The Impact of Sustainable Marketing on Achieving Strategic Supremacy

Sadia Awid Awni

Middle Technical University

Polytechnic College of Administration

Abstract

The research aims to develop comprehensive intellectual visions and clear perceptions about the relationship between sustainable marketing and its role in enhancing strategic supremacy in light of globalization and dynamic changes in the business environment, in an attempt to generalize the model and its applicability in the Iraqi environment. The research was based on an intellectual problem represented by the intellectual disparity that exists due to the novelty of the topic and to bridge the knowledge gap between philosophical proposals and application, with the aim of identifying the impact of sustainable marketing in enhancing strategic supremacy. The research relied on the descriptive analytical approach by deriving hypotheses and testing them based on a questionnaire distributed to 82 senior management and faculty members in a sample of private universities (Al Turath University , Al Mamoun University, Al Nisour University). To analyze the data, statistical methods and tools were used through statistical programs (SPSS) and (AMOS 23). The results demonstrated the validity of all main and sub-hypotheses of the research. Accordingly, a set of conclusions were reached that recommend the need for university administrations in the research sample to increase investment in sustainable marketing, renew ideas, develop university services provided to students, and focus on building new competitive capabilities.

Keywords: *Sustainable Marketing; Strategic supremacy; Competitive Capabilities.*

1. Introduction

In recent years, organizations have been identified as major causes of social, environmental, and economic problems. This is a result of decades of business philosophy that views market activities narrowly, primarily through the lens of financial results at the expense of society rather than for the benefit of society (Marek & Aleksandra, 2012:68).

Concerns about the social and ethical accountability of organizations have grown, leading to increased commitments beyond their direct obligations to shareholders. The need to rebuild relationships and trust among all participants in the economic landscape has become clear. Many researchers and specialists believe that what the business world needs today is for organizations to recognize that integrating sustainability into their operations has become a mandatory business requirement that achieves strategic supremacy, not an option (Kumar et al., 2012:484). Therefore, society will not be able to achieve sustainable development without support from organizations (Hameed & Al-Rabeawi,2021).

In addition, all systems and processes in organizations should be directed towards sustainability. Therefore, business organizations in all sectors, including universities (the scope of the current study), need to consider sustainability in their organizational policies, marketing management practices, and all core organizational activities. This is to ensure the organization's continuity and its ability to keep pace with the rapid changes in the business environment and

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customer needs. This also helps the organization achieve high productivity rates, increase profitability, enhance market share, and provide greater flexibility than competitors. This ultimately leads to strategic superiority.

In contrast, being prepared and responding quickly to rapid and successive environmental changes, especially in a highly competitive environment, is a key factor in organizations' strategic superiority (Hill & Jones, 2001:15). Strategic supremacy is of paramount importance in an organization's ability to protect, preserve, and be recognized by other competitors within its own territory. Strategic superiority expands the scope of expansion, achieving greater influence in other areas, and enables the organization to maneuver its investments by leveraging its strengths in one market to strengthen its position in other markets (Yu & Cannella, 2013:96).

Accordingly, the general framework of the study problem can be determined through the following questions:
1. What is sustainable marketing and what do we mean by strategic supremacy? What are their dimensions according to researchers' intellectual perspectives?
2. What is the nature of the relationship between sustainable marketing and strategic supremacy ? What is its moral strength?

2. Literature Review

Sustainable Marketing

The roots of sustainable marketing go back to the 1970s with the emergence of the concepts of environmental marketing, social marketing, community marketing, and green marketing (Noourai & Jaroenwisan, 2016: 116) .

Researchers agree (Hunt ,2011:7; Bhaskar,2013:142; Marcel & Dragan,2014:235) that the development of sustainable marketing occurred in four stages: the first stage was represented by the emergence of the concept of "ecological marketing," introduced by Kassarjian in 1971; the second stage, in the 1980s, was represented by the emergence of "environmental marketing," which aims to reduce environmental damage by enhancing conscious consumer demand; the third stage, in the late 1980s and early 1990s, was represented by the emergence of the concept of "green marketing" (Omkareshwar, 2013: 21); and the fourth stage, in the 1990s and early 2000s, was represented by the adoption of the concept of "sustainable marketing".

