

# The role of marketing Ambidexterity in Achieving strategic success

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## **Abstract:**

The current research seeks to know the role of marketing Ambidexterity in achieving strategic success, by relying on a modern marketing tool that keeps pace with the emerging changes in the external environment, based on two variables: the independent variable (marketing Ambidexterity) with its dimensions (exploring opportunities, exploiting opportunities) and the dependent variable (strategic success) with its dimensions (growth, adaptation, specific strategy), where a sample consisting of (84) From the administrative leadership at the University of Maysan, The research reached a set of conclusions, including (from the results of the statistical analysis, it shows the clear interest of the research sample in marketing ingenuity Far away (Exploring opportunities, exploiting opportunities), because they are the basis for its survival in the competitive environment and building a solid base that attracts different categories of students and teaching staff, because searching for opportunities and exploiting them adds additional strength to the sample being studied and strengthens its position in a manner that is consistent with the labor market.) And the recommendations include: ( Increase focus and interest in marketing Ambidexterity in order to achieve excellence in the field of providing educational services and overcome competitors by exploring and exploiting everything new in the field of education in a way that ensures the strategic success of the sample studied in the long term.

**Keywords:** Marketing Acumen – Exploring Opportunities – Exploiting Opportunities – Strategic Success.

## **The introduction:**

Marketing today has become more than just the idea of obtaining a product or service or achieving satisfaction, but has taken on a dimension that has a wide resonance in all aspects of life. Its focus at the present time is not limited to achieving profit, but rather building a strong marketing base that is not affected by external variables that are considered a major threat to various organizations. This achievement cannot be achieved without exerting sufficient effort, time, and resources, because the real marketing man keeps in mind that he is in continuous competition that does not stop at a certain point, relying on everything that is new. Marketing Ambidexterity is one of the modern tools used in the field of business, not only in terms of goods but also services, especially educational services, which are no longer limited to providing them and the student obtaining a university degree. Rather, the senior administrative leadership at Maysan University seeks to explore and exploit everything new and keeps pace with scientific development in other countries, which helps to enhance its position and competition in order to achieve strategic success in the long term, which is a basic driver to push its wheel forward in order to develop its college and departments with everything new in the field of education and market its services in an effective manner that attracts the largest possible segment of customers and achieves their satisfaction and supports the labor market with diverse outputs that achieve all means of success.

## **The first topic: Research Methodology**

### **First: The research problem**

The current research aims to know how marketing Ambidexterity affects achieving strategic success, because Maysan University is considered the cornerstone in providing Maysan Governorate and the labor market with diverse outputs that serve the public and private sectors effectively. Accordingly, this research seeks to answer accurately several questions, including:

- A. How does marketing dexterity effectively affect the strategic performance of the organization under study?
- B. How available is marketing dexterity in its dimensions in the researched sample?
- C. How available is strategic success in its dimensions in the sample studied?

D. How is marketing dexterity related to strategic success on the part of the sample studied?

**Second: Research objectives**

The current research seeks to achieve several objectives, including:

- A. To know the correlation between marketing dexterity and strategic success in the researched sample.
- B. Knowing and determining the impact of marketing dexterity in its dimensions in achieving strategic success for the researched sample.
- C. Determining the availability of marketing dexterity dimensions in the researched sample.
- D. Identifying the extent of the availability of strategic success dimensions in the sample studied in order to provide a solid marketing base for the sample studied that enables it to market its educational services in an attractive manner.

**Third: The importance of the research:**

The importance of the current research lies in a set of points, including:

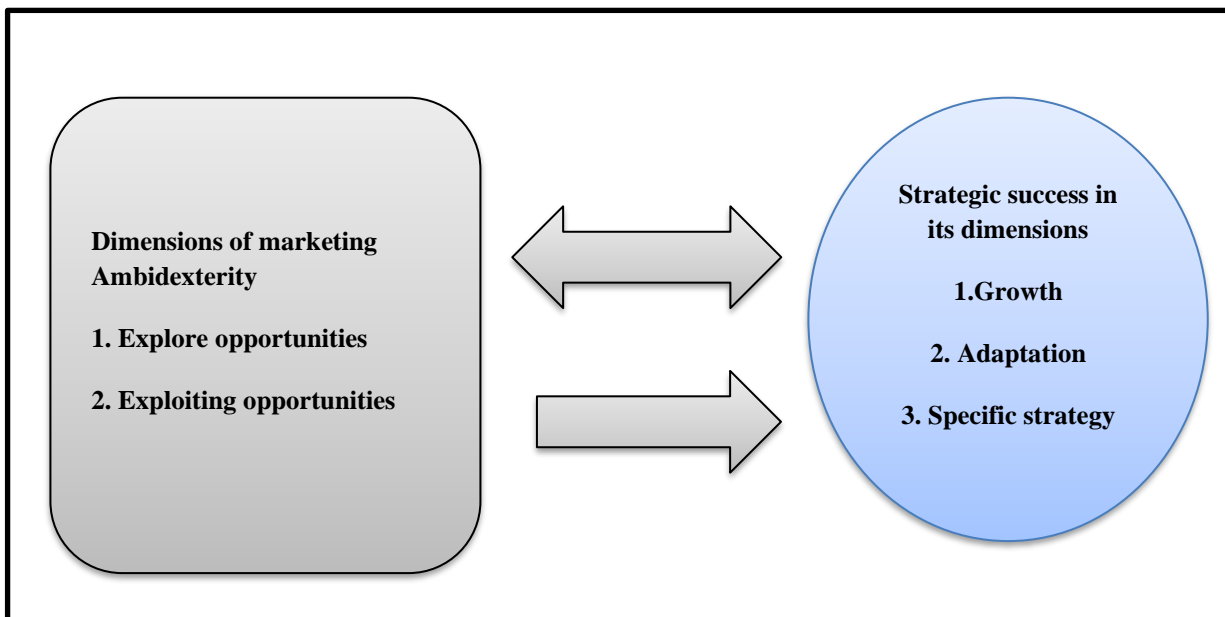
- A. To identify this modern and diverse marketing tool and the possibility of applying it in the researched sample in order to market an educational service with high quality.
- B. Directing and raising the attention of senior administrative leaders in the sample studied on the importance of using this marketing tool in order to confront the changing external circumstances and confront the crises that they encounter.
- C. Conducting the current research and focusing it on the public education sector is an essential and important point in order to develop this sector and make it comparable to other countries and sectors in terms of distinguished educational services.

**Fourth: Research hypotheses:**

- 1. There is a statistically significant correlation between marketing dexterity and strategic success.
- 2. There is a statistically significant relationship between marketing dexterity and strategic success.

**Fifth: The hypothetical plan of the research:**

Figure (1) shows the hypothetical research scheme based on the current research problem:



**Sixth: Research community and sample**

Represents the current research community at the University of Maysan The university's senior leadership was selected, which was represented by the university president, his assistants, deans, assistants, heads of academic departments and branches. The research sample was chosen intentionally with the aim of reaching more reliable and clear results that directly affect the results of the current research. The number of individuals in the research sample was (89), to whom the questionnaire form was distributed, and (84) valid forms were retrieved for statistical analysis.

### **Seventh: Research limits**

1. Time limits: The period from the beginning of writing the theoretical and methodological aspects until the distributed questionnaire forms are collected, i.e. the time period between 9/1/2024 and 11/1/2024.
2. Human boundaries: individuals working in leadership positions, namely (the university president, the practical and administrative assistant, deans, the practical and administrative assistant, heads of practical departments and branches).

