

# Marketing Ambidexterity and its Role in Enhancing Social Marketing Orientation

Dr. Ahmed Hadi Talib\*

Faculty of Management and Economics, University of Babylon, , Babylon, Iraq

\* E-mail of the corresponding author: [bus.ahmed.hady@uobabylon.edu.iq](mailto:bus.ahmed.hady@uobabylon.edu.iq)

## Abstract

The primary aim of this research is to understand how marketing ambidexterity, encompassing the dimensions of exploring and exploiting opportunities, contributes to enhancing the social orientation of marketing, which includes the interests of the organization, community welfare, and customer satisfaction. The study focused on middle and senior management at Al-Etihad Company for Food Industries Ltd in Babylon Governorate (Iraq), analyzing their perspectives on this topic. The research problem centered on the extent to which marketing ambidexterity is implemented to achieve a social marketing orientation. A total of 40 questionnaires were distributed, with 37 returned, yielding a 93% response rate. Data were analyzed using statistical methods such as frequencies, arithmetic averages, simple regression, influence coefficient, and correlation coefficient. Findings revealed a statistically significant correlation and impact between marketing ambidexterity and social orientation of marketing, with exploiting opportunities showing the strongest correlation and influence, while exploring opportunities had a lesser effect. Key recommendations include prioritizing market share development to compete with foreign products, creating electronic platforms for social communication to gather customer feedback for performance and product evaluation, focusing on community interests in marketing strategies, and emphasizing the importance of exploring opportunities despite the required efforts and financial risks, by employing qualified personnel in innovation and proactivity.

**Keywords:** ambidexterity, social orientation, exploring, exploiting, community welfare, interests, satisfaction.

**DOI:** 10.7176/EJBM/16-8-04

**Publication date:** October 30th 2024

## 1- Introduction

The contemporary business environment has introduced new concepts and methods that generate ongoing opportunities and challenges. These dynamics have intensified competitive pressures among organizations, spurred rapid technological advancements, and led to constant shifts in customer needs and desires. With growing emphasis on social, environmental, and green trends, organizations now face the dual challenge of excelling in innovation and being proactive in exploring and exploiting new market opportunities. This includes developing new products and marketing existing ones in ways that enhance performance, ensure resource sustainability, and effectively utilize organizational capabilities. To achieve excellence, expand their market presence, secure a substantial market share, and enhance their reputation among customers, organizations must implement marketing strategies that can identify and capitalize on marketing opportunities to achieve their goals.

## 2- Literature review

### 2-1. Marketing Ambidexterity

The term ambidexterity originates from the Latin word "ambos," signifying the ability to use both hands with equal ease, and metaphorically, the skill of integrating honesty with deceit in a way that conceals true intentions (Tempelaar, 2010; Al-Dhabhawi, 2019). Duncan (1976) was the first to introduce the concept of ambidexterity in the organizational context, describing it as the ability to maintain consistency in existing activities while being adaptable to rapidly changing environmental requirements. March (1991) further defined an ambidextrous organization as one that efficiently manages current operations (exploitation capability) while developing the flexibility to explore new opportunities (exploration capacity). For long-term competitiveness, organizations must balance the exploration of new opportunities with the exploitation of existing capabilities, where exploitative activities focus on routine operations and efficiency, and exploratory activities involve higher risks and potential gains. Organizations capable of managing both are known as ambidextrous organizations, which generate sustainable outcomes (Judge & Blocker, 2008; Kouropalatis et al., 2012).

In marketing, ambidexterity refers to the ability to maintain a competitive position in the industry while ensuring long-term sustainability (Atuahene-Gima, 2005; Kyriakopoulos & Moonman, 2004). Marketing ambidexterity

combines alignment and adaptability, either simultaneously or sequentially (Gibson & Birkinshaw, 2004), or it involves skillfully managing conflicting goals through various activities (Al-Shammari, 2019). It is seen as a state of qualitative excellence, achieved by continuously improving existing products and innovating new ones to provide high-value offerings to customers (Tokgoz et al., 2017). Vila et al. (2015) argue that marketing prowess is crucial for countering the negative effects of environmental changes and outperforming competitors. Most researchers agree that the essence of ambidexterity lies in an organization's ability to explore and exploit resources simultaneously, adapting to future market changes. Thus, marketing ambidexterity builds a sustainable competitive advantage by developing innovative and distinct marketing capabilities, ensuring the organization's continuity amidst external changes (Josephson et al., 2016).

### 2-1-1. Marketing Ambidexterity Importance

The significance of marketing ambidexterity lies in its role as a benchmark for assessing marketing behaviors, strategic marketing, and marketing capabilities. Strategic marketing behaviors encompass various methods for leveraging marketing opportunities to enhance skills and procedures tied to existing strategies, such as segmentation, positioning, distribution channels, and the marketing mix (Xu et al., 2015). Marketing ambidexterity aims to provide customer incentives and address environmental challenges that impact marketers' and salespeople's ability to market products and understand customer needs, subsequently conveying these needs to the R&D department to develop products that fulfill them (Yu, 2010). Furthermore, it seeks to innovate beyond classical models to market products that meet evolving market demands (Blindenbach et al., 2014). It also facilitates the experimentation with new alternatives, utilizing core capabilities, current technology, and information systems to achieve positive returns and sustainable marketing excellence, thereby improving marketing performance (Xu et al., 2015).

Companies that practice marketing ambidexterity are expected to balance short-term (maximum profit) and long-term (sustainability) goals simultaneously (Andriopoulos & Lewis, 2009). This balance requires accurate information to function effectively, meaning that developing market knowledge can enhance marketing ambidexterity (Adiwijaya et al., 2020). This development serves as the foundation for improving marketing skills, processes, and capabilities (Atuahene-Gima, 2005).

Moreover, marketing ambidexterity positively influences the capabilities and skills of managers and senior management by identifying and utilizing superior intellectual capital to accomplish tasks and develop action plans aligned with achieving sustainable advantages (Carter, 2015). It also aims to explore and invest marketing resources optimally to create customer value and build market positions within the current regulatory and environmental framework (Josephson, 2014).

Marketing ambidexterity is thus defined by an organization's ability to explore and exploit markets. Market exploration involves seeking new knowledge and skills in emerging markets, while market exploitation focuses on refining existing knowledge and skills in current markets (Zhang et al., 2015; Kyriakopoulos & Moorman, 2004). These are considered the dimensions of marketing ambidexterity.

### 2-1-2. Dimensions of Marketing Ambidexterity

A review of previous literature reveals a consensus among researchers on the key dimensions of marketing ambidexterity: exploring opportunities and exploiting opportunities. These dimensions are adopted in the current research as they align well with its practical focus.