(Belz & Peattie, 2012:17; Meffert et al., 2014:18) agreed that sustainable marketing is not a completely new form of marketing, but rather an additional development and synthesis of existing concepts.

The essence of sustainable marketing is not limited to producing healthier, better, and more affordable goods that meet customer needs. It extends to achieving a long-term balance between the needs of people, the global environment, and economic development (Seretny & Gaur, 2020:286).

Sustainable marketing represents a two-pronged shift in focus from consumption to sustainability (Sheth & Parvatiyar,2020:2)

(Chaisuwan, 2021:44) defined it as the comprehensive adoption of sustainability principles. It is positioned where all stakeholders must develop a common language, trust, and vision, requiring transparent business activities and processes with clear communication. Sustainable marketing is highly complex, consisting of two aspects: on the one hand, encouraging organizations to adopt sustainable practices (searching for best practices), and on the other, motivating customers to consume and behave as sustainably as possible (Sharmin et al., 2021:2). Sustainable marketing practices consider not only adding value to customers but also building long-term relationships with them, and such a strategic orientation creates benefits for business, society, and the environment (Sun et al., 2021).

Sustainable marketing aims to protect the environment, establish social justice, and enhance economic benefits, as well as improve living standards in the long term (Chebeň et al., 2015:859). Meanwhile, (Kortam & Mahrous, 2020:172-173) argue that sustainable marketing seeks to achieve three goals: first, reducing waste by reducing the amount of materials used, promoting the reuse of packaging, and developing biodegradable packaging and

promotional solutions; second, partnering with customers rather than selling to them; and third, encouraging long-term planning to protect advertising and promotions from fluctuations in demand, thus efficiently reducing advertising prices. There is significant social acceptance and support for organizations that adopt sustainable marketing practices in their operations, due to the alignment and consistency of their goals with those of society. This support greatly assists organizations and provides them with the opportunity to strengthen their relationships with existing customers and gain new ones (Seretny & Gaur, 2020: 286).

The concept of strategic supremacy dates back to D'Aveni's theses in the late twentieth century, specifically in 1995. Strategic supremacy appeared in the seventies of the last century, through the literature of Schumpeter in 1939, and through the concept of Creative Destruction .

Strategic Supremacy

The concept of strategic supremacy dates back to D'Aveni's theses in the late twentieth century, specifically in 1995. Strategic supremacy appeared in the seventies of the last century, through the literature of Schumpeter in 1939, and through the concept of Creative Destruction . (Thomas, & D'Aveni, 2009: 388). The word "Supremacy" has many meanings, including sovereignty, control, domination, uniqueness, domination, and priority. The term Supremacy was increasingly used within the management thought pattern in the seventies and eighties of the last century as a rethinking of the objectives of customers and productivity for the survival and growth of the organization, as it must adopt superiority (Garcia, 2016). More recently, the concept of excellence emerged when Tom Peters and Robert Waterman presented the excellence framework in their book, On supremacy, in 1982. They studied approximately (43) outstanding American organizations over a period of two years, and identified a set of characteristics and features that these organizations share that make them superior and distinct from others (Witcher, 2020: 85). Strategic supremacy is defined as the organization's ability to collect, manage, and use information available inside and outside the organization to ensure that set goals are achieved efficiently, effectively, and with high quality (Alfatfta & Alkshali,2020) . Strategic supremacy is also used to refer to the quality of service and extraordinary operations, as well as the relationship between operational processes and customer satisfaction. Excellence is defined as a process that begins with organizations' determination to deliver value to the customer based on a set of core concepts or values (Aldarmaki & Yaakub,2022) . It is the organization's ability to continuously improve, educate, achieve, and enhance talents in creative ways that serve the organization and the consumer, and the optimal use of resources and diligence to achieve goals (AlHindawy,2022:11). Strategic supremacy is the organization's outstanding ability to collect, manage, and utilize information available inside and outside the organization to ensure the achievement of set goals efficiently and effectively .

