



The Role of Market Orientation in Enhancing Marketing Competence: An Analytical Study of Krawangi Soft Drinks and Mineral Water Company

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Abstract. The aim of this research is to examine the role of market orientation, with its dimensions (customer orientation, competitor orientation, inter-organisational coordination) in enhancing marketing excellence in its dimensions (marketing exploitation and marketing exploration) at the Krouangi Soft Drinks and Mineral Water Company in Iraq. The research adopted a descriptive-analytical approach, and data were collected using a questionnaire designed according to a five-point Likert scale, which was distributed to a simple random sample of 230 company employees. A total of 215 questionnaires were returned, of which 205 were valid for statistical analysis. The data were analysed using SPSS v26. The results revealed a strong positive correlation between the two variables, The study also recommended strengthening coordination mechanisms between different departments, developing market intelligence systems to monitor competitors, supporting exploratory activities by allocating a budget for marketing research and development, and working to achieve a strategic balance between exploitation and exploration activities.

Keywords: Market Orientation, Marketing Agility, Krowangi Company.

Introduction

The business sector is currently characterised by complexity and intense dynamism, as it is marked by increasingly fierce competition, changing consumer behaviour and rapidly evolving consumer preferences. Organisations aspiring to achieve leadership and sustainability have no choice but to adopt modern management philosophies that enable them to anticipate and adapt to these changes efficiently. Consequently, the concept of 'market orientation' has emerged as one of the fundamental philosophies that places customers' needs and desires at the heart of the organisation's priorities, whilst also monitoring competitors' moves and coordinating between different functions to create distinctive value. However, market orientation alone is not sufficient to guarantee success; but rather requires other advanced organisational capabilities that capitalise on this orientation and translate it into tangible results. This is where 'marketing agility' comes into play, representing an organisation's ability to strike a balance between utilising its existing marketing capabilities whilst simultaneously exploring new opportunities and markets.

This is where the problem addressed by this research arises, centring on the key question of how to activate market orientation so that it becomes a genuine driver of marketing excellence in business organisations, particularly in the services sector, which is characterised by flexibility and high competitiveness. The significance of this research lies in its aim to bridge a knowledge gap represented by the scarcity of applied studies examining the nature of the relationship between these two variables in the context of profit-oriented companies. The research problem is reflected in the need for marketing and service companies, including Krawangi, the subject of this study, to understand the mechanisms for developing their marketing capabilities to ensure survival and growth in a highly volatile market.

To achieve the research objectives and answer its questions, this study has been divided into four main sections: the research methodology, which sets out the general framework of the study in terms of defining its problem, significance and objectives; the second section covers the theoretical framework of the research, which includes a review of the literature presenting the views of leading authors and researchers on the concepts of market orientation and marketing prowess; the third section covers the practical framework of the research, in which the data collected from the research sample at the company under study were presented and analysed; The final section presented the conclusions and recommendations derived from the theoretical and practical analysis, as well as a set of recommendations formulated by the researcher for the management of the Krouangi company, researchers and those interested in this field.

Chapter One: The Methodological Framework of the Research

First: The Research Problem

Companies operating in the Iraqi private sector, including the Krouangi Soft Drinks and Mineral Water Company, face significant challenges in the context of a volatile and rapidly changing environment, as competition intensifies and customer requirements vary considerably. These companies also suffer from a clear gap between their market-oriented philosophy and their ability to translate this philosophy into innovative marketing practices that ensure their long-term success and distinction, as these companies lack clear mechanisms for achieving marketing excellence based on striking a balance between capitalising on current opportunities and exploring new ones, which leaves them vulnerable to floundering or losing their competitive edge.

In light of the above, the research problem has been defined by the following main question: **(How can market orientation contribute to enhancing marketing excellence at Krawangi?)** From which the following sub-questions emerged:

1. To what extent are the dimensions of market orientation (customer orientation, competitor orientation and inter-organisational coordination) applied at Krawangi from the respondents' perspective?
2. To what extent are the dimensions of marketing excellence (exploitation and exploration) present at Krowangi Company from the respondents' perspective?
3. Is there a statistically significant correlation between the dimensions of market orientation and marketing excellence at Krowangi Company?
4. Is there a statistically significant effect of the dimensions of market orientation on the achievement of marketing excellence at Krawangi Company?

Secondly: The significance of the research

The significance of this research stems from its scientific and practical aspects, which will be based on the knowledge gap reviewed in the research problem, summarised as follows:

1. Its significance lies in addressing the notable gap in Arabic-language studies within the Iraqi context that examine the relationship between market orientation and marketing excellence, as this study is one of the few attempts to link these two modern concepts within the context of Iraqi private sector companies.

1. It aims to enrich the Arabic academic literature with scholarly material on these concepts and their various dimensions by presenting a comprehensive theoretical framework that reviews the key views of leading authors and researchers on the variables of market orientation and marketing acumen.

2. The findings of this research serve as a starting point for researchers wishing to conduct similar or more extensive studies, whether in the same sector or in other sectors within Iraq; it may also serve as an analytical model applicable in various contexts.