### **The second section/the theoretical aspect of the research**

#### **First: Marketing Ambidexterity**

##### **1. Marketing dexterity concept**

Marketing agility is defined as the pursuit of exploiting existing resources and exploring new possibilities, creating harmony between operations that focus on the company's exploitation of its resources to enhance its competitive position, and exploration that focuses on new opportunities in the future. (Freih at, 2020), And it can Explaining dexterity in the context of marketing as the marketing skills and practices to maintain the competitive position of companies in today's competition and to maintain their existence in the long term so that they can achieve the required balance between short-term goals (maximizing profit) and long-term goals (sustainability) at the same time (Adiwijaya et.al, 2020), so it is viewed as the organization's ability to achieve a balance between exploitative and exploratory activities. Since the business environment at the present time is characterized by complexity and dynamism, this imposes on companies of various types to integrate existing businesses and explore new opportunities at the same time (Ali, et.al, 2022), and the term dexterity in the field of marketing lies in the ability to use marketing techniques and strategies to support the company's ability to survive in the long term and its competitive position in the market. A company that has good market knowledge will provide more information and explore and exploit marketing better because the effective implementation of marketing dexterity requires the introduction or reception of new and diverse information for optimal use (M(Unawaroh,et.al,2023), Because marketing dexterity is the company's ability to adapt in organizing and exploiting internal and external resources, such as technology and knowledge, to meet customer needs and also create value for marketing businesses because achieving dexterity successfully leads to achieving a competitive advantage and improving the organization's marketing performance (Saeed,et.al,2023), This renewed marketing perspective assumes that organizations can enhance their performance by expanding their exploitation or exploration of everything new in the various marketing endeavors that the organization seeks to achieve. This requires marketing managers to allocate sufficient resources and attention in order to achieve satisfactory results. (Onobrakpeya et.al,2023).

##### **2. The importance of marketing dexterity for organizations in general.**

Marketing ingenuity is one of the important and new topics in the field of business because it is characterized by diverse knowledge and renewed exploration in the long term and its importance in achieving effective adaptation to the external environment and its continuous changes in order to achieve creativity and innovation. Its effective importance lies in: (Saleh et al. 2023)

1. The ability to face environmental challenges that force the organization to search for effective ways to achieve success and continuity in the competitive environment.
2. It is characterized as a marketing tool for new activities and methods that help in organizational change and excellence to achieve effective and flexible adaptation to external variables.
3. Helping organizations develop their capabilities to transform into new opportunities in the short term, with the aim of proving the value that is the basic condition for distinction among organizations.
4. Enabling organizations to diversify their skills by combining current opportunities with future visions and) giving more options to build important results in terms of managing contradictions and tensions in current and future dealings to achieve creativity and innovation.
5. Achieving long-term success for organizations through the harmony between exploring and investing in opportunities, and its positive impact on achievement indicators.

##### **3. Dimensions of marketing dexterity**

There are two basic dimensions of marketing dexterity: (Radhi,2022)

1. Exploring opportunities: Marketing success and excellence require organizations to follow the basic rules in order to face external challenges that affect their ability to explore marketing opportunities in the

external environment in order to achieve organizational and competitive advantage in the short and medium term. And the tall one Exploring marketing opportunities is the process of using new knowledge to improve brand management and enhance marketing effectiveness. (AL-Janabi et.al,2024).

2. **Exploiting opportunities:** Organizations of all kinds are currently facing many challenges in exploiting marketing opportunities. Therefore, marketers must choose between the available marketing options and use the rules and procedures to confront these existing environmental challenges. This exploitation is not limited to internal and external opportunities only, but also seeks to exploit the existing knowledge, skills, capabilities and processes that contribute to introducing a gradual improvement in marketing performance..

## **Second: Strategic success**

### **1. Strategic Success Concept**

The key to the effective development of the company is the extent to which it possesses the strategic capabilities that achieve long-term success. Strategic success refers to a set of available resources, opportunities and strengths that can be transformed under favorable market conditions for the company into competitive advantages, which increases the profitability and effectiveness achieved. (Orlov et.al,2020), therefore, strategic success is viewed as a set of administrative factors and processes that lead organizations to excel in the business world and compete in order to be able to achieve their strategic goals in a manner that is consistent with the environment in which they operate. (Wali et al., 2023), and since the global environment is rapidly changing and its markets are constantly changing, the use of everything new has emerged in order to achieve strategic success that distinguishes it from other competing companies (Paudel & Kumar, 2021). Since companies of all types do not operate in complete isolation, but rather operate in a complex and multifaceted work environment with which the company constantly interacts, which makes it sensitive to the complexities occurring in the external environment, it is necessary to understand and increase focus on the major role of the company's strategic success in dealing with such a complex environment (Sharma & Sonali, 2023), and strategic success is of great importance to the organization for its effective role in raising employee performance levels and creating an ethical environment based on trust and investment in individual capabilities to achieve progress and development and help develop standard performance rates and contribute to evaluating human resources management programs and plans to motivate them to achieve success for the organization in the long term (Emran & Elhony, 2023).

