approach requires the use of modern tools and techniques to collect and analyze data, which helps understand future consumer behaviors and trends. In the field of proactive marketing, researchers and writers pay particular attention to the dimensions that influence the success of this type of marketing strategies. These dimensions are consistent with the dimensions identified by Kotler and Keller (2016, 365), which will be presented as follows:

- a. Creative Capability:** This is defined as dynamic and enables organizations to sense opportunities and absorb environmental changes, while ensuring their effective response to these changes. These capabilities result from the optimal use of resources, whether human or financial, which helps develop new products or achieve production expansion (Al-Hamdani, 2018, 64). Furthermore, these capabilities enable organizations to develop flexible strategies that keep pace with rapid changes in markets and societies, enhancing their ability to adapt and remain competitive in complex and volatile environments.
- b. Resilience:** Resilience in organizational settings has become increasingly important over the past two decades, as it is viewed as a comprehensive remedy for organizations facing mounting challenges in turbulent competitive environments. Organizations that master the art of dynamic and flexible operation achieve greater vitality and success than those that do not (Skorstad, Ramsda, 2009, 1). In the modern context, flexibility has become a critical factor in enhancing competitive advantage. It is linked to achieving flexibility in the organizational

structure, continuously scanning the environment, and anticipating customer needs while responding quickly. This is explained by Nicholson and Kavanagh, 2021, 16). This demonstrates that success in delivering value to customers quickly is the key to excellence in today's competitive environments.

- c. **Searching for new opportunities:** Searching for new opportunities is a vital marketing strategy aimed at discovering scarce resources and available opportunities at the ideal time and place, with the aim of enhancing the organization's ability to achieve outstanding performance that outperforms its competitors. This strategy encourages employees to devise unconventional and creative methods of work to achieve the desired marketing objectives (Abdul, 2019, 62). In this context, Ahmed (2011, 22) points out that the importance of opportunities stems from their close connection to the future of business organizations. Exploiting these opportunities is the key to an organization's superiority over competitors in the market. Opportunities remain mere possibilities until an organization is able to proactively invest its resources to seize them before others. Al-Abbasi and Abdel Fattah (2020, 331) highlight that the search for new opportunities involves a set of activities and efforts undertaken by business organizations to capitalize on marketing opportunities arising from ongoing changes in customer needs and desires, leading to the emergence of new marketing opportunities. One of the most important priorities of a proactive organization is continuous exploration and learning from surrounding environmental variables, with the goal of identifying opportunities that can be exploited to achieve sustainable success. When an organization recognizes available opportunities and creates new ones, it enables itself to make the right decisions at the ideal time (Khater, 2021, 10).
- d. **Risk Tolerance:** Risk tolerance is the essence of excellence in competitive business environments, demonstrating organizations' ability to take bold steps in the face of uncertainty to achieve leadership and capitalize on promising opportunities. The concept of risk tolerance refers to an organization's willingness to capitalize on available opportunities, even in the absence of guarantees, and to make bold decisions that exceed usual expectations. This solidifies its position as a proactive organization striving for innovation and development (Kamel, 2013, 100). A manager in a proactive organization possesses the foresight to take calculated risks, taking bold steps based on a comprehensive analysis and careful evaluation of alternatives. This type of management not only anticipates risks, but also works to mitigate their negative impacts and deal with their repercussions with flexibility and intelligence (Abdullah et al., 2020, 415). Risk tolerance is not

merely a willingness to face challenges; it is an approach based on taking urgent action under vague conditions where clarity is absent and uncertainty is heightened. This dimension is a prerequisite for exploiting unique opportunities that could transform the organization's future (Muhammad, 2022, 38).

