



Leveraging Holistic Marketing to Achieve Marketing Excellence in Hotel Establishments An Analytical Study of a Sample of Individuals Working in Hotels in the State of Biskra, Algeria

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Abstract:

The study aimed to identify the level of application of holistic marketing in its various dimensions (internal marketing, relationship marketing, performance marketing, integrated marketing), as well as achieving marketing agility in its dimensions (opportunity exploration, opportunity investment, marketing flexibility) in the hotels in the state of Biskra under study. It also aimed to demonstrate how holistic marketing can be leveraged to enhance marketing agility. The study relied on a descriptive-analytical approach and used a purposive sample of employees (decision makers). To achieve the study objectives, 50 questionnaires were distributed to the hotels studied in the state of Biskra, and 38 questionnaires were returned valid for statistical analysis. This study accepted all hypotheses due to the clarity of the dimensions of holistic marketing in the hotels under study. It recommended the use of artificial intelligence techniques as a key enabling tool for achieving marketing agility within the framework of implementing integrated holistic marketing.

Keywords: *holistic marketing, internal marketing, relationship marketing, performance marketing, integrated marketing, marketing agility.*

Tirer parti du marketing holistique pour atteindre l'excellence marketing dans les établissements hôteliers

Étude analytique d'un échantillon de personnes travaillant dans des hôtels de la province de Biskra, en Algérie

Résumé :

L'étude visait à identifier le niveau d'application du marketing holistique dans ses différentes dimensions (marketing interne, marketing relationnel, marketing de performance, marketing intégré), ainsi qu'à atteindre l'agilité marketing dans ses dimensions (exploration des opportunités, investissement dans les opportunités, flexibilité marketing) dans les hôtels de la province de Biskra étudiés. Elle visait également à démontrer comment le marketing holistique peut être exploité pour améliorer l'agilité marketing. L'étude s'est appuyée sur une approche descriptive et analytique et a utilisé un échantillon ciblé d'employés (décideurs). Pour atteindre les objectifs de l'étude, 50 questionnaires ont été distribués aux hôtels étudiés dans la province de Biskra, et 38 questionnaires ont été retournés, valables pour l'analyse statistique. Cette étude a accepté toutes les hypothèses en raison de la clarté des dimensions du marketing holistique dans les hôtels étudiés. Elle a recommandé l'utilisation de techniques d'intelligence artificielle comme outil clé pour atteindre l'agilité marketing dans le cadre de la mise en œuvre d'un marketing holistique intégré.

Mots-clés : *marketing holistique, marketing interne, marketing relationnel, marketing de performance, marketing intégré, agilité marketing.*



Introduction

The difficult and competitive business environment of the twenty-first century requires a new approach and philosophy in how marketing activities are carried out. The practice of holistic marketing is one of the latest approaches in the business field, which emerged in response to the radical changes in the current marketing environment (Oiku Omoyebagbe & Tolulope Charles, 2023, p. 118).

Traditional marketing is no longer sufficient to keep up with these challenges, which has led many hotels to adopt more comprehensive and integrated marketing strategies. Holistic marketing is one of the most prominent strategies that have helped service providers develop their capabilities and attract customers, enabling them to design and implement purposeful and more consistent programs, processes, and marketing activities.

Effective implementation of holistic marketing includes four main marketing activities: internal marketing, integrated marketing, relationship marketing, and performance marketing (Jomon, 2021, p. 4808).

Thanks to its ability to provide innovative solutions and target all areas that contribute to improving customer experience, holistic marketing plays an essential role in enhancing marketing agility. Through it, a combination of technology and promotional strategies is used to market hotel services effectively, based on exploring and exploiting marketing opportunities with flexibility that surpasses competitors, thereby enhancing the hotel's reputation and increasing customer loyalty. Therefore, hotel establishments must activate the role of holistic marketing using various

means to achieve excellence over their competitors by relying on internal integration and effective communication. From this perspective, the current study emerged to propose how to leverage holistic marketing to enhance marketing agility in hotel institutions.

Study Problem

Based on what was previously discussed, the features of the problem can be highlighted, and the main question can be posed as follows:

How can hotel establishments in the state of Biskra benefit from enhancing marketing agility through holistic marketing?

From this main question, the following sub-questions arise:

- What is the level of interest of the hotel establishments under study in holistic marketing and its dimensions?
- What is the level of application of marketing agility in the hotel establishments under study?
- Is there a correlation between holistic marketing and marketing agility in the hotel establishments under study?

Study Hypotheses

Based on the previous questions, the following hypotheses were formulated:

Main Hypothesis:

- There is a statistically significant effect of holistic marketing in enhancing marketing agility in the hotel establishments under study.



Sub-Hypotheses:

- There is a statistically significant effect of internal marketing in enhancing marketing agility in the hotel establishments under study.
- There is a statistically significant effect of performance marketing in enhancing marketing agility in the hotel establishments under study.
- There is a statistically significant effect of relationship marketing in enhancing marketing agility in the hotel establishments under study.
- There is a statistically significant effect of integrated marketing in enhancing marketing agility in the hotel establishments under study.

Study Objectives

Through this study, we aim to achieve a set of objectives as follows:

- To review the contributions of authors and researchers regarding the study variables “holistic marketing, marketing agility.”
- To identify the level of application of holistic marketing in its various dimensions (internal marketing, performance marketing, relationship marketing, integrated marketing) in the hotel establishments under study.
- To determine the level of interest in marketing agility in the hotel establishments under study.
- To clarify the nature of the relationship and effect between holistic marketing and marketing agility in the hotel establishments under study.

