



Enhancing Marketing Efficiency through Agility in the Telecommunications Sector: The Case of Asia Cell in Baghdad

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ABSTRACT

This study examines the role of agile marketing in enhancing marketing efficiency within the telecommunications sector, specifically focusing on Asia Cell in Baghdad, Iraq. Addressing a critical theoretical gap, this research explores key dimensions of agile marketing—including iterative experimentation, cost efficiency in core operations, and enhanced communication dynamics—and their strategic implementation in emerging markets. Employing a quantitative approach, data were collected from 104 respondents to analyze the impact of agile marketing practices on overall marketing efficiency. The findings indicate that agile marketing significantly improves operational effectiveness and responsiveness, providing valuable insights for telecommunications companies aiming to thrive in competitive environments.

Keywords: *Marketing Agility, Marketing Efficiency, Telecommunications Sector, Asia Cell, Emerging Markets*

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1. INTRODUCTION

The changes have predominantly focused on establishing rational resource management concepts and promoting the sustainability of life (Singh, 2018). Consequently, organizations have been compelled to activate mechanisms to preserve available resources, enhance performance efficiency, and strengthen their competitive position in the market. Marketing efficiency has emerged as a key indicator of an organization's strengths and weaknesses, becoming a goal that organizations strive to achieve through various means (Wen et al., 2022).

In a rapidly evolving market, agile marketing in the telecommunications sector is increasingly adopted to enhance responsiveness, flexibility, and customer-centricity. Verhoef et al. (2021) indicate that by applying agile principles, telecommunications companies can quickly adapt to new trends, optimize marketing strategies, and deliver more relevant and timely campaigns that align with customer needs and behaviors. Despite the growing interest in agile marketing and its application across various industries, a significant gap exists in understanding its specific impact on marketing efficiency within the telecommunications sector, particularly in emerging markets, such as Iraq. Previous studies by Kalaignanam et al. (2021) have predominantly concentrated on developed markets, focusing on stable environments with advanced infrastructures, which creates a void in the literature regarding the effective implementation of agile marketing practices in less stable and rapidly evolving contexts.

Studies by Rigby et al. (2018) highlight the potential of agile marketing in streamlining operations and enhancing responsiveness; however, they lack empirical validation in sectors characterized by high operational costs and infrastructural limitations, such as telecommunications in emerging markets. Additionally, Smart (2016) emphasizes continuous improvement as a key aspect of agile marketing but does not address how this dimension interacts with the economic volatility and cultural diversity inherent in those markets. These gaps underscore the need for research that explores agile marketing's adaptability and efficacy in environments like Iraq, where unique challenges and opportunities coexist.

In the context of Iraq, the dimensions of agile marketing present both opportunities and challenges. For instance, the trial-and-error approach can be particularly useful in addressing unpredictable market dynamics and consumer preferences, allowing for quick adjustments to campaigns. However, this iterative process can be resource-intensive, which is a significant challenge in an emerging market constrained by economic instability. Enhancements in communication are vital for fostering collaboration within organizations; however, poor technological infrastructure and cultural differences in communication styles may hinder the effective implementation of agile practices. Similarly, managing costs by reducing non-value-adding activities is crucial but often challenging due to the high fixed costs associated with operations in Iraq's telecommunications sector. By addressing these unique factors, this study highlights how agile marketing dimensions can be tailored to overcome challenges and leverage opportunities, offering practical strategies for success in emerging markets.

This study addresses these gaps by critically examining how the dimensions of agile marketing: such as trial and error, communication enhancements, and cost management apply to Iraq's telecommunications sector. By focusing on Asia Cell Telecommunications, this research offers insights on how to tailor global agile marketing practices to local demands, thus contributing both theoretically and practically to the understanding of agile marketing in emerging markets.

Therefore, the research problem revolves around understanding the unique aspects of agile marketing that Asia Cell Telecommunications can effectively utilize to enhance marketing efficiency. This study aims to address the following questions:

- What are the recognized dimensions of agile marketing?
- How does the adoption of agile marketing dimensions influence marketing efficiency?
- Does Asia Cell Telecommunications aim to institutionalize agile marketing as a core component of its marketing strategy to enhance efficiency?
- Is there a significant relationship between agile marketing dimensions and marketing efficiency at Asia Cell Telecommunications?

This research aims to fill a critical gap in the literature by addressing several key questions, providing insights into the practical application of agile marketing in emerging markets, and offering strategic recommendations for companies operating in similar environments. Therefore, we devised research objectives that were

- To contribute to the theoretical understanding of agile marketing by examining its unique dimensions within the context of emerging markets.
- To explore methodological innovations in applying agile marketing to improve marketing efficiency in the telecommunications sector.
- To offer actionable recommendations to Asia Cell Telecommunications for enhancing its competitive positioning through the integration of agile marketing strategies.
- To investigate the relationship between the dimensions of agile marketing and marketing efficiency, thereby providing a framework for future research in similar contexts.

2. LITERATURE REVIEW

The research is significant as it explores agile marketing and its vital role in improving modern companies' marketing efficiency. In today's fast-paced business environment, agile marketing provides a strategic advantage by enabling organizations to respond to market changes quickly, optimize their marketing efforts, and reduce waste. This leads to substantial cost reductions and strengthens the company's competitive position in a highly competitive market (Wen et al., 2022). Additionally, agile marketing allows companies to better connect with their target audience by delivering more relevant and timely messages. By adapting quickly to changing consumer preferences and market trends, organizations can stay ahead of the competition and drive growth in their industry.

Furthermore, emerging markets are often characterized by unique challenges, such as economic volatility, infrastructural limitations, and cultural differences that can impact the effectiveness of standard marketing practices (Sharma et al., 2018). By examining the role of agile marketing in this specific setting, the research contributes to a deeper understanding of how companies in similar contexts can leverage agile methodologies to enhance their marketing efficiency and overall performance. Therefore, focusing specifically on the telecommunications sector in an emerging market like Iraq provides valuable insights into the practical application of agile marketing in a context where traditional marketing strategies may fall short.