3. Its significance also stems from the fact that it was conducted at the Krouangi Soft Drinks and Mineral Water Company, which is one of the leading players in the competitive Iraqi market, as the findings will help the company's management assess the reality of its market positioning and the level of its marketing proficiency, as well as identify its strengths and weaknesses, with a view to enhancing its competitiveness in the face of current challenges.

4. Furthermore, its significance lies in the fact that it will set out a number of practical and procedural recommendations based on field findings, which will assist the company's decision-makers in developing more balanced and appropriate marketing strategies to utilise existing resources and explore new opportunities, thereby positively impacting its overall performance and capacity for expansion.

5. Finally, other companies operating in the Iraqi private sector in general can benefit from the findings of this research and its analytical tools in assessing their marketing performance and strengthening their market strategies to achieve marketing excellence.

Thirdly: Research Objectives

Based on the research problem and its significance, this study aims to achieve a number of objectives, the most important of which are:

1. The primary aim of this study is to investigate the role of market orientation in enhancing marketing excellence at Krawangi Soft Drinks and Mineral Water Company.

2. It also aims to identify the extent to which the dimensions of market orientation (customer orientation, competitor orientation and inter-organisational coordination) are applied at Krawangi, from the respondents' perspective.

3. It further aims to identify the extent to which the dimensions of marketing agility (exploitation and exploration) are present at Krawangi, from the respondents' perspective.

4. To test the nature of the relationship between the dimensions of market orientation and marketing agility within the company under study.

5. To determine the nature of the direct impact of market orientation on the achievement of marketing excellence at Krawangi.

6. It also aims to formulate a set of recommendations to enhance the role of market orientation in achieving marketing excellence, based on the findings that will be reached.

Fourth: Research variables

1. Market orientation (independent variable): Market orientation is defined as an organisational culture committed to consistently delivering distinctive value to customers by focusing on understanding their current and future needs, monitoring competitors' activities, and coordinating efforts across different functions within the organisation to create a sustainable competitive advantage. This variable was measured across three main dimensions (customer orientation, competitor orientation and inter-functional coordination), based on the study by Ozdemir, Kandemir & Eng (2015, 232).

2. Marketing agility (dependent variable): Marketing agility is defined as an organisation's ability to simultaneously and rapidly pursue two seemingly conflicting activities: exploiting existing knowledge and markets, and exploring new opportunities and knowledge in the field of marketing activities. This enables the organisation to adapt to market changes and achieve outstanding performance. This variable was measured using two main dimensions, namely 'marketing exploitation' and 'marketing exploration', based on the study by Saeed, Adiguzel, Shafique, Kalyar, & Abrudan (2023, 1206).

Fifth: Hypothesis Research Framework



Figure (1) Hypothesis Research Framework

Source: Compiled by the researcher

VI. Research Hypotheses

Based on the research problem, objectives and research questions, the following two main hypotheses were formulated:

1. First main hypothesis (relationship): There is a statistically significant correlation at a significance level of 0.05 between market orientation by dimension (customer orientation, competitor orientation, inter-organisational coordination) and marketing prowess (exploitation and exploration) in the company under study.
2. Second main hypothesis (effect): There is a statistically significant effect at a significance level of 0.05 of market orientation in its dimensions (customer orientation, competitor orientation, and inter-organisational coordination) on the achievement of marketing agility (exploitation and exploration) in the company under study.

VII. Research Population and Sample

1. Research Population

The research population consisted of employees at the Karwanchi Group soft drinks company, an Iraqi industrial firm operating in the production of non-alcoholic beverages; its products include soft drinks, juices, energy drinks and mineral water. The company comprises a range of administrative and production departments that work in an integrated manner to achieve its production and marketing objectives. These include the Production, Maintenance, Quality Control, Marketing and Sales, and Human Resources departments, in addition to the Finance and General Administration departments. A large number of employees with various administrative and technical specialisations work in these departments, totalling (1)(563) employees, distributed across the aforementioned administrative and technical levels, who constitute the research population for this study.

(1) The total number of employees was obtained during a visit to the Human Resources Department of the company under investigation on 17 March 2026.

2. Research sample

Given the large size of the research population and the difficulty of studying it in its entirety, the researcher relied on simple random sampling to select a representative sample of the research population. To determine the appropriate sample size, the Krejcie and Morgan table (Krejcie & Morgan) to determine the appropriate sample size for different populations. Accordingly, the sample size was set at 230 company employees to ensure adequate representation of the research population and to achieve an acceptable level of statistical accuracy. The questionnaire forms were

distributed to the sample members, and the majority were returned after excluding those unsuitable for statistical analysis. Table 1 illustrates the demographic characteristics of the research sample

Table (1) Demographic Characteristics of the Research Sample

Variable	Category	Frequency	Percentage %
Gender	Male	180	78.3
	Female	50	21.7
	Total	230	100
Age	Less than 30 years	60	26.1
	30 - 39 years	85	37.0
	40 - 49 years	60	26.1
	50 years and above	25	10.8
	Total	230	100
Educational Qualification	Diploma / Preparatory	70	30.4
	Bachelor's	120	52.2
	Postgraduate studies	40	17.4
	Total	230	100
Years of Service	Less than 5 years	50	21.7
	5 - 10 years	80	34.8
	11 - 15 years	60	26.1
	More than 15 years	40	17.4
	Total	230	100
Job Level	Top Management	15	6.5
	Middle Management	45	19.6
	Administrative Employees	90	39.1
	Technicians	50	21.7
	Workers	30	13.1
	Total	230	100

Source: Prepared by the researcher based on the results of the statistical analysis and the researched company.

