

THE IMPACT OF MARKETING AGILITY AND CUSTOMER EXPERIENCE MANAGEMENT IN MARKETING ENTREPRENEURSHIP: AN APPLIED STUDY IN A SAMPLE OF IRAQI INDUSTRIAL COMPANIES

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Abstract

The current research collected and studied the three variables that the previous researches are not gathered together. The research aims to demonstrate the impact of marketing agility and customer experience management in marketing entrepreneurship in order to reach the means that help in creating and maintaining demand, suitability, reputation and competitive advantage, and it lays the foundation for how businesses reach their current and targeted customers. The research was applied to a sample of individuals working in Iraqi industrial companies, including administrators, accountants, and auditors. The focus was on companies specialized in the electrical industry, which are the General Company for Electrical Industries, Al-Waziriya Branch, and the Diyala Branch. A questionnaire form was designed to be consistent with the objectives and hypothesis of the research. (118) questionnaire forms were distributed, and (115) forms were retrieved that were capable of statistical analysis, i.e., a percentage of (97.4%). The research reached a set of conclusions, the most important of which was that there is a relationship between marketing agility and marketing entrepreneurship, as many organizations are working to implement process automation in all fields in order to help improve their marketing performance. The research recommends the need to develop and define standards to evaluate the marketing agility practices and marketing entrepreneurship.

Keywords: Marketing agility, marketing entrepreneurship, customer experience management.

Introduction

Business organizations face many serious challenges and difficulties that prevent them from keeping pace with the rapid developments towards the age of marketing agile after the decline of the advantages of cost and economies of scale in the face of the advantages of speed of response, flexibility and economies of scope. The problem of the research is that what occupies the attention of managers and experts at the present time is the search for a marketing strategy that achieves mutual interest and benefit with the customer in the long term. For this purpose, the research was addressed the problem with the relatively modern

strategic orientation based on building direct, long-term relationships through the ability to reconcile marketing agility, marketing entrepreneurship, and customer experience management. The importance of the research came from the importance of marketing agility, marketing entrepreneurship, and customer experience management, as marketing agility expresses the extent of the company's iterations between implementing marketing decisions and understanding the market to better adapt to it. Either marketing entrepreneurship is the means that helps create and maintain demand, relevance, reputation and competitive advantage, and customer knowledge management refers to how a corporation interrelates with its customers across each aspect by paying attention to all customer interactions with the brand. Accordingly, the research came to link three variables, namely marketing agility, marketing entrepreneurship, and customer experience management, and attempted to determine the relationships among them and the impact of this on the organization's marketing performance.

1:Research methodology

1.1 Research problem:

What occupies the attention of managers and experts in industrial companies at the present time is the search for a marketing strategy that achieves mutual interest and benefit with the customer in the long term. For this purpose, the research was addressed the problem of with the relatively modern strategic approach based on building direct, long-term relationships through the ability to reconcile agility. Marketing, marketing entrepreneurship, and customer experience management, The research problem can be expressed through the following question: What is the impact of marketing agility and customer experience management in marketing entrepreneurship in Iraqi industrial companies ? .

1.2 Research importance:

The importance of research came from the importance of marketing agility, marketing entrepreneurship and customer experience management, as marketing agility expresses the extent to which the company repeats among implementing marketing decisions and understanding the market to adapt to it better, either marketing entrepreneurship is the means that help create and maintain demand, relevance, reputation and competitive advantage, and term "customer experience management" describes how a business engages with its clients across the entire purchasing process, from marketing to sales to customer support to monitoring how customers engage with the brand..

1.3 Research Objectives:

The research aims to show the impact of marketing agility and customer experience management in marketing entrepreneurship and explain the relationship among them where many organizations work to implement process automation, however, when it comes to marketing automation, there is often always room for improvement, whether through promotions or regular inspection and ensuring that all automation efforts are effective.