Agile Marketing

Agile Marketing, which originated in the software development industry as a response to the need for more flexible, iterative, and customer-focused processes, forms the foundation of agile marketing theory (Singh, 2018). In marketing, agile methodologies emphasize rapid adaptation to market changes, customer feedback, and the continuous testing and optimization of marketing strategies. Agile marketing involves using various marketing elements, such as social media campaigns, email marketing, and content creation, to improve the efficiency of marketing operations. This approach focuses on collective efforts and project development to deliver significant benefits to end customers. Agile marketing teams work in short, iterative cycles known as sprints, allowing them to pivot quickly and adjust their strategies based on real-time data and insights (Rigby et al., 2018). This approach contrasts with traditional marketing strategies, which often rely on long-term planning and can be slow to respond to new market conditions or shifts in consumer behavior. The ability to adapt and respond quickly is essential in today's fast-paced and ever-changing business environment, where staying ahead of competitors and meeting evolving customer needs is paramount.

The theory behind agile marketing also incorporates lean thinking elements, which focus on maximizing value by minimizing waste (Maraghy et al., 2021). This integration ensures that marketing activities are streamlined and optimized for efficiency and effectiveness. In marketing, this translates to eliminating activities that do not directly contribute to customer value or business goals, thereby increasing the efficiency and effectiveness of marketing efforts. Organizations focus on three main principles to develop agile marketing effectively: reducing non-value-adding activities, fostering innovation, and

employing a trial-and-error approach in application. This strategy aims to continuously enhance the outcomes of marketing activities, thereby increasing the productivity of the marketing department and the quality of innovation and development. Agile marketing encourages cross-functional collaboration, transparency, and accountability, enabling teams to deliver more relevant and timely marketing campaigns while fostering innovation and efficiency.

Dimensions of Agile Marketing

Increasingly, organizations recognize agile marketing as a strategic approach that can significantly enhance profitability by reducing unnecessary expenses and optimizing resource use. This agile marketing methodology emphasizes identifying and eliminating waste within marketing activities, such as redundant processes, ineffective campaigns, and tasks that do not directly benefit the customer or the organization—like excessive paperwork and redundant data collection processes (M & Kannappan, 2020). The aim of agile marketing is to streamline operations, reduce costs, and enhance overall efficiency to achieve strategic marketing goals. One of the key dimensions of agile marketing is innovation, such as implementing AI-driven personalized marketing strategies, which plays a crucial role in continuously finding new ways to cut costs and increase the effectiveness of marketing efforts.

Another critical dimension of agile marketing is an emphasis on continuous improvement, achieved through regular A/B testing of marketing campaigns to gather insights and feedback-driven optimization processes that refine strategies based on data analysis. The agile concept of iterative progress underpins this dimension, where marketing plans undergo continuous refinement based on real-time data and feedback. This approach allows marketing teams to quickly adapt to changes in the market or customer preferences, ensuring that marketing efforts remain relevant and effective. Additionally, integrating technology is essential in agile marketing, as data analytics tools and automation software play a crucial role in measuring, analyzing, and optimizing marketing activities to drive better results.

In response to evolving business environments and consumer behaviors, agile marketing offers a framework that enables continuous innovation and adaptation to stay ahead of market changes. This is particularly important in today's fast-paced markets, where pivoting and adjusting strategies quickly can provide a significant competitive advantage. By fostering a culture of continuous improvement and encouraging regular feedback loops, agile marketing helps organizations stay ahead of the curve, transforming incremental improvements into sustained competitive advantages over time (Smart, 2016). Agile marketing's ability to enhance operational efficiency and innovation makes it a powerful tool for companies looking to maintain and grow their market presence in an increasingly dynamic business landscape. Therefore, Chabowski et al. (2018) suggested seven key dimensions to increase marketing efficiency and reduce costs by focusing on the most effective activities while minimizing resource waste. These dimensions are as follows:

i. **Reducing Non-Value-Adding Activities:** This dimension focuses on removing marketing activities that do not directly contribute to customer value or the organization's goals. Companies can significantly improve their marketing efficiency by streamlining operations and eliminating unnecessary tasks.

ii. **Eliminating Overstaffing and Understaffing:** Agile marketing emphasizes balancing the workforce by addressing situations where employees are overburdened or underutilized. This ensures the efficient allocation of resources, thereby enhancing productivity and reducing waste.

iii. **Eliminating Complex Activities:** The simplification of marketing processes is another key dimension. By removing overly complex activities that may slow operations or increase costs, agile marketing helps organizations focus on what truly matters, improving overall efficiency.

iv. **Addressing Delays Due to Poor Communication (Waiting):** Effective communication is crucial in agile marketing. This dimension involves reducing delays caused by weak communication channels, ensuring that teams can operate more efficiently and rapidly respond to market changes.

v. **Reducing Excessive Communication Costs:** This dimension highlights the need to control and minimize the costs associated with communication, particularly when these costs do not contribute to the effectiveness of marketing campaigns. By optimizing communication strategies, organizations can reduce unnecessary expenses.

vi. **Embracing Trial and Error:** Agile marketing promotes a culture of experimentation, where teams are encouraged to try new approaches and learn from both successes and failures. This iterative process is essential for continuous improvement and innovation.

vii. **Reducing Excessive Core Costs:** The final dimension focuses on controlling core costs associated with essential operations. By identifying and eliminating unnecessary expenditures, organizations can maintain a leaner, more cost-effective approach to marketing.