- e. **Radical Innovation:** Radical innovation enables companies to overcome market challenges by developing new and unprecedented solutions. It also allows them to build a competitive advantage that is difficult to imitate, making this type of innovation a necessity in highly dynamic, competitive environments. Recent literature indicates that radical creativity depends on creating a fertile environment that encourages openness to external knowledge sources and creates an organizational structure that contributes to transforming new ideas into tangible, practical applications (Al-Obaidi, 2019, 73). Some studies have shown that organizations that adopt radical creativity practices have a greater ability to adapt to rapid market changes and achieve long-term growth, especially in highly innovative environments that require unconventional strategic decisions (Al-Zubaidi, 2020, 56). Radical creativity is distinguished from other types of creativity by its ability to bring about sudden and comprehensive transformations in the way goods and services are provided. These transformations create a new cycle that is completely different from its predecessors, which contributes to achieving a strategic leap that increases the organization's efficiency and expands the scope of its organizational and societal influence (Al-Rifai, 2022, 115).
- f. **Market Sensing:** This refers to an organization's ability to understand and continuously learn from changes occurring in the market, and then respond to these changes by making adjustments that contribute to improving its performance and increasing its competitiveness. Baden-Fuller & Teece (2020, pp. 105-106) explain that market sensing refers to the process of generating market-related knowledge and investing it by employees within the organization to guide the decision-making process. This knowledge is also used to develop and improve the market by formulating, testing, and periodically modifying marketing strategies. On the other hand, Ahmed et al. (2017, pp. 57-57) argue that developing a comprehensive marketing plan requires identifying various aspects related to the target market. Hence, the importance of market sensing as a strategic tool that contributes to achieving this goal. Ahmed defines it as a process that revolves around gathering knowledge about the market and effectively investing it within the organization, with the goal of continuously shaping and improving the market.

3.3 Sustainable Competitive Advantage

It is the responsibility of the organization to make careful strategic choices to ensure its ability to survive and excel, as the loss of any of these factors could accelerate its failure. To overcome this ongoing problem, which has become increasingly difficult due to the increasingly turbulent business environment, the organization must remain flexible and able to adapt to surrounding changes. The concept of sustainable competitive advantage first appeared in academic literature in 1985, when Porter discussed the basic types of competitive strategies that enable organizations to achieve a sustainable competitive advantage (Hakkak, Ghodsi, 2015, 300). New dimensions have been added to this concept with the evolution of the contemporary manufacturing environment, which has forced economic units to shift from the traditional concept of competitive advantage to a sustainable one. Sustainable competitive advantage is the continuity of benefits and the implementation of unique value-creation strategies that prevent potential competitors from imitating these benefits, ensuring the organization's unique position and making it difficult to imitate. (Bag & Telukdarie, 2024, 5)

The researchers believe that sustainable competitive advantage represents a set of characteristics that enable an organization to achieve sustained superiority over competitors in the market and ensure a long-term leadership position. This is achieved by offering distinct and unique products or services that exceed customer expectations, while employing competitive strategies based on quality, technology, cost, or innovation. This advantage requires a relentless commitment to continuous improvement, constant innovation, and building strong and lasting relationships with customers, along with a deep understanding of their needs and evolving aspirations.

Sustainable competitive advantage represents the vital role it plays in addressing contemporary challenges facing organizations. It represents the pillar that enhances organizations' distinction from their competitors by developing unique activities or harnessing exceptional capabilities and resources, ensuring their continuity and ability to compete in changing environments. (Al-Abadi, Al-Atabi, 2014 (219)), (Nima et al., 2020 (269)), (Rashad, Khiaka, 2010 (47)), (Porter, M. E., 2020 (67)), **believe that the importance of sustainable competitive advantage lies in the following:**

- a. Overcoming the challenges of the contemporary environment: Organizations rely primarily on possessing elements that distinguish them from others, whether in terms of activities, capabilities, or resources, to ensure their survival in the face of increasing environmental challenges. Today's business world is witnessing rapid change and increasing competitive pressures, making excellence one of the key keys to success. Therefore, developing these advantages ensures

- the organization's position is maintained amid changing market dynamics.
- b. Achieving strategic excellence: The importance of sustainable competitive advantages lies in the ability to achieve excellence in the products offered to customers, while expanding to include excellence in human resources, competencies, and strategies adopted, in a highly complex competitive environment. These advantages not only help better meet customer needs, but also enable the delivery of added value that enhances trust and loyalty, placing the organization in a leading position compared to competitors (Al-Abadi, Al-Atabi, 2014, 219). (Barney, 2021, 65)
 - c. A fundamental foundation for the organization's operations: Sustainable competitive advantages are a fundamental and influential factor in all of an organization's operations, regardless of the nature of its production or field of work, ensuring continued outstanding performance and the achievement of strategic objectives. Relying on sustainable advantages contributes to improving operational efficiency and maximizing long-term returns, reflecting the organization's commitment to sustainable development and enhancing its market value (Nima et al., 2020, 269), (Hitt, Ireland, Hoskisson, 572023).
 - d. Indication of the organization's market strength: Sustainable competitive advantages represent a positive indicator that the organization occupies a strong and distinct position in the market, enabling it to achieve a larger market share compared to its competitors. This share reflects the organization's success in gaining customer satisfaction and increasing their loyalty, which reduces the likelihood of them being influenced by competitors' offerings or leaving for other alternatives. Furthermore, an organization's competitive advantages contribute to enhancing its sales volume and profits in the long term, supporting the sustainability of its financial success and market stability. Maintaining loyal customers reduces the costs associated with attracting new customers and sustainably increases returns.

