

REVIEW ARTICLE TITLED MARKETING DEXTERITY AS A TOOL FOR INVESTMENT MARKET INFORMATION

Muntadher kadhim shamran⁽¹⁾

Faculty member, Karbala University, Faculty of Tourism Science, Karbala, Iraq;

E - mail address: Muntathar.k@uokerbala.edu.iq

Abeer M. Mahdi AL-shammari⁽²⁾

Karbala university , faculty of tourism science , administration of hotel organization , kerbala city , Iraq

E – mail address : abeer.m@uokerbala.edu.iq

Nagham Dayekh Abd Ali⁽³⁾

College of administration and economic , Kerbala university , kerbala city , Iraq

E – mail address : Nagham.d@uokerbala.edu.iq

Article history:		Abstract:
Received:	14 th July 2025	This review article aims to demonstrate the role of marketing deterity in making the best use of marketing information to achieve the organization's goals and invest in market opportunities, in addition to discovering new opportunities and reaching the real needs and desires of customers. The more organizations become aware of the real use of information, the more this leads to reaching the right decisions that serve the organization's goals.
Accepted:	11 th August 2025	
Keywords: Marketing dexterity, market information , marketing opportunities .		

1 – INTRODUCTION

dexterity is the basic task of discovering gradual innovations that depend on the current capabilities of the organization or may require the existence of new capabilities and investing its efficiency and capabilities to create new markets and provide advanced products and services by maximizing the psychological climate of employees and achieving marketing renewal for the continued survival of the organization in the external environment⁽¹⁾. Organizations greatly need marketing dexterity to address environmental challenges that impact salespeople's ability to market their products and deliver products that meet customer needs and desires. This requires an effective balance between exploring new marketing opportunities and optimally exploiting them. It can be applied in both large and small organizations, as they require flexible , informal structures⁽²⁾. Marketing dexterity can be defined as the marketing activities that aim to make senior leaders aware of the necessary requirements for developing current and future marketing plans, and to direct attention toward the marketing infrastructure to identify and exploit new opportunities, thus achieving consistency and adaptation to changes occurring in the markets⁽³⁾. Marketing dexterity is a strategy for creating a competitive advantage in the current market by developing distinctive marketing capabilities to enhance the organization's value in the future, in addition to continuously improving products to suit the changing external environment and ensure the organization's survival within the market competition for the longest possible period⁽⁴⁾.

It provides marketing solutions that distinguish the organization by separating the activities of exploring and exploiting marketing opportunities to achieve strategic integration. Available resources are optimized by encouraging employees to divide their time between conflicting marketing tasks, such as participating in new business development or revisiting sales and service activities, as well as continuously involving customers in the product development process⁽⁵⁾.

2 - MARKETING DEXTERITY CONCEPT

Directing the attention of senior management towards formulating comprehensive marketing plans that focus on the present and the future, while re-evaluating and developing the marketing infrastructure to effectively address environmental challenges. This approach aims to enhance marketing control and ensure sustainable adaptation to market changes⁽³⁾. Another researcher pointed out that it is an integrated approach that organizations follow to achieve a balance between exploring and exploiting opportunities, through the application of multiple strategies that include incentives, developing competencies, and developing internal systems and programs. It also relies on comprehensive strategic plans that are linked to the level of the organizational structure as a whole, with the aim of enhancing its ability to adapt to changes and achieve its goals efficiently and sustainably⁽⁶⁾. While another researcher pointed out that

it is a set of marketing mechanisms that lead to the full utilization of the available resources and capabilities of the organization to achieve breakthroughs based on developing new products capable of causing changes and disruptions among competitors in the long term, building long-term relationships with customers, and leading to greater stability⁽⁷⁾.

3 - DIMENSIONS OF MARKETING DEXTERITY

There are two main dimensions of marketing prowess that organizations rely on to achieve success in the market: (exploiting marketing opportunities , and discovering marketing opportunities) .