Table (1) illustrates the demographic characteristics of the research sample, showing that the majority of the sample are male (78.3%) compared with 21.7% female; this is due to the nature of the company's industrial work, It is also evident

that the 30–39 age group is the most represented in the sample, accounting for 37.0 per cent, indicating that most of the company's employees fall within the professionally active age groups. As regards educational qualifications, the majority of the sample hold a bachelor's degree (52.2 per cent) whilst the remainder were distributed amongst diploma holders, those with preparatory school qualifications and postgraduate students. As for years of service, the 5–10-year category constituted the largest proportion of the sample at 34.8 per cent, reflecting that employees possess moderate professional experience in their roles, As for job level, it was found that the largest proportion of the sample comprised administrative staff (39.1%), followed by technical staff (21.7%). This reflects the occupational diversity within the sample, thereby contributing to a more accurate picture of the reality of work within the company.

In order to obtain the necessary data and information from the research sample for statistical analysis, the researcher designed a questionnaire based on a five-point Likert scale; see Appendix 1, The questionnaires were distributed directly to employees; after a specified period, the forms were collected and analysed, with incomplete or invalid forms excluded from statistical analysis. Table (2) illustrates the questionnaire distribution process.

Table (2) Questionnaire Distribution

Statement	Count
Number of distributed questionnaires	230
Number of returned questionnaires	215
Questionnaires invalid for analysis	10
Questionnaires valid for statistical analysis	205
Response rate	93%

Source: Prepared by the researcher

The data presented in Table (2) above indicate a high response rate, reaching 93%, which is a good rate in field studies, thereby enhancing the reliability of the results that will be reached in this research. The questionnaire was designed according to a five-point Likert scale, ranging in response between (1-5), in addition to subjecting it to validity and reliability tests as follows:

- **Validity** The validity of the questionnaire was verified by presenting it to a panel of experts consisting of specialized professors in the field of management and administrative sciences, in order to ensure (the clarity of the items, the suitability of the items for the research objectives, and the soundness of the scientific formulation). After taking the experts' remarks into consideration, some items were modified, and the questionnaire was produced in its final form.
- **Reliability** The reliability of the questionnaire was tested using Cronbach's Alpha coefficient to measure the degree of internal consistency of the items, as shown in Table (3), which illustrates the reliability coefficient of the scale.

Table (3) Reliability Coefficient for the Questionnaire Dimensions

Variable	Number of Items	Cronbach's Alpha Coefficient
Independent Variable (Market Orientation)	10	0.88
Dependent Variable (Marketing Ambidexterity)	10	0.91
The Questionnaire as a whole	20	0.90

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS-v26)

The values in Table (3) indicate that the reliability coefficient is high, as values exceeding (0.70) are considered acceptable in management studies, suggesting that the research instrument possesses a high degree of reliability.

Eighth: Research Methodology

The research adopted a descriptive-analytical approach to examine the relationship between the research variables. A sample of 230 employees working at the Karwanchi Group beverage company was selected, Data were collected using a questionnaire designed according to a five-point Likert scale. After verifying its validity and reliability, the data were analysed using a set of appropriate statistical methods to arrive at the scientific findings of the study, as outlined in paragraph 10.

Ninth: Limitations of the study

The limitations of the present study lie in the scope within which the research was conducted, and can be specified as follows:

1. Geographical limitations: This study was conducted at the Karwanchi Soft Drinks and Mineral Water Company in Iraq, one of the leading companies in the food and beverage industry.

2. Human limitations: The study was restricted to a sample of employees at the company under investigation, numbering 230 male and female staff members.

3. Temporal limitations: The period allocated for the completion of this research spanned from 1 October 2025 to 12 June 2026.

4. Thematic scope: The study focused on two main variables: market orientation (with its dimensions: customer orientation, competitor orientation and inter-organisational coordination) and marketing agility (with its dimensions: marketing exploitation and marketing exploration).