The researchers believe that a sustainable competitive advantage is a crucial factor in ensuring the continued success of organizations in the face of a highly complex and changing business environment. Its importance lies in strengthening an organization's market position by offering a distinct value that is difficult for competitors to imitate, ensuring customer loyalty and increasing market share. Furthermore, a sustainable competitive advantage is a strategic tool that enables an organization to optimally leverage its resources and capabilities, contributing to improved operational efficiency and achieving economic returns that exceed the industry average.

This advantage is not limited to improving current performance; it also contributes to supporting adaptation to environmental changes and creating new opportunities for growth. By capitalizing on opportunities and anticipating risks, a sustainable competitive advantage becomes a dynamic driving force that supports continuous innovation and development. Therefore, an organization that relies on this advantage can achieve a balance between short-term profitability and long-term sustainability, enhancing its ability to lead and differentiate itself in competitive markets.

There are multiple dimensions that constitute sustainable competitive advantages, which can contribute to the success of a given organization through their interaction, whether at the individual or collective level. Currently, the world is witnessing significant social and economic changes, as well as ongoing technological developments, presenting organizations with increasing challenges. In this context, the need to establish and maintain long-term customer relationships becomes a strategic priority, within the framework of the dimensions of sustainable competitive advantages. Many researchers (Sanders, 2013, 38), (Muhammad, 2021, 30), (Robbins, Judge, 2022, 193), (Al-Moussawi, 2022, 50), (Youssef, 2021, 30), (Khaled, 2022, 40) agree that the dimensions of sustainable competitive advantage are critical factors that determine the continued success of any organization. They contribute to strengthening its position and ability to successfully interact with the surrounding environmental changes. To outperform competitors in the market, organizations need to possess a set of tools and elements that contribute to achieving a sustainable competitive advantage. Researchers have identified several dimensions of this advantage, the most important of which are:

- a. **Cost:** Competing based on cost is one of the most common strategies for achieving a competitive advantage in modern markets, as it focuses on providing products or services of acceptable quality at a lower price than competitors. However, this concept goes beyond simply lowering prices. It includes integrating sustainability to achieve long-term efficiency and meet customer needs without harming the environment or depleting resources. Sanders and Reid (2013, 38) indicate that a low-cost strategy contributes to higher profit margins, enhancing organizations' ability to survive in the face of intense competition without compromising quality standards. Sustainable cost is a key dimension that enhances an organization's competitive advantage, as organizations seek to strike a balance between reducing expenses and preserving environmental and social resources.

Slack et al. (2013, 44) explain that lower cost is not only a goal for organizations adopting a cost-effective strategy, but is also a key factor for organizations seeking other competitive advantages. Reducing costs through

sustainable practices contributes to increased profitability while maintaining the organization's commitments to the environment and society.

- b. **Quality:** Quality refers to the level of materials used, manufacturing, design, and service provided, and is a fundamental criterion for customer evaluation of a product or service. Customers base their judgment of quality on the extent to which a product or service meets their purposes and needs. Customers tend to pay more for products or services they perceive to be of superior quality to those of competitors, as noted by (Stevenson, 2021, 42). Quality is not just about meeting customer expectations; it also extends to ensuring that customers feel they are getting value for their money. According to (Kotler, Keller, 2022, 298), product or service quality is one of the fundamental pillars that foster customer loyalty and increase consumption rates. In light of the global trend toward sustainability, quality has become an inseparable component of sustainability in achieving competitive advantage. Providing high-quality products and services increasingly relies on sustainable practices, such as the use of environmentally friendly materials and manufacturing techniques that minimize environmental impact. Thus, quality not only contributes to customer satisfaction but also enhances an organization's reputation as a socially and environmentally responsible entity.
- c. **Innovation:** Innovation is the ability to introduce new and effective ideas to solve problems or develop processes using methods that differ from traditional approaches. Innovation is a strategic tool for deeply understanding problems and seeing hidden opportunities, as explained by (Robbins, Judge, 2022, 193). Innovation is not merely a means of improving products and services; it is an essential resource for an organization that enables it to enhance its distinction and uniqueness in the market. Innovation represents the backbone of sustainable competitive advantage, as it enables organizations to respond quickly to changes and outperform competitors by offering unique solutions and products.