Marketing Efficiency

Marketing efficiency is the harmonious coordination of all administrative and operational activities to accomplish multiple tasks effectively and efficiently (Tojimatov Izzatbek, 2024). This approach highlights the importance of streamlining processes to reduce inefficiencies, minimize waste to optimize resources, and prioritize delivering maximum value to customers, thereby improving the organization's overall performance.

A key aspect of marketing efficiency is its focus on customer value. By organizing and integrating all marketing, administrative, and operational activities, companies can produce high-quality products that stand out in both quality and price. Additionally, marketing efficiency emphasizes innovation and development, which are crucial for maintaining a competitive edge in a rapidly changing market environment. Research and development (R&D) play a significant role in this process, as they allow companies to continuously improve their offerings and meet the evolving needs of their customers (Mogaji, 2025).

Although people often perceive efficiency as innate, it can also be cultivated through training and experience. Effective marketing efficiency entails the optimal use of resources and the ability to make informed choices among alternatives that reduce costs while maximizing material benefits and production quality. An organization can cultivate this attribute by committing to continuous improvement and focusing on customer satisfaction, ultimately leading to greater institutional success (Koval et al., 2018). Organizations must prioritize marketing efficiency in terms of their resources and the effective use of these resources to achieve both economic and social goals. Efficient marketing practices allow organizations to maximize the use of their resources, which, in turn, drives better outcomes and sustainability. This efficiency becomes a defining characteristic of organizations that aim for long-term survival and growth by optimizing resource investment.

As organizations expand their marketing activities from regional to global scales, the complexities increase, making marketing efficiency even more important. The ability to navigate these complexities and remain competitive in a highly contested market is heavily dependent on how well an organization manages its marketing efficiency (Abad et al., 2024).

Strategic marketing activity planning is one of the key components of marketing efficiency. This planning involves predicting future needs and ensuring that the organization's resources and outputs are well matched to meet these needs with minimal costs. Additionally, strategic planning addresses potential issues during implementation, providing solutions and alternatives that guide decision-making. This careful alignment of resources with organizational goals is essential for achieving marketing efficiency and ensuring that the organization's activities are economically viable and sustainable (Abad et al., 2024).

Moreover, marketing efficiency is vital to the organization's operational effectiveness by organizing the marketing apparatus. This entails defining the roles and responsibilities of personnel within the marketing system and ensuring they have the necessary material or informational resources. In this context, effective communication and leadership play a crucial role in creating a work environment conducive to achieving marketing objectives. Marketing efficiency not only influences employee satisfaction and motivation, but it also impacts customer satisfaction by addressing their needs more effectively, leading to higher levels of customer retention and loyalty (Abad et al., 2024).

Several key metrics are used to assess indicators of marketing efficiency, reflecting the effectiveness of an organization's marketing strategies. Marketing costs are one important indicator. Efficient marketing practices aim to reduce costs without compromising the quality or quantity of output. Researchers have emphasized the importance of measuring marketing efficiency by comparing the ratio of total marketing costs to the combined total of production and marketing costs. A lower ratio suggests that the organization is using resources more effectively to achieve its marketing goals (Majka, 2024).

Another crucial indicator is customer satisfaction. This metric serves as both a goal and a tool within marketing strategies. Strategies such as price reductions, quality enhancements, and the optimal use of resources often lead to high levels of customer satisfaction. These improvements attract and retain customers and ensure ongoing customer engagement, which is critical for long-term business success (Koval et al., 2018).

Lastly, the efficiency of marketing research and development (R&D) plays a significant role in overall marketing efficiency. The quality and quantity of information generated by marketing R&D demonstrate its effectiveness in helping organizations identify new market opportunities and address customer challenges. This information forms the foundation for strategic marketing planning and execution, enhancing the overall effectiveness of marketing efforts and contributing to the organization's success (Moorman & Day, 2016).

Agile Marketing and Its Impact on Marketing Efficiency

Agile marketing (AM) has emerged as a transformative approach which significantly enhances marketing efficiency, particularly in today's fast-paced digital landscape. Rooted in agile methodologies originally developed for software development, agile marketing emphasizes adaptability, customer-centricity, and continuous improvement. It is an essential strategy for organizations seeking to maintain a competitive edge in rapidly changing markets.

One of the core concepts of agile marketing is its emphasis on flexibility, which allows marketing teams to quickly pivot strategies in response to real-time feedback and market trends. According to Kose (2024), agile marketing enables organizations to remain agile and responsive, ensuring that marketing efforts align closely with evolving consumer expectations. The iterative nature of agile practices, such as Scrum and Kanban, supports rapid testing and refinement of marketing campaigns, allowing teams to make swift adjustments based on empirical data (Joel M. et al., 2024). This iterative process enhances the relevance of marketing campaigns and improves their effectiveness, leading to better engagement with target audiences and higher overall marketing efficiency.

AM's ability to manage uncertainty and ambiguity, inherent in today's volatile markets, further reinforces its flexibility. Agile teams can make quick decisions, adapt to unexpected changes, and capitalize on emerging opportunities. This capacity for rapid adaptation is critical for sustaining a competitive advantage in industries characterized by fast-paced innovation and shifts in consumer demand. As markets evolve, responding quickly and effectively is vital for maintaining relevance and achieving long-term success.

AM's emphasis on customer collaboration is another critical factor in improving marketing efficiency. By involving customers early in marketing, organizations can tailor their campaigns to meet consumer needs, thereby driving innovation and increasing customer satisfaction. Oyeyemi et al. (2024) highlight that this collaborative approach improves product relevance and accelerates the time-to-market, giving organizations a significant competitive advantage. Customers' involvement in developing and refining marketing strategies ensures that the end product closely aligns with consumer expectations, thereby reducing the risk of misaligned marketing efforts and enhancing overall marketing performance (Accardi-Petersen, 2011).