1.4 Hypothetical diagram of the research:

The Hypothetical diagram of the research can be illustrated in the following figure:

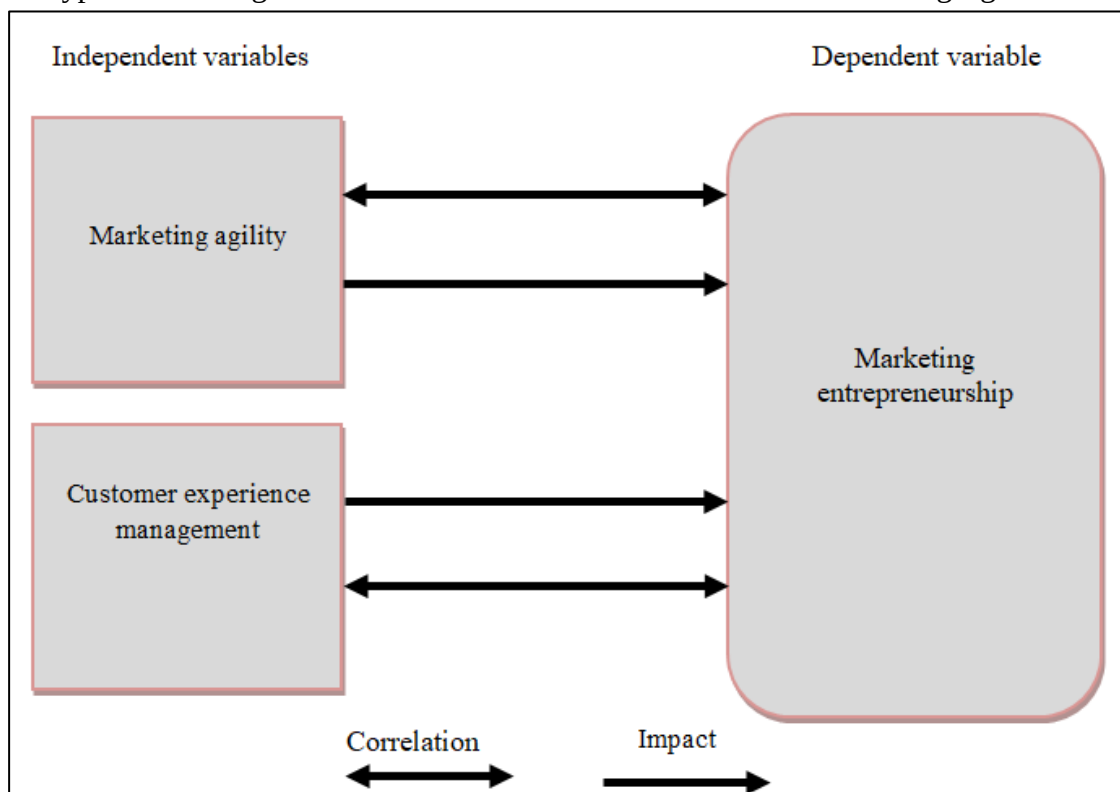


Figure (1): Hypothetical diagram

Source: Prepared by the researcher

1.5 Research hypothesis:

The research is based on the following hypothesis: There is no statistically significant effect of marketing agility and customer experience management on marketing entrepreneurship.

1.6 Research sample and population:

The research population is characterized by individuals employed in Overall Company for Electrical Industries, Al-Waziriya Branch, and Diyala Branch, including general managers, as well as heads of departments and managers of divisions and units. As for the research sample, a deliberate sample of (118) individuals was chosen from them, where (118) questionnaire forms were distributed, and (115) forms were retrieved from them, capable of statistical analysis.

1.7 Research method:

To achieve the objectives of the research, the deductive approach has been followed by relying on books, periodicals, theses, dissertation and the Internet, in addition to using the analytical method in the practical side of the research by relying on the questionnaire form and analyzing it using appropriate statistical tools.

2: Theoretical background

2.1 The concept and importance of marketing agility:

According to Bashar, marketing agility is a crucial tool for making decisions in a highly volatile and unpredictable market because it measures how much a company iterates between implementing marketing decisions and understanding the market to better adapt to it (Homburg, et.al., 2020:5) .

Since every marketing team now uses some kind of agile celebration to attain marketing agility, the concept of marketing agility in practice becomes flexible marketing because all businesses nowadays need to be flexible when dealing with complex markets. Generally speaking, marketing agility consists of: (Aghina,et.al.,2018:22)

1. Continuous improvement of various marketing activities throughout the company.
2. Work to address expected and unexpected changes in customer behavior and expectations.
3. Anticipate and respond to early signs of change.
4. Turn any form of change into an opportunity.
5. Take advantage of new markets while improving existing market share.
6. Seeking to gain new customers while maintaining existing customers.