- To provide some recommendations that could contribute to improving the efficiency of marketing agility in hotels.

Study Methodology

The researchers relied on the descriptive-analytical method to answer the proposed problem.

1. Theoretical Aspects of the Study Variables

1.1. The Theoretical Framework of Marketing Agility

The term "agility" generally refers to a hotel's ability to achieve various goals, specifically efficiency and flexibility. Previous studies have shown that such agility improves hotel performance. Marketing agility represents a dual and balanced focus of the hotel on exploration and exploitation simultaneously across all marketing activities, including service design, promotion, segmentation and targeting, pricing, and customer service (Ramadani, 2025, p. 46).

1.1.1. Definition of Marketing Agility

In the field of marketing specifically, agility involves the skillful use of resources and the ability of hotels to derive value from existing offerings and solutions, thereby exploiting current market opportunities while anticipating future market needs and developing offerings and solutions that meet potential needs – thus exploring new valuable opportunities.

The simultaneous processes of exploiting and exploring value through the marketing function are defined as marketing agility (Brett, 2015, p. 01).

The term "marketing agility" was first used by Duncan in 1976. Its intellectual origins can be traced back to the



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

classical management work of March and Simon (1958). When agility is combined with marketing, it relies on finding incremental innovations by exploiting competencies, capabilities, and technologies while shaping modern markets and products through the distribution of exploratory resources and innovative experimental activities based on existing or new capabilities (Zahid, 2023, p. 12).

Adopting the concept of marketing agility is due to its positive impact on hotel success, as it depends on adopting effective activities to explore and exploit current and future marketing opportunities with the goal of creating distinctive customer value, helping maintain customers, and achieving a competitive advantage by leveraging available competencies and capabilities (Al-Sayyid Saad, 2025, p. 50).

Empirically, we display parallel levels of effort in marketing exploitation and exploration. For example, in product design, Samsung develops innovative features for flagship smartphone models (exploration) while gradually improving the core functions of low-end models (exploitation). In brand promotion, to enhance its brand image, Burberry simultaneously uses traditional print and television advertisements featuring celebrities (exploitation) and innovative social media campaigns involving customer-generated content (exploration) (Hillbun, 2020, p. 66).

Many researchers have confirmed that marketing agility has become an urgent necessity for hotels due to the intense competition in today's business environment, as marketing agility plays a direct role in achieving marketing flexibility by balancing the exploration and exploitation of opportunities that contribute to hotel excellence (Basel Fadel & Mohamed Al-Amri, 2023, p. 54). The following table (01)

illustrates some researchers' contributions in defining marketing agility.

Table 01: Contributions of Some Researchers in Defining Marketing Agility

No.	Author and Year	Definition
01	(Shawqi Jamal Al-Din, 2025, p. 1737)	Marketing agility refers to an organization's ability to dynamically adapt its marketing strategies and practices to meet changing market demands, consumer preferences, and competitive pressures. It includes innovation in marketing methods, flexibility in responding
		to external changes, and the ability to implement tailored marketing initiatives to enhance value creation and customer satisfaction.
02	(Al-Sayyid Saad, 2025, p. 50)	Marketing agility is the organization's exploitation of existing competencies and exploration of future capabilities in marketing activities to achieve superior performance.
03	(Suleiman Sadiq & Mohamed Amin Al-	It provides marketing solutions that enable the organization to stand out by separating the activities of exploration and exploitation of marketing



No.	Author and Year	Definition
	Bashqali, 2021, pp. 366-367)	opportunities to achieve strategic integration. Optimal exploitation of available resources is achieved by encouraging employees to divide their time between performing conflicting marketing tasks, such as participating in new business development, re-evaluating sales or services, or continuously involving customers in product development.

Source: Prepared by the researchers based on the above sources.

1.1.2. Importance of Marketing Agility

Marketing agility is clearly important for improving marketing managers' ability to explore and invest resources by stimulating their initiative (Jabbar Ali & Yassin Saud, 2024, p. 06). Today, marketing agility, as a competitive strategy, enables hotels to demonstrate their ability to explore market opportunities, plan to invest in them, and deal with external changes with greater flexibility and at lower cost, effort, and time—thus achieving marketing success and excellence (Nathim Hamdoon, 2024).

The importance of agility also lies in providing marketing motivations to the client and addressing environmental challenges that affect salespeople's ability to market products, predict customer needs, and transmit them to research and development values to satisfy those needs. Hotels characterized by marketing agility are those that

effectively balance managing current markets and exploring future ones simultaneously.

The importance of marketing agility is reflected in the following points:

1. Facing environmental challenges that require the hotel to seek effective means to achieve success and continuity in its environment.
2. Serving as a tool for new activities and methods that help in organizational change and differentiation to keep up with environmental developments amid market competition.
3. Helping the hotel develop its capabilities to shift toward new opportunities in the short term to demonstrate value, which is the fundamental condition for hotel distinction (Zahid, 2023, p. 13).
4. Achieving balance between exploration and exploitation of opportunities so that the hotel succeeds in the long term and achieves performance metrics effectively.
5. Promoting improvement and innovation by providing hotels with diverse alternatives to achieve outstanding results (Khalaf Hussein Hammoud, 2023, p. 45). Moreover, it is considered a capability that can be developed at the level of the entire hotel (Hammoudi Al-Attar & Abboud Al-Maamouri, 2021, p. 98).