### **2. Dimensions of strategic success**

The researchers relied on several dimensions of strategic success in a manner consistent with the environment under study. The current research relied on the dimensions mentioned below and their compatibility with the required goal (dawood & Mahmoud,2021):

#### **A. Growth**

Growth leads to market expansion, which results in the introduction of new competitive elements. Strategies that aim to achieve growth in sales, assets or profits are among the most common strategies in organizations that seek to achieve long-term survival. They can also achieve growth by using internal or external strategies to enhance the growth of their business. ,2023Alkshali & Alsarayreh).

#### **B. Adaptation**

Adaptation is an important factor for the organization that helps it develop when its work environment changes. Therefore, decision makers in the organization must understand the required future change and generate an understanding of the internal and external environment in order to lay the foundations for a very important logical plan to bring about change in order to seize the available opportunities as much as possible. The importance of adaptation for organizations is to help achieve success when dealing with the challenges of the changing environment, in addition to being able to understand a variety of factors affecting its business as well as influencing the strategy, helping to develop flexibility, and finally helping to formulate strategies to reduce external threats. The most successful organizations are those that stay in touch with the environment, which gives them the ability to identify opportunities and threats so that they can respond quickly. (Al-Khatib & Al-Shuora, 2023).

#### **C. Specific strategy**

In general, if an organization does not have a strategy, it is like a ship without a wave that revolves in a closed circle. It is like an irregular boat that does not know where it is heading. Therefore, in order to achieve success

in the real world, the planning environment in the organization must be open to receive indicators of change and receive warnings of the potential need for change in tactics and methods. This is often achieved by organizations with specific goals, as clarity of strategy and definition of vision ensures success in its implementation. Because successful organizations care about formulating a clear and specific strategy, while failed organizations stumble in formulating their strategy. (dawood & Mahmoud, 2021).

**The third topic/The practical side of research**

**Firstly: Search scale and statistical coding**

The research tool (questionnaire) consists of: Partial They are Marketing dexterity is the independent variable that consists of two sub-dimensions: (exploring opportunities, exploiting opportunities), and achieving strategic success, which is the dependent variable that consists of three sub-dimensions: (growth, adaptation, specific strategy). The table (1) Explain the statistical symbols for each variable, its dimensions, and the number of paragraphs with the scale sources used.

**Table (1) Research variables and statistical symbols**

T	variable	role variable	Dimensions	number Paragraphs	The symbol	Source
1	marketing Ambidexterity MA	Independent	Explore opportunities	5	EO1-EO5	(Radhi,2022)
			exploiting opportunities	5	XO1-XO5	
2	Success Strategic SS	follower	Growth	4	GR1-GR4	(dawood & Mahmoud,2021)
			Adaptation	4	AD1-AD4	
			Specific strategy	3	SP1-SP3	

**Second: Testing apparent and content validity**

In order to verify the apparent validity and content validity of the research tool, the questionnaire was presented to a group of arbitrators specialized in the field of business administration to ensure the adequacy of the number of paragraphs for the sub-dimensions, their clarity and formulation. The opinions of the arbitrators were collected and some modifications were made so that the questionnaire would be in its final form and ready for distribution to the research sample.

**Third: The normal distribution of research variables**

This test shows us Check the type of data that Collected from respondents Is shet Is it normal distribution or not?, This test is necessary to determine what type of subsequent tests will be used. If it is found that the data is normally distributed, the researcher must use parametric statistics. However, if it is found that it is not normally distributed, the researcher is obligated to use nonparametric statistics. The researcher relied on Smirnov test and Shapiro testto To check if the distribution is normal or not, and The researcher assumes in the current research that the data does not follow Normal distribution.