- Exploring opportunities

Marketing exploration involves developing new marketing skills, processes, and capabilities through the application of innovative market knowledge (Kyriakopoulos & Moorman, 2004; Vorhies et al., 2011). This process includes experimenting and searching for new alternatives, with returns that are often uncertain (Prange & Schlegelmilch, 2009). Effective exploration requires the pursuit of creative knowledge and the introduction of new processes and innovations to improve business operations. This necessitates having highly qualified employees in areas such as innovation, collaboration, and proactiveness, as well as appropriate technology.

Organizations focused on acquiring and retaining customers are more inclined to explore opportunities and develop market-driven innovations. These organizations prioritize customer needs when offering new, high-value products (Thabit, 2022). To achieve marketing excellence, organizations must adhere to key principles to address external challenges and explore marketing opportunities, thus achieving organizational and competitive advantages in the short, medium, and long term (Radhi, 2022).

According to Haynes & Fearfull (2008), exploring opportunities involves utilizing research and development before engaging in exploitation activities. It also includes reviewing the nature of external experiences and fostering direct interaction between employees and customers to understand their needs. This understanding can then be transformed into distinct opportunities for the organization to exploit in the future.

- Exploiting opportunities

In the context of marketing, exploitation refers to the enhancement and refinement of existing marketing skills, processes, and capabilities to create a stronger competitive position in the current market through value creation in existing markets (Kyriakopoulos & Moorman, 2004; Vorhies et al., 2011). Deusen & Muller (1999) assert that exploitation encompasses not only internal and external opportunities but also the use of existing knowledge, skills, capabilities, and processes to achieve gradual improvements in marketing performance. Exploiting opportunities is viewed as a strategy for adapting to an organization's immediate environment and developing its marketing capabilities to meet customer needs and enhance the added value for existing customers (Bashar, 2018). It aims to refine and expand existing competencies, technologies, and business models, which typically yield positive and predictable returns (Prange & Schlegelmilch, 2009).

Additionally, exploitation represents an organization's ability to seize current opportunities by improving activities and skills and expanding current knowledge to create short-term value (Al-Muhammadawi, 2019). Marketing scholars suggest that companies with high-level market knowledge can provide more information and better marketing exploration and exploitation (Adiwijaya et al., 2020). Therefore, maintaining an appropriate balance between exploration and exploitation is crucial for the survival and growth of organizations (Tokgöz et al., 2017).

## 2-2. Social orientation of marketing

Social marketing emerged as a development in marketing theory during the early 1970s. It is a relatively new and effective field that applies marketing principles to promote social change (Lefebvre 2011; Wymer 2011). Social marketing employs principles and techniques from traditional marketing, including exchange theory, customer orientation, competitor focus, market research, target customer behavior analysis, market segmentation, marketing mix, and the processes of marketing planning, implementation, and evaluation (Kotler et al., 2002).

Social marketing arose when marketers and social change practitioners began using marketing techniques to achieve socially desirable goals (Donovan & Henley, 2010). Its primary aim is to encourage the target audience to adopt positive social behaviors for the greater social good. This concept of social good is the primary motivator in social marketing, distinguishing it from other marketing activities. While both business and social marketing utilize similar marketing tools, the goal of social marketing is to promote social welfare rather than generate profit.

Though commercialization remains an element of the social context (Hastings & Saren, 2003), social marketing seeks to address the limitations of business marketing by emphasizing social communication and the promotion of social well-being.

### 2-2-1. Definition of Social Marketing Orientation

Social marketing was initially defined as using marketing principles to influence the acceptance of social ideas (Kotler and Zaltman, 1971). Contemporary definitions describe it as a method to influence the voluntary behavior of target audiences (Andreassen, 1995; Donovan and Henley, 2003; Kotler and Lee, 2008). Manoff (1985), a prominent social marketer in the developing world, expanded the definition to include introducing new products, modifying existing products, and promoting structural changes in institutions.

The International Social Marketing Association (ISMA), the European Social Marketing Association (ESMA), and the Australian Association for Social Marketing (AASM) have developed a consensus definition: “social marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviors that benefit individuals and communities for the greater social good.” This practice is guided by ethical principles to achieve social change programs that are effective, efficient, equitable, and sustainable (AASM, 2013). French et al. (2010) define social marketing as “the systematic application of marketing, combined with other concepts and techniques, to achieve specific behavioral goals for social good.”

Social marketing applies business marketing principles to analyze, plan, implement, and evaluate programs aimed at influencing behaviors that benefit society as a whole (Andreasen, 2006). While not limited to business marketing principles (French and Russell-Bennett, 2015), its core principles resemble those of commercial marketing (Butler et al., 2016; Lee and Kotler, 2015). Despite its success in changing behaviors, sustaining long-term behavioral change has been challenging (Brennan et al., 2016; Díaz Meneses and Rodríguez, 2015). Social marketing programs should aim for long-term behavioral change, requiring a sustained effort over time (Brennan et al., 2016). Therefore, social marketers need to maintain a long-term perspective when engaging with target audiences to ensure sustainable behavior change (Hastings, 2003; Marques and Domegan, 2011).

### **2-2-2. Dimensions of Social Orientation of Marketing**

The social orientation of marketing involves an organization adopting strategies that not only enhance its reputation with customers and ensure market longevity but also prioritize societal well-being. The key dimensions of this approach are: organizational interests, community welfare, and customer satisfaction. To effectively implement this approach, an organization must balance these dimensions. The specific dimensions examined in this research are detailed below:

- Interests of the Organization

Every company aims to advance its interests, such as maximizing profits, increasing owners' wealth, and achieving market share. Companies strive to balance customer satisfaction with profitability (Al-Damour, 2009). Profit is the difference between an organization's revenues and its total costs (William et al., 2008). To remain competitive, enhance their chances of success, and fulfill stakeholder goals—whether in the private or public sector—companies seek to maximize capital, ensuring their continued operation (Hohnen, 2007).

Additionally, companies actively work to establish their market share by measuring the ratio of their sales to the total sales within the industry or by assessing the number of customers they serve relative to the size of the target market (Dukhan, 2010; Al-Zoubi, 2003). This helps position the company within its sector. Organizations typically set growth targets for their sales by maintaining customer relationships across the broader market or specific segments, aiming to increase their market share, which in turn positively impacts profits (Idris and Al-Ghalbi, 2009; Talib and Al-Bakry, 2014).

- Community Welfare

This dimension encompasses several key concerns for contemporary and large organizations, such as social responsibility, ethics, and environmental safety. Social responsibility has become increasingly important in modern life, significantly impacting an organization's overall activities and future performance (MJia et al., 2008). It is a crucial aspect of modern marketing, as satisfying consumer needs should not conflict with societal welfare and interests. For instance, while a product may satisfy many customers, it could also cause environmental pollution (Al-Damour, 2009).