The shift towards more personalized and targeted marketing strategies, increasingly favored in the digital age, underscores the importance of customer collaboration. By integrating customer feedback and preferences into the marketing process, agile marketing allows for more precise targeting and relevance in marketing communications. This enhances the effectiveness of campaigns and builds stronger relationships with customers, fostering loyalty and long-term engagement (Moi et al., 2019). As a result, organizations that embrace agile marketing are better positioned to meet the dynamic needs of their customer base, leading to sustained competitive advantage.

AM also promotes a culture of continuous improvement, where teams regularly assess and optimize their strategies through data analysis, performance reviews, and feedback mechanisms to enhance operational efficiencies. As Tazi and Cherty (2024) point out, this focus on ongoing enhancement leads to increased productivity and more effective use of resources. The agile approach encourages cross-functional collaboration, fostering creativity and innovation within marketing teams. This collaborative environment allows for quicker experimentation and adaptation, enabling organizations to swiftly respond to

changes in the market and maintain their competitive positioning (Shashank, 2022). As a result, the continuous improvement cycle inherent in agile marketing is instrumental in driving sustained marketing efficiency and long-term business success.

Data-driven decision-making closely links continuous improvement in agile marketing. By leveraging analytics and performance metrics, marketing teams can gain valuable insights into the effectiveness of their campaigns and identify areas for optimization. This data-driven approach consistently aligns marketing efforts with business objectives and customer needs, resulting in improved outcomes and a higher return on investment (Ludovica & Cabildo, 2019). As organizations increasingly rely on digital platforms to engage with their audiences, the ability to continuously refine and enhance marketing strategies becomes essential for maintaining a competitive edge.

While AM offers numerous advantages, some organizations may face challenges in transitioning from traditional marketing methods. The shift to agile marketing requires a cultural change within the organization and a commitment to fully embracing agile principles such as adaptability, collaboration, and iterative development. Organizations that successfully navigate this transition are better positioned to leverage the full benefits of agile marketing, including improved responsiveness, greater customer satisfaction, and enhanced operational efficiency. As noted by Moi et al. (2019), the ability to adapt to rapid digital changes through agile marketing capabilities is crucial for organizations operating in today's fast-paced environment, providing empirical guidelines for successful implementation.

Resistance to change, particularly in organizations with entrenched hierarchical structures, can hinder the transition to agile marketing. Implementing agile practices requires a shift towards more decentralized decision-making, which can be challenging in environments where control is traditionally exerted by upper management (Joel M. et al., 2024). Overcoming these barriers is essential for organizations to realize the potential of agile marketing fully. This can be achieved by fostering a culture of experimentation, providing training on agile methodologies, and establishing clear communication channels that facilitate faster decision-making and adaptability to market dynamics.

Based on the above two research hypotheses were developed see Figure 1:

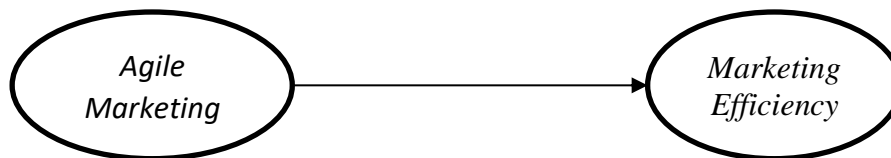


Figure 1. Conceptual frame work

H1: There is a significant impact of agile marketing dimensions on marketing efficiency.

H2: There is a significant correlation between agile marketing dimensions and marketing efficiency.

3. RESEARCH METHOD

Various statistical methods were employed in this study to achieve the research objectives and test the hypotheses, using SPSS and Smart-PLS v.3 statistical software for analysis. The techniques included calculating the arithmetic mean, standard deviation, weighted average, and ranking of research dimensions. Multiple correlation coefficients were used to determine the strength and nature of the relationship between the explanatory variables and the dependent variable. In contrast, simple and multiple regression analyses measured the impact of these explanatory variables on the dependent variable. The research was conducted within Asia Cell Telecommunications Company, selected due to the rapid development in Iraq's telecommunications sector, the diversity of companies within this field, and the intense competition among them. Asia Cell Company in Baghdad, Iraq, was specifically chosen for its extensive range of marketing activities and its efforts to align with global advancements in telecommunications. The company's cooperation and the willingness of its employees facilitated the research process.

The sample size for this study consisted of 104 respondents, deemed sufficient for achieving statistical validity and reliability using Smart-PLS analysis. This sample size aligns with the requirements for structural equation modeling, where a minimum of 100 samples is generally considered acceptable for robust analysis (Hair et al., 2014). However, while the sample

size allows for meaningful insights within the context of Asia Cell Telecommunications, its limitations regarding generalizability must be acknowledged. The study's findings primarily apply to Asia Cell and may not fully represent the broader telecommunications sector in Iraq or other emerging markets.

Although Asia Cell was chosen for its significant role in Iraq's telecommunications sector and its advanced adoption of marketing practices, potential selection biases must be considered. The decision to focus on Asia Cell was influenced by the organization's accessibility, the willingness of its employees to participate, and its prominence within the industry. However, this focus may exclude perspectives from other telecommunications companies in Iraq that operate under different conditions or constraints. Addressing these biases in future research by incorporating multiple organizations could provide a more comprehensive view of agile marketing practices within the sector.

4. RESULTS AND DISCUSSIONS

4.1 RESULTS

4.1.1 Evaluation of the Scales

Evaluating the scales for the agile marketing variable is essential to ensure the reliability and validity of the research model. Figure 2 presents the outer loadings and Cronbach's alpha coefficients for the agile marketing variable, structured around four primary dimensions and including 21 items. The model's evaluation focuses on several key indicators, including the consistency and reliability of the scale, as reflected in Cronbach's alpha values, and the strength of the outer loadings, which indicate the degree to which each item correlates with the underlying construct. These metrics are critical for validating the scale's robustness in measuring agile marketing and ensuring that the research findings are reliable and accurate.