Table (2) shows the normal distribution test for the marketing dexterity variable, as it is clear from the value of Sig The data follows the normal distribution, as its value reached (0.715) and (0.662) respectively, which is a value greater than the standard value of (0.05), which is an insignificant value. The explanation for this is the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The figure shows (2) Frequency histogram and normal distribution curve of a variable Marketing Acumen

**Table (2) Normal distribution test for the marketing dexterity variable**

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	Df	Sig.
MA	.067	84	.715	.988	84	.622



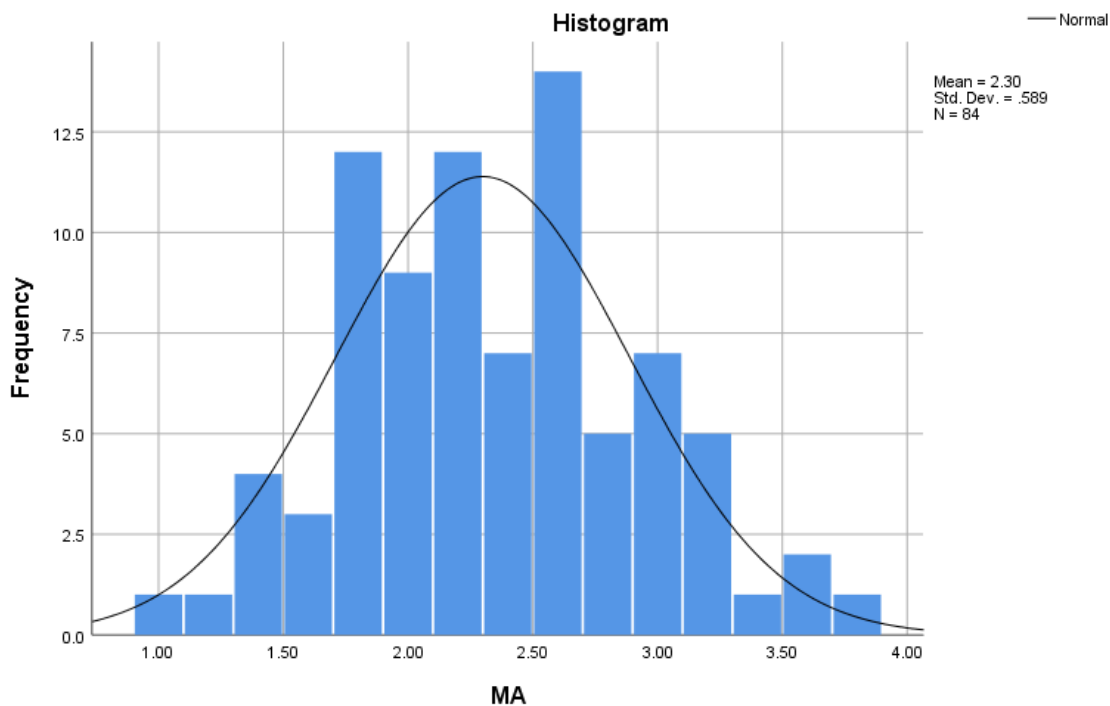


Figure (2) The normal distribution curve of the marketing dexterity variable

The table shows (3) Test the normal distribution of the variable Strategic Success As is clear from the value Sig The data follows a normal distribution, and this is because its value has reached (0.754) and (0.805) respectively This is a value greater than the standard value of (0.05), which is an insignificant value. The explanation for this is the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The figure shows (3) The frequency histogram and the normal distribution curve of the variable Strategic Success

<b>Table (3) Normal distribution test for the strategic success variable</b>						
	<b>Kolmogorov-Smirnova</b>			<b>Shapiro-Wilk</b>		
	<b>Statistics</b>	<b>df</b>	<b>Sig.</b>	<b>Statistics</b>	<b>Df</b>	<b>Sig.</b>
<b>SS3</b>	<b>.297</b>	<b>84</b>	<b>.754</b>	<b>.841</b>	<b>84</b>	<b>.805</b>