Corporate social responsibility (CSR) integrates social, environmental, and financial concerns, translating them into actions that benefit society (Correia & Machado, 2020). Therefore, organizations should invest resources in addressing the needs of employees, customers, business partners, and the broader community while achieving legitimate financial results. This could include using recyclable packaging materials and producing environmentally friendly products (Kazmi, 2007). Ethical principles should guide marketing decisions to ensure a positive impact on society.

- Customer Satisfaction

In recent times, there has been an increasing focus on understanding and meeting the constantly evolving needs and desires of customers, intensifying competition among companies. Key areas of focus for companies include ease of use, continuous improvement, quality of life, and satisfaction, which are crucial for enhancing customer experience (Karim and Al-Azzawi, 2021). Customer satisfaction hinges on how well the product or service meets the customer's expectations. When performance matches expectations, customers are satisfied; if performance exceeds expectations, satisfaction increases or delights the customer (Karim and Al-Azzawi, 2021). Therefore, the effectiveness of marketing efforts is closely tied to the level of service provided and customers' perceptions of that service (Al-Barzanji and Al-Jubouri, 2007).

Customer satisfaction is known to foster increased loyalty, which in turn enhances company performance. Marketing companies strive diligently to maintain the satisfaction of their key customers, as the value delivered through products or services becomes integral to the organization's overall culture (Kotler et al., 2018). Satisfaction is defined as "the extent to which the perceived performance of a product aligns with the buyer's expectations" (Kotler et al., 2020). Therefore, understanding customer satisfaction enables companies to identify opportunities for product innovation and serves as the foundation for their performance evaluation systems and for rewarding efficient workers.

### 3- Research model and Hypotheses

A hypothetical model was developed for this research to elucidate the dimensions of the investigated problem, encompassing two variables. The independent variable is marketing ambidexterity, represented by the dimensions of exploring opportunities and exploiting opportunities. The dependent variable is the social orientation of marketing, which includes the interests of the organization, community welfare, and customer satisfaction. The figure below presents the research model as derived from the sources: Adiwijaya, K. et al, 2020 ; Thabit, 2022 ; Radhi, 2022.

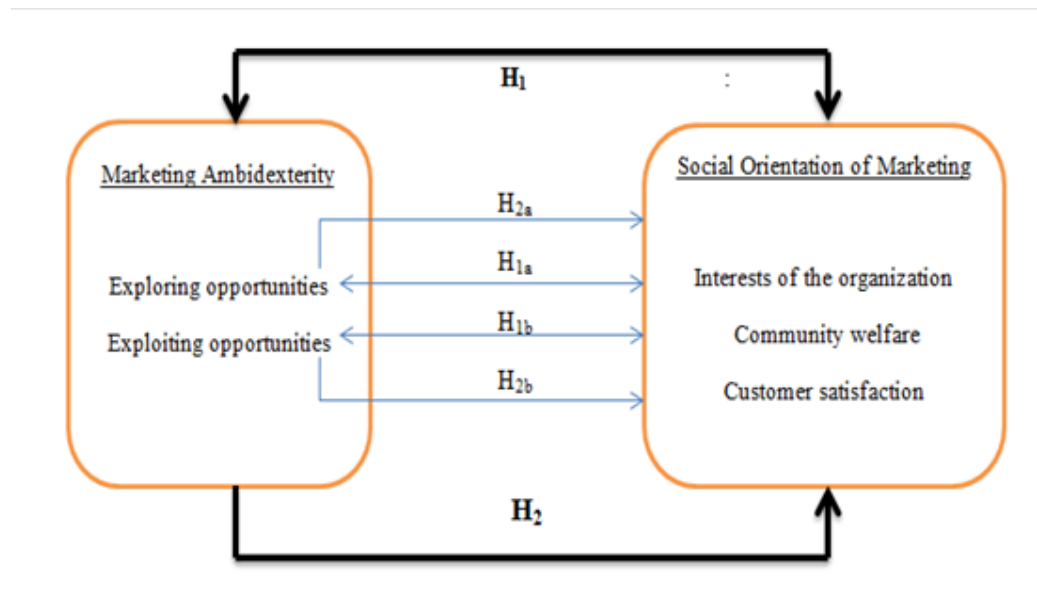


Figure (1) Research model

Source: author

To address the research questions posed by the research problem, the following hypotheses were formulated:

**H<sub>1</sub>:** There is a positive and significant correlation between marketing ambidexterity and the social orientation of marketing in the company in question.

- **H<sub>1a</sub>**: There is a significant correlation between exploring opportunities and the social orientation of marketing in terms of its dimensions.
- **H<sub>1b</sub>**: There is a significant correlation between exploiting opportunities and the social orientation of marketing in terms of its dimensions.

**H<sub>2</sub>**: There is a significant effect of marketing ambidexterity on the social orientation of marketing in the company in question.

- **H<sub>2a</sub>**: There is a significant effect of exploring opportunities on the social orientation of marketing in the company in question.
- **H<sub>2b</sub>**: There is a significant effect of exploiting opportunities on the social orientation of marketing in the company in question.

#### 4- Research Methodology

##### 4-1. Population and Sample

The research community is represented by Al-Etihad Food Industries Company Limited, which operates both a sugar refining factory and a vegetable oil refining factory. Al-Etihad Company for Food Industries Ltd was established in 2012 in the Al-Madhatiya region of Babylon Governorate. It began with the establishment of a sugar refining factory, starting production of refined white sugar in early 2015, and currently has a production capacity of 4,000 tons per day. In 2016, the company added a vegetable oil refining factory adjacent to the sugar refinery, beginning production in early 2017 with an initial capacity of 2,000 tons per day. The company employs approximately 2,000 people. For this research, input was sought from decision-makers, specifically middle and senior management within the company. A purposive sample of around 40 individuals from this group was targeted, yielding responses from 37 individuals, resulting in a 93% response rate.

##### 4-2. Data Collection

The research tool, a questionnaire, was utilized to collect data and responses from the sample members. It employed a five-point Likert scale, with 5 questions dedicated to each dimension of the variables, totaling 25 questions. The questionnaire was distributed to a sample of 40 individuals from senior and middle management. Out of these, 37 questionnaires were retrieved, resulting in a response rate of 93%. The research was completed in 2023.

##### 4-3. Findings and Discussions

###### ▪ Marketing Ambidexterity

The responses from the research sample members regarding marketing ambidexterity will be presented, analyzed, and interpreted through the lens of the dimensions outlined in the first variable. These dimensions include:

###### 1. *Exploring opportunities*

The initial dimension of marketing ambidexterity was assessed using five questions (labeled 1 to 5). Table (1) below presents the weighted arithmetic means, standard deviations, and calculated coefficients of variation, both at the partial and overall levels, as indicated.