4.1.1.1. Internal Consistency and Reliability

Composite reliability (CR) values ranging from 0.848 to 0.924 and Cronbach's alpha coefficients from 0.727 to 0.848 were observed. This high level of reliability implies that the measurement tool for agile marketing is highly stable and trustworthy across its different aspects, enhancing the accuracy and credibility of the evaluation process. Moreover, the fact that Cronbach's alpha coefficients exceed the standard threshold of 0.70 not only solidifies the tool's reliability and internal consistency but also boosts confidence in the accuracy of the measurement instrument. These results demonstrate the scale's robust nature and compatibility with statistical analyses, laying a strong groundwork for assessing agile marketing within the context of this study, and aligning well with the research objectives (Nunnally & Bernstein, 1994).

4.1.1.2. Convergent Validity

Convergent validity indicates the extent to which different measures of the same construct are related. The outer loadings (OL) for the items of the agile marketing variable, as presented in Figure 2, range from 0.689 to 0.934, suggesting that the data are well-suited for further statistical analysis and reflect positively on the scale's validity (Hair et al., 2014). Notably, item Q1 from the dimension of reducing non-value-adding activities and item V3 from eliminating over/understaffing were removed due to their low loadings, which were below the 0.40 threshold. Retaining these items could have adversely affected the validity and reliability of the scale. The AVE values for the agile marketing variable, which range from 0.652 to 0.86, comfortably exceed the 0.50 threshold, demonstrating strong convergent validity for the dimensions of agile marketing (Fornell & Larcker, 1981). Moreover, Table 1 reveals that all parameter estimates for the items related to agile marketing were statistically significant. The T-values, which ranged from 8.454 to 59.903, exceeded the critical value of 1.984, and the P-values were all below 0.05, with a significance level of 0.000 for all items. These results confirm the statistical significance of the items and further reinforce the scale's robustness (Bagozzi & Yi, 1988).

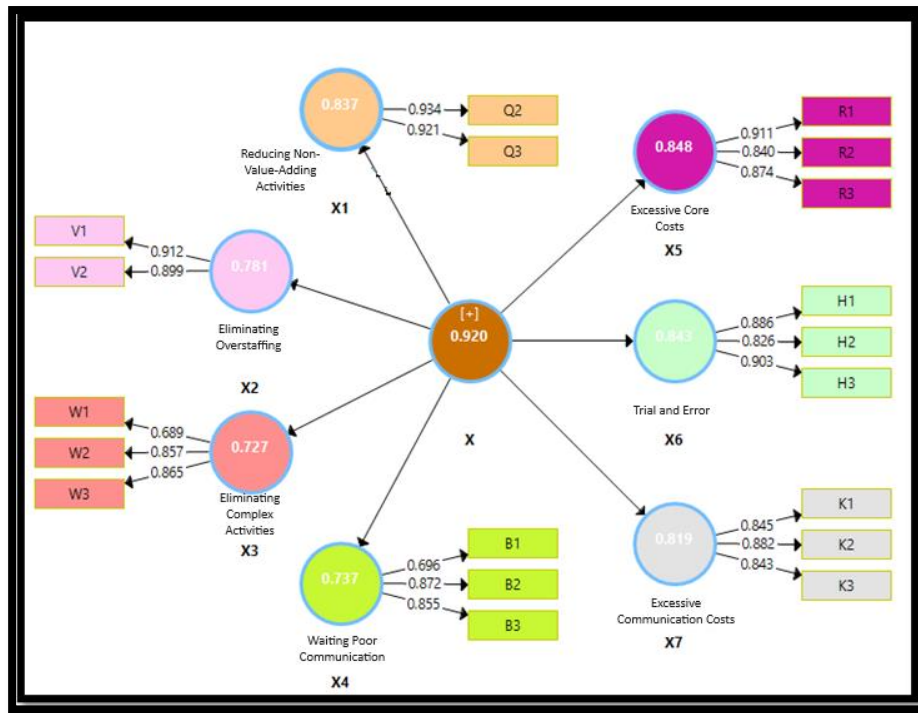


Figure 2. Complete Model for the Agile Marketing Variable

TABLE 1 / Results of the CR, Internal Consistency, and Convergent Validity Tests for the Agile Marketing

Dimension	items	OL	SD	T Value	P-Value	AVE	CR	Cronbach's Alpha
Reducing Non-Value-Adding Activities	Q1	0.36	0.05	1.50	0.135	0.254	0.324	0.75
	Q2	0.934	0.016	59.903	0.00			
	Q3	0.921	0.018	51.301	0.00			
Eliminating Overstaffing/Understaffing	V1	0.912	0.018	50.127	0.00	0.820	0.901	0.781
	V2	0.899	0.023	39.730	0.00			
	V3	0.32	0.06	1.28	0.201			
Eliminating Complex Activities	W1	0.689	0.082	8.454	0.00	0.652	0.848	0.727
	W2	0.857	0.03	28.431	0.00			
	W3	0.865	0.038	22.561	0.00			
Waiting (Poor Communication)	B1	0.696	0.062	11.201	0.00	0.659	0.852	0.737
	B2	0.872	0.029	29.829	0.00			
	B3	0.855	0.029	29.741	0.00			
Excessive Communication Costs	R1	0.911	0.018	50.586	0.00	0.767	0.908	0.848
	R2	0.84	0.035	23.823	0.00			
	R3	0.874	0.024	36.374	0.00			
Trial and Error	H1	0.886	0.021	41.775	0.00	0.761	0.905	0.843
	H2	0.826	0.029	28.507	0.00			
	H3	0.903	0.02	46.076	0.00			
Excessive Core Costs	K1	0.845	0.039	21.538	0.00	0.734	0.892	0.819
	K2	0.882	0.03	29.192	0.00			