The importance of strategic supremacy comes through analyzing the competitive market environment and depends on two basic dimensions. The first is the impact on core processes such as the innovation approach, added value, and control costs. The second dimension is the need to develop marketing and sales activities and their impact on competitive markets (Ansoff et al. 2019:421). The importance of strategic excellence lies in the fact that it achieves many of the advantages that organizations seek (Daveni, 1999), as it helps the organization on its path towards possessing the capabilities required to succeed in the environment and face the challenges of the current situation. (Leonard & McGuire, 2007:13) pointed to a set of results achieved by excellence, represented by the continuous improvement of the organization's operations, which is reflected in achieving the highest levels of performance, and helps employees participate in the organization's tasks effectively and efficiently. (D'Aveni, 2001; Strikwerda, 2005:8) identified three dimensions to express the strategic supremacy variable, which are (Sphere of Influence, Competitive Compression, Competitive Configuration).

3. **Methodology**

Research Design

The research relied on the descriptive analytical approach to address the research, in order to suit the approach with the purpose of the study, and because it provides appropriate data on the reality of these phenomena, and shows their causes, analyses and results through the answers of the sample members about the behavior of the research variables,

in a sample of private universities in Baghdad through a questionnaire that was designed and distributed for this purpose.

Data Collection

The method of data collection and analysis was represented by a questionnaire which included (28) paragraphs and was formulated according to the five-point Likert scale. Three private universities in Baghdad were chosen as a field for testing the research hypotheses and the research sample represented (82) From Senior management and university teachers in a sample of private universities in Baghdad (Al Turath University , Al Mamoun University, Al Nisour University).

Research model and hypotheses

Figure (1) shows the study model, the relationships between the study variables, and the directions of influence between the main variables and the sub-dimensions.
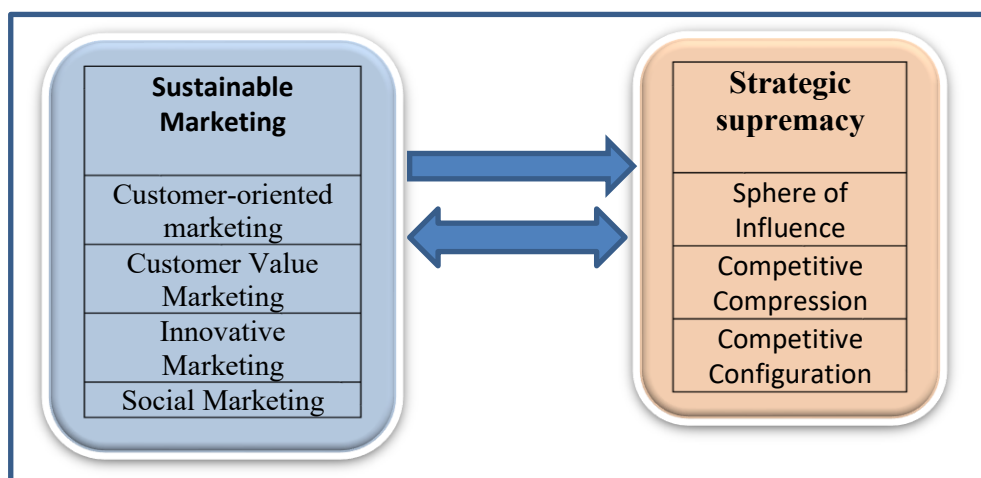

Figure (1) Study model

The main hypothesis of the study was as follows:
  i.   There is a significant correlation between Sustainable Marketing with their dimensions (customer - oriented marketing, customer value marketing , innovative marketing, social marketing) and the Strategic supremacy variable.
 ii.   There is a statistically significant effect of the sustainable marketing variable with its dimensions on the strategic supremacy variable with its dimensions, and the following sub-hypotheses branch out from them:
  a.   There is a statistically significant effect of the sustainable marketing variable with its dimensions on the dimension of Sphere of Influence.
  b.   There is a statistically significant effect of the sustainable marketing variable with its dimensions on the dimension of Competitive Compression.
  c.   There is a statistically significant effect of the sustainable marketing variable with its dimensions on the dimension of Competitive Configuration.