Upon reviewing the results presented in Table (1), the following observations are noted: A - The weighted arithmetic mean was 3.62, indicating it falls into the "high" category. The standard deviation was 0.93, and the coefficient of variation was 0.25. These values suggest that the company is actively engaged in continuously monitoring market conditions. Furthermore, the current and future strategies of the company involve seeking new customers and exploring new markets.

B - At a granular level, paragraph (4) attained the highest level of significance with a coefficient of variation reaching 0.23. The weighted arithmetic mean was notably strong at 3.58, falling within the "high" category, underscoring the company's robust adoption of this paragraph. The standard deviation was 0.85.



Conversely, paragraph (1) registered the lowest level of significance with a coefficient of variation of 0.28. While its weighted arithmetic mean was relatively good at 3.74 compared to other paragraphs, it had a standard deviation of 1.05. This suggests that the study sample perceived this paragraph less favorably than others in the dimension of exploring opportunities, indicating a need to strengthen this aspect.

## 2. Exploiting opportunities

The second dimension of marketing ambidexterity was measured through five questions (from 6 to 10). Table (1) below displays the values of the weighted arithmetic means, standard deviations, and calculated coefficients of variation, both at the partial and total levels, as shown below.

When observing the results presented in Table (1), we notice the following:

a. At the overall level, the dimension of exploiting opportunities achieved a weighted mean of 3.69, placing it within the "high" category. The standard deviation was 0.95, and the coefficient of variation was 0.26. Based on these results, the researcher infers that the company is committed to increasing its marketing efforts and funding to capitalize on available marketing opportunities.

b. At the detailed level, paragraph (8) achieved the highest level of importance based on the coefficient of variation value of 0.23, and the highest weighted arithmetic mean of 3.87 among the paragraphs, with a standard deviation of 0.91. This indicates that the company prioritizes marketing research to understand the trends of current and potential customers. In contrast, paragraph (10) achieved the lowest level of importance based on the coefficient of variation value of 0.29. Despite having a relatively good weighted arithmetic mean of 3.43 and a standard deviation of 1.03, this indicates that the research sample perceives this paragraph as weaker compared to the others in the exploiting opportunities dimension, highlighting the need to strengthen this area.

Table (1): Descriptive statistics of the marketing ambidexterity n=37

Variable	Dimension	Code	Item	Arithmetic mean	Standard deviation	coefficient of variation	Paragraph arrangement
Marketing ambidexterity	exploring opportunities	EO <sub>1</sub>	The company's management employs innovative methods to continuously monitor market conditions.	3.74	1.05	0.28	5
		EO <sub>2</sub>	The company has the capability to adapt to all changes in the markets.	3.83	1.00	0.26	2
		EO <sub>3</sub>	The company's current and future strategy involves seeking out new customers and exploring new markets.	3.52	0.97	0.27	3
		EO <sub>4</sub>	The company possesses the capability to explore and enhance market opportunities.	3.58	0.85	0.23	1
		EO <sub>5</sub>	The company employs diverse marketing strategies to attract customers.	3.41	0.94	0.27	4
		Total		3.62	0.93	0.25	
	Exploiting opportunities	EO <sub>6</sub>	The company possesses the capability to enhance its activities, generating value for both itself and its customers.	3.63	0.96	0.26	3
		EO <sub>7</sub>	The company continually enhances its product distribution channels to meet customer demands.	3.81	0.95	0.24	2
		EO <sub>8</sub>	The company prioritizes marketing research to understand the trends of current and potential customers.	3.87	0.91	0.23	1
		EO <sub>9</sub>	The company is committed to increasing its marketing efforts and funding to capitalize on available marketing opportunities.	3.70	1.04	0.28	4
		EO <sub>10</sub>	The company monitors customer reactions to leverage them in product development.	3.43	1.03	0.29	5
	Total		3.69	0.95	0.26		

Source: Author

- Social Orientation of Marketing

The paragraphs of this variable will be addressed by analyzing and explaining the questions related to the dimensions of the second variable, which is the social orientation of marketing, as follows:

### *1. Interests of the organization*

The first dimension of the social orientation of marketing was measured through five questions (from 11 to 15). Table (2) below shows the values of the weighted arithmetic means, the values of standard deviations, and the calculated coefficients of variation, both at the partial and total levels, as presented below.

The company's interests dimension achieved a weighted mean of 3.84, categorizing it as high. The standard deviation was 0.85, and the coefficient of variation was 0.22. These results suggest that the company focuses on achieving profits, maximizing owners' wealth, and enhancing market share through market penetration and building a strong reputation.

Paragraph (15) was rated the highest in importance with a coefficient of variation of 0.22 and a weighted mean of 3.92, falling within the high category. The standard deviation for this paragraph was 0.88. This indicates that the company prioritizes market penetration and expansion by adopting social and ethical considerations.

Conversely, paragraph (13) was rated the lowest in importance with a coefficient of variation of 0.29 and a weighted mean of 3.58, accompanied by a standard deviation of 1.05. This suggests that the study sample perceives this aspect as weaker compared to the other paragraphs in the company's interests dimension, indicating a need for improvement in this area.

### *2- Community Welfare*

The second dimension of the social orientation of marketing was measured through five questions (from 16 to 20). Table (2) below shows the values of the weighted arithmetic means, standard deviations, and calculated coefficients of variation, both at the partial and total levels.

When observing the results shown in Table (2), we notice the following:

a. At the overall level, the community welfare dimension achieved a weighted mean of 3.67, falling within the "high" category. The standard deviation was 0.95, and the coefficient of variation was 0.25. This indicates a strong emphasis on social responsibility, ethical practices, and environmental safety in marketing activities, all aimed at achieving community welfare and addressing contemporary concerns.

b. At the detailed level, paragraph (20) achieved the highest level of importance based on the coefficient of variation value of 0.24, with a weighted arithmetic mean of 3.98, also within the "high" category, and a standard deviation of 0.99. This indicates that the company's management actively uses technical methods and treatments for waste disposal. In contrast, paragraph (18) achieved the lowest level of importance, with a coefficient of variation of 0.28 and a weighted arithmetic mean of 3.80, which is still good compared to the other paragraphs, but with a higher standard deviation of 1.08. This suggests that the study sample's awareness of this aspect is lower than that of other items in the community welfare dimension, indicating a need to strengthen this area.