1.1.3. Characteristics of Marketing Agility

Marketing agility has three main characteristics (Mazen Hamed Al-Nu'ma & Youssef Al-Bajari, 2024, p. 130):

- **Perception:** The ability of hotel employees to identify opportunities and threats based on balancing



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

centralized and decentralized control. In other words, hotels that perceive opportunities have mechanisms to implement them according to external environmental requirements.

- **Seizing:** The ability of the hotel to capture new opportunities, requiring agreement among top management within its strategic environment, avoiding wrong decisions, and organizing necessary work methods and plans.
- **Reconfiguration:** The hotel's ability to realign assets with structure and configuration according to market developments. The ability to reconfigure resources, assets, mechanisms, and human resource functions is a strategic feature of certain organizational restructuring processes, as restructuring requires efficient and effective resources.

1.1.4. Dimensions of Marketing Agility

A review of previous literature reveals a consensus among researchers on the main dimensions of marketing agility: opportunity exploration, opportunity exploitation, and marketing flexibility. The current research adopts these dimensions, which are represented as follows:

Opportunity Exploration:

The term "exploration" refers to experimenting with new alternatives (Prange & Schlegelmilch, 2009, p. 217).

Marketing exploration also involves developing new marketing skills, processes, and capabilities through the application of innovative market knowledge (Hadi Talib, 2024, p. 27).

Al-Taie and Al-Kalabi explained that opportunity exploration is a marketing method and strategy that aims to follow marketing principles and rules that play a role in addressing difficulties to develop employees' capabilities, who are considered the cornerstone of abilities and competencies for implementing strategic plans to seek rare resources and available opportunities to improve the hotel's ability to achieve good results and remain competitive, in addition to encouraging employees to explore new ways of working.

Exploration is an important method for hotel development (Jawad Abdul-Hussein & Ali Muslim Al-Ameedi, 2025, p. 78), as it helps exploit current resources, capabilities, and skills, such as communication skills, and explore consumer needs and meet them efficiently (Ali Shahhoseini & Ramezani, 2015, p. 83).

Exploitation of Opportunities:

It consists in responding to and adapting to current environmental variables by developing new skills and capabilities to meet customer needs and improve the quality of services provided, thereby increasing added value. (Zerfa & El-Aqoun, 2024, p. 385) The strength of opportunity exploitation activity is based on values and principles derived from operational laws and rules, as well as successful business model practices and the role of executives in adopting effective marketing orientations that lead to achieving effective marketing performance that directly and indirectly influences the insight of current and future customers. (Farhan Taleb & Mahdi Shlayout, 2022, p. 560)



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

Since exploitation seeks to improve the effectiveness and efficiency of current marketing activities and exploration experiences using innovative marketing approaches, hotels that pursue both reduce the risks associated with one-sided focus. For example, Amazon expands its private-label business across product categories (exploration) while simultaneously developing its supplier networks for branded goods (exploitation). This step helps mitigate the impact of any setbacks in its new private-label ventures. (Hillbun, 2020, p. 68)

Marketing Flexibility:

It represents the hotel's ability to adapt or change, and marketing flexibility expresses top management's orientation toward continuous adaptation and response to changes in customer demands and tastes in order to make decisions that achieve a set of marketing and strategic goals. (Mahmoud Ali Samaka, 2022, p. 1827) It also involves implementing marketing activities in a way that enables marketers to keep up with continuous changes occurring in the external environment to fulfill the desires and requirements of current and future customers. (Hajim Sultan Al-Ta'i & Naama Mukhif Al-Kallabi, 2017, p. 1004)

1.2. The Theoretical Framework of Holistic Marketing

The contemporary environment has witnessed numerous changes and wide transformations that led to the emergence of the *holistic marketing philosophy*, which is based on "marketing everything." It has achieved many advantages that previous philosophies lacked. (Majid Alloush, Hussein Jawad, & Turki Ayez, 2021) From this point, interest in the

concept of holistic marketing began at the end of the last century as a result of instability in the business field, the diversity and complexity of the marketing scene, and the development in the electronic field, which had a positive impact on marketing. (Hajim Al-Ta'i & Mukhif Al-Kallabi, 2017)

1.2.1. Definition of Holistic Marketing:

It is a marketing strategy developed through thinking about business and marketing activities as a whole. Therefore, hotels must take into account all aspects of consumer thinking in their services and provide the best possible through the development of internal communication systems and consumer relations. Hence, holistic marketing uses both mind and spirit to build successful marketing relationships between the marketer and the consumer. (Qutaiba & Mustafa, 2019, p. 227)

It has also been defined as marketing that contributes to building the customer's value chain through marketers' desire to strengthen relationships and build direct interaction between stakeholders, hotel managers, employees, and customers. (Hammoud Jathir & Abdul Nasser Hameed, 2021, p. 95)

It also seeks to create a unified and consistent experience across all touchpoints. (Peter Omoyebagbe & Tolulope, 2023, p. 119)

Meanwhile, (Abdul Amir Hassouni & Sertil Abdullah, 2020, p. 330) consider holistic marketing as a strategy that helps customers improve their standard of living and achieve their preferences by obtaining desired services and engaging with hotel services.