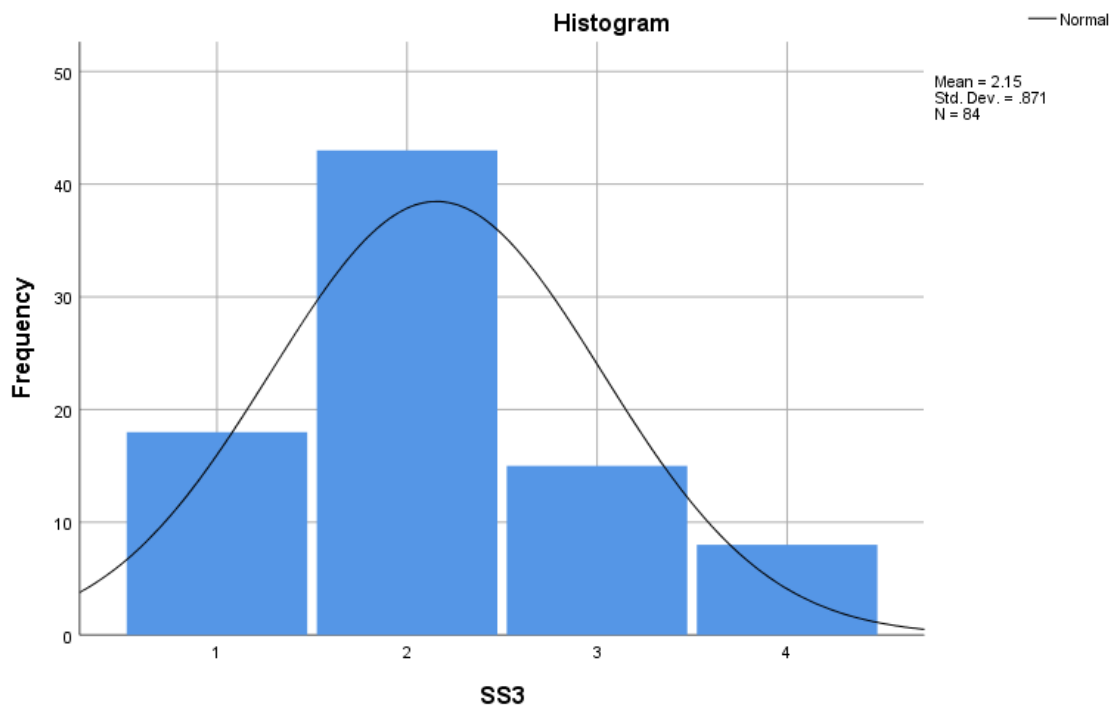


Figure (3) The normal distribution curve of the strategic success variable

**Fourth: Reliability test (Cronbach's alpha)**

The coefficient is Cronbach's alpha One of the most famous methods Statistics that show us the stability of the research measurement in the scales Behavioral and Come on Its value what Between (0-1)Accept Cronbach's alpha values If the value exceeds (0.70) and is Stable High if it exceeds the values (0.80) and the standards are Stable weak If the coefficient value is less than (0.60) (Rashid and Dakhil, 2018: 459)Table (4) shows the value of the Cronbach's alpha coefficient for the marketing dexterity variable and the strategic success variable, which is: (0.829) and (0.841) respectively. This is explained by the fact that the current research scale has high stability and reliability based on Answers Respondents At the level University of Maysan Study sample.

**Table (4) Reliability coefficient (Cronbach's alpha)**

T	Search variables	Cronbach's alpha coefficient value
1	Marketing Ambidexterity	0.829
2	Strategic Success	0.841

**Fifth: Display search results**

This paragraph includes the presentation and interpretation of the results of the descriptive analyses, which are the arithmetic means, standard deviation, relative importance, coefficient of variation, and level of response by the respondents of the research sample individuals. Table (5) shows the classification of the categories of the arithmetic mean for the statistical description.

**Table (5) Classifications of arithmetic means for statistical description**

Class Sequence	Categories	Level
1	1 – 1.80	too low
2	1.81 – 2.60	low
3	2.61 – 3.40	moderate
4	3.41 – 4.20	high
5	4.21 – 5.00	too high

Source: Azeez,O,H. (2024). The role of lean manufacturing (Toyota model) in entrepreneurship for organizations/an analytical study of the opinions of a sample of workers at the Arab Integration Factory in Al-Muthanna Governorate. Texas Journal of Multidisciplinary Studies, 2(9), 51-64.

1. Table (6) shows: Arithmetic means and standard deviations and relative importance and coefficient of variation And the level of the answer For the research sample answers towards Marketing dexterity variable and its dimensions It is noted in this table that After exploring opportunities He got the highest arithmetic average, which was (3.51(with a standard deviation)0.826)With a relative importance of (70.20) and a coefficient of variation of (23.53)Within the "moderate" answer level This Shows The extent of individuals' interest Research sample towards this A dimension While it happened After exploiting opportunities on In the middle of my account Its value(2.75) and a standard deviation (0.603) and with relative importance of (55) and the coefficient of variation of its value21.93) And within the level of answer "moderate", this shows the extent of interest of the research sample individuals towards this dimension.. While the marketing dexterity variable obtained a general arithmetic mean of (2.30).With a standard deviation (0.589) and with relative importance of (45.98) and the coefficient of variation of its value25.60) and within the level of answer low "The interpretation of these results is that the senior leadership of Maysan University focuses on a rapid response to environmental changes and the use of methods for Modern marketing that keeps pace with these changes, exploits opportunities better, satisfies its student clients more, and meets their needs.