### *3- Customer Satisfaction*

The third dimension of the social orientation of marketing was measured through five questions (from 21 to 25). Table (2) below presents the values of the weighted arithmetic means, standard deviations, and calculated coefficients of variation at both partial and total levels, as shown below:

When observing the results shown in Table (2), we notice the following:

a. At the overall level, the customer satisfaction dimension achieved a weighted arithmetic mean of (3.68), indicating that it falls within the category of (high). The value of the standard deviation was (0.96), while the coefficient of variation was (0.26). These results suggest that the company places the customer at the top of its priorities, focusing on continuous improvement, quality of life, and ensuring



- that its products and services meet or exceed customer expectations. This emphasis reflects the psychological state of customer comfort and happiness towards the company and its offerings.
- b. At the detailed level, paragraph (24) achieved the highest level of importance, with a coefficient of variation of (0.24) and a weighted arithmetic mean of (3.60), falling within the (high) category. The standard deviation was (0.87), indicating that the company has effective social communication, engaging with both positive and negative customer reactions through available social media platforms. In contrast, paragraph (21) had the lowest level of importance, with a coefficient of variation of (0.28) and a weighted arithmetic mean of (3.61), which, while still high, was lower compared to other items. The standard deviation was (1.03). This suggests that, although important, the study sample's perception of this item was weaker than the others in the customer satisfaction dimension, indicating a need for improvement in this area.

Table (2): Descriptive statistics of Social Orientation of Marketing n=37

Variable	Dimension	Code	Item	Arithmetic mean	Standard deviation	coefficient of variation	Paragraph arrangement
Social Orientation of Marketing	Interests of the organization	IO11	The company's management seeks to increase profits through effective marketing activities such as promotions, seminars, and community outreach.	3.78	0.85	0.22	2
		IO12	The company's management emphasizes minimizing damage and defective products.	3.63	0.97	0.26	3
		IO13	The company continuously strives to maintain its market share.	3.58	1.05	0.29	5
		IO14	The quality of products and services provided enhances the company's reputation among customers.	3.69	0.99	0.26	4
		IO15	The company prioritizes market penetration and expansion by adopting social and ethical considerations.	3.92	0.88	0.22	1
		Total		3.84	0.85	0.22	
	Community	CW16	The company's management contributes to supporting humanitarian organizations operating in the country, such as orphanages and schools, in addition to aiding needy families.	3.87	0.99	0.25	3
		CW17	The company's management strictly adheres to laws and regulations, viewing this as an embodiment of social responsibility.	3.78	0.95	0.25	2
		CW18	The company ensures that product prices remain reasonable, even during periods of increased demand.	3.80	1.08	0.28	5
		CW19	The company's management educates employees and workers on environmental issues and the importance of preservation.	3.79	0.99	0.26	4
		CW20	The company employs technical methods and treatments for waste disposal.	3.98	0.99	0.24	1
		Total		3.67	0.95	0.25	
	Customer satisfaction	CS21	The company's management strives to achieve customer satisfaction by meeting their needs and desires.	3.61	1.03	0.28	5
		CS22	The company's management believes that customer satisfaction and happiness are crucial for achieving profits.	3.70	0.93	0.25	2
		CS23	The company's management encourages ideas and suggestions from employees to enhance the production process.	3.71	1.03	0.27	4
		CS24	The company utilizes electronic social media platforms to communicate and address both positive and negative customer feedback.	3.60	0.87	0.24	1
		CS25	The company has dedicated departments and organizational units focused on conducting studies and research to improve quality.	3.72	0.97	0.26	3
		Total		3.68	0.96	0.26	

Source: Author

#### 4-4. Testing Hypotheses Between Research Variables

##### A. Testing the First Main Hypothesis Related to the correlation Between Marketing ambidexterity and the Social Orientation of Marketing

(There is a significant correlation between marketing ambidexterity and the social orientation of marketing in its dimensions).

The following sub-hypotheses were derived from it:

1. There is a significant correlation between exploring opportunities and the social orientation of marketing in its dimensions.
2. There is a significant correlation between exploiting opportunities and the social orientation of marketing in its dimensions.

Table (3) shows the matrix of simple correlation coefficients (Pearson) between these variables and their dimensions. Before testing this hypothesis, Table (3) also indicates the sample size (37) and the type of test (2-tailed). The abbreviation (Sig.) in the table refers to the test of the significance of the correlation coefficient. If there is a sign (\*) on the correlation coefficient, this means that the correlation is significant at the level of (5%). If there is a sign (\*\*) on the correlation coefficient, this means that the correlation is significant at the level of (1%).

Table (3): Testing the First Main Hypothesis

		marketing ambidexterity	exploring opportunities	Exploiting opportunities
social orientation of marketing	Pearson Correlation	0.993**	0.971**	0.991**
	Sig. (2-tailed)	0.001	0.006	0.001
	n	37	37	37

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Prepared by the researcher based on results from the electronic calculator using SPSS V.26

Table (3) presents the correlation matrix that tested the first main hypothesis and its sub-hypotheses, revealing strong positive correlations (values greater than 0.50) with a significance level of 1% between marketing ambidexterity and its dimensions (exploring opportunities, exploiting opportunities) and the social orientation of marketing and its dimensions. Specifically, the simple correlation coefficients for these dimensions were (0.971) and (0.991) respectively, while the overall correlation coefficient between marketing ambidexterity and the social orientation of marketing was (0.993).

At the dimensional level, the strongest correlation was found between the dimension of exploiting opportunities and the social marketing orientation variable, with a correlation value of (0.991), indicating a strong direct relationship according to Cohen's rule. Conversely, the weakest correlation was between the dimension of exploring opportunities and the social marketing orientation variable, with a correlation value of (0.971), which is still considered strong.

The results from Table (3) support the acceptance of the first main hypothesis and its sub-hypotheses, confirming that there is a significant correlation between marketing ambidexterity and the social orientation of marketing.

##### B. Testing the Second Main Hypothesis Related to the Influence Between Marketing ambidexterity and the Social Orientation of Marketing

(There is a significant influence relationship between marketing ambidexterity and the social orientation of marketing across its dimensions).

The following sub-hypotheses were derived from it:

1. There is a significant influence relationship between exploring opportunities and the social orientation of marketing across its dimensions.
2. There is a significant influence relationship between exploiting opportunities and the social orientation of marketing across its dimensions.

*The First Sub-Hypothesis:*

There is a significant influence relationship between the exploring opportunities dimension and the social orientation of marketing.

