Article

The Effect of Marketing Culture and Marketing Agility in Achieving Marketing Success: An Applied Study in Iraqi private Hotels

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Abstract: The present research explores the combined effects of marketing culture and marketing agility on marketing success, a relationship that has not been extensively studied in previous researches. The research aims to demonstrate the impact of marketing culture and marketing agility in achieving marketing success, where opportunities can be taken advantage of to enable organizations to seize new opportunities before competitors, and reduce risks through rapid adaptation in reducing the risks associated with sudden changes in the market, as well as promoting growth, marketing culture and marketing agility contribute to increasing market share and achieving sustainable growth and thus achieving for catalog success. The research population is represented by managers, board members and department managers in the Iraqi private hotels, either the research sample was selected from them a sample consisting of (122) persons, where a questionnaire form was created in accordance with the research's goals and hypotheses, and the forms were given to the sample, and (120) forms were retrieved subject to statistical analysis, i.e. the percentage of retrieval of questionnaire forms was (98.36%). The research reached several conclusions, the most important of which was that one of the most important aspects of achieving marketing success is setting clear and realistic goals and objectives that align with the overall vision and strategy of the business. Without a clear direction and goal, marketing efforts may be lost or become ineffective.

Keywords: marketing culture, marketing agility, marketing success.

1. Introduction

Marketing culture is one of the main factors that affect the success of the organization's marketing efforts, as it represents the common values on which marketing decision-making processes are based. It emphasizes customer-orientation by focusing on meeting customer needs and exceeding their expectations. A strong culture stimulates innovation in products, services and connectivity. A positive culture contributes to the hotel's reputation and image in the market [1], [2]. Marketing agility is vital in a dynamic and changing business environment through the ability to quickly adjust strategies in response to changes in the market, benefit from past experiences to improve future performance, develop new products and services that meet changing customer needs, and enhance collaboration between different teams to achieve common goals. Marketing culture and marketing agility are crucial factors in achieving marketing success. By fostering strong cultural values and focusing on agility, companies can improve their

ability to compete, retain existing customers, gain new customers in contemporary markets, and achieve their strategic goals for the hotel.

2. Materials and Methods

Research problem:

The research problematic is the inability of hotel units to quickly adjust strategies in response to changes in the market, the failure to benefit from past experiences to improve future performance, the failure to develop new services that meet changing customer needs, and the failure to enhance cooperation between different teams to achieve common goals. The following query can be used to articulate the research problem: Is there an impact of marketing culture and marketing agility in achieving marketing success in Iraqi private hotels?.

Research importance:

The significance of marketing culture, marketing agility, and marketing success made the research important. Marketing culture refers to the shared values, beliefs and practices adopted by an organization (hotel) that affect how it deals with the market and customers. Marketing agility refers to an organization's ability to adapt quickly to changes in the market and effectively exploit new opportunities. Marketing culture and marketing agility are crucial factors in achieving marketing success.

Research Objectives:

The research aims to show the impact of marketing culture and marketing agility in achieving marketing success, where opportunities can be taken advantage of to enable hotels to seize new opportunities before competitors, and reduce risks through rapid adaptation in reducing the risks associated with sudden changes in the market, as well as promoting growth, marketing culture and marketing agility contribute to increasing market share and achieving sustainable growth and thus achieving marketing success and objectives that align with the overall vision and strategy of the business. Without a clear direction and goal, marketing efforts may be lost or become ineffective.

Hypothetical diagram of the research:

A research plan is pivotal to a research project because it defines and helps define the focus, approach and objectives of the researcher while outlining the research project from beginning to end so that through this plan the research objectives can be achieved efficiently, effectively and realistic goals and objectives that align with the overall vision and strategy of the business. Without a clear direction and goal, marketing efforts may be lost or become ineffective. The Hypothetical diagram of the research can be illustrated in the following figure 1:
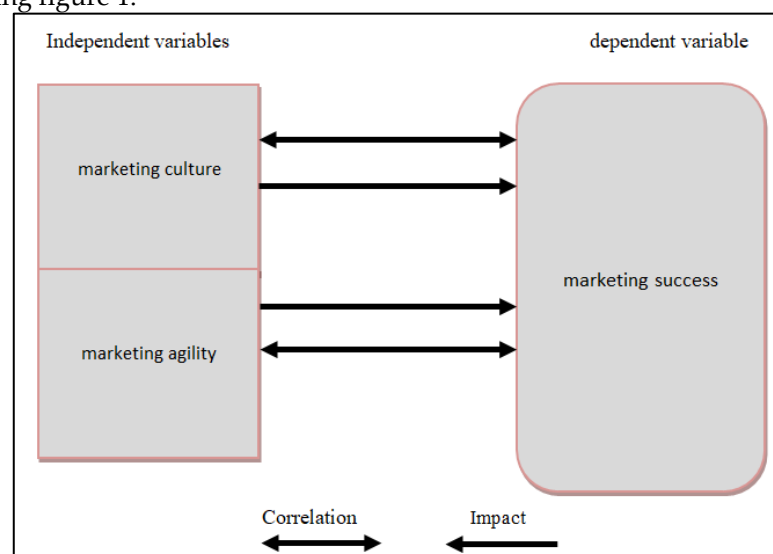

Figure 1. Hypothetical diagram of the research

Source: Prepared by the researcher

Research hypotheses:

The research is founded on two rudimentary theories, which are as shadows:

1. There is a statistically significant correlation between marketing culture, marketing agility and marketing success.
2. There is a statistically significant impact of marketing culture and marketing agility in achieving marketing success.

Research population and sample:

The research population is represented by managers, board members and department managers in the Iraqi private hotels, either the research sample was selected from them a sample consisting of (122) persons, where a questionnaire form was created in accordance with the research's goals and hypotheses, and the forms were given out and (120) forms were retrieved subject to statistical analysis, i.e. the percentage of retrieval of questionnaire forms was (98.36%).

Research Method:

To achieve the objectives of the research, the deductive approach has been followed by relying on Arab and foreign books, periodicals, theses, university theses and the Internet, in addition to using the analytical method in the practical side of the research by relying on the questionnaire form and analyzing it using appropriate statistical tools [3].

Theoretical background

The concept and importance of marketing culture:

In an age where brands compete not only for customers, but for interest, trust and resonance, marketing culture is emerging as a core strategy. Rooted in a deep understanding and reflection on prevailing beliefs, values, customs and social practices, marketing culture goes beyond traditional advertising methods to connect with audiences on a deep level. This approach does not merely involve the use of cultural trends as decorations [4], [5].

Marketing culture stems from the confluence of marketing strategies that seamlessly rely on different cultural elements and help brands establish a resonant and genuine connection with their audience. It goes beyond the act of selling products or services and delves into a world where brands embody, respect, and reflect cultural, social, and even political narratives relevant to their target audience [6]. Marketing culture focuses on understanding cultural nuances but also involves skillfully integrating them into the organization's marketing campaigns, ensuring that communication is culturally relevant, sensitive and engaging.

In a time when consumers are drawn to brands that represent their cultural values, beliefs, and sensitivities, marketing culture is becoming a fundamental marketing strategy [7], [8]. By incorporating brands into the rich tapestry of pertinent societal and cultural narratives, this strategy goes beyond conventional marketing norms. It is essential for creating genuine and significant connections, making sure that brands connect with their audience on an emotional and cultural level in addition to communicating their value propositions. These occur when using various marketing techniques [9].

Marketing culture goes beyond the process of integrating a brand into an organization's cultural narratives; it entails a deep and authentic engagement with those narratives, ensuring that the brand becomes a trusted and respected actor within them. Here are some key elements of good cultural marketing:

1. Authenticity: Genuine participation and respect towards the cultural elements addressed ensures that marketing strategies are not considered as a misappropriation or insincere exploitation.
2. Relevance: Cultural narratives should currently be relevant to the target audience, reflecting ongoing dialogues, fears and celebrations within their communities [10].
3. Inclusiveness: Embracing a wide range of perspectives and voices within cultural dialogues as an ally and advocate for diverse audiences.
4. Added value: The brand should seek to add value to the cultural dialogue, whether through supportive actions, or contribute positively to the narrative [11].
5. Consistency: Cultural interaction must be consistent with brand identity, values and messages to ensure coherence and credibility.