Innovation is considered a fundamental pillar of achieving sustainable competitive advantage, as it helps organizations meet changing customer needs in a way that conserves environmental and social resources. Innovation is not limited to developing new products alone; it also includes improving operational processes to reduce waste and increase efficiency. Ali (2022, 38) points out that organizations that invest in innovation can adapt to changing market environments, enhancing their ability to survive and expand. For example, leading companies rely on innovation to improve production and reduce energy consumption, contributing to environmental and financial sustainability. Innovation enables organizations to continue

providing added value to their customers while adhering to their responsibilities toward the environment and society.

d. **Technology:** Technology is one of the critical factors affecting the success or failure of organizations in the modern competitive environment. It represents a key tool used to support administrative processes, improve decision-making, and enhance internal and external communication within the organization. According to (Al-Moussawi 2022, 50), the information provided by technology is an essential resource that contributes to improving coordination between organizational departments and enabling rapid response to changes in the surrounding environment. Technology contributes to enhancing employees' abilities to use advanced tools, such as computers and interactive software, to solve problems in various workplaces.

(Abun et al., 2022, 131) indicated that technology enables management to provide appropriate interventions to enhance employee performance, which contributes to achieving operational efficiency and improving productivity. Technology plays a prominent role in the design and implementation of sustainable competitive strategies. Nabhan (2020, 57) explains that advanced technological applications and programs help business units achieve a sustainable competitive advantage. This advantage can translate into reduced production costs through improved efficiency and reduced waste, enabling organizations to offer their products at competitive prices.

e. **Customer Focus:** Customer focus is considered one of the fundamental pillars of achieving sustainable competitive advantage. It involves placing the customer at the center of organizational operations and strategies. Organizations that adopt this approach aim to meet customer expectations and needs in an integrated manner, enhancing loyalty and increasing repeat business. (Youssef, 2021, 30) explains that customer focus is not limited to providing high-quality products only, but also includes providing a comprehensive purchasing experience and after-sales support, which strengthens the organization's position in the market and increases its competitiveness.

In an era of increasing customer expectations, customer focus is an essential tool for achieving sustainability. Organizations that invest in understanding their customers' needs and providing personalized services not only gain a competitive advantage but also contribute to building long-term relationships with their customers. Ali (2022, 43) indicates that listening to customers and responding to their feedback helps continuously improve products and services, which contributes to operational sustainability and enhances the organization's reputation in the market.

f. **Supplier Relationships:** Strong relationships with suppliers are a fundamental pillar of achieving a sustainable competitive advantage, as they help ensure the continuous flow of necessary raw materials and services at high quality and competitive costs. Khaled (2022, 40) indicates that organizations that build strong relationships with their suppliers are better able to negotiate, allowing them to obtain competitive prices and favorable terms. These relationships enhance organizations' ability to deliver products at higher quality or lower costs, which supports operational sustainability and strengthens their market position.

Sustainable relationships with suppliers not only contribute to improved operational performance but also help reduce risks associated with raw material availability and price fluctuations. Ahmed (2021, 60) explains that organizations that establish long-term partnerships with suppliers benefit from advantages such as quality assurance, continuity of supply, and improved operational efficiency. Furthermore, these relationships can contribute to promoting sustainability practices by adopting environmentally friendly raw material suppliers and sustainable manufacturing techniques.