**Table (6) Statistical description of the marketing dexterity variable**

Variables	N	Mean	Std. Deviation	relative importance	coefficient of variation	Answer level
EO	84	3.51	0.826	70.20	23.53	moderate
XO	84	2.75	0.603	55.00	21.93	moderate
MA	84	2.30	0.589	45.98	25.60	low

2.The table shows (7) Arithmetic means, standard deviations, relative importance, coefficient of variation, and response level of the research sample's responses to the variable Strategic Success And its dimensions. It is noted in this table that the dimension Growth He got the highest arithmetic average, which was (3.71) and a standard deviation (0.745) and with a relative importance of (74.20) And the coefficient of variation of its value (20.08) and within the level of answer high This shows the extent of interest of the research sample individuals towards this dimension. The second most important factor after adaptation is the arithmetic mean value (3.58(with a standard deviation)0.698) With a relative importance of (71.60) and a coefficient of variation of (19.49) and within a high response level, While it happened after specific strategy on less My calculation average is (3.29) and a standard deviation (0.645) and with relative importance of (65.80) and the coefficient of variation of its value19.61)Although he had the lowest arithmetic mean, he still And within the level of answer "moderate", this shows the extent of interest of the individuals in the research sample towards this dimension. While the variable obtained Strategic Success On average, my yearly calculation was (3.88) and a standard deviation (0.645) and with relative importance of (77.60) and the coefficient of variation of its value16.62) And within the level of answer "Mrose" And the interpretation of these results The University of Maysan, the research sample, has a group of resources and powers The administrative factors and capabilities that enable it to obtain a competitive advantage that contributes to achieving strategic goals and plans.

**Table (7) Statistical description of the strategic success variable**

Variables	N	Mean	Std. Deviation	relative importance	coefficient of variation	Answer level
GR	84	3.71	0.745	74.20	20.08	high
AD	84	3.58	0.698	71.60	19.49	high
SP	84	3.29	0.645	65.80	19.61	moderate
SS	84	3.88	0.645	77.60	16.62	high

**Sixth: Testing research hypotheses**



### 1. Testing the association hypothesis

Depending on the results of the normal distribution of the questionnaire data, a test will be used. Simple correlation coefficient (Pearson) to test the hypothesis Correlation is a parametric test. As the table shows (9) matrix Factor Simple association (Pearson)For research variables, the value also indicates(Sig.)The phenomenon in Table to The significance of the correlation coefficient is determined by comparing the value of (t) Calculated with tabular Not apparent depending on the significance of the association, when it appears The sign (\*\*) on the correlation coefficient means that the value of (t) The calculated is greater than the tabular. The strength of the correlation coefficient is judged in light of the rule shown in Table (8)

Table (8) Interpretation of the value of the simple correlation coefficient(Pearson)

T	Interpretation of the correlation relationship	Correlation coefficient value
1	There is no correlation.	$r = 0$
2	Complete positive or negative	$r = \pm 1$
3	Weak positive or negative	$\pm (0.00-0.30)$
4	Strong positive or negative	$\pm (0.31-0.70)$
5	Very strong positive or negative	$\pm (0.71-0.99)$

Source: Muhammad Fahd Abdel Ali, & Osama Hawi Aziz. (2022). The role of the strategy (S5) in product development An applied study of the opinions of a sample of workers in the production department of the Midland Refineries Company. AL Ghary Journal of Economic and Administrative Sciences, 18(2).337-366. It is clear from Table (9) that the value of the correlation coefficient is (\*\*0.453), which is a significant value, and the value of (The calculated value is greater than its table value due to the test significance value and the value of(Sig.)The amount (0.000) and the interpretation of this relationship is that the availability of a certain level of the marketing dexterity variable in the University of Maysan, the research sample, requires the availability of a level of the strategic success variable in the organization under study by virtue of the correlation relationship. This confirms the acceptance of the correlation hypothesis, which states that (There is a statistically significant correlation between marketing dexterity and strategic success.