1.2.2. Importance of Holistic Marketing:

The importance of holistic marketing stems from its ability to establish the elements of marketing success in dealing with the external environment, providing the capacity to face external threats, and responding quickly to meet changing and renewed customer needs. Its importance can be highlighted through the following points:

- Increasing hotels' ability to cope with any decline in their strategic orientations in the marketing process and retaining highly skilled employees.
- Building a distinctive hotel brand capable of attracting customers, retaining them, and earning their loyalty to the hotel's services. (Mustafa Mseib & Jarallah Khalil, 2022, p. 140)
- Encouraging top management to build strong relationships with specialized teams that share goal formulation, gain their skills and expertise necessary to build and launch useful and innovative ideas, and motivate employees to achieve recovery from strategic, organizational, and marketing aspects.
- Deepening the correct understanding of customer requirements to provide the best service quality, build strong interactive and social relationships, and improve the technology used in production to achieve marketing sustainability. (Abdullah Shikho & Jalal Gharib, 2023, p. 808)

1.2.3. Dimensions of Holistic Marketing:

Holistic marketing consists of four elements: relationship marketing, integrated marketing, internal marketing, and performance marketing. Holistic marketing is considered an

approach to the marketing process that works on marketing all activities according to various tools. These dimensions are represented as follows:

Relationship Marketing:

It refers to all marketing activities directed toward establishing, developing, and maintaining reciprocal relationships between the customer and the hotel to enhance performance. (Samir Al-Ramidi, Shaaban Ismail, & Saeed Ahmed Al-Asraj, 2023, p. 53) This bilateral relationship involves continuous dialogue, listening, learning from each other, and ultimately reaching mutual understanding. When hotels reach an understanding of their customers by fulfilling promises, they will provide joint services that gain customer value. (Hammoud Jathir & Abdul Nasser Hameed, 2021, p. 96)

Today, hotels can no longer operate as independent units without partners due to their crucial role and direct impact on the business environment and hotel profitability. (Hashim Fadhil & Khudair Abbas Al-Doory, 2024, p. 295)

Performance Marketing:

The concept of performance marketing aligns with the concept of social responsibility of hotels, which calls on marketers to consider social, ethical, legal, and human aspects in their marketing practices. (Majid Alloush, Hussein Jawad, & Turki Ayez, 2021, p. 133) In addition to enhancing brand value, performance marketing requires understanding both financial and non-financial profits that hotels achieve through their marketing programs and activities. In other words, performance marketing primarily concerns the



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

interests of society, customers, and the market. (Adel Mahmoud Al-Khafaji, 2024, p. 136)

Internal Marketing:

It is a method for developing the relationship between employees and the hotel and achieving their satisfaction to ensure the success of external marketing activities. If the internal hotel customers are dissatisfied, the external customers will not be satisfied. (Qutaiba & Mustafa, 2019, p. 227)

Thus, this concept focuses on the human element within hotels as the link between the hotel and the customer. The hotel must understand the nature of its services provided to customers and keep up with their expectations, as they are the foundation of hotels' survival and continuity. Internal marketing is a means through which internal customers are satisfied and consequently external customers. (Hammoud Jathir & Abdul Nasser Hameed, 2021, p. 95)

Integrated Marketing:

When all hotel departments collaborate to serve customer interests, integrated marketing results. It is applied at two levels:

First, different marketing functions (sales, advertising, customer service, product management, and marketing research) must cooperate. All these functions are coordinated from the customer's perspective.

Second, other departments must adopt marketing.

The idea behind integrated marketing lies in enabling marketers to reach target customers more frequently and effectively using a variety of media channels. (Hashim

Fadhil & Khudair Abbas Al-Doory, 2024, p. 295) Integrated marketing seeks to ensure that the marketing message at any time and place reflects the hotel's brand identity. (Adel Mahmoud Al-Khafaji, 2024, p. 136)

2. The Field Framework of the Study

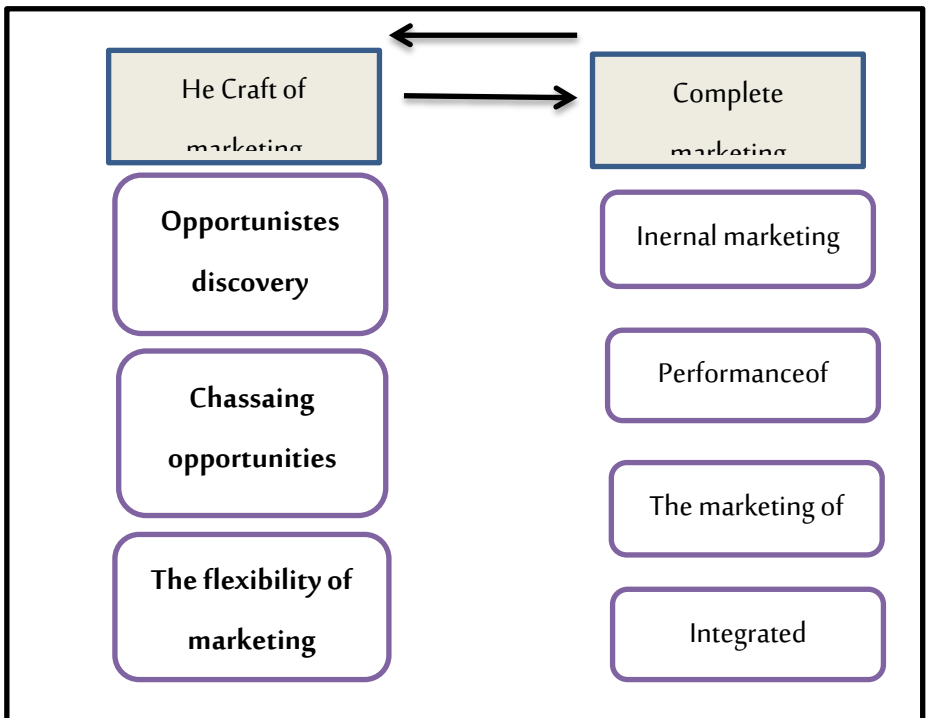
After establishing the theoretical framework for holistic marketing and marketing excellence and addressing all its aspects and basic concepts related to each variable separately, an applied study of the topic will be presented to demonstrate the relationship between them and the theoretical information.