Additionally, the company that embraces marketing agility is building data warehouses to use data to create a single customer view and a closed-loop system that, because of regular data input, allows for consistent iterations and changes; cultivating a variety of learning organization competencies in marketing, such as shared vision, mental models, personal mastery, group learning, and systems thinking; creating a culture that rewards risk-taking and unconventional thinking; facilitating creative and innovative processes; and adopting a learning mindset where you encourage dialogue as a problem and encourage problem-solving without assigning blame (Gephardt,2021:39) .

It's safe to say that marketing teams can take an opportunistic approach thanks to marketing agility. This is applicable to all facets of marketing, including digital and traditional marketing, and it provides a structured method for addressing various ways of thinking by fusing creativity and analytics. All parties involved, including the marketing department, are in agreement about shifting tactics at the same time (Lynch & Douglas, 2017:68) .

2.2 The concept and importance of marketing entrepreneurship:

Marketing entrepreneurship is seen as the means that help create and maintain demand, relevance, reputation and competitive advantage, and it lays the foundation for how a business reaches its existing and target customers, which is why many companies find that marketing contributes significantly to ongoing income streams (Kodiaks,2019:45) .

For any new business to succeed, it is essential to comprehend the fundamentals of marketing entrepreneurship. Entrepreneurs must have a fundamental understanding of marketing, which is the process of advertising and selling goods and services through various channels. This entails knowing the fundamentals of consumer behavior and market research in addition to the different marketing channels that are available, such as social media, email, and content marketing (Holier, 2023:16) .

Since a solid grasp of marketing entrepreneurship is the cornerstone of any successful entrepreneurial endeavor, well-informed decisions can be made regarding how to effectively

reach their target audience and promote their products. To market entrepreneurship, one can do the following: (Gilda & Foliar,2023:34)

1. Creating brand awareness: One of the most important marketing strategies for entrepreneurs is creating brand awareness. It is the process of introducing a brand, good, or service to prospective clients. The objective of brand awareness building is to make the company more recognizable so that when consumers require the goods or services it provides, they will be able to find it (Amjad, 2022:118) .
2. Sales and the creation of potential clients are two essential components of entrepreneurship marketing. Increasing revenue and expanding the business through advertising, content marketing, and other means is the aim of generating new customers and sales (Gilmore,2020:212) .
3. Create a marketing strategy: An essential part of any entrepreneurial project's marketing process is developing a marketing strategy. A marketing strategy is a plan that outlines how you market your goods or services to your target market. It is essential to accomplish your marketing objectives and is tailored to the specific situation (Gruels, 2010:345). .
4. Use of digital marketing tools: In the current digital era, using digital marketing tools is a crucial part of marketing for entrepreneurs. The promotion of goods or services via digital platforms, including websites and social media, is known as digital marketing (Halfback, 2013:149). .
5. Measuring the success of marketing efforts: An essential component of marketing in entrepreneurship is evaluating the effectiveness of marketing initiatives. This is the process of assessing the success of marketing initiatives and figuring out their return on investment. This aids in determining what functions well and what requires improvement (Chen,2018:177) .

2.3 Customer experience management:

The term "customer experience management" describes how a business engages with its clients throughout the entire purchasing process, from marketing to sales to customer support, and it largely reflects the culmination of all consumer encounters with the brand. Customer experience management is an emotional focus as well as a collection of actions (Kotler, et.al., 2015:203). .

The obvious thing about customer experience management is how it all relates to research, which is why surveys and strategies don't come with useless supporting data, even though every business has a lot of experiences and lessons to learn about its relationship with customers. The same is true for customer experience management; in fact, over two-thirds of businesses now base their competitiveness largely on customer experience (Adi, et.al.,2019:15) .

The majority of researchers concur that customer experience management is a delicate process because customer experience is becoming a more desirable destination rather than merely a strategy complement. This is especially true for organizations that want to invest in customer experience wisely and have a quick guide to everything related to customer experience management (Jimanto & Dan, 2014:3). .