X. Statistical methods used in data analysis

The researcher employed a range of statistical methods to analyse the data and test the research hypotheses, using SPSS v26. The most notable of these methods are:

The researcher utilised a range of statistical methods to analyse the data and test the research hypotheses, using SPSS v26, as explained below:

1. Frequencies and percentages: to describe the demographic characteristics of the research sample.

2. Mean and standard deviation: to measure the level of responses from sample members.

3. Pearson's correlation coefficient: to measure the relationship between the study variables.

4. Linear regression analysis: to test the effect of the independent variable on the dependent variable.

Section Two: Theoretical Framework of the Research

The contemporary business sector has witnessed rapid transformations and increasing competitive challenges, which require organisations to adopt advanced management philosophies to ensure their survival and continuity. The theoretical framework of this research aims to highlight the most important fundamental concepts that constitute the study's variables, through a review of the literature on market orientation and marketing acumen. The nature of each concept, its strategic importance, its main objectives and its sub-dimensions will be addressed. This review aims to establish a solid theoretical foundation for this research.

First: The concept of market orientation

Dabrowski (2024, 95) stated that the concept of market orientation is based on the pursuit of competitive advantage, which means delivering the highest value to customers. However, developments in economic thought have led to the realisation that it is the economic value created by the organisation through its product that forms the basis for gaining a competitive advantage. This has necessitated a review of the mechanism by which market orientation influences organisational performance. Mugambagye (2024, 15) argues that the concept of market orientation represents an organisational philosophy committed to the priority of continuously creating superior value for customers by focusing on understanding their current and future needs, as well as monitoring competitors' movements and coordinating between different functions within the organisation, in accordance with the Narver and Slater model, which is based on three main dimensions. Meanwhile, (Lusiana, Ramaditya, & Syah, 2024, 80) the concept of market orientation is the organisational culture that drives the organisation to collect and analyse information about the market, customers and competitors in the most effective ways, then disseminate this information across the various departments and respond to it appropriately, thereby enabling the organisation to achieve outstanding performance in the markets in which it operates.

The researcher argues that the concept of market orientation can be defined procedurally as the strategic orientation adopted by a company's management through a simultaneous focus on understanding customer needs, monitoring competitors' movements, and achieving coordination between internal functions, with the aim of creating superior value and achieving a sustainable competitive advantage in the beverages market.

Secondly: The importance of market orientation

Kawishe, Shayo, & Mchopa (2025, 45), Clement, et al. (2024, 112) and Ishii & Yuki (2025, 608) have all highlighted the importance of market orientation through the following:

- 1- "Market orientation helps organisations adapt to challenging environments, innovate and achieve successful performance by enhancing their dynamic capabilities"
- 2- "Market orientation is closely linked to the capabilities for innovation and expansion into new markets, which confirms that market orientation forms the basis for building effective marketing strategies".
- 3- "Market orientation for exports represents a market-based organisational capability to collect and process market information, and is a key driver of export success; studies have shown that market orientation has a positive impact not only on financial performance, such as sales revenue and profits, but also on the performance of new products."
- 4- Furthermore, exporters with a high level of market orientation can understand the preferences and behaviours of foreign customers and incorporate this information into the manufacturing process to deliver new products that meet customer needs."

Thirdly: The Objectives of Market Orientation

Both (Crick & Crick, 2026, 228), (Kautish et al., 2025, 752) and (Tolstoy, 2025, 2) state that the objectives of market orientation can be summarised as follows:

1- "Market-oriented export behaviours aim to enable exporting organisations to gain an in-depth understanding of the needs of foreign markets.

2- Developing appropriate marketing responses, which positively impacts export sales performance and helps resource-constrained companies to thrive in their foreign markets."

3- "Market orientation aims to enhance an organisation's ability to anticipate digital and technological opportunities by developing a forward-looking focus that enables it to formulate effective digital marketing strategies in the process of international expansion, thereby improving overall organisational performance."

4- "The market-oriented approach aims to provide the necessary foundation to enable organisations to adopt market-leading behaviours."

5- Furthermore, a market-oriented approach establishes a framework for the effective implementation of market-leading behaviours across multiple markets, thereby helping small and medium-sized enterprises to succeed in their geographical diversification strategies".

Fourth: Dimensions of market orientation

The dimensions of market orientation have previously been defined as three main dimensions that interact to realise the organisation's market-oriented philosophy: customer orientation, competitor orientation and inter-organisational coordination.

1. Customer orientation: This is defined by (Lusiana, Ramaditya, & Syah, 2024, 81) as a deep and ongoing understanding of the needs and desires of current and future customers, and a commitment to consistently delivering superior value to them, This requires the organisation to invest in market research to understand customer expectations and measure their satisfaction levels, and to develop products and services in line with those expectations. This dimension is the cornerstone of the market-oriented philosophy, as it places the customer at the forefront of the organisation's concerns."

2. Competitor-Oriented Approach: As defined by Mugambagye (2024, 22), this involves the organisation analysing and understanding the strengths and weaknesses of current and potential competitors, and monitoring their strategies, capabilities and short- and long-term objectives, This dimension aims to enable the organisation to develop appropriate competitive responses, identify market opportunities that competitors may overlook, and avoid potential threats posed by competitors' actions."

3. Inter-functional Coordination: Defined by Ishii & Yuki (2025, 610) as "the coordinated use of the organisation's resources as a whole to create superior value for customers. This dimension requires the regular flow of information relating to the market, customers and competitors across all functional departments (such as production, finance, research and development, and human resources) on a regular basis, and the integration of efforts across different functions to respond to market changes, so that the organisation operates as a single, integrated whole rather than with each department working in isolation from the others, thereby enhancing its ability to deliver consistent and distinctive value to customers".