 4.   **Results and Discussion**
   4.1. **Descriptive statistics**
     This paragraph is dedicated to showing the results of the descriptive statistics for the questionnaire paragraphs, in which the dimensions of sustainable marketing were analyzed as an independent variable and the dimensions of strategic supremacy as a dependent variable, as shown in the following paragraphs:
       4.1.1   **Sustainable Marketing:** This variable contained four dimensions embodied in (customer - oriented marketing, , innovative marketing, customer value marketing, social marketing). The results of the descriptive statistics were as follows:

4.1.2   **Customer-oriented marketing:** Table (1) shows the results of the descriptive analysis for this dimension, the first paragraph (All individuals (administration and employees) believe in the importance of students in the university's success) achieved an arithmetic mean of (3.703) with a standard deviation of (0.883). These results led to a reduction in the coefficient of variation to (0.239), which made it occupy the first place, according to its relative importance and with a high level of response. In contrast, the arithmetic mean of (3.753) in the fourth paragraph (The university motivates its customers to express ideas to develop its services) with a standard deviation of (0.011) was the highest compared to the rest of the paragraphs of the dimension, with a fourth relative importance, as indicated by the coefficient of variation of (0.269) and with a high level of response. As for the rest of the paragraphs of the dimension, their results also showed high levels of response in all of them, which reflects a consensus in the opinions of the sample members regarding the content of the paragraphs.

Table (1) Descriptive statistics results for the customer-oriented marketing dimension

	Descriptive statistics / Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	All individuals (administration and staff) believe in the importance of students to the success of the university.	3.703	0.883	0.239	high	1
2	The university seeks to know the needs and problems of students.	3.579	0.891	0.249	high	3
3	The university is in constant contact with its students.	3.720	0.923	0.249	high	2
4	The university encourages its customers to express ideas to develop its services.	3.753	1.011	0.269	high	4
	Overall average dimension	3.686	0.729	0.197	high	

4.1.3   **Customer Value Marketing:** The results of the description of this dimension, which are shown in Table (2), showed that the achievement of the second paragraph (the university provides services to customers on time) was an arithmetic mean (3.877) with a standard deviation (0.841) and a dispersion coefficient value (0.218) and ranked first in relative importance and a high response level. In contrast, the lowest arithmetic mean (3.836) was in the third paragraph (the university administration monitors students' reactions to its services) with a standard deviation (0.878) and a final relative importance according to the value of the variation coefficient (0.217) and a high response level. As for the rest of the paragraphs of the dimension, their results were between these two levels of description and high response levels.

Table (2) Descriptive statistics results for the Customer Value Marketing dimension

	Descriptive statistics / Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	Staff are always ready to assist students.	**3.877**	**0.841**	**0.218**	high	3
2	The university provides customer services in a timely manner.	**3.941**	**0.780**	**0.204**	high	1

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3	The university administration monitors student feedback on its services.	3.836	0.878	0.228	high	4
4	The university continually revisits the quality of its services to better meet student preferences.	3.949	0.856	0.217	high	2
	Overall average dimension	3.899	0.628	0.161	high	

4.1.4   **Innovative Marketing:** The results of the description of this dimension, which are shown in Table 3, showed that the fourth paragraph (the university seeks to increase its market share by providing new services) achieved an arithmetic mean of (4.000) with a standard deviation of (0.797) and a coefficient of variation of (0.198) and ranked first in relative importance and a high level of response. In contrast, the lowest arithmetic mean was (3.861) in the second paragraph (the university provides some free services to students) with a standard deviation value of (0.841) and a fourth relative importance according to the value of the coefficient of variation of (0.217) and a high level of response. As for the rest of the paragraphs of the dimension, their results ranged between these two levels of description.

Table (3) Descriptive statistics results for the Innovative Marketing dimension

	Descriptive statistics Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	The university offers innovative services that meet students' needs.	4.042	0.840	0.209	high	3
2	The university provides some services free of charge to students.	3.861	0.841	0.217	high	4
3	The university uses modern technology to develop its services.	3.924	0.807	0.207	high	2
4	The university seeks to increase its market share by offering new services.	4.000	0.797	0.198	high	1
	Overall average dimension	3.962	0.536	0.135	high	

4.1.5   **Social Marketing:** Table (4) shows the description results for this dimension, which resulted in the second paragraph (the university allocates a portion of its annual profits to support the community) achieving an arithmetic mean of (3.859) with a standard deviation of (0.809) and a coefficient of variation of (0.211), which allowed it to obtain the first rank in relative importance and a high level of response. In contrast, the lowest arithmetic mean (3.809) was in the third paragraph (the university cares about students' criticisms and complaints and seeks to achieve their satisfaction) with a standard deviation value of (1.044) and a fourth relative importance according to the value of the coefficient of variation of (0.275) and a high level of response. The rest of the paragraphs of the dimension also ranked in their results between these two limits of description.