The concept and importance of marketing agility and its requirements:

Today's businesses need to be nimble when navigating intricate markets. Since every marketing team today uses some kind of agile celebration to attain marketing agility, the idea of marketing agility in practice becomes lean marketing. Marketing agility frequently entails the ongoing enhancement of different marketing initiatives across the company in order to enhance marketing strategy, address shifts in consumer behavior, expectations, and preferences, and recognize and react to early indicators of change [12].

Additionally, by embracing marketing agility, the company is building data warehouses to use data to create a single customer view, center them, and create a closed-loop system that permits consistent iterations and changes. This is made possible by regular data input and the development of different marketing competencies of the learning organization, such as a shared vision and the adoption of a learning mindset that encourages communication and problem-solving [13].

Some adjustments must be made to current marketing procedures and initiatives in order to implement an agile journey. It is not a good idea to implement agility practices in every process within the company. It is preferable to implement specific measures to apply agility throughout your marketing endeavors. Additionally, this enables the rest of the staff and marketers to become familiar with the new structure [14].

However, if I want to gain marketing agility in the organization, it has some requirements that will help it to settle on the right track:

1. Establish a single marketing database: It makes sense to anticipate that implementing agile principles will yield a wealth of information, including data, insights from the past, and information you come across in the future.
2. 2- Integrate product, channel, and customer data: Marketing requires insights into products, channels, and customers; companies frequently make the mistake of separating these aspects. Because every department strives to enhance its procedures, this results in the failure to meet the overall objective .
3. 3- Adjust to the marketing automation culture: A lot of businesses are automating all of their processes. However, there's usually always space for improvement when it comes to marketing automation.
4. Find more ways to leverage customer insights: It's simpler to concentrate on using customer insights from data in your company's databases since your marketers have more time [15].
5. 5- Make customer information a top priority for the entire company: Every marketing team must answer to upper management. The organization needs stakeholder and senior management approval for most projects and procedures.

The relationship between marketing culture and marketing agility and their role in achieving marketing success:

Marketing success can be defined in different ways, such as increasing an organization's brand awareness, attracting leads, converting customers, retaining loyalty, boosting satisfaction, or improving profitability marketing success is setting clear and realistic goals and objectives that align with the overall vision and strategy of the business [16].

One of the most important aspects of achieving marketing success is setting clear and realistic goals and objectives that align with the overall vision and strategies of the business. Without a clear direction and goal, your marketing efforts may be lost or become ineffective. However, setting goals and objectives is not enough.

Although it takes time, building a marketing culture and marketing agility eventually results in steady growth. It's likely that you are halfway to accomplishing this. But as long as your company is in operation, it will continue to be an iterative process. You can better focus your efforts by gaining deeper insights about your customers through marketing culture and marketing agility [17].

The nature of the relationship between marketing culture and marketing agility in order to achieve marketing success can be illustrated through the following:

1. Marketing culture and marketing agility use marketing strategies that include cultural elements to form real links between the brand and its audience [18].

2. 2. This marketing approach goes beyond simply promoting and selling products and services, embodies respect for diverse cultures, and reflects cultural, social and political narratives relevant to the target audience.

3. By creating messages and offers that are respectful and culturally appropriate, marketing culture and marketing agility assist brands in navigating international markets. Brands can make sure their marketing strategies are effective, courteous, and encouraging by paying attention to and learning from the cultures they interact with.

4. The basic elements of an effective marketing culture include originality, relevance, inclusiveness, respect, added value and consistency [19], [20].

5. Strategies to enhance marketing culture and agility efforts include creating content that tells honest stories and intertwines with cultural themes, investing in local advertising, celebrating regional and cultural events, leveraging user-generated content, etc.

3. Results

The applied aspect of research

Research population and sample:

The current research was applied in a sample of private hotels listed on the Iraq Stock Exchange. There are eight private hotels in Iraq listed in this market, namely Ashur Hotel, Baghdad Hotel, Babylon Hotel, Ishtar Hotel, Karbala Hotel, Mansour Hotel, Palestine Hotel and Al-Sudair Hotel.