Fifth: The concept of marketing agility

Nguyen (2025, 5) states that the concept of marketing agility refers to the ability of marketing departments to achieve dual innovation (exploratory and exploitative innovation), where exploratory innovation represents the pursuit of acquiring new knowledge, skills and processes, whilst exploitative innovation represents the enhancement and strengthening of existing knowledge, skills and processes. The ability to balance these two types of innovation is a crucial indicator of an organisation's marketing agility. (González-Benito, et al., 2025, 41) argue that the concept of marketing agility lies in an organisation's ability to simultaneously pursue two seemingly conflicting activities: exploitative and exploratory innovation,

The findings showed that market orientation plays a key role in both exploitative and exploratory innovation within companies, and that exploitative innovation is influenced by the organisation's organisational structure, whilst (Auernhamer, 2025, 4) defines the concept of marketing agility as 'the ability to work with both hands' in marketing, whereby B2B companies need to deliver reliably proven solutions whilst simultaneously testing new ones; These two aspects are considered complementary, and achieving this requires a flexible yet binding experimental framework with clearly defined resources, timeframes, hypotheses, and decisions to continue or discontinue once benefits have been demonstrated.

The researcher argues that the concept of marketing agility can be defined procedurally as the ability of the company Croangi to balance the utilisation of its current marketing competencies and its well-established capabilities and products in the market, and exploring new marketing opportunities, markets and innovative products, thereby enabling it to adapt to market changes and achieve outstanding and sustainable performance.

Sixth: The importance of marketing acumen

Nguyen (2025, 8), González-Benito et al. (2025, 45) and Wolfenstein (2025, 6) all highlighted the importance of marketing acumen through the following:

1- that "marketing acumen enables marketing leaders to guide their departments to acquire new knowledge, skills and processes (exploration), whilst simultaneously enhancing existing knowledge and skills (exploitation)".

2- That "marketing agility enables organisations to achieve superior innovative outcomes through distinctive organisational configurations, which provide valuable insights for decision-making and policy formulation, and help managers understand how to balance exploitative and exploratory activities within their specific organisational contexts".

3- "Marketing agility is a strategic necessity for profit-seeking companies, as these organisations need to balance improving current performance with exploring new opportunities for innovation; This requires senior management not only to demand improved performance, but also to actively foster innovation through modern structures, clear guidelines, long-term budgets and a culture that allows for productive failure; only then does marketing gain the necessary space to operate and exert influence."

Seventh: The objectives of marketing agility

Kumar, et al., 2025, 702; González-Benito, et al., 2025, 45; and Jiang, et al., 2025, 12 all state that the objectives of marketing agility can be summarised as follows:

1- Excellence aims to exploit and explore export markets, enabling companies to strike a balance between exploitation and exploration activities in export markets, whereby companies can achieve flexibility in existing markets through streamlined

operations whilst providing the market intelligence required to enter new markets.”

2- Marketing agility aims to enable organisations to achieve superior innovative outcomes through distinctive organisational configurations, as analysis has shown that exploitative and exploratory innovation stem from different organisational configurations that provide valuable insights for decision-making.

3- It aims to significantly enhance sustainable marketing capability, which in turn has a positive impact on organisational performance and mediates the relationship between marketing excellence and performance.

Eighth: Dimensions of marketing excellence

Marketing excellence comprises two main, complementary dimensions that reflect an organisation’s ability to manage its current and future marketing activities efficiently and effectively.

1- Marketing exploitation: Defined by González-Benito, et al. (2025, 43) as focusing on improving and enhancing existing marketing capabilities, products and markets, including activities such as improving the quality of existing products, enhancing the efficiency of distribution channels, reducing costs and increasing the loyalty of existing customers. This dimension is based on the organisation’s established knowledge and expertise, and aims to achieve short- and medium-term returns by utilising existing capabilities as efficiently as possible.”

2- Marketing exploration: Nguyen (2025, 7) defines this as being oriented towards renewal and innovation; it involves seeking new marketing opportunities, developing new products, entering new markets, experimenting with innovative promotional methods, and building relationships with new customers. This dimension is based on flexibility and the ability to learn and adapt to environmental changes; it requires investment in marketing research and development and the acceptance of reasonable levels of risk, and aims to ensure the organisation’s long-term sustainability and growth by discovering and exploiting future growth opportunities.”

Section Three: The Practical Framework of the Research

This section seeks to present the practical aspect of the research by presenting and analysing the data collected from the research sample at Krouangi Soft Drinks and Mineral Water Company. A range of appropriate statistical methods was employed to achieve the research objectives and test its hypotheses, using the statistical analysis software SPSS v26. This section includes a detailed description of the main research variables (market orientation and marketing proficiency), followed by a test of the hypotheses formulated, whilst interpreting the results obtained in the context of the company under study.