Table (4) Regression Analysis of the Relationship Between the Exploring Opportunities Dimension and the Social Orientation of Marketing Across Its Dimensions

Coefficients <sup>a</sup>				
Model	B	Beta	calculated( t)	tabulated( 1% t)
<b>Independent Variable: exploring opportunities</b>	2.83	0.97	7.06	2.39
<b>Dependent Variable : social orientation of marketing</b>				
<b>R<sup>2</sup>=0.94</b>	<b>F(calculated)=47.92</b>		<b>F<sub>1%</sub>( tabulated)=7.08</b>	

Source: Prepared by the researcher based on results from the electronic calculator using SPSS V.26

It is evident from Table (4) that:

- a. The regression coefficient of the exploring opportunities dimension on the social orientation of marketing variable was (0.97). This means that if the exploring opportunities dimension changed by one unit, the social orientation of marketing variable would increase by (0.97). The effect was significant because the calculated t-value (7.06) was higher than the tabulated t-value (2.39) at the 1% significance level.
- b. The value of the coefficient of determination (R<sup>2</sup>) was approximately (0.94), indicating that the exploring opportunities dimension explains 94% of the changes in the social orientation of marketing. The remaining percentage is due to factors not included in the model.
- c. The calculated F-value (47.92) was higher than the critical F-value (7.08) at the 1% significance level. This indicates that the estimated model is significant overall.

Accordingly, the researcher infers from the analysis of the results in Table (4) that the hypothesis stating there is a significant influence relationship between the exploring opportunities dimension and the social orientation of marketing across its dimensions is accepted.

*The Second Sub-Hypothesis:*

There is a significant influence relationship between the dimension of exploiting opportunities and the variable of the social orientation of marketing across its dimensions.

Table (5) Regression Analysis of the Relationship Between the Exploiting Opportunities Dimension and the Social Orientation of Marketing Variable

Coefficients <sup>a</sup>				
Model	B	Beta	calculated( t)	tabulated( 1% t)
<b>Independent Variable: exploiting opportunities</b>	2.81	0.99	12.51	2.39
<b>Dependent Variable : social orientation of marketing</b>				
<b>R<sup>2</sup>= 0.98</b>	<b>F(calculated)= 56.51</b>		<b>F<sub>1%</sub>( tabulated)= 7.08</b>	

Source: Prepared by the researcher based on results from the electronic calculator using SPSS V.26

It is evident from Table (5) that:

- a. The regression coefficient of the exploiting opportunities dimension on the social orientation of marketing variable was (0.99). This indicates that if the exploiting opportunities dimension changed by one unit, the social orientation of marketing variable would increase by (0.99). This effect was highly significant because the calculated t-value (12.51) exceeded the tabulated t-value (2.39) at the 1% significance level.
- b. The coefficient of determination ( $R^2$ ) was approximately (0.98), meaning that the exploiting opportunities dimension explains 98% of the variations in the social orientation of marketing. The remaining percentage is due to factors not included in the model.
- c. The calculated F-value (56.51) was greater than the tabulated F-value (7.08) at the 1% significance level. This indicates that the overall model is statistically significant.

Based on the analysis of the results in Table (5), the researcher concludes that the hypothesis asserting a significant influence relationship between the exploiting opportunities dimension and the social orientation of marketing across its dimensions is supported.

Certainly! Here are the conclusions and recommendations based on the research findings:

## 5- Conclusion

The management of the researched company has shown a keen interest in marketing ambidexterity, successfully balancing the exploration and exploitation of opportunities. Their proactive response to market changes underscores their agility in adapting to the evolving business environment.

The management is strongly inclined towards conducting marketing research to understand current and potential customer trends. However, there is a noted weakness in effectively using customer feedback from social media platforms to enhance product development.

The study revealed the management's strong commitment to the social orientation of marketing, focusing on company interests, community welfare, and customer satisfaction. They prioritize market penetration and expansion with an emphasis on social and ethical considerations, indicating proactive market engagement.

The company demonstrates a robust commitment to environmental sustainability through advanced technical solutions for waste management. There is a significant emphasis on improving product and service quality, supported by dedicated research and development departments.

Weaknesses were identified in effectively managing customer reactions through social media platforms. The study confirmed a positive correlation between marketing ambidexterity and the social orientation of marketing, with the strongest correlation observed in exploiting opportunities. Furthermore, marketing ambidexterity significantly influences the social orientation of marketing, with exploiting opportunities exerting the strongest influence, reflecting the company's strategic awareness of market opportunities.

## 6- Recommendations

1. Enhance management's responsiveness to customer feedback on social media platforms to leverage it for product development.
2. Prioritize market share expansion strategies to effectively compete with international products and brands.
3. Establish robust electronic communication platforms to engage with customers and promptly address both positive and negative feedback, thereby improving overall customer satisfaction and company performance evaluation.
4. Strengthen the company's commitment to environmental sustainability by adopting and promoting advanced technologies for waste management, enhancing the company's reputation and social responsibility.
5. Incorporate societal concerns into marketing strategies to align with evolving customer expectations and enhance brand perception.
6. Focus on continuous improvement of product and service quality through ongoing research and development efforts, thereby enhancing customer satisfaction and loyalty.
7. Allocate resources and efforts towards exploring and capitalizing on emerging market opportunities, fostering innovation, and employing skilled personnel to drive proactive business growth and risk management.

These recommendations aim to capitalize on the company's strengths, address identified weaknesses, and align its strategies with contemporary market demands and ethical considerations.

## References

- Abdel Fattah, Ezz Hassan. (2008). *Introduction to Descriptive and Inferential Statistics*, Dar Khawarizm Scientific Publishing, Jeddah, Kingdom of Saudi Arabia.
- Adiwijaya, K., Wahyuni, S., Gayatri, G. and Mussry, J.S.( 2020). Does marketing ambidexterity boost marketing performance? Empirical evidence in Indonesia's consumer goods", *Journal of Global Marketing*, 33(4), pp.266-288.
- Al-Barzanji, Amal Kamal, and Al-Jubouri, Salem Hamid. (2009). Adopting a Model to Measure Customer Satisfaction in Iraqi Hotels: An Exploratory Study of Visitor Opinions at Premium and First-Class Hotels in Baghdad," *Journal of Management and Economics*, Issue 65.
- Al-Muhammadawi: Ali Issa Jassim. (2019). Thesis. *the impact of participatory leadership and strategic ambidexterity in promoting tourism diplomacy an applied study in tourism organizations*, Ph.D. thesis, College of Tourism Sciences - Mustansiriyah University, Iraq.
- Al-Shammari: Ahmed Abdullah Amana. (2019). Thesis. *The relationship between strategic knowledge and absorptive energy and its impact on enhancing organizational ingenuity through strategic agility"*, an analytical survey study in some branches of mobile telecommunications companies in Iraq, Ph.D. thesis, College of Administration and Economics, University of Karbala, Iraq.
- Al-Zoubi, Hassan Ali. (2003). The Impact of Strategic Information Systems on Achieving Competitive Superiority: An Applied Study in Jordanian Banks Listed on the Amman Stock Exchange, *Published Research, Faculty of Economics and Administrative Sciences, University of Applied Sciences*.
- Andreassen Alan. (2006) . *Social marketing in the 21st century*, London: Sage Publications.
- Andreassen, Alan R. (1995). *Marketing Social Change*. San Francisco: Jossey-Bass.
- Andriopoulos, C. and Lewis, M.W. (2009). Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation. *Organization science*, 20(4), pp.696-717.
- Atrophy, Hani Hamed. (2009). *Services Marketing*, 5th edition, Dar Wael for Publishing and Distribution, Amman.
- Atuahene-Gima, K.( 2005). Resolving the capability–rigidity paradox in new product innovation. *Journal of marketing*, 69(4), pp.61-83.
- Australian Association of Social Marketing (AASM). (2013). *What is Social Marketing?*, available at: <http://www.aasm.org.au/about-us/> .
- Bashar: Muhammad Khalil. (2018). Thesis. *The role of marketing ingenuity in enhancing the marketing capabilities of business organizations, comparative research in Iraqi mobile phone companies* , Master's thesis, College of Administration and Economics - University of Baghdad, Iraq.