The research population is represented by managers, board members and department managers in the Iraqi private hotels, either the research sample was selected from them a sample consisting of (122) persons, where a questionnaire form was designed consistent with the objectives of the research and its hypotheses, and the questionnaire forms were distributed and (120) forms were retrieved subject to statistical analysis, i.e. the percentage of retrieval of questionnaire forms was (98.36%). The following table 1illustrates how the questionnaire was created and the questions were worded to convert responses into quantitative values on a five-point Likert scale and in the range of 1 to 5. The Cronbach alpha test was used to confirm the tool's apparent validity:

Table 1. Cronbach alpha coefficient of research variables

No.	Variables	Number of items	Cronbach Alpha coefficient
1	Marketing Culture	6	0.902
2	Marketing agility	6	0.879
3	Marketing success	6	0.885
	Average	6	0.889

Source: Prepared by the researcher.

It is clear that the Cronbach alpha coefficient for the research variables has reached its value (0.889), and this means that there is a great degree of credibility in the answers of the members of the research sample and the expression of the appropriateness of the paragraphs placed in the questionnaire, and a set of statistical methods were used, as the mean, percentages and standard deviation were used, in addition to the use of the T-test to show that the relationships between the research variables are real relationships and do not return to chance. The brand seeks to add value to cultural dialogue, whether through supportive actions, or contributing positively to the narrative and cultural interaction was consistent with brand identity where Cronbach alpha tests are designed to see if surveys, questionnaires and other tests are reliable. This is done by measuring latent, hidden or unnoticed variables.

The results of the distribution of the questionnaire and the analysis of the demographic characteristics of the sample:

The results of distributing the questionnaire lists to the research sample members are displayed in Table (2).

Table 2. The results of distributing the questionnaire

Details	questionnaire	Percentage

Distributed questionnaires	122	100%
Recovered and analyzable questionnaires	120	98.36%
Non-refundable questionnaires	2	1.64%

Source: Prepared by the researcher.

It is noted from Table (2) that the questionnaires distributed (122) questionnaires, and (120) forms have been retrieved for statistical analysis the target audience and reflect ongoing dialogues seen as misappropriation or insincere exploitation as the percentage of these forms reached (98.36%), either the non-recovered forms amounted to (2) forms that are not subject to analysis, i.e. (1.64%).

Table (3) provides an analysis of the demographic traits of the research sample participants:

Table 3. Demographic characteristics of the research sample

No.	Variable	classification	Number	Percentage
1	age	30 40 years old	21	16.15%
		41 50 years	65	50.00%
		More than 50 years	34	26.15%
2	sex	male	84	64.62%
		female	36	27.69%
3	qualification	Bachelor	84	64.62%
		Master	22	16.92%
		Doctor	14	10.77%
4	experience years	5 - 10 years	15	11.54%
		11- 15 years	78	60.00%
		More than 15 years	27	20.77%

Source: Prepared by the researcher.

Following the retrieval of the questionnaires that were distributed to the research sample, it was discovered that 16.15 percent of the members of the research sample are between the ages of 30 and 40, and 50 percent are between the ages of 40 and 50. The remaining members are over 50. The percentage of male members of the research sample reached 64.62%, while the percentage of female members reached 27.69%. The proportion of research sample participants with a bachelor's degree (64.62%), master's degree holders (16.92%) and doctorate holders (10.77%), indicating their qualifications to comprehend the topic. Although In terms of the research sample's members' years of experience, the largest percentage (60.00%) fell into the 11–15 year range. This suggests that the participants have a thorough understanding of the research topic and the issues facing the organizations they work for, which can boost the validity of the findings. By developing our buyer personas, demographic information has allowed us to better understand the target market. Its primary purpose is to strategically create offerings for particular target audiences.