2.1. Study Model and Hypotheses

The study framework illustrates the relationship between its main variables and includes two variables: The dependent variable (*marketing excellence*), which includes three dimensions—opportunity exploration, opportunity exploitation, and marketing flexibility; and the independent variable (*holistic marketing*), which includes integrated marketing, internal marketing, relationship marketing, and performance marketing. This framework was designed based on hypotheses formulated to test and analyze the results. Figure (01) illustrates this framework.



Figure 01: Study Model



Source: Prepared by the two researchers.

2.2. Study Methodology:

The study population consists of some hotel establishments in the province of Biskra and includes the following hotels: Maurice Labonne and Nile Zakaria. The respondents were limited to employees who have decision-making authority in the hotels, such as managers, their assistants, and marketing department staff. The table below shows the basic information about the sample of hotels under study:

Table 02: Basic Information about the Sample of Hotels under Study

No.	Hotel Name	Number of Rooms	Number of Employees
1	Maurice Labonne	76	50
2	Nile Zakaria	40	30
Source: Prepared by the two researchers based on information provided by the hotels.			

The researchers relied on a questionnaire as a tool for data collection. The latter included 46 statements covering all aspects of the study with closed-ended responses, according to a five-point Likert scale. Fifty questionnaires were distributed, of which 5 were not returned, 3 were returned blank, and 4 were deemed invalid due to missing answers. The following table shows the study sample:

**Table 03: Number of Valid Questionnaires for the Study**

Statement	Frequency	Percentage %
Number of distributed questionnaires	50	100%
Number of unreturned questionnaires	5	10%
Number of invalid questionnaires	7	14%
Number of accepted questionnaires for the study	38	76%
Source: Prepared by the two researchers.		

Distribution of the Sample According to Personal and Occupational Data of the Study:

- **Gender Variable:** The majority were male, representing 63%, while females represented 36.8%. There is a noticeable gap between genders, reflecting cultural reservations and social customs regarding women working in hotel environments that involve night shifts and continuous interaction with clients.

Table 04: Distribution of Respondents According to Gender Variable

Gender	Frequency	Percentage %
Female	14	36.8%
Male	24	63.2%
Total	38	100%
Source: Prepared by the two researchers based on SPSS (v.25).		

- **Age Variable:** The highest percentage is the age group (35–40 years) at 44.7%, while the lowest percentage is for the age group (above 55 years) at 13.2%. This indicates that the study population consists mostly of young individuals, as they are more capable of adapting to technology and changing market needs.

Table 05: Distribution of Respondents According to Age Variable

Age	Frequency	Percentage %
Less than 35 years	7	18.4%
35 to 45 years	17	44.7%
45 to 55 years	9	23.7%
55 years and above	5	13.2%
Total	38	100%
Source: Prepared by the two researchers based on SPSS (v.25).		



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

• **Educational Level Variable:** Table 06 shows that most respondents hold a university degree or higher, at 94.8%, which reflects the capabilities and skills of the study sample. This may be due to their understanding of digital systems in hotels and their ease of use, which makes decision-making more effective.

Table 06: Distribution of Respondents According to Educational Level

Educational Level	Frequency	Percentage %
Baccalaureate or less	2	5.3%
Bachelor's degree	22	57.9%
Engineer	8	21.1%
Specialized Postgraduate Studies	6	15.8%
Total	38	100%

Source: Prepared by the two researchers based on SPSS (v.25).

• **Years of Experience Variable:** The highest percentage of respondents have 5–10 years of experience, at 42.1%. Years of experience are relatively similar across respondents, which may be explained by the recruitment of employees with fewer years of experience due to their ability to adapt quickly to technological changes and the demands of the digital age.

Table 07: Distribution of Respondents According to Years of Experience Variable

Years of Experience	Frequency	Percentage %
Less than 5 years	8	21.1%
5 to 10 years	16	42.1%
10 to 15 years	7	18.4%
15 years and above	7	18.4%
Total	38	100%
Source: Prepared by the two researchers based on SPSS (v.25).		

2.3. Study Boundaries:

This study was conducted in some hotels in the province of Biskra, namely Maurice Labonne and Nile Zakaria, during the period from June 1 to June 25, 2025. The researchers targeted managers and marketing department employees whose positions allow them to understand the statements and provide appropriate responses.

2.4. Structure of the Study:

The study includes three main axes as follows:

- **First axis:** Includes personal data represented by gender, age group, educational level, and number of years of experience in the hotel.
- **Second axis:** Includes measurement statements related to the independent variable, holistic marketing, through its dimensions: integrated marketing, internal marketing, relationship marketing, and performance marketing, totaling 25 statements.