First: Description of the research variables

1. Description of the independent variable (market orientation)

Market orientation is the organisational philosophy on which a company’s management is based, achieved by focusing on understanding customer needs, monitoring competitors’ activities, and ensuring coordination between internal functions, with the aim of creating distinctive and sustainable value. To identify and assess the level of this variable at Krawangi, it was measured across three main dimensions: customer orientation, competitor orientation and inter-functional coordination. The responses of the sample comprising 205 individuals were analysed, as shown in Table 4.

Table (4): Descriptive Analysis of Market Orientation Dimensions

Variable			Number of Items		Cronbach's Alpha Coefficient	
Independent Variable (Market Orientation)			10		0.88	
Dependent Variable (Marketing Ambidexterity)			10		0.91	
The Questionnaire as a whole			20		0.90	
No.	Dimension	Mean	Standard Deviation	Coefficient of Variation	Degree of Agreement	Rank
1	Customer Orientation	3.96	0.682	17.22%	High	2
2	Competitor Orientation	3.84	0.715	18.62%	High	3
3	Interfunctional Coordination	4.08	0.631	15.47%	High	1
4	Market Orientation as a whole	3.96	0.642	16.21%	High	

Source: Compiled by the researcher based on the output of SPSS v26

The data in Table (4) show that the arithmetic means for the dimensions of the independent variable (market orientation) ranged between 3.84 and 4.08, which are higher than the scale's assumed mean of 3 on a five-point Likert scale. This indicates a high level of 'market orientation' at Krawangi Company, according to the views of the sample participants.

It is also noted that the 'inter-departmental coordination' dimension achieved the highest arithmetic mean of 4.08 with a standard deviation of 0.631, which indicates low dispersion in the sample participants' responses and consistency in their views regarding the level of cooperation and integration between the various departments within the company under study, which reflects the existence of effective internal coordination to serve its customers. This is followed by the "customer orientation" dimension, which ranked second with a mean of (3.96) and a standard deviation of (0.682); this confirms that the company is committed to understanding its customers' needs and working to meet them, whilst the 'competitor orientation' dimension came last with an arithmetic mean of (3.84) and a standard deviation of (0.715). Although this level remains high, it indicates an opportunity to further enhance activities related to monitoring competitors and analysing their strategies. Overall, the general mean for market orientation was (3.96) with a standard deviation of (0.642) and a coefficient of variation of (16.21 per cent), which confirms the consistency of the sample's responses to the items of the variable and indicates that the company has adopted a market-oriented philosophy to a high degree.

1. Description of the dependent variable (marketing prowess)

Marketing agility is defined as Croangi's ability to balance the utilisation of its current marketing competencies, capabilities and well-established products in the market with the exploration of new marketing opportunities, markets and innovative products, thereby enabling it to adapt to market changes and strive to achieve outstanding and sustainable performance. To assess the level of this variable, it was measured across two main dimensions: marketing exploitation and marketing exploration, as illustrated in Table 5.

Table (5): Descriptive Analysis of Marketing Ambidexterity Dimensions

No.	Dimension	Mean	Standard Deviation	Coefficient of Variation	Degree of Agreement	Rank
1	Marketing Exploitation	3.92	0.698	17.81%	High	2
2	Marketing Exploration	4.02	0.654	16.27%	High	1
	Marketing Ambidexterity as a whole	3.97	0.635	16.00%	High	

Source: Prepared by the researcher based on the outputs of the statistical program SPSS.v26

The data in Table (5) show that all the arithmetic means for the 'marketing prowess' dimensions—with a value of (3.92) for the 'marketing exploitation' dimension and (4.02) for the 'marketing exploration' dimension, which are higher than the scale's hypothetical mean, indicating a high level of 'marketing excellence' at Krowangi.

As for the individual dimensions, we note that the 'marketing exploration' dimension achieved the highest arithmetic mean of (4.02) with a standard deviation of (0.654) This reflects the company's focus on developing new products, exploring innovative markets and adopting modern promotional strategies. It is a positive indicator of the company's ability to adapt and keep pace with ongoing market changes. The 'Marketing Exploitation' dimension came second, with an arithmetic mean of (3.92) and a standard deviation of (0.698), a high level indicating the company's ongoing efforts to improve its existing products and develop its well-established marketing capabilities. Overall, the mean score for the 'marketing ingenuity' dimension was (3.97) with a standard deviation of (0.635), and a coefficient of variation of 16.00%, confirming the consistency of the sample's responses to the items of this variable, which reflects the company's ability to strike a balance between exploitative and exploratory activities in its marketing.

Second: Testing the Research Hypotheses

This section aims to test the research hypotheses formulated in the methodological framework, using statistical methods to interpret the results of these items (such as Pearson's correlation coefficient to test correlations, and simple and multiple linear regression analysis to test the effect of the independent variable on the dependent variable) Based on the data collected from the research sample of 205 valid questionnaires.