Table(9) Testing the correlation between the research variables

		MA	SS
MA	Pearson Correlation	1	.453**
	Sig. (2-tailed)		.000
	N	84	84
SS	Pearson Correlation	.453**	1
	Sig. (2-tailed)	.000	
	N	84	84
**. Correlation is significant at the 0.01 level (2-tailed).			

### 2. Test the influence relationship

The researcher relied on a hypothesis test The impact On the linear regression model, which shows the amount of influence of the independent variable on the dependent variable, according to the influence hypothesis explained in the research methodology. Table (10) shows us The value of (F=21.213) is value Statistically significant valuable significance Sig And the adult(0.000) which is less than the significant value (0.05) and this It confirms the existence of an impact of the marketing dexterity variable on strategic success. ,The coefficient of determination value was(R2)(0.206) The explanation for this is that the independent variable (marketing dexterity) explains (20%) of the changes that occur in the dependent variable (strategic success), while the remaining percentage, which amounts to (80%), is due to variables that were not included in the current research model. The table also shows Regression equation for effect Marketing savvy in strategic success is As follows:

$$\text{Strategic Success} = 1.040 + 0.497(\text{Marketing Acumen})$$

It is clear from the regression equation that when the value of marketing dexterity is zero, the value of strategic success will not be less than this value, and also the regression coefficient( $\beta=0.496$ )It indicates that when marketing dexterity increases by one unit, the dependent variable will increase by the same amount, and the value of the test (t) It reached 4.065, which is greater than its standard value of (1.96), and it is a significant value in terms of the value of Sig This confirms the acceptance of the influence hypothesis, which states that (There is a statistically significant influence relationship between marketing dexterity and strategic success.).

Table(10The impact of marketing dexterity on strategic success

variable Independent	Dependent variable ( Strategic success)						
	Model parameters		tcalculated	Sig	R2	F	Sig
	A	1.040	4.606	0.000	0.206	21.213	0.000
Marketing Ambidexterity	B	0.497	4.065	0.000			

### The fourth topic/Conclusions and recommendations

#### First: Conclusions:

The conclusions and recommendations are the main pillar and outcome of the effort exerted in the current research. Among the most important conclusions reached by the current research are:

1. From the results of the statistical analysis, it is clear that the research sample has a clear interest in marketing dexterity in its two dimensions (exploring opportunities, exploiting opportunities), because they are the basis for its survival in the competitive environment and building a solid base that attracts different categories of students and teaching staff, because searching for opportunities and exploiting them adds additional strength to the researched sample and strengthens its position in a manner that is consistent with the labor market.
2. The results of the statistical description indicate the extent of the importance of the two dimensions (growth, adaptation) in achieving the strategic success of the researched sample and their effective role in achieving this growth and adaptation in the long term in light of a renewed and diverse educational environment with all its methods and outputs.
3. There is interest from the researched sample in the variable (marketing dexterity) with its dimensions in the variable of strategic success due to its effective role in achieving excellence and success in light of the dynamic change that the world is witnessing in all areas of life, especially in the field of providing educational services.
4. The results of the statistical analysis show that the sample studied focused on the interest and pursuit of achieving strategic success through growth and adaptation to the external environment and following specific and diverse strategies.

#### Second: Recommendations

Based on the above conclusions, there are a set of recommendations as follows:

1. Increasing focus and attention on marketing dexterity in order to achieve excellence in the field of providing educational services and overcoming competitors by exploring and exploiting everything new in the field of education in a way that ensures the strategic success of the sample studied in the long term.
2. Work on paying attention to strategic dimensions and long-term planning because strategic success is a basic necessity for the educational institution and a fundamental pillar of its work.
3. The necessity for senior leaders in the sample studied to focus on marketing dexterity and support everything new in order to provide an excellent educational service that ensures long-term success.
4. Focus on enhancing and sustaining the dimensions of strategic success by improving the ability to adapt, achieving effective growth, and following strategic plans that ensure the success and survival of the sample studied.

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