Descriptive statistics of research variables:

The following table 4 provides descriptive statistics of the marketing culture variable as an independent variable in this study with respect to the mean, percentage, and standard deviation:

Table 4.. Descriptive statistics for the marketing culture variable

No.	Details	mean	Percentage	Standard deviation
1	Attention to genuine participation and respect towards the cultural elements addressed ensures that marketing strategies are not seen as misappropriation or insincere exploitation	4.894	%97.88	1.202
2	Cultural narratives are currently relevant to the target audience and reflect ongoing dialogues, fears and celebrations within their communities.	4.500	%90.00	1.868

No.	Details	mean	Percentage	Standard deviation
3	A wide range of perspectives and voices are embraced within cultural dialogues as an ally and advocate for diverse audiences	3.958	%79.16	1.605
4	The brand seeks to add value to cultural dialogue, whether through supportive actions, or contributing positively to the narrative	4.469	%89.38	1.541
5	Cultural interaction was consistent with brand identity, values and messages to ensure cohesion and credibility.	4.352	%87.04	1.436
6	Marketing culture focuses on understanding cultural nuances but also involves skillfully integrating them into the hotel's marketing campaigns.	4.120	82.40%	1.290
	Overall average	4.382	87.64%	1.490

Source: Prepared by the researcher.

As can be seen from the above table, the marketing culture variable's mean across all paragraphs was 4.382, with a standard deviation of 1.490 and a percentage of 87.64 percent. Where genuine participation and respect towards the cultural elements addressed ensure that marketing strategies are not considered as a misappropriation or insincere exploitation, cultural narratives are currently relevant to the target audience and reflect the ongoing dialogues, fears and celebrations within their communities. Working to embrace a wide range of perspectives and voices within cultural dialogues as an ally and advocate for diverse audiences, the brand seeks to add value to cultural dialogue, whether through supportive actions, or contributing positively to the narrative. Cultural interaction was consistent with brand identity, values and messages to ensure coherence and credibility as marketing culture focuses on understanding cultural nuances but also involves skillfully integrating them into the hotel's marketing campaigns.

The following table 5 provides clarification on the marketing agility variable's descriptive statistics with respect to the mean, percentage, and standard deviation:

Table 5. Descriptive statistics for the marketing agility variable

No.	Details	mean	Percentage	Standard deviation
1	A unified marketing database is created that is concerned with agile concepts to bring a huge amount of ideas, insights, data and future information	4.120	%82.40	1.287
2	Product, channel and customer information is integrated, and this leads to not achieving the larger goal because each department is racing to improve its operations	5.159	%103.18	1.892
3	Adapt to a marketing automation culture, where process automation is implemented across the board and there is often room for improvement	4.231	%84.62	1.181
4	Find more ways to leverage customer insights and it's easier to focus on leveraging customer insights from information in databases	4.617	%92.34	1.424
5	Customer information is prioritized, with each marketing team reporting to senior management for stakeholder and senior management approval.	4.571	%91.42	1.650
6	A unified marketing database is created that is concerned with agile concepts to bring a huge	4.130	%82.60	1.361

	amount of ideas, insights, data and future information			
	Overall average	4.4713	%89.43	1.466

The table shows that, with a percentage of 89.43% and a standard deviation of 1.466%, the mean of the marketing agility variable's total paragraphs was 4.4713. The creation of a single marketing database Because each department is rushing to improve operations and adjust to the culture of marketing automation, agile concepts are interested in bringing a vast amount of ideas, visions, data, and future information, as well as product, channel, and customer information integrated. This results in the failure to achieve the larger goal, where Automate processes across the board and often there is always room for improvement as well as look for more ways to benefit from customer insights and it is easier to emphasis on leveraging customer insights after information in files, where customer information is prioritized, as each marketing team is accountable to senior management to obtain the approval of stakeholders and senior management and a unified marketing database is created Agile concepts are interested in bringing a huge amount of ideas Future visions, data and information in a way that can efficiently achieve the objectives of the hotel.