A - Exploiting Marketing Opportunities

Exploration takes a different approach to value creation. Managers devote their energy to innovation through experimentation, taking creative risks, and being proactive in identifying and serving new markets. Exploration typically involves developing innovative products, discovering new technologies, and finding untapped markets⁽⁸⁾. It is a marketing approach and strategy that aims to follow organizational and marketing rules and regulations that help overcome difficulties and develop the capabilities of employees, who constitute the cornerstone of the necessary capabilities and abilities to implement strategic plans. This approach seeks to identify scarce resources and available opportunities at the right time and place, thus improving the organization's ability to achieve acceptable results and remain competitive. It also encourages employees to explore new and innovative practices and methods of work, engaging in continuous innovation and development to achieve marketing and strategic objectives⁽⁹⁾.

B - Discovering marketing opportunities :

It is a marketing strategy that represents the fundamental basis for the success of organizations' strategic orientation toward the external market and customer. This strategy aims to enhance the necessary incentives for achieving growth, increasing sales, addressing constraints, improving marketing capabilities, and limiting the impact of marketing alternatives on the organization's overall performance. This strategy is achieved through the ability to identify promising marketing opportunities and begin exploring them in a manner that exceeds the capabilities of competitors, leading to the achievement of a promising competitive advantage that achieves all marketing objectives⁽¹⁰⁾.

4 – IMPORTANCE OF MARKETING DEXTERITY

Marketing dexterity is a crucial factor in achieving long-term success, as it seeks to achieve a balanced balance between exploration and exploitation activities in line with the marketing environment surrounding the organization. Marketing dexterity is often positively linked to performance indicators, as it enables business organizations to combine these two activities to enhance financial performance and ensure continued survival. Marketing dexterity provides business organizations with a range of options that contribute to achieving tangible results by managing contradictions and tensions through efficiency and influence, alignment and adaptation, as well as achieving excellence and creativity. The importance of marketing dexterity also lies in enabling organizations to diversify their skills, allowing them to combine exploiting current opportunities with developing future visions within an environment characterized by increasing uncertainty. It also contributes to enhancing the ability to quickly adapt to transformations, which helps achieve success in the short term and adapt to (dynamic) changes to achieve strategic goals⁽¹¹⁾. Another researcher explained that marketing dexterity lies in the organization's strategic vision of exploring and exploiting opportunities in a flexible and effective manner, which contributes to building a sustainable competitive advantage and enhancing competitive superiority. The importance of marketing dexterity is reflected in the organization's ability to adapt to the dynamic environment through the optimal use of modern technologies, enabling it to outperform competitors. It also relies on achieving integration and compatibility among the organization's employees to ensure effective management of opportunities and enhance organizational performance. This approach helps the organization excel, adapt to environmental changes, avoid crises, and achieve sustainable success, both now and in the future⁽¹²⁾.

5 – CONCLUSION

Leadership's possession of reliable and accurate sources of information is a key factor in achieving marketing dexterity . These sources provide information that helps the organization explore new marketing opportunities and enables leaders to identify unadvertised or untapped opportunities in the market, giving the organization a competitive advantage. Through these sources, accurate information can be obtained, which helps the organization make effective strategic decisions and exploit existing marketing opportunities in the competitive market. As a result, it can make optimal use of available opportunities and enhance the organization's competitive position. Through this information, the organization seeks to achieve marketing flexibility, as reliable sources help monitor and adapt to market changes by providing the organization with the necessary information to make the required adjustments to its marketing strategies, enabling it to respond quickly to environmental changes and achieve the required flexibility. The accuracy and reliability of information sources represent a fundamental pillar upon which the organization relies in analyzing markets, making effective marketing decisions, and adapting flexibly to environmental changes. This contributes to achieving marketing excellence and supporting the organization's sustainable growth. In addition, the conscious use of