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

- **Third axis:** Includes variables of the dependent variable (marketing excellence), which consists of three dimensions: opportunity exploration, opportunity exploitation, and marketing flexibility, with a total of 21 statements.

2.5. Description of the Study Sample:

• Internal Consistency of the Questionnaire

The researchers used Cronbach's alpha coefficient to estimate internal consistency among the questionnaire items, as shown in the following table:

Table 08: Results of Internal Consistency Test of the Questionnaire

Questionnaire Axes	Number of Statements	Cronbach's Alpha Value
Holistic Marketing	25	0.889
Marketing Excellence	21	0.782
Entire Questionnaire	46	0.849
Source: Prepared by the two researchers based on SPSS (v.25).		

Based on the results, the Cronbach's alpha value indicates a good level of internal consistency for each axis separately, with an overall value of (0.849), showing that the items are internally correlated, consistent, and accurately measure the intended concepts.

2.6. Interpretation and Analysis of Field Study Results:

The analysis will cover the study results and address the main problem and sub-questions, in addition to testing hypotheses to interpret the relationship between the independent and dependent variables.

The Extent of Interest of the Studied Hotel Establishments in Holistic Marketing Dimensions

To answer the first sub-question: *What is the level of interest of the studied hotel establishments in holistic marketing and its dimensions?* The analysis of the respondents' answers regarding the second axis related to holistic marketing showed the following results:

Table 09: Results of Respondents' Answers Regarding the Level of Interest of the Studied Hotel Establishments in Holistic Marketing

Dimensions	Arithmetic Mean	Judgment	Ranking
Internal Marketing	4.4605	Very High	01
Performance Marketing	4.4254	Very High	03
Relationship Marketing	4.4211	Very High	04
Integrated Marketing	4.4323	Very High	02
Overall Arithmetic Mean	4.4347	Very High	/
Source: Prepared by the two researchers based on SPSS (v.25).			



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

Table 09 shows the ranking of holistic marketing dimensions in the studied hotels, where the overall arithmetic mean of this axis is (4.4347), indicating a very high level of agreement on the five-point Likert scale. This means that the studied hotels are highly concerned with holistic marketing and its dimensions. The arithmetic mean for internal marketing ranked first (4.4605), followed by integrated marketing (4.4323), performance marketing (4.4254), and relationship marketing last (4.4211).

The Extent of Application of Marketing Excellence in the Studied Hotel Establishments

To answer the second sub-question: *What is the level of application of marketing excellence in the studied hotel establishments?* An analysis of respondents' answers to the third axis produced the following results:

Table 10: Results of Respondents' Answers Regarding the Level of Application of Marketing Excellence in the Studied Hotel Establishments

Dimensions	Arithmetic Mean	Judgment	Ranking
Opportunity Exploration	4.4060	Very High	01
Opportunity Exploitation	4.4023	Very High	02
Marketing Flexibility	4.3722	Very High	03
Overall Marketing Excellence Mean	4.3935	Very High	/

Dimensions	Arithmetic Mean	Judgment	Ranking
Source: Prepared by the two researchers based on SPSS (v.25).			

Table 10 shows the results of respondents' answers regarding marketing excellence and its dimensions in the studied hotels, where the overall mean (4.3935) indicates a very high level of agreement on the Likert scale, reflecting a very high application level of marketing excellence in the studied hotels.

The Relationship Between Holistic Marketing and the Level of Marketing Excellence in the Studied Hotel Establishments

To answer the third sub-question: *Is there a correlation between holistic marketing and marketing excellence in the studied hotel establishments?* All study hypotheses were tested, but before that, it was necessary to verify the distribution of collected data.

2.6.1. Distribution of the Collected Data:

In this part, the normal distribution of all study variables was tested using skewness and kurtosis coefficients. Statistical research confirms that the skewness coefficient must range between -3 and +3, and the kurtosis coefficient between -7 and +7. The results are as follows:

**Table 11: Results of the Normal Distribution Test of Study Variables**

Variable	Skewness	Std. Error	Kurtosis	Std. Error
Holistic Marketing	0.0590	0.3830	-0.9340	0.7500
Internal Marketing	-1.245	0.3830	3.612	0.7500
Performance Marketing	-0.331	0.3830	-0.2860	0.7500
Relationship Marketing	-0.305	0.3830	-0.4010	0.7500
Integrated Marketing	-0.067	0.3830	-0.8160	0.7500
Marketing Excellence	-0.229	0.3830	-0.4530	0.7500
Opportunity Exploration	-0.372	0.3830	-0.4840	0.7500
Opportunity Exploitation	-0.021	0.3830	-0.8350	0.7500
Marketing Flexibility	-0.349	0.3830	-0.6700	0.7500
Source: Prepared by the two researchers based on SPSS (v.25).				

It is evident from the table that the skewness values range between -0.021 and 0.059 and kurtosis values between -0.934 and 3.612. Thus, the study data follow a normal distribution, allowing hypothesis testing.

Hypothesis Testing:

The following tables show the results of simple regression analysis used to test the study hypotheses.

2.6.2. Model Suitability Test for the Main Hypothesis:

ANOVA regression analysis was used to verify the suitability of the model to test the main hypothesis: *There is an effect of holistic marketing in enhancing marketing excellence in the studied hotel establishments.* The table below shows the validity of the model, where the calculated F value is 12.458 at a significance level of 0.000a, which is less than $\alpha = 0.01$.