The following table 6 provides clarification on the descriptive statistics of the marketing success variable, which is the dependent variable in this study, with regard to each mean, percentage, and standard deviation:

Table 6. Descriptive statistics for the marketing success variable

No.	Details	mean	Percentage	Standard deviation
1	Marketing success is achieved by increasing awareness of an hotel's brand, or attracting leads and improving profitability	4.577	%91.54	1.892
2	Clear and realistic goals and objectives are set that are consistent with the overall vision and strategies of the business in line with the objectives	4.945	%98.90	1.630
3	Marketing success relies on marketing strategies that incorporate cultural elements to form real links between the brand and its audience..	4.021	%80.42	1.540
4	Marketing success requires respect for diverse cultures, and reflects cultural, social and political narratives relevant to the target audience.	3.867	%77.34	1.541
5	Marketing success helps brands navigate global markets by designing messages and offerings to be culturally relevant and respectful	4.589	%91.78	1.390
6	Marketing success includes the essential elements of an effective marketing culture Originality, relevance, inclusiveness, respect, added value and consistency	4.116	82.32%	1.658
	Overall average	4.569	87.05%	1.609

The aforementioned table shows that the marketing success variable's mean of all paragraphs was 4.569, with a standard deviation of 1.609 and a percentage of 87.05%, which indicates the acceptance of the results of this variable as a result of their importance in the subject of the research. Where marketing success is achieved by increasing awareness of the hotel's brand, or attracting potential customers and improving profitability, where clear and realistic goals and objectives are set that are consistent with the general vision and strategies of the business in line with Objectives, marketing success

also depends on marketing strategies that include cultural elements to form real bonds between the brand and its audience by designing messages and offers to be culturally relevant and respectful, and marketing success includes the basic elements of an effective marketing culture originality, relevance, inclusiveness, respect, added value and consistency to achieve the goals of the hotel as a whole.

Test the correlation of the research variables:

In order to test the correlation among the research variables, the value of the correlation coefficient (Pearson) can be used, and this coefficient is one of the most common correlation coefficients and will be used when both variables are a continuous quantitative variable, to measure the relationship between two variables, each of which represents a specific phenomenon or variables. The value of the correlation coefficient (Pearson) between the search variables can be clarified as shown in the following table 7:

Table 7. The value of the correlation coefficient (Pearson)

	Marketing agility	Marketing Culture	Marketing success
Marketing Culture	1	.942*	.917*
Marketing agility	.942*	1	.936*
Marketing success	.917*	.936*	1

Source: Prepared by the researcher.

The aforementioned table makes it evident that there is a strong direct correlation between the marketing culture and marketing success variables (0.917), as well as between the marketing agility and marketing success variables (0.936). Additionally, there is a strong direct correlation between the values of the correlation coefficients between the marketing culture and marketing agility variables (0.942).

Test the impact relationship of the variables:

The effect relationship among the research variables can be tested as shown in the following table 8:

Table 8. Testing the impact relationship of variables

Independent variables	Model Summary		Analysis of Variance (ANOVA)			Coefficients Transactions		
	R	R²	F	Sig.F	Dependent variable	βi	T	Sig.T
Marketing Culture	0.917	0.841	8.561	0.05	Marketing success	4.565	5.461	0.05
Marketing agility	0.936	0.876	9.274	0.05		5.856	5.908	0.05

Source: Prepared by the researcher.

Through the above table, it is noted that the value of the correlation coefficient R between the marketing culture variable and the marketing success variable has reached (0.917) and this indicates that the relationship between these two variables is a direct correlation relationship, and the value of the determination coefficient R^2 (0.841) and this explains the amount of (84.1%) of the variation in marketing culture, as the value of F (8.561) at the level of (0.05) and this confirms the significance of the regression. It is also noted that the value of the correlation coefficient R between the marketing agility variable and the marketing success variable has reached (0.936) and this indicates that the relationship between these two variables is a direct correlation relationship, and the value of the coefficient of determination R^2 (0.876) This explains the amount of (87.6%) of the variation in marketing agility, as the value of F (9.274) at the level of (0.05) and this confirms the significance of the decline.