Table (4) Descriptive statistics results for the Social Marketing dimension

	Descriptive statistics / Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	The university supports the social and cultural activities of local organizations and institutions.	3.811	0.810	0.213	high	2
2	The university allocates a portion of its annual profits to support the community.	3.859	0.809	0.211	high	1
3	The university is sensitive to student criticism and complaints and strives to ensure their satisfaction.	3.809	1.044	0.275	high	4
4	The university is concerned with environmental protection issues.	4.067	0.973	0.240	high	3
	Overall average dimension	3.926	0.554	0.141	high	

4.2 **Strategic Supremacy :** The strategic superiority variable contained three dimensions represented by (Sphere of Influence, Competitive Compression, Competitive Configuration), and the results of the statistical description of these dimensions were as follows:

4.2.1 **Sphere of Influence** : The results of the description of the sphere of influence dimension, which are shown in Table 5, showed that the third paragraph (the university maintains its technical position when offering its services to achieve strategic integration) arithmetic mean of (3.902) and a standard deviation of (0.767). These results led to reducing the coefficient of variation to the lowest value (0.198), which made it occupy the first place in its relative importance and with a high response level. In contrast, the lowest arithmetic mean was (3.586) in the second paragraph (the university seeks to dominate the market before competitors) with a standard deviation of (0.900) and thus a fourth relative importance in terms of the coefficient of variation of (0.250) and with a high response level. As for the rest of the paragraphs, their results were at high response levels in all of them, which confirms the clear consistency of the respondents' answers regarding the content of the paragraphs.

Table (5) Descriptive statistics results for the Sphere of Influence dimension

	Descriptive statistics / Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	The university has a cohesive sphere of influence in its field of work.	4.051	0.894	0.220	high	3
2	The university seeks to dominate the market ahead of competitors.	3.586	0.900	0.250	high	4
3	The university maintains its technical position when offering its services to achieve strategic integration.	3.902	0.767	0.198	high	1
4	The university works to understand the behavior of influential competitors within its sphere of influence.	3.883	0.788	0.204	high	2
	Overall average dimension	3.855	0.540	0.140	high	

4.2.2   Competitive Compression : Table (6) shows the results of the statistical description of the competitive compression dimension, which resulted in the fourth paragraph (the university works to achieve a balance between the sphere of influence and the competitive structure) achieving an arithmetic mean (3.608) with a standard deviation (0.778) and a coefficient of variation of (0.220), thus the first rank according to its relative importance. In contrast, the arithmetic mean was (3.696) in the first paragraph (the university is distinguished by its ability to constantly change the rules of the competitive game) with a standard deviation (0.883), thus the fourth relative importance, in terms of the dispersion coefficient (0.239). As for the rest of the paragraphs of the dimension, their results resulted in high response levels in all of them, which embodies the clear agreement in the opinions of the sample members regarding the content of the paragraphs.

Table (6) Descriptive statistics results for the Competitive Compression dimension

	Descriptive statistics / Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	The university is distinguished by its ability to continually change the rules of the competitive game.	3.696	0.883	0.239	high	4
2	The university is proactive in building new competitive capabilities.	3.911	0.902	0.232	high	2
3	The university seeks to build collaborative alliances with its partners.	3.994	0.951	0.238	high	3
4	The university works to achieve a balance between its sphere of influence and competitive advantage.	3.608	0.788	0.220	high	1
	Overall average dimension	3.787	0.575	0.152	high	

4.2.3   Competitive Configuration : Table (7) shows the results of the statistical description of the ompetitive Configuration dimension. The second paragraph (the university develops innovative strategies to maintain its position in