Dimension	items	OL	SD	T Value	P-Value	AVE	CR	Cronbach's Alpha
	K3	0.843	0.033	25.865	0.00			
Sample size = 104								

Source: Data processed (2024)

4.1.2. Evaluation of the Quality and Conformity of the Marketing Efficiency

The outer loadings and Cronbach's alpha coefficients for the marketing efficiency variable, which consists of four primary items, are presented in Figure 3. The model was evaluated based on the following indicators:

4.1.2.1 Reliability and Internal Consistency

The Composite Reliability (CR) value for the marketing efficiency variable is 0.893, and the Cronbach's alpha value is 0.84, as shown in Table 2. Both values exceed the commonly accepted threshold of 0.70, indicating that the measurement tool used for assessing marketing efficiency possesses a high degree of reliability and internal consistency (Bacon et al., 1995; Hair et al., 2016)

4.1.2.2. Convergent Validity

The outer loadings for the items of the marketing efficiency variable range between 0.783 and 0.875, indicating that the data are well-suited for subsequent statistical analyses (Ab Hamid et al., 2017). The Average Variance Extracted (AVE) value for the marketing efficiency variable is 0.677, surpassing the commonly accepted threshold of 0.50. This result indicates strong convergent validity for the scale items and further enhances the credibility of the measurement tool used. Moreover, the parameter estimates for the items related to the marketing efficiency variable were found to be statistically significant, with T-values ranging from 20.476 to 36.414. All these values surpass the critical value of 1.984, indicating a high level of statistical significance. The P-values for all items, each at 0.000, are significantly lower than the threshold of 0.05. This confirms the importance of all items and provides additional support for the reliability and validity of the scale (Hair et al., 2016). These results collectively illustrate the strong statistical foundation of the marketing efficiency measurement used in this study, as shown in Table 2.

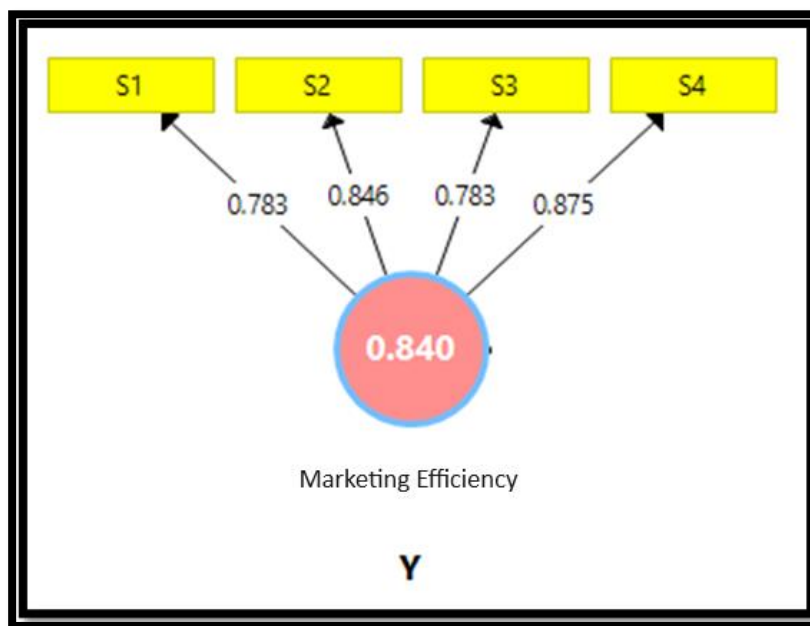


Figure 3. Complete Model for the Marketing Efficiency Variable

Source: Smart-PLS 3.3.2

TABLE 2 / Results of the CR, Internal Consistency, and Convergent Validity Tests for the Marketing Efficiency

variable	items	Cronbach's Alpha	CR	AVE	OL	SD	T-test	P-value
Marketing Efficiency	S1	0.84	0.893	0.677	0.783	0.038	20.476	0
	S2				0.846	0.026	33.031	0
	S3				0.783	0.036	21.479	0
	S4				0.875	0.024	36.414	0

Source: Data processed (2024)

4.1.3. Descriptive Analysis

4.1.3.1 Agile Marketing

The highest overall mean was recorded for the dimension "Reducing Non-Value-Adding Activities," with a mean value of 3.638, which is considered very good. This dimension had a standard deviation of 0.873 and a coefficient of variation of 23.993, placing it sixth in relative importance.

On the other hand, the lowest overall mean was observed for the dimension "Trial and Error," with a mean value of 3.356, indicating a moderate level. The standard deviation for this dimension was 0.857, and the coefficient of variation was 25.532, ranking it seventh in relative importance. Overall, the agile marketing variable had a mean of 3.518, which is considered good. It had a standard deviation of 0.577 and a coefficient of variation of 16.395, making it the highest-ranked variable in relative importance.

The marketing efficiency variable had a mean of 3.426, signifying a reasonable level. It had a standard deviation of 0.806 and a coefficient of variation of 23.520, placing it second in relative importance among the variables.