4. The Practical Side

4.1 Respondents' attitudes and opinions regarding the research indicators

a. **Description of the dimensions of marketing control:** The results of the analysis, through Table (1), and according to the opinions of the respondents, show that there is a high focus on the dimension (control of the marketing strategy) in the private hospitals of the research sample, as it obtained the first place with the highest arithmetic mean, which amounted to (3.65) and a response rate of (73). The dimension (control of internal marketing) came, according to the opinions of the respondents, in the last place with the lowest arithmetic mean, which amounted to (3.47) and a response rate of (69.53). Table (1) also shows the values of the coefficient of variation for each dimension of marketing control, as the low value of the coefficient of variation, which approached the zero limits, indicates the intensity of the harmony of the respondents in the hospitals with that dimension.

Table (1): The hierarchical importance of the marketing control dimensions from the point of view of the respondents

	Dimensions	Mean	Response rate	Coefficient of variation	Order
1	Marketing Environment Oversight	3.52	70.4	25.69	Fourth Place
2	Marketing Strategy Oversight	3.65	73	23.78	First Place
3	Marketing Performance Oversight	3.54	70.93	26.07	Fifth Place
4	Marketing Systems and Procedures Oversight	3.57	71.46	24.89	Second Place

5	Customer Value Oversight	3.56	71.26	26.074	Sixth Place
6	Internal Marketing Oversight	3.47	69.53	29.90	Seventh Place
7	Sales Oversight	3.58	71.66	25.46	Third Place

Source: Prepared by the researchers based on the results of the SPSS statistical program.

b. Description of the dimensions of proactive marketing: The results of the analysis, through Table (2), and according to the opinions of the respondents, show that there is a high focus on the dimension of (flexibility) in the private hospitals in the research sample, as it ranked first with the highest arithmetic mean of (3.68) and a response rate of (73.6). The dimension of (creative ability), according to the opinions of the respondents, came in last place with the lowest arithmetic mean of (3.49) and a response rate of (69.8). Table (2) also shows the values of the coefficient of variation for each dimension of proactive marketing, where the low value of the coefficient of variation, approaching zero, indicates the high degree of harmony between the respondents in the hospitals with that dimension.

Table (2): The ordinal importance of the dimensions of proactive marketing from the perspective of the respondents.

	Dimensions	Mean	Response rate	Coefficient of variation	Order
1	Creative Ability	3.49	69.8	32.10	Sixth Place
2	Flexibility	3.68	73.6	25.46	First Place
3	Searching for New Opportunities	3.66	73.33	26.68	Second Place
4	Risk Tolerance	3.44	68.93	28.37	Fifth Place
5	Radical Innovation	3.49	69.86	26.96	Third Place
6	Market Sensing	3.45	69.13	26.99	Fourth Place

Source: Prepared by the researchers based on the results of the SPSS statistical program.

c. Description of the dimensions of sustainable competitive advantage: The results of the analysis, through Table (3), and according to the opinions of the respondents, show that there is a high focus on the dimension (cost) in the private hospitals in the research sample, as it ranked first with the highest arithmetic mean of (3.62) and a response rate of (72.4). The dimension (customer focus), according to the opinions of the respondents, ranked last with the lowest arithmetic mean of (3.55) and a response rate of (71.1). Table (3) also shows the values of the coefficient of variation for each dimension of sustainable competitive advantage. The low value of the coefficient of variation,

approaching zero, indicates the high degree of consistency of the respondents in the hospitals with that dimension.

Table (3): The ordinal importance of the dimensions of sustainable competitive advantage from the perspective of the respondents.

	Dimensions	Mean	Response rate	Coefficient of variation	Order
1	Cost	3.62	72.4	24.63	First Place
2	Quality	3.68	73.75	27.45	Fifth Place
3	Innovation	3.70	74	25.22	Second Place
4	Technology	3.69	73.85	25.24	Third Place
5	Customer Focus	3.55	71.1	29.73	Sixth Place
6	Supplier Relationships	3.56	71.2	27.09	Fourth Place

Source: Prepared by the researchers based on the results of the SPSS statistical program.

Based on the above and in light of the arrangement of the relative importance of the dimensions of the research variables, the first question that was raised in the research problem can be answered, which is what is the level of importance of the research variables in the researched hospitals, and based on the formulation of the first main hypothesis (the relative importance of the research variables and dimensions does not vary in the researched hospitals), therefore it can be said to reject this hypothesis and accept the alternative hypothesis that states that the relative importance of the research variables and dimensions varies in the researched hospitals.