- Blindenbach-Driessen, F. and Van den Ende, J. (2014). The locus of innovation: The effect of a separate innovation unit on exploration, exploitation, and ambidexterity in manufacturing and service firms. *Journal of Product Innovation Management*, 31(5), pp.1089-1105.
- Brennan, L., Previte, J. and Fry, M.L. (2016). Social marketing's consumer myopia: Applying a behavioural ecological model to address wicked problems, *Journal of Social Marketing*, 6(4), 219-239.
- Carter, W. R. (2015). Ambidexterity deconstructed: A hierarchy of capabilities perspective, *Management Research Review*, 38(8), 794–812. doi:10.1108/MRR-05-2014-0116.
- Cooper, D.R. & Schindler, P.S. (2014). *Business research methods*, (12th edn). Boston: McGraw-Hill.
- Correia, Antonio Damasceno & Machado, Andreia de Bem. (2020). Corporate Ethics and Social Responsibility, *IOSR journal of Humanities and Social Science (IOSR-JHSS)*, Vol 25, Issue 6, Series 5 (june. 2020) 26-37, E-ISSN: 2279-0837, P-ISSN: 2279-0845.
- Cuevas, M.J. (2018). The transformation of professional selling: implications for leading the modern sales organization, *Industrial Marketing Management*, Vol. 69, pp. 198-208.
- Deusen, Cheryl A. Van & Mueller, Carolyn B. (1999). Learning In Acquisitions: Understanding The Relationship Between Exploration, Exploitation And Performance", *The Learning Organization J.*, Vol. 6 Iss 4.
- Dewberry, Chris. (2004). *Statistical Methods for Organizational Research : Theory and practice*, First published, Published in the Taylor & Francis, pp 364.
- Diaz Meneses, G. and Luri Rodríguez, I. (2015). Comparing short- and long-term breastfeeding models, *Journal of Social Marketing*, Vol. 5 No. 4, pp. 338-356. <https://doi.org/10.1108/JSOCM-11-2014-0084>.
- Donovan, R.J. and Henley, N. (2003). *Social marketing: Principles and practice*, Melbourne: IP communications.
- Donovan, Rob and Nadine Henley. (2010). *Principles and Practice of Social Marketing: An International Perspective*, Cambridge, UK: Cambridge University Press.
- Dukhan, Osama. (2010). *Market Share and Its Role in Measuring Organizational Performance*, Arab Academy for Banking and Financial Sciences, University of Aleppo.
- Duncan, R.B. (1976). The ambidextrous organization: Designing dual structures for innovation. In R.H. Kilmann, L.R. Pondy and D. Slevin (eds.): *The Management of Organization*, Vol. 1: 67-188, New York: North-Holland.
- Emrah Tokgöz, Ayten Akatay, and Serkan Özdemir. (2017). Impact of Ambidextrous Marketing on Market and Financial Performance, *EBEEC Conference Proceedings, The Economies of Balkan and Eastern Europe Countries in the Changed World, KnE Social Sciences*, pages 59–72. DOI 10.18502/kss.v1i2.647.
- Field, A. (2009). *Discovering statistics using SPSS*, 3rd edition. London: Sage.
- French, J. and Russell-Bennett, R. (2015). A hierarchical model of social marketing", *Journal of Social Marketing*, Vol. 5 No. 2, pp. 139-159. <https://doi.org/10.1108/JSOCM-06-2014-0042>.
- French, J., Blair-Stevens, C., Merritt, R., and McVey, D. (2010). *Social marketing and public health, theory and practice*, Oxford University Press, Oxford.
- Gibson, C.B. and Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity, *Academy of management Journal*, 47(2), pp.209-226.
- Hastings, G. and Saren, M. (2003). The critical contribution of social marketing: theory and application, *Marketing theory*, 3(3), pp.305-322.
- Haynes, Kathryn & Fearfull, Anne. (2008). Exploring Ourselves, *Pacific Accounting Review*, Vol. 20 Iss 2.
- Hohnen, Paul. (2007). Corporate Social Responsibility An Implementation Guide for Business " *International Institute for Sustainable Development*, Winnipeg, Manitoba, p 76.
- Idris, Wael Muhammad, and Al-Ghalibi, Taher Mohsen. (2009). *Strategic Performance Management Series: Performance Basics and the Balanced Evaluation Card*, 1st edition, Amman - Jordan, Wael Publishing House.
- Josephson, B. W., Johnson, J. L., & Mariadoss, B. J. (2015). Strategic MA: Antecedents and financial consequences. *Journal of the Academy of Marketing Science*, 44(4), 539–554. doi:10.1007/s11747-015-0438-5.
- Josephson, B.W. (2014). *The effect of marketing strategy on firm financial performance*, Washington State University.