1. Testing the Correlation Hypothesis

The first main hypothesis stated that 'there is a statistically significant correlation at a significance level of 0.05 between market orientation and its dimensions (customer orientation, competitor orientation and inter-organisational coordination) and marketing acumen (exploitation and exploration) in the company under study'. To test this hypothesis, Pearson's correlation coefficient was used; Table 6 shows the results of this test.

Table (6): Pearson correlation matrix between the dimensions of market orientation and marketing ambidexterity

Independent Variable \ Dependent Variable	Marketing Exploitation	Marketing Exploration	Marketing Ambidexterity as a whole
Customer Orientation	0.582**	0.614**	0.631**
Competitor Orientation	0.491**	0.537**	0.558**
Interfunctional Coordination	0.643**	0.672**	0.698**
Market Orientation as a whole	0.671**	0.718**	0.742**

** Statistical significance at the (0.01) level

Source: Prepared by the researcher based on the outputs of the statistical program SPSS.v26

The results in Table (6) show that there are statistically significant positive correlations between the dimensions of market orientation and marketing competence at Krouangi Company, with correlation coefficients ranging from 0.491 to 0.742, all of which were statistically significant at the 0.01 level. It is also noted that the strongest correlation was between market orientation as a whole and marketing excellence as a whole, with a correlation coefficient of 0.742, which is a strong relationship indicating that the company's adoption of a market-oriented philosophy is closely and positively linked to its ability to achieve marketing excellence.

At the dimensional level, the results showed that the 'inter-departmental coordination' dimension was most strongly associated with marketing excellence (0.698), confirming the importance of integration and effective cooperation between different departments in enhancing the company's ability to balance exploitative and exploratory activities. 'Customer orientation' ranked second in terms of strength of association (0.631), followed by 'value-based competitor orientation' (0.558). This implies that, by focusing on understanding customer needs, monitoring competitors' moves and achieving internal coordination, Croangi is better able to improve its existing products (exploitation) whilst simultaneously discovering new marketing opportunities (exploration), thereby achieving marketing excellence. Consequently, **the first main hypothesis was accepted as formulated.**

2. Testing the Impact Hypothesis

The second main hypothesis stated that "there is a statistically significant effect at a significance level of (0.05) of market orientation in its dimensions (customer orientation, competitor orientation, and internal coordination) on the achievement of marketing excellence (exploitation and exploration) in the company under study". To test this hypothesis, multiple linear regression analysis was used, as shown in Table

(7).

Table (7): Results of multiple linear regression analysis for the impact of market orientation dimensions on marketing ambidexterity

Independent Variables	Regression Coefficient (B)	Standard Error	Beta Coefficient (β)	t-value	Significance Level (Sig.)
Customer Orientation	0.312	0.068	0.298	4.588	0.000
Competitor Orientation	0.187	0.059	0.193	3.169	0.002
Interfunctional Coordination	0.428	0.072	0.385	5.944	0.000
Regression Constant	0.854	0.197		4.335	0.000

Coefficient of Determination (R^2) = 0.592, Calculated (F) value = 97.846, Significance level = 0.000 (Sig.) Source: Prepared by the researcher based on the outputs of the statistical program SPSS.v26

Table (7) revealed a statistically significant effect of the market-orientation dimensions on marketing competence at Kroangi Company, as the calculated F-value was (97.846), which is statistically significant at the (0.000) level, and the coefficient of determination (R^2) was (0.592) This means that the market orientation dimensions collectively explain 59.2 per cent of the variation in marketing excellence; this high proportion of explained variance confirms the strength of the effect.

Looking at the regression coefficients, we find that all dimensions of the independent variable contribute significantly to marketing excellence, with the 'inter-organisational coordination' dimension having the greatest influence ($\beta = 0.385$, $t = 5.944$), (Sig. = 0.000), followed by the 'customer orientation' dimension ($\beta = 0.298$), ($t = 4.588$), (Sig. = 0.000), then the 'competitor orientation' dimension ($\beta = 0.193$, $t = 3.169$), (Sig. = 0.002). The regression equation can be expressed as follows:

Marketing proficiency = 0.854 + 0.312 (customer orientation) + 0.187 (competitor orientation) + 0.428 (interdepartmental coordination)

These results confirm that market orientation, particularly when combined with interdepartmental coordination, plays a pivotal role in enhancing the marketing excellence of the company under study. Effective coordination between different departments enables the company to invest its resources in an integrated manner to improve its current products whilst exploring new opportunities at the same time. Furthermore, a focus on understanding customer needs helps the company to develop products that meet their expectations (exploitation) and to identify unmet needs (exploration). Similarly, monitoring competitors' moves enables the company to learn from their experiences and avoid their mistakes, which in turn enhances its capacity for innovation and renewal. Based on these findings, **the second main hypothesis was accepted in its proposed form**

Chapter Four: Conclusions and Recommendations

First: Conclusions

Following a review of the theoretical framework of the research, an analysis of the field data collected from a sample of employees at the Krouangi Soft Drinks and Mineral Water Company, and the testing of hypotheses using appropriate statistical methods, the researcher has reached a set of conclusions that reflect the reality of the relationship between market orientation and marketing proficiency within the company under study, which can be summarised as follows:

1. The results of the descriptive analysis showed that Krawangi adopts a market-oriented philosophy to a high degree from the perspective of the sample participants, with 'inter-departmental coordination' ranking first, reflecting effective integration and coordination between the company's various departments, followed by 'customer orientation', which confirms the company management's focus on understanding and meeting customer needs, whilst 'competitor orientation' ranked last, indicating that activities relating to monitoring competitors and analysing their strategies require further development and attention.