4.2 Testing research hypotheses

a. **The second hypothesis:** which states (there is no correlation between the research variables): The data in Table (4) reveal the nature of the correlation between the marketing control variable and sustainable competitive advantage. The value of the correlation coefficient between the two variables was (0.37), which is a significant value with statistical significance, and at a probability level of (0.000), which is much less than the permissible error value of (0.05). Meanwhile, the value of the correlation between proactive marketing and sustainable competitive advantage was (0.641), at the same significance level above. The value of the correlation between marketing control and proactive marketing reached (0.71).

Table (4): Correlation coefficient between the research variables

Correlations	Proactive Marketing	Sustainable Competitive Advantage
Marketing Control	0.71**	0.37**
Proactive Marketing	1	0.641**

Source: Prepared by the researchers based on the results of the SPSS statistical program.

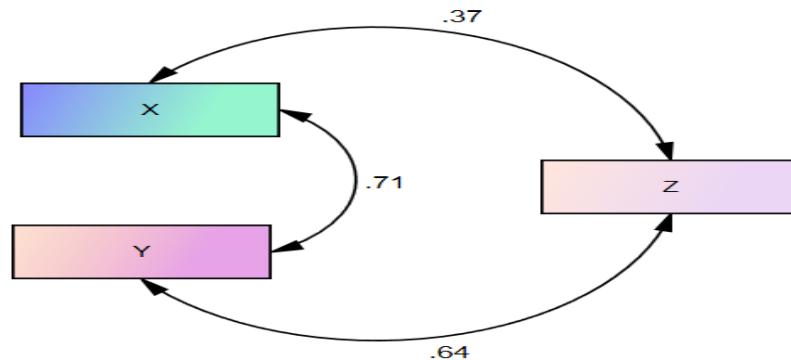


Figure (2): Correlation relationships between research variables

Source: Prepared by the researchers based on the results of the SPSS statistical program.

b. The third hypothesis: There is no statistically significant effect of the interaction between marketing control and proactive marketing on enhancing sustainable competitive advantage in hospitals. To examine this question, a one-way ANOVA (Analysis of Variance) test was conducted to determine whether there is a variance between marketing control and proactive marketing as independent variables and the deliberate variable, which is the sustainable competitive advantage of employees in private hospitals. Table (5) shows the test results and significance.

Table (5): Results of the ANOVA test to determine the differences between the responses of researchers from the surveyed hospitals regarding sustainable competitive advantage (at the aggregate level).

Dependent Variable	R2 Value	Calculated F Value	Sig.	β		Calculated T Value	Sig.
Sustainable Competitive Advantage	0.39	36.20	0.00	Marketing Control	0.066	0.766	0.455
				Proactive Marketing	0.585	6.842	0.000

Source: Prepared by the researchers based on the results of the SPSS statistical program.

Table (5) shows the results of the analysis of variance, from which we conclude that there are significant differences in the dimensions of the dependent variable, sustainable competitive advantage, among employees in private hospitals. The value of (F) came to (36.20) with a probability value of (0.000), which is less than 0.05, and therefore it is significant. From Table (5), the results of the statistical analysis showed a coefficient of determination of (0.39), meaning that the extent to which the two independent variables (marketing control and proactive marketing) explain

the changes in the dependent variable (sustainable competitive advantage) was good, indicating the significance and strength of the relationship between the two independent variables and the dependent variable in our study. On the other hand, the value of the regression coefficient β for the marketing control variable was (0.066), which is insignificant at a significance level of (0.05), as indicated by the Sig values. On the other hand, the value of the regression coefficient β for the proactive marketing variable was (0.585), which is significant and influential at a significance level of (0.05), as indicated by the Sig values. From the above, it is clear that there is a statistically significant effect of the interaction between marketing control and proactive marketing on enhancing the sustainable competitive advantage of hospitals (at the aggregate level). Therefore, the third main hypothesis is rejected and the alternative hypothesis is accepted.

c. Fourth Hypothesis: There is no statistically significant effect of the marketing control variable (combined) on sustainable competitive advantage (combined).

Table (6): Regression Analysis of Marketing Control Combined on Sustainable Competitive Advantage Combined

Independent variable	Direction of effect	Dependent variable	Estimating the regression coefficient	SRW	Sig.
Marketing Control	→	Sustainable Competitive Advantage	0.402	0.50	0.008

Source: Prepared by the researchers based on the results of the SPSS statistical program.