- Josephson, B.W., Johnson, J.L. and Mariadoss, B.J. (2016). Strategic marketing ambidexterity: Antecedents and financial consequences. *Journal of the Academy of Marketing Science*, 44(4), pp.539-554.
- Judge, W.Q. and Blocker, C.P. (2008). Organizational capacity for change and strategic ambidexterity: Flying the plane while rewiring it. *European Journal of Marketing*, Vol. 42 No. 9/10, 2008 pp. 915-926.
- Karim, Sarah Safaa, and Al-Azzawi, Maha Arif. (2021). Thesis. *E-Marketing and Its Impact on Customer Satisfaction: An Exploratory Study of Opinions from a Sample of Private Bank Managers, Unpublished Master's Thesis, College of Administration and Economics, Al-Mustansiriya University, Iraq.*
- Kazmi. (2007). *Marketing Management*, School of Distance Education , Bharathiar University, Coimbatore, MBA First Year, Paper No.4. PP700.
- Kotler, P. and Lee, N. (2008). *Social Marketing: Influencing Behaviors for Good*, 3rd ed., Sage.
- Kotler, P. and Zaltman, G. (1971). Social marketing: an approach to planned social change. *Journal of marketing*, 35(3), pp.3-12.
- Kotler, P., Keller, K.L., Ang, S.H., Tan, C.T. and Leong, S.M. (2018). *Marketing management: an Asian perspective*, Harlow: Pearson.
- Kotler, P., Roberto, E. & Lee, N. (2002). *Social Marketing: Improving the Quality of Life*, Thousand Oaks: Sage.
- Kotler, Philip, Armstrong, Gary, Harris, Lloyd C. and He, Hongwei. (2020). *Principles of Marketing*, 8th European Edition, Person Education Limited, U.K.
- Kouropalatis, Y., Hughes, P. and Morgan, R.E. (2012). Pursuing flexible commitment as strategic ambidexterity: An empirical justification in high technology firms. *European Journal of Marketing*, 46(10), pp.1389-1417.
- Kyriakopoulos, K. and Moorman, C. (2004). Tradeoffs in marketing exploitation and exploration strategies: The overlooked role of market orientation, *International Journal of Research in Marketing*, 21(3), pp.219-240.
- Lee, N. R., & Kotler, P. (2015). *Social marketing: Changing behaviors for good*, Thousand Oaks, CA: Sage.
- Lefebvre, C. (2011). *Passing it on social marketing in a new world*, WNSMC Keynote.
- Liu, M.L., Lin, C.P., Joe, S.W. and Chen, K.J. (2019). Modeling knowledge sharing and team performance: The interactions of ethical leadership and ambidexterity with politics and job complexity. *Management Decision*, Vol. 57 No. 7, pp. 1472-1495.
- Luo, Y., Zhang, C., Xu, Y. and Ling, H. (2015). Creativity in IS usage and workgroup performance: The mediating role of ambidextrous usage, *Computers in human behavior*, 42, pp.110-119.
- Manoff, R.K. (1985). *Social Marketing : A New Imperative for Public Health*, Praeger, New York, NY.
- March, J. (1991). Exploration and exploitation in organizational learning, *Organization Science*, 2, 71–87.
- Marques, S. and Domegan, C. (2011). *Relationship marketing and social marketing*, The sage handbook of social marketing, pp.44-60.
- Mathanga, D.P., Campbell, C.H., Taylor, T.E., Barlow, R. and Wilson, M.L. (2005). Reduction of childhood malaria by social marketing of insecticide-treated nets: a case-control study of effectiveness in Malawi, *The American journal of tropical medicine and hygiene*, 73(3), pp.622-625.
- Mjia, Luis R. Gomez; Balkin, David B.; Cardy, Robert. (2008). *Management: People; Performance; Change*,( New York, NY: McGraw – Hill Irwin Inc) .
- Prange, C. and Schlegelmilch, B.B. (2009). The role of ambidexterity in marketing strategy implementation: Resolving the exploration-exploitation dilemma, *Business Research*, 2(2), pp.215-240.
- R. Craig Lefebvre. (2011).An integrative model for social marketing", *Journal of Social Marketing*, Vol. 1 Iss: 1 pp. 54 – 72.
- Radhi, A.A.A.H. (2022). The Possibility of Improving the Marketing Performance of Tourism Organizations by Adopting the Dimensions of Marketing Ambidexterity, *American Journal of Economics and Business Management*, 5(5), pp.1-18.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* , 5<sup>th</sup> ed , Pearson Education Limited : Prentice Hall , England , P.459.
- Sekrana, Uma. (2003). *Research methods for business, A skill building approach*, 4th ed. John Wiley & Sons, Inc.
- Sharma, B. (2016). A focus on reliability in developmental research through Cronbach's Alpha among medical, dental and paramedical professionals, *Asian Pacific Journal of Health Sciences*, 3(4), P. 273.

- Talib, Ahmed Hadi, and Al-Bakri, Thamer Yasser. (2014). The Impact of Customer Relationship Management on Marketing Performance: An Analytical Study on a Sample of Jordanian Commercial Banks, Research Extracted from a Master's Thesis, *Journal of the College of Management and Economics for Economic, Administrative, and Financial Studies*, Volume 6, Issue 4, Pages: 1-35.
- Tempelaar, M. (2010). *Organizing for Ambidexterity: Studies on the pursuit of exploration and exploitation through differentiation, integration, contextual and individual attributes* (No. EPS-2010-191-STR).
- Thabit, I.S. (2022). The Impact Of Marketing Ambidexterity On The Customer Sustainable Value An Analytical Survey For All Branches Of The Trade Bank Of Iraq (TBI) In Baghdad, *Journal of Administration and Economics*, (132), pp.289-307.
- Tokgöz, E. (2017). The Relationship Between Ambidextrous Marketing, Market Performance and Financial Performance, *Research in Economics and Business: Central and Eastern Europe*, 9(1).
- Tokgöz: Emrah, & Ayten Akatay, and Serkan Özdemir. (2017). Impact of Ambidextrous Marketing on Market and Financial Performance”, *EBEEC Conference Proceedings, The Economies of Balkan and Eastern Europe Countries in the Changed World, KnE Social Sciences*, pages 59 -72. DOI 3.18502/kss.v1i2.647.
- Vila, Omar Rodriguez „Bharadwaj, Sundar G. and Bahadir3, S. Cem. (2015). Exploration- And Exploitation-Oriented Marketing Strategies And Sales Growth In Emerging Markets", *J. O. Cust. Need. And Solut., Springer Science Business Media* New York 2015.
- Vorhies, D. W., Orr, L., & Bush, V. (2011). Improving customer-focused marketing capabilities and firm financial performance via marketing exploration and exploitation, *Journal of the Academy of Marketing Science*, 39(5), 736–756.
- William, D. P. & Joseph, P, & McCarthy, E. (2008). *Essentials of Marketing*, New York: McGraw- Hill Companies, P 17.
- Wymer, W. (2011). Developing more effective marketing, *Journal of Social Marketing*, Vol. 1 No. 1, pp. 17-31.
- Yang, Z., Zhou, X. and Zhang, P. (2015). Discipline versus passion: Collectivism, centralization, and ambidextrous innovation, *Asia Pacific Journal of Management*, 32(3), pp.745-769.
- Yu, Y.T. (2010). Thesis. *Ambidexterity: The simultaneous pursuit of service and sales goals in retail banking, (Doctoral dissertation, doctoral dissertation, School of Marketing, Australian School of Business, The University of New South Wales, Sydney)*.