Additionally, this procedure goes beyond simple customer service. This is the most valuable form of advertising currently in use, and it involves getting to know them in order to develop and provide tailored experiences that will engage them and encourage them to recommend you to others in addition to increasing their brand loyalty. This vision is derived from gathering data from all customer touchpoints. There are three categories into which customer experience management can be divided: (Lemon & Verhoef, 2016:72)

1. Relational surveys: a brief, infrequently performed synopsis of the whole customer relationship with the brand or product. The purpose of this survey, which is typically conducted quarterly or annually by most businesses, is to find out how consumers feel about the brand (Dewi, et.al., 2018:67). .
2. Transaction Surveys: Transaction surveys examine how customers feel about a specific transaction; they are intended for a particular stage of the customer journey and offer precise information about how well the company's core departments or functions are performing. They are also used to gauge how simple the customer experience is (Hollyoake, 2012:4) .
3. Surveys at the moment: Because they feel underappreciated, customers switch brands; customer experience management aims to address this, and businesses want their customers to feel heard and appreciated (Powers, et.al., 2018:6). .

2.4 The relationship of marketing agility and customer experience management in achieving marketing entrepreneurship:

Since many businesses are automating all of their processes, there is a connection between marketing entrepreneurship and marketing agility. You must make sure that all automation efforts are successful, though, as there is frequently always space for improvement when it comes to marketing automation, whether it be through promotions or routine inspection. This gives the marketer more time to: (Kumar, 2018:168)

1. Analyze relevant data to reach vision-based decisions.
2. Plan ahead for any possible changes in the marketing industry.
3. Focus on the operational side of marketing
4. Support the creative process and training on it.

It's simpler to concentrate on using customer insights from the data in your databases since your marketers have more time. In order to utilize the data, make sure to gather the following details: (Nafisa, et.al., 2022:4)

1. Customer Choices.
2. Lifestyle preferences for each group of customers.
3. Location and demographic data
4. Customers' previous buying habits.
5. The culture of customers and the extent of their loyalty to the organization.

Based on this information, valuable insights can be reached and managed and benefit from each vision for the next project, where marketing campaigns are created targeting specific groups and dividing all customers based on relevant factors, as well as modifying the organization's marketing strategy, taking into account future changes and searching for ways to market innovation. Each marketing team must be accountable to senior management that

needs stakeholder approval and senior management for most projects and procedures.(Hermawan,et.al.,2017:64) .

3: The applied side of the research

3.1 Research population and sample and statistical methods:

The research population is represented by individuals working in Iraqi industrial companies listed on the Iraqi financial market, including general managers, as well as heads of departments and managers of divisions and units. A purposeful sample of 118 people was selected for the study, and 115 of them were retrieved after 118 questionnaire sheets were given to them. 97.4% is a form that can be statistically analyzed. In order to turn the responses into numeric values on a five-point Likert scale ranging from 1 to 5, the questionnaire form and questions were created in this manner. The Cronbach alpha test was also used to confirm the tool's apparent validity, as seen in the table below:

Table (1)

Cronbach's alpha coefficient for the research variables

No.	Variables	Number of items	Cronbach's alpha coefficient
1	Marketing agility	6	0.895
2	Marketing entrepreneurship	6	0.892
3	Customer experience management	6	0.886
	Average	6	0.891

Source: Prepared by the researcher.

It is evident that the research variables' Cronbach alpha coefficient came to 0.891. This indicates that the responses of the research sample members and the expression of the suitability of the items included in the questionnaire have a high degree of credibility. The mean was employed, along with a number of other statistical techniques. In addition to employing the t-test to demonstrate that the relationships between the research variables are genuine and not the result of chance, percentages and standard deviation.

3.2 Analyzing the demographic characteristics of the sample:

When the questionnaires that were given to the research sample were retrieved, it was found that 39.1% of the participants are between the ages of 40 and 50, and 19.1% of the participants are between the ages of 30 and 40. The percentage of males in the research sample was either 52.1% or 47.9%, and the remaining members are either over 50. The percentage of research sample members who possess a master's degree (26.1%), bachelor's degree (65.3%), and doctorate (8.6%) shows that they are qualified to understand the topic. Regarding the research sample members' years of experience, the largest percentage (62.6%) fell into the category of having more than 15 years of experience. This suggests that they have a thorough understanding of the research topic and are aware of the issues facing the organizations they work for, which can boost the validity of the findings.