Table 12: Model Suitability for Testing the Main Hypothesis

Model	Sum of Squares	Degrees of Freedom	Mean Squares	F Value	Sig. Level
Regression	0.7970	1	0.7970	12.458	0.000a
Residual	2.303	36	0.0640	-	-
Total	3.101	37	-	-	-
a: Independent (constant) values.					
Source: Prepared by the two researchers based on SPSS (v.25).					



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

2.6.3. Analysis of Effect Relationships for Testing Study Hypotheses:

The following section analyzes the effect relationships to test both the sub-hypotheses and the main hypothesis.

- **Analysis of Effect Relationships for the First Sub-Hypothesis:**

To verify the effect of the independent variable (internal marketing) on the dependent variable (marketing excellence), the regression method was used. The main results are summarized in the following table:

Table 13: Results of Simple Regression Analysis for Testing the First Sub-Hypothesis

Model	Unstan dardized Coeffi cients	Standar dized Coeffi cients	T	Calcu lated Value	R Square	Sig.
(Constant)	4.597	0.6090	7.549	0.03	0.000	
Internal Marketing	-0.0460	0.1360	- 0.0560	- 0.3350		
Source: Prepared by the two researchers based on SPSS (v.25).						

The table shows that $T = 0.335$ and $B = 0.046$ at a significance level of 0.000, which is less than 0.01, indicating a statistically significant effect of internal marketing in the studied hotel establishments. The R^2 value is 0.003, meaning that 0.3% of the variance in the dependent variable (marketing excellence) is explained by the change in the independent variable (internal marketing), while the remainder is due to other factors. Accordingly, the first sub-hypothesis – *“There is an effect of internal marketing in enhancing marketing excellence in the studied hotel establishments”* – is accepted.

The researchers explain this by the fact that the studied hotel establishments rely on advanced training programs to improve employees’ abilities not only in technical skills (reception, cleaning, service) but also in communication, problem-solving, and positively representing the brand. These institutions inform employees about work developments, and managers share the organization’s vision with their staff.

- **Analysis of Effect Relationships for the Second Sub-Hypothesis:**

To verify the effect of the independent variable (performance marketing) on the dependent variable (marketing excellence), the regression method was used. The main results are summarized in the following table:



Table 14: Results of Simple Regression Analysis for Testing the Second Sub-Hypothesis

Model	Unstan dardized Coeffi cients	Standar dized Coeffic ients	T	Calcu lated Value	R Square	Sig.
(Constant)	2.506	0.763	3.284	0.146	0.000	
Performance Marketing	0.427	0.172	0.382	2.478		
Source: Prepared by the two researchers based on SPSS (v.25).						

Source: Prepared by the two researchers using the SPSS (v.25) program.

From the table, we note that the value of $T = 2.478$ and $B = 0.427$, at a significance level of 0.000, which is less than 0.01. This indicates a statistically significant effect of performance marketing in the hotel establishments under study. The table also shows the value of the coefficient of determination $R^2 = 0.146$, meaning that 14.6% of the variation in the dependent variable (marketing excellence) is explained by the variation in the independent variable (performance marketing), while the rest is due to other factors. Based on the above, the second sub-hypothesis is accepted, which states: “There is an

effect of performance marketing in enhancing marketing excellence in the hotel establishments under study.”

This can be explained by the fact that the hotel establishments under study seek to continuously improve performance through monitoring and benefiting from visitors’ data within the framework of evaluating positive and negative impacts. These establishments also enjoy a good reputation in donations and charitable activities. The success of these hotels is attributed to their focus on effectiveness in reaching the appropriate audience.

- **Analysis of effect relationships to test the third sub-hypothesis:**

To verify the effect of the independent variable (relationship marketing) on the dependent variable (marketing excellence), the regression method was used, and the most important results are summarized in the following table:

Table No. 15: Results of simple regression analysis to test the third sub-hypothesis

Model	Unstandardized Coefficients	Standardized Coefficients	T	R Square	Sig.	Significance Level
(Constant)	4.123	0.684	6.025	0.004	0.000	
Relationship Marketing	0.061	0.154	0.066	0.396		

Source: Prepared by the two researchers using the SPSS (v.25) program.



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

From the table, we note that the value of $T = 0.396$ and $B = 0.061$, at a significance level of 0.000, which is less than 0.01. This indicates a statistically significant effect of relationship marketing in the hotel establishments under study. The table also shows the value of the coefficient of determination $R^2 = 0.004$, meaning that 0.4% of the variation in the dependent variable (marketing excellence) is explained by the variation in the independent variable (relationship marketing), while the rest is due to other factors. Based on these results, the third sub-hypothesis is accepted, which states: "There is an effect of relationship marketing in enhancing marketing excellence in the hotel establishments under study."

The researchers explain this by the fact that the hotel establishments under study use social media to maintain continuous communication with guests, relying on their feedback and evaluations via email or text messages, which has enhanced continuous and personalized communication. They also constantly strive to implement effective loyalty programs by offering rewards to repeat guests. This has led to the establishment of long-term relationships with customers.