2. The results indicated that marketing excellence is present at a high level within Krawangi; the 'marketing exploration' dimension outperformed the 'marketing exploitation' dimension, reflecting the company's focus on innovation, the development of new products and the discovery of innovative markets, alongside its commitment to improving its existing products and strengthening its established marketing capabilities. This confirms the company's ability to strike a balance between exploitative and exploratory activities.

3. A strong positive correlation was found between market orientation in its three dimensions and marketing excellence in the company under study. The 'inter-departmental coordination' dimension was most strongly correlated with marketing excellence, followed by the 'customer orientation' dimension, and then 'competitor orientation'. This suggests that companies adopting a market-oriented philosophy are better able to strike a balance between exploiting current opportunities and exploring new ones.

4. The results of the regression analysis demonstrated a statistically significant effect of the market orientation dimensions collectively on the achievement of marketing excellence, with these dimensions collectively explaining approximately 60% of the variance in marketing excellence; the 'interdepartmental coordination' dimension was the most influential, indicating that integration between different departments constitutes a fundamental pillar enabling the company to carry out its exploitative and exploratory marketing activities efficiently.

5. The results showed that customer orientation contributes significantly to enhancing marketing agility by providing a deep understanding of customers' current and future needs, thereby helping the company to improve its existing products (exploitation) and develop new products that meet customer expectations (exploration).

6. The study revealed that, although competitor orientation is the dimension with the least impact, it nevertheless contributes significantly to enhancing marketing agility, as it enables the company to learn from competitors' experiences, avoid their mistakes and anticipate their market moves.

7. The demographic characteristics of the research sample showed that the majority of employees at Krawangi are male and belong to the active age group (30–39 years), and most hold a bachelor's degree, and have moderate professional experience (5–10 years), constituting a qualified workforce capable of adopting and

applying modern marketing concepts.

Secondly: Recommendations

Based on the conclusions reached in this research, and in light of the theoretical framework and practical findings, the researcher presents a set of recommendations that could contribute to strengthening the role of market orientation in achieving marketing excellence at Krouangi Soft Drinks and Mineral Water Company, as well as for researchers and future studies, as follows:

1. Strengthen coordination mechanisms between the company's various departments by establishing cross-functional teams aimed at regularly exchanging information and expertise, and by holding periodic meetings between department heads (Production, Marketing, Sales, Human Resources) to discuss market developments and align efforts towards creating distinctive value for customers, given the pivotal role this aspect plays in achieving marketing excellence.

2. Developing advanced marketing intelligence systems to monitor competitors' movements and analyse their strategies more effectively, particularly as the 'competitor focus' dimension was the least developed among the market orientation dimensions. The company can utilise digital analytics tools, visit specialist trade fairs and review economic reports to keep abreast of the latest developments in the beverages sector.

3. Continue to foster a customer-centric culture by establishing direct channels of communication with customers to gather their feedback and suggestions on an ongoing basis, and use this input to develop existing products and design new ones. It is also recommended to conduct periodic market research to measure customer satisfaction and understand their future preferences.

4. Support the company's exploratory activities by allocating a separate budget for marketing research and development, encouraging staff to put forward creative and innovative ideas, and incentivising initiatives aimed at entering new markets or launching innovative products, whilst maintaining a culture that allows for experimentation and learning from mistakes.

5. Strive to achieve a strategic balance between exploitative and exploratory activities by developing integrated marketing plans that combine improving the performance of existing products (increasing market share, improving quality, reducing costs) whilst simultaneously exploring new opportunities (new markets, new segments, modern marketing techniques), thereby ensuring sustainable growth in both the short and long term.

6. Invest in the development of human capital amongst marketing staff by organising specialised training courses on market-oriented concepts and marketing expertise, and fostering a culture of continuous learning and knowledge sharing, whilst focusing on developing the analytical and creative skills of marketing teams.

7. Establishing an integrated system for measuring and evaluating marketing performance that takes into account exploitation indicators (such as sales volume, market share and customer retention rate) and exploration indicators (such as the number of new products, the number of new markets and return on investment in innovation), in order to monitor the extent to which the company is achieving marketing excellence.

8. For researchers and future studies, it is recommended that similar studies be conducted in other sectors (manufacturing, services, public sector) and in companies of varying sizes, with the possibility of adding mediating or moderating variables such as: innovation, service quality, environmental dynamics, to arrive at more comprehensive models for understanding the relationship between market orientation

and marketing excellence. It is also suggested that mixed-methods approaches (quantitative and qualitative) be used to provide a deeper understanding of how marketing excellence is practised in different organisational contexts.

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