3.3 Descriptive statistics of research variables:

The following table provides clarification on the descriptive statistics of the marketing agility variable, which serves as the primary independent variable in this study, with respect to the mean, percentage, and standard deviation:

Table (2)
Descriptive statistics for the marketing agility variable

t	items	mean	%	Standard deviation
1	Marketing agility seeks to continuously improve various marketing activities throughout the company.	4.617	%92.34	1.134
2	Marketing agility helps to address expected and unexpected changes in customer behavior and expectations	4.245	%84.90	1.762
3	Marketing agility anticipates and responds to early signs of change	3.734	%74.68	1.514
4	Marketing agility helps turn any form of change into an opportunity.	4.216	%84.32	1.454
5	Marketing agility leverages new markets while improving existing market share	4.106	%82.12	1.355
6	Marketing agility seeks to gain new customers while retaining existing customers.	3.887	%77.74	1.217
	Overall average	4.134	%82.60	1.406

The mean of marketing agility variable's total items was 4.134, with a proportion of 82.60 percent and a standard deviation of 1.4046, as can be seen in the table above .

The mean, percentage, and standard deviation of the descriptive statistics for the marketing entrepreneurship variable are explained in the following table:

Table (3)
Descriptive statistics of the marketing entrepreneurship variable

t	items	mean	Percentage	Standard deviation
1	Marketing entrepreneurship makes potential customers aware of the brand, products or services	3.887	%77.74	1.214
2	Through marketing entrepreneurship can generate potential customers and sales	4.867	%97.34	1.785
3	Marketing entrepreneurship seeks to increase revenues and grow the business in the organization	3.992	%79.84	1.114
4	Marketing entrepreneurship uses digital marketing tools in line with the requirements of the current environment	4.356	%87.12	1.343
5	Marketing entrepreneurship helps evaluate the effectiveness of marketing activities and determine the ROI of marketing efforts	4.312	%86.24	1.557
6	Marketing entrepreneurship measures the success of marketing efforts in the organization	3.896	%77.92	1.284
	Overall average	4.218	%84.30	1.382

Source: Prepared by the researcher.

As seen in the table above, the marketing entrepreneurship variable's mean score was 4.218, with a proportion of 84.30 then a standard deviation of 1.382 .

The following table provides clarification on the descriptive statistics of the customer experience management variable, which is the dependent variable in this study, with regard to each mean, percentage, and standard deviation:

Table (4)
Descriptive statistics for the customer experience management variable

t	items	mean	Percentage	Standard deviation
1	Customer experience management is a sensitive process and is integrated into the organization's strategy.	4.318	%86.36	1.785
2	Customer Experience Management strives to create and deliver personalized customer experience	4.665	%93.30	1.538
3	Customer experience management works on knowing how customers evaluate their experience with the brand	3.794	%75.88	1.453
4	By managing the customer experience, you can assess how easy the customer experience is	4.875	%97.50	1.454
5	Customer experience management is an increasingly desirable destination rather than just a complement to the strategy	4.329	%86.58	1.311
6	Customer experience management makes customers feel valued and listened to	3.883	%77.66	1.564
	Overall average	4.311	%86.20	1.517

Source: Prepared by the researcher.

The aforementioned table shows that the customer experience management variable's mean of all items was 4.311, with a percentage of 86.20 percent and a standard deviation of 1.517. This suggests that the results of this variable are accepted due to their significance in the research setting.

3.4 Test the correlation of the research variables:

The following table provides clarification on the value of the correlation coefficient (Pearson) between the research variables:

Table (5)
correlation matrix

	Marketing agility	Marketing Entrepreneurship	Customer Experience Management
Marketing agility	1	.986*	.984*
Marketing Entrepreneurship	.986*	1	.972*
Customer Experience Management	.984*	.972*	1

Source: Prepared by the researcher.

The table above shows that there is a significant direct relationship between the marketing agility and marketing entrepreneurship variables (0.986), as well as between the marketing agility and customer experience management variables (0.984). Additionally, there is a strong direct correlation between the marketing entrepreneurship and customer experience management variables (0.972).