information is one of the critical factors in achieving marketing dexterity, as management can leverage available information to direct its marketing strategies more accurately and flexibly. This relationship involves exploring marketing opportunities by analyzing and utilizing available information about markets, customer behavior, and competitors. This enables the organization to identify new marketing opportunities and exploit them before other competing organizations, giving it a competitive advantage. The effective use of information also achieves optimal exploitation of marketing opportunities by designing more accurate and efficient marketing strategies. It enables the organization to employ information extracted from marketing research and market reports to develop and improve products and customize offerings to suit customer needs. The intelligent use of information also reflects the achievement of marketing flexibility and the ability to adapt to environmental changes quickly, enhancing its ability to redirect its marketing strategies according to market requirements and development. A. R. T. Technology, and as a result achieve high marketing flexibility⁽¹³⁾.

SOURCES:

- 1 - Fiset, J& Dostaler, I. (2013), "combining old and new tricks: ambidexterity in aerospace design and integration teams", team performance management.
- 2 - Simsek, Zeki (2009), "Organizational Ambidexterity :Toward A Multilevel Understanding", Journal Of Management Studies, University Of Connecticut .
- 3 - Dutta, S. K. (2013), "Market orientation ambidexterity. SCMS", Journal of Indian Management, Vol. 1 NO .1, pp 63-82.
- 4 - Josephson, Brett W., & Johnson, Jean L. & Mariadoss, Babu John (2015)"Strategic Marketing Ambidexterity: Antecedents And Financial Consequences", Journal Of Academy Of Marketing Science, Vol.25.
- 5 - Schu, S., Möllering, M., & Zobel, A. (2012). Market-oriented ambidexterity: Antecedents and consequences of strategic flexibility. Journal of Marketing,67 (2) , 37-56
- 6 - Gentimir, R., A., (2015), "A theoretical approach on the strategic partnership between the European Union and the Russian Federation", CES Working Papers, Vol. 7, No. 2.
- 7 - Xu, H., Feng, Y., & Zhou, L., (2016), "Market knowledge development of indigenous Chinese firms for overseas expansion: Insights from marketing ambidexterity perspective", Asian Businesses in a Turbulent Environment: Uncertainty and Coping Strategies, chapter six, Lingnan University Hong Kong.
- 8 - Judge, William Q. & Blocker, Christopher P. (2008). "Organizational Capacity for Change and Strategic Ambidexterity Flying the Plane While Rewiring It", European Journal of Marketing , Vol. 42 No. 9/10, pp. 915-926.
- 9 - Holmqvist, Mikael & Spicer, André. (2012). " The Ambidextrous Employee: Exploiting and Exploring People's Potential", In: Managing 'Human Resources' By Exploiting and Exploring People's Potentials , Published Online: 2012; 1-23
- 10 - Shirokova, Galina; Vega, Gina & Sokolova, Liubov. (2013). " Performance of Russian SMEs: Exploration, Exploitation and Strategic Entrepreneurship", Critical Perspectives on International Business , Vol. 9 Iss 1/2, pp. 173-203.
- 11 - Al-Ani, Alaa Abdul-Mawgoud, and Hussein, Huda Abdul-Rahim Hussein, (2018), "The compatibility between the Big Data approach and marketing savvy: A survey study of the opinions of a sample of managers in Asiacell Mobile Telecommunications Company in Iraq," Journal of Economic and Administrative Sciences, Volume (24), Issue (105) .
- 12 - Al-Hamdani, Ahmed Marai Hassan Suleiman, (2021), "Marketing Excellence and its Role in Enhancing Marketing Excellence: A Field Study of a Sample of Workers in Private Schools in the City of Mosul," Master's Thesis, College of Administration and Economics, University of Mosul, Iraq.
- 13 - Maha Ibrahim Majeed (Information Awareness and Its Role in Enhancing Marketing dexterity A Survey Study of the Opinions of a Sample of Administrative Leaders at Al-Noor Private University in Nineveh Governorate) Master's Thesis in Business Administration Technologies, Administrative Technical College in Mosul, 2025