Table (6) shows that the results of the regression analysis revealed a significant direct effect of marketing control on sustainable competitive advantage. The regression coefficient value reached (0.402), indicating that a one-unit change in marketing control would lead to an increase of (0.402) in sustainable competitive advantage. The standard regression weight value reached (0.50), which reinforces the significant P-value of (0.008), which is less than the significant value of (0.05). This confirms the rejection of the fourth main hypothesis and the acceptance of the alternative hypothesis.

d. The fifth hypothesis: There is no statistically significant effect of the proactive marketing variable (combined) on sustainable competitive advantage (combined).

Table (7): Regression analysis of proactive marketing combined on sustainable competitive advantage combined.

Independent variable	Direction of effect	Dependent variable	Estimating the regression coefficient	SRW	Sig.
Proactive Marketing	→	Sustainable Competitive Advantage	0.851	0.89	0.003

Source: Prepared by the researchers based on the results of the SPSS statistical program.

Table (7) shows that the results of the regression analysis showed a significant direct effect of proactive marketing on sustainable competitive advantage, as the value of the regression coefficient reached (0.851), indicating that a change in proactive marketing by one unit will lead to an increase of (0.851) in sustainable competitive advantage, while the value of the standard regression weight reached (0.89), and this is reinforced by the significant (P-value) of (0.003), which is less than the significant value (0.05). This confirms the rejection of the fifth main hypothesis and the acceptance of the alternative hypothesis.

5. Conclusions and Suggestions

- a.
- b.
- c.
- d.

5.1 Conclusions

- a. Marketing control is one of the most prominent management tools that enables private hospitals to efficiently direct their marketing activities. This is achieved by monitoring performance and analyzing deviations, which helps in making effective corrective decisions that achieve customer satisfaction and support overall performance.
- b. Marketing control intersects with various organizational functions, particularly planning, organizing, and directing, making it an integrative tool that enhances the efficiency of resource use and reduces financial and time waste.
- c. Marketing control contributes to anticipating and addressing marketing problems in a timely manner by monitoring the internal and external environment and analyzing the changes surrounding private hospitals.
- d. Proactive marketing is an important strategic pillar in supporting hospitals' ability to adapt to environmental changes, as it enables the collection and analysis of customer data and future market trends, enhancing response speed and achieving added value.
- e. Proactive marketing contributes to building a positive image for the hospital, enhancing customer loyalty, and giving the organization the opportunity to seize opportunities before its competitors.

5.2 Suggestions

- a. Activate accurate digital marketing control systems based on artificial intelligence to monitor marketing performance in real-time.
- ❖ **Proposal Implementation Mechanism:**
 - Link marketing measurement tools to business intelligence dashboard systems.
 - Use analytical programs to detect early deviations.

- Issue immediate reports that are submitted directly to senior management.
 - b. Establish a proactive marketing unit within each hospital responsible for analyzing future market trends and competitor movements.
- ❖ **Proposal Implementation Mechanism:**
- Establish a marketing foresight department within the Marketing Department.
 - Employ trend analysis tools to anticipate changes.
 - Hold quarterly meetings to update the future marketing vision.
- c. Launch an interactive customer behavior analysis platform that enables understanding customer needs before they are formed.
- ❖ **Proposal Implementation Mechanism:**
- Design periodic proactive questionnaires and predictive surveys.
 - Use behavior tracking technologies across electronic services (e.g., click tracking in online booking).
 - Classify customers according to behavioral patterns for precise personalized targeting.
- d. Enhance the efficiency of hospital marketing personnel through specialized training programs in monitoring and proactive marketing.
- ❖ **Proposed implementation mechanism:**
- Offer practical courses on digital marketing monitoring tools.
 - Engage employees in virtual laboratories that simulate marketing crises.
 - Prepare pre/post-training evaluation tests to measure performance improvement.
- e. Integrate the concept of proactive marketing into hospital marketing emergency plans.
- ❖ **Proposed implementation mechanism:**
- Create future marketing scenarios to deal with emergencies (health crises, intense competition, changing demand).
 - Link the marketing department to risk management and update plans monthly.
 - Train a proactive team to quickly intervene in the event of market deviations.

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