The results of the correlation and impact relationships between the research variables can be explained as follows. (Figure 2)
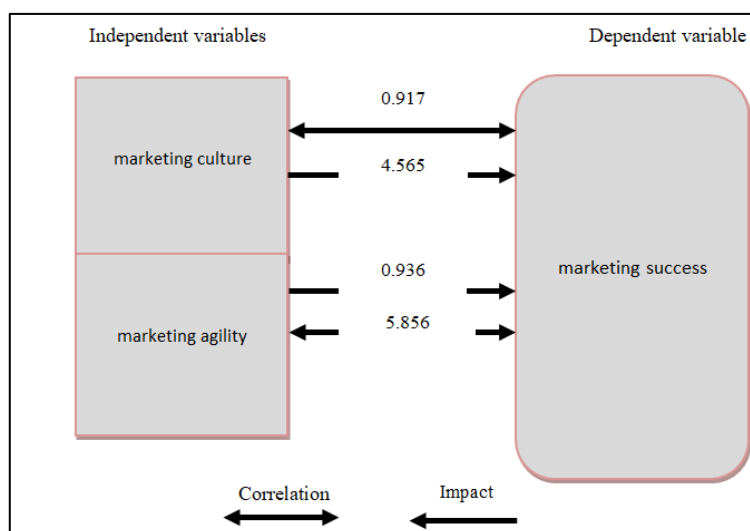
Figure 2. The results of the correlation and impact relationships between the research variables

Source: Prepared by the researcher

Accordingly, the research hypotheses have been proven, i.e. there is a statistically significant correlation between marketing culture, marketing agility and marketing success. There is also a statistically significant impact of marketing culture and marketing agility in achieving marketing success.

4. Discussion

The results of this study affirm that both **marketing culture and marketing agility** play a significant and complementary role in achieving marketing success within the Iraqi private hotel sector. The statistical findings indicate a strong and positive correlation between the variables, with marketing agility (r = 0.936) showing slightly higher impact than marketing culture (r = 0.917). This implies that while cultural alignment enhances brand authenticity and customer resonance, the ability to rapidly adapt to market shifts and harness customer insights is even more crucial in dynamic service industries like hospitality. **Practically**, this underscores the need for hotels to develop both culturally grounded strategies and agile systems, such as unified databases and automated processes, to remain competitive. However, **limitations** exist in the study's context-specific sample and reliance on self-reported measures, which may constrain the generalizability of the findings. **Future research** should explore comparative cross-sectoral analyses and incorporate qualitative methods to deepen understanding of how internal organizational culture shapes agility and long-term marketing performance across different market environments.

5. Conclusion

1. Marketing culture stems from the confluence of marketing strategies that seamlessly rely on different cultural elements and help brands establish a resonant and genuine connection with their audience, respecting and reflecting cultural, social and even political narratives relevant to their target audience.
2. Marketing culture focuses on understanding cultural nuances but also involves skillfully integrating them into the hotel's marketing campaigns.
3. In a time when consumers are drawn to brands that represent their cultural values, beliefs, and sensitivities, marketing culture is becoming a fundamental marketing strategy. This strategy surpasses conventional marketing norms.
4. In order to use data to create a single customer view, put them at the center, and create a closed-loop system that permits frequent iterations and changes, the hotel that embraces marketing agility is building data warehouses.
5. One of the most important aspects of achieving marketing success is setting clear and realistic goals and objectives that align with your overall vision and strategy for your

business. Without a clear direction and goal, your marketing efforts may be lost or become ineffective.

Recommendations:

1. The necessity of developing marketing campaigns aimed at particular demographics, segmenting all hotel patrons according to pertinent criteria, and adjusting your marketing plan in light of upcoming developments and searching for innovative marketing.
2. Plan ahead for any future changes in the marketing industry and work on evaluating pertinent data to make vision-based decisions.
3. concentrating on the operational side of marketing, encouraging the hotels' creative process, and making an effort to pay attention to, train, and educate staff.
4. You also benefit from the necessity of building and maintaining a database since it gives you important information about customer relationships and enhances analytics, which enables you to make better decisions and gain a deeper comprehension of customer problems and concerns.
5. Adopt the different marketing-related competencies of the learning organization, such as shared vision, mental models, personal mastery, group learning, systems thinking, creating a culture that rewards risk-taking and unconventional thinking, and facilitating creative and innovative processes.

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