TABLE 3 / Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for the Research Variables

Dimension	Mean	Standard Deviation	Coefficient of Variation	Relative Importance
Reducing Non-Value-Adding Activities	3.638	0.873	23.993	6
Eliminating Overstaffing/Understaffing	3.647	0.71	19.473	1
Eliminating Complex Activities	3.564	0.745	20.896	2
Waiting (Poor Communication)	3.452	0.74	21.442	3
Excessive Communication Costs	3.462	0.772	22.305	5
Trial and Error	3.356	0.857	25.532	7
Excessive Core Costs	3.51	0.766	21.826	4
Agile Marketing	3.518	0.577	16.395	first
Marketing Efficiency	3.426	0.806	23.52	second

Source: Data processed (2024)

4.2 DISCUSSIONS

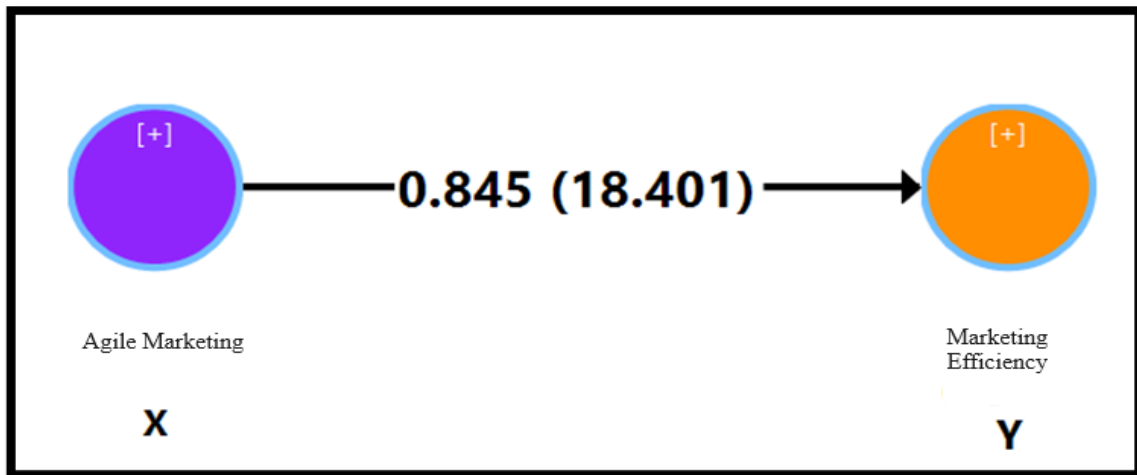


Figure 4. The Impact of Agile Marketing Dimensions Collectively on Marketing Efficiency

TABLE 4 / Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for the Research Variables

Dimensions	β	T	P values	f ²	R ²	Adjusted R ²	Q ²	Decision
Reducing Non-Value-Adding Activities	-0.078	0.910	0.363	0.009	0.712	0.691	0.450	not supported
Eliminating Overstaffing/Understaffing	0.071	0.678	0.498	0.006				not supported
Eliminating Complex Activities	-0.023	0.308	0.759	0.001				not supported
Waiting (Poor Communication)	0.238	3.024	0.003	0.085				supported
Excessive Communication Costs	-0.18	1.497	0.135	0.034				not supported
Trial and Error	0.58	5.289	0	0.356				supported

Dimensions	β	T	P values	f^2	R^2	Adjusted R^2	Q^2	Decision
Excessive Core Costs	0.374	5.064	0	0.324				supported
Agile Marketing	0.845	18.401	0	1.533	0.605	0.601	0.4	supported

Source: Data processed (2024)

This section focuses on evaluating the impact of the hypotheses that were previously formulated. The analysis was conducted using key statistical indicators, including the calculated T-value, the coefficient of determination (R^2), the adjusted coefficient of determination (Adjusted R^2), the marginal slope coefficient (β), and the Q^2 value, which collectively assess the model's accuracy and predictive power. As presented in Table 4 and Figure 4, the results provide the statistical basis for testing the relationships between agile marketing and marketing efficiency dimensions. Accordingly, two research hypotheses were developed:

H1: There is a significant impact of agile marketing dimensions on marketing efficiency.

H2: There is a significant correlation between agile marketing dimensions and marketing efficiency.

The calculated T-value for the estimated model was 18.401, significantly exceeding the critical T-value of 1.664 at a 0.05 significance level. This result confirms the significance of the marginal slope coefficient for the agile marketing variable, leading to the acceptance of the hypothesis that agile marketing has a substantial and essential impact on marketing efficiency at a significance level of 5% or a confidence level of 95%. The adjusted coefficient of determination (Adjusted R^2) was found to be 0.601, indicating that agile marketing explains 60% of the variations in marketing efficiency. Additionally, the effect size (f^2) for the agile marketing variable was substantial, with a value of 1.533, significantly surpassing the threshold of 0.35, indicating a strong effect. The Q^2 value, measuring the model's predictive relevance, was 0.400, further confirming the model's predictive validity.

Moreover, the marginal slope coefficient (β) for the agile marketing variable was 0.845, suggesting that a one-unit increase in agile marketing results in an 84% increase in marketing efficiency. The adjusted R^2 of 0.691 reveals that specific dimensions—Reducing Non-Value-Adding Activities, Eliminating Overstaffing/Understaffing, Eliminating Complex Activities, Waiting (Poor Communication), Excessive Communication Costs, Trial and Error, and Excessive Core Costs—collectively explain 69% of the variations in marketing efficiency. The Q^2 value for Reducing Non-Value-Adding Activities, Eliminating Overstaffing/Understaffing, Eliminating Complex Activities, and Waiting (Poor Communication) was 0.450, indicating the model's predictive relevance for these dimensions.

A critical analysis of the findings reveals both alignment and divergence with previous studies on agile marketing. The significant impact of dimensions such as "Trial and Error" and "Waiting (Poor Communication)" aligns with Rigby et al. (2018), who emphasized the importance of iterative processes and effective communication in driving marketing efficiency. Similarly, the strong effect size of the agile marketing variable corroborates findings by Smart (2016), who highlighted the holistic benefits of agile methodologies in dynamic industries. However, the limited significance of dimensions like "Reducing Non-Value-Adding Activities" and "Eliminating Overstaffing/Understaffing" diverges from the global literature, particularly studies in stable markets where these practices are considered foundational to marketing efficiency. This divergence may stem from contextual differences, such as economic volatility and infrastructural challenges in Iraq, which diminish the immediate relevance of these dimensions.