3.5: Testing the effect relationship of the research variables:

The following table illustrates how the effect relationship between the research variables can be tested:

Table (6)
Testing the effect relationship of research variables

Independent variable	Model Summary		Analysis of Variance (ANOVA)			Coefficients Transactions		
	R	R ²	F	Sig.F	Dependent variable	β_i	T	Sig.T
marketing agility	0.984	0.968	12.885	0.05	marketing entrepreneurship	4.513	5.912	0.05
customer experience management	0.972	0.944	11.763	0.05		4.227	4.880	0.05

Source: Prepared by the researcher.

As can be seen from the above table, there is a direct correlation between the marketing agility and customer experience management variables, as indicated by the correlation coefficient R value of 0.984. Since the value of F reached (12.885) at the level of (0.05), the coefficient of determination R² also reached (0.968), which accounts for 96.8% of the variance in the creativity and adaptability of organizational processes. This validates the regression's significance. Consequently, a 1% increase in the ideal effect will result in a 4.513% increase in the creativity and adaptability of organizational procedures. Additionally, it is observed that the correlation coefficient R between the customer experience management and marketing entrepreneurship variables reached 0.972, indicating a direct correlation between the two variables. The coefficient of determination R² reached 0.944, explaining the 94.4 percent variation in organizational process innovation and flexibility, as the F value

reached 11.763 at the 0.05 level. This validates the regression's significance, so raising the ideal effect by 1% will result in a 4.227% increase in organizational processes' creativity and adaptability.

The results of the correlation and impact relationships between the research variables can be clarified as follows:

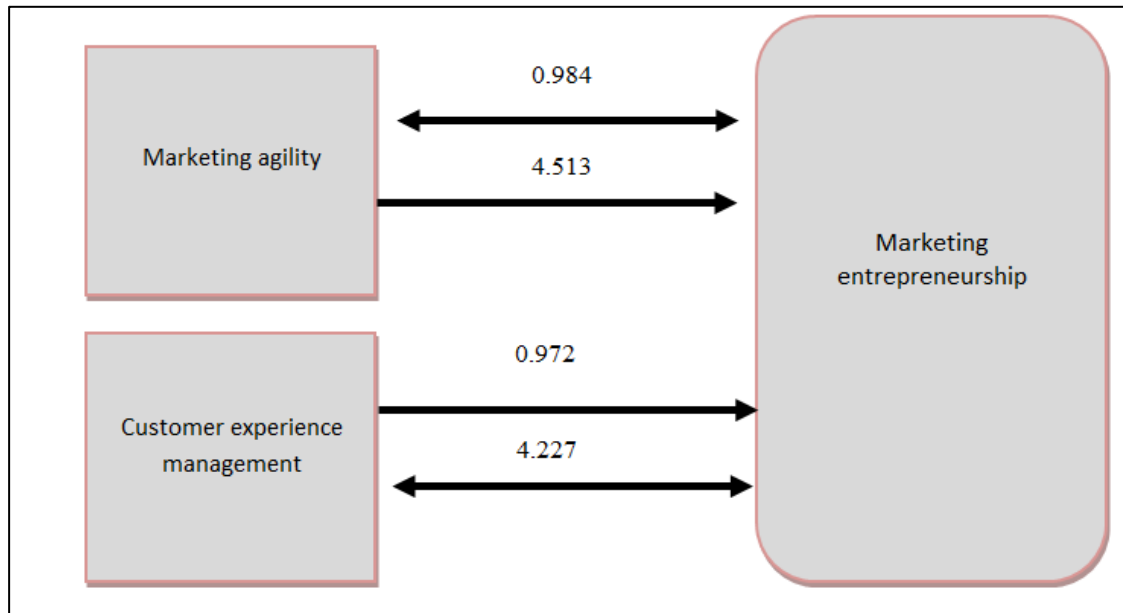


Figure (2): The results of the correlation and impact relationships

4: Conclusions and Recommendations

4.1 Conclusions:

The research reached the following conclusions:

1. Marketing agility is a critical tool for making marketing decisions in highly volatile and unpredictable markets because it measures how often a company repeats between implementing marketing decisions and understanding the market to better adapt to it.
2. Marketing entrepreneurship is the means that helps create and maintain demand, relevance, reputation and competitive advantage, and it lays the foundation for how a business reaches its existing and target customers.
3. Since a solid grasp of marketing entrepreneurship is the cornerstone of any successful entrepreneurial endeavor, well-informed decisions can be made regarding how to effectively market their products and reach their target audience.
4. The marketing agility variable and the marketing entrepreneurship variable had a strong direct correlation ($r = 0.986$), and the marketing agility variable and the customer experience management variable had a strong direct correlation ($r = 0.984$). Meanwhile, the value of The customer experience management variable and the marketing entrepreneurship variable had a strong direct correlation, with a correlation coefficient of 0.972.
5. When marketing agility is increased by 1%, customer experience management will be improved by 4.513%. This is supported by the regression's significance, as the F value reached 12.885 at the 0.05 level. A 1% increase in marketing entrepreneurship will result in

a 4.227% improvement in customer experience management. The F value reached (11.763) at the level of (0.05), and this confirms the significance of the regression.

4.2 Recommendations:

The research recommends the following:

1. Paying attention to marketing agility through continuous improvement of various marketing activities throughout the company and working to address expected and unexpected changes in customer behavior and expectations and anticipating early signs of change and responding to them.
2. Increasing brand recognition is a strategy for marketing entrepreneurship that involves educating potential customers about the company's name, goods, and services. This will help the company become more recognizable when customers need the goods or services you offer.
3. Create an appropriate marketing strategy that focuses on managing the customer experience by developing a plan that specifies how to promote products to the target audience, which is necessary to achieve marketing goals that are compatible with the surrounding circumstances.
4. Paying attention to the methods of presenting and presenting products and services and supporting them with agile systems, such as electronic technologies, to achieve satisfaction and loyalty from customers. The focus is on achieving performance and an acceptable market position.
6. Develop and define standards to evaluate agility in marketing practices, leading to achieving marketing excellence by focusing on customer value and business results, as well as focusing on marketing agility and marketing entrepreneurship.

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Supplement:

Questionnaire Form

Dear Respected Respondent

In your hands a questionnaire prepared to complete the research tagged (**The impact of marketing agility and customer experience management in marketing entrepreneurship - an applied study in a sample of Iraqi industrial companies**). We would like to point out that there is no need to name him, as the information will be used for scientific research purposes only and is confidential and confidential. We hope to answer it from you because of your experience and knowledge of being in this field, we are filled with confidence in the accuracy and objectivity of your response on all items, which will contribute to the integrity of the analysis and the accuracy of the results.

We appreciate and evaluate in advance your opinions and cooperation with us.

General data:

age:..... year

Service : year

Gender: Male Female

Certificate:

Years of Experience : year

Questionnaire questions:

Please place an (□) in the appropriate place to answer.

No.	Variables	Strongly agree	I agree	neutral	I refuse	I strongly refuse
	Marketing agility:					
1	Marketing agility seeks to continuously improve various marketing activities throughout the company					
2	Marketing agility helps businesses address expected and unexpected changes in customer behavior and expectations					
3	Marketing agility anticipates and responds to early signs of change					
4	Marketing agility helps transform any form of change into an opportunity					
5	Marketing agility taps into new markets while improving existing market share					
6	Marketing agility seeks to gain new customers while maintaining existing customers					
	Marketing entrepreneurship:					
1	Marketing entrepreneurship makes potential customers aware of your brand, products or services					
2	Through marketing entrepreneurship, leads and sales can be generated					
3	Marketing entrepreneurship seeks to increase revenues and grow the business in the organization					
4	Marketing entrepreneurship uses digital marketing tools in line with the requirements of the current environment					
5	Marketing entrepreneurship helps evaluate the effectiveness of marketing activities and determine the ROI of marketing efforts					
6	Marketing entrepreneurship measures the success of marketing efforts in the organization					
	Customer Experience Management :					
1	Customer experience management is a sensitive process and is integrated into the organization's strategy.					
2	Customer Experience Management strives to create and deliver personalized customer experience					
3	Customer experience management works on knowing how customers evaluate their experience with the brand					
4	By managing the customer experience, you can assess how easy the customer experience is					
5	Customer experience management is increasingly a desirable destination rather than just a complement to the strategy					
6	Customer experience management makes customers feel valued and heard					