▪ **Analysis of effect relationships to test the fourth sub-hypothesis:**

To verify the effect of the independent variable (integrated marketing) on the dependent variable (marketing excellence), the regression method was used, and the most important results are summarized in the following table:

Table No. 16: Results of simple regression analysis to test the fourth sub-hypothesis

Model	Unstandardized Coefficients	Standardized Coefficients	T	R Square	Sig.
(Constant)	0.708	0.516	1.371	0.578	0.000
Integrated Marketing	0.832	0.116	0.766	7.153	

Source: Prepared by the two researchers using the SPSS (v.25) program.

From the table, we note that the value of $T = 7.153$ and $B = 0.832$, at a significance level of 0.000, which is less than 0.01. This indicates a statistically significant effect of integrated marketing in the hotel establishments under study. The table also shows the value of the coefficient of determination $R^2 = 0.578$, meaning that 57.8% of the variation in the dependent variable (marketing excellence) is explained by the variation in the independent variable (integrated marketing), while the rest is due to other factors. Based on these results, the fourth sub-hypothesis is accepted, which states: "There is an effect of integrated marketing in enhancing marketing excellence in the hotel establishments under study."

This is explained by the fact that the hotel establishments under study are distinguished by offering multiple services to all guests and their ability to coordinate and unify all marketing and communication efforts by encouraging employees to consult and collaborate in problem-solving, which achieved consistent experiences for guests and created great trust among them.



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

▪ **Simple regression analysis to test the main hypothesis of the study:**

To verify the following main hypothesis: “There is an effect of holistic marketing in enhancing marketing excellence in the hotel establishments under study,” the regression method was used, and the most important results are summarized in the following table:

Table No. 17: Results of simple regression analysis to test the main hypothesis of the study

Model	Unstandardize d Coefficients	Standardize d Coefficients	T	R Squar e	Sig.
(Constant)	0.326	1.153	0.28 3	0.257	0.00 0
Holistic Marketin g	0.917	0.260	0.50 7	3.530	

Source: Prepared by the two researchers using the SPSS (v.25) program.

From the table, we note that the value of $T = 3.257$ and $B = 0.917$, at a significance level of 0.000, which is less than 0.01, indicates a statistically significant effect of holistic marketing on marketing excellence in the hotel establishments under study. The table also shows the value of the coefficient of determination $R^2 = 0.257$, meaning that 25.7% of the variation in the dependent variable (marketing excellence) is explained by the variation in the independent variable (holistic marketing), while the rest is due to other factors.

Based on these results, the main hypothesis is accepted, which states: “There is an effect of holistic marketing in enhancing marketing excellence in the hotel establishments under study.”

The researchers explain this by noting that the hotel establishments under study have created integrated and interconnected experiences with guests, which has led to improved internal and external performance and the building of a strong, sustainable reputation, allowing them to achieve guest loyalty. This is due to the integration of marketing efforts and their orientation toward creating integrated customer value.

Conclusion:

Amidst the intense and increasing competition in the hospitality and hotel sector, traditional marketing is no longer sufficient to achieve excellence and sustainability. Here emerges the importance of holistic marketing, which views the marketing process as an interconnected system encompassing all aspects of the hotel – from service quality and customer experience to employee interaction and digital innovation.

Adopting this integrated approach by hotels not only enhances marketing excellence but also strengthens brand image and ensures long-term customer loyalty. By aligning internal and external values, a hotel can transform every interaction into a marketing opportunity, thereby achieving a competitive position in the dynamic tourism market. This study reached several conclusions:



Soumission : 05/04/2025 Acceptation : 02/06/2025 Publication : 15/08/2025

- The ability of hotels to understand and meet customer expectations and needs and improve guest experiences by focusing on relationship marketing and internal marketing, rather than merely on promotional campaigns, treating the guest as a long-term key element.
- Hotels rely on coordinating and integrating marketing activities, which has contributed to unifying the marketing message and increasing its effectiveness.
- The surveyed hotels show interest in relationship marketing by enhancing customer loyalty and building sustainable relationships between customers and employees, which created a loyal customer base that contributed to financial stability through repeated visits and recommendations—this relationship sustainability is a form of marketing excellence.
- The hotels under study have the ability to achieve flexibility and innovation in marketing strategies by integrating integrated marketing, relationship marketing, and performance marketing. This adaptability and continuous innovation represent key aspects of marketing excellence, as the hotels have been able to keep up with modern trends and offer distinctive and unique offers suitable for various customer segments.
- Through internal marketing, the hotel employees surveyed were effectively trained to be fully aware of the hotel's culture, and when employees felt satisfaction and loyalty, this positively reflected on

their interactions with guests. Every customer interaction became a genuine marketing opportunity that strengthened the brand image of the hotels under study. Thus, employee empowerment is an integral part of marketing excellence in hotel establishments.

- It is concluded that holistic marketing represents a qualitative shift in marketing thought, especially in the hotel services sector, which requires a high ability for innovation, adaptability, and building long-term relationships.

The study recommends the following proposals:

- Hotels should focus on values and social responsibility in marketing through the effective application of holistic marketing, which ensures building relationships with society. Therefore, it is recommended to adopt ethically and socially oriented initiatives that reflect hotel values and gain public trust.
- Encourage the surveyed hotels to expand cooperation with partners in alignment with the overall marketing vision to enhance their competitive strength.
- Emphasize the use of artificial intelligence technologies and big data analytics to gain a deeper understanding of customer behavior and anticipate their future needs, thereby enhancing accuracy in targeting and personalization.



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