These findings underscore the necessity of contextualizing agile marketing frameworks to address local challenges and opportunities. While the core principles of agile marketing remain robust, their implementation and impact vary based on market conditions and organizational contexts. By identifying these nuances, the study bridges the gaps between global theories and localized practices, offering valuable insights for future research and practical applications in emerging markets.

For marketing professionals, these results highlight the practical importance of focusing on specific agile marketing dimensions to enhance efficiency. For instance, the strong impact of "Trial and Error" emphasizes the need for iterative testing and learning, which allows marketing teams to refine strategies based on real-time feedback. "Waiting (Poor Communication)" also emerged as a significant factor, underlining the necessity of improving internal communication channels to minimize delays and inefficiencies. On the other hand, dimensions such as "Reducing Non-Value-Adding Activities" showed less significance in this context, suggesting that these practices might need to be adapted or reprioritized based on the specific operational challenges faced in emerging markets like Iraq. Marketing professionals can leverage these insights to allocate resources more effectively, focusing on dimensions that yield the highest returns in efficiency and adapting less impactful dimensions to better align with local market conditions.

Further analysis showed that the T-values for "Waiting (Poor Communication)," "Trial and Error," and "Excessive Core Costs" were 5.289, 5.173, and 5.064, respectively, all surpassing the critical T-value of 1.664, signifying the significance of their marginal slope coefficients. However, the T-values for "Reducing Non-Value-Adding Activities," "Eliminating Overstaffing/Understaffing," "Eliminating Complex Activities," and "Excessive Communication Costs" were below the critical threshold, indicating that their marginal slope coefficients were not statistically significant. Specifically, the marginal slope coefficient (β) for "Eliminating Complex Activities" was 0.350, indicating a 35% increase in marketing efficiency for each unit increase in this dimension. Similarly, "Waiting (Poor Communication)" had a β of 0.238, "Trial and Error" had a β of 0.580, and "Excessive Core Costs" had a β of 0.374, correlating with respective increases in marketing efficiency of 23%, 58%, and 37% for each unit increase in these dimensions.

5. CONCLUSION

Organizations aiming to optimize their marketing performance should prioritize these key areas while acknowledging that other dimensions may require more targeted approaches to yield measurable results. The findings suggest that adopting agile marketing practices can significantly improve an organization's ability to respond to market changes and customer demands, thereby enhancing overall efficiency.

Based on these insights, several recommendations are proposed to further strengthen the competitive position of companies, particularly within the telecommunications sector. First, companies must enhance their efforts to adopt agile marketing methodologies across their marketing operations. Doing so can significantly increase their competitive capacity in a rapidly evolving market. Furthermore, there is a critical need to educate and raise awareness among employees regarding the adoption of agile marketing concepts, such as iterative testing and data-driven decision-making, as well as the requirements, including cross-functional collaboration and quick adaptation to market changes. By understanding and embracing the anticipated benefits, employees can more effectively implement these practices, ensuring a stronger focus on delivering value to customers.

Moreover, implementing continuous improvement practices, such as regular performance evaluations, feedback loops, and skill development programs, is essential for companies seeking to enhance their sales performance and marketing functions. This constant refinement process ensures that marketing strategies remain effective and competitive. Additionally, organizations should engage in strategic analysis to explore future opportunities within the external environment. This approach should be coupled with scientifically sound market leadership plans, ensuring that all employees are committed to these strategies and that the organization can quickly respond to market demands and customer needs, particularly compared to competitors.

Finally, companies must continually analyze their performance to identify areas of strength that can be reinforced and weaknesses that need to be addressed. This ongoing evaluation will enable organizations to better exploit available opportunities,

improve their marketing activities, create added customer value, and elevate their overall market positioning. These suggestions, which are based on the study's findings, provide a strategic framework for businesses looking to adopt agile marketing techniques to improve their marketing effectiveness and maintain a competitive edge. These findings contribute to the theoretical advancement of agile marketing by illustrating its adaptability in emerging markets, where economic volatility and infrastructural constraints necessitate a tailored approach. By refining existing frameworks to accommodate these unique challenges, this research highlights how agile marketing can evolve to address diverse market conditions, setting the stage for further theoretical and practical advancements in the field.

6. LIMITATION AND IMPLICATION

Furthermore, this study significantly contributes to the existing knowledge on agile marketing and its impact on marketing efficiency, particularly within the telecommunications sector. The findings validate and extend previous theories suggesting that agile marketing is a critical driver of marketing efficiency. By examining specific dimensions of agile marketing—such as trial and error, core cost management, and waiting (poor communication)—the study provides a more nuanced understanding of how these elements, individually and collectively, influence marketing efficiency.

The research confirms the importance of flexibility, cost management, and effective communication within agile marketing frameworks, offering a comprehensive theoretical model that integrates these dimensions. This model can serve as a foundation for future research exploring the interplay between agile marketing practices and various organizational outcomes, such as employee satisfaction and market competitiveness.

On a practical level, this study offers actionable insights for marketing professionals, particularly those in the telecommunications industry or similar rapidly evolving sectors. The findings underscore the importance of adopting agile marketing practices to enhance marketing efficiency, enabling organizations to respond swiftly to market changes and customer demands. Specifically, the study highlights the critical roles of trial and error, effective management of core costs, and improved communication processes. Organizations can leverage these insights to refine their marketing strategies, ensuring they are more responsive to market changes and better aligned with customer needs.

Moreover, the research provides a clear framework for evaluating and improving marketing efficiency through targeted agile practices, enabling companies to achieve better resource utilization, quicker time to market, and enhanced customer satisfaction. Practitioners can directly apply the evidence-based recommendations from this study to optimize their marketing operations, ensuring efficient resource allocation and sustainable competitive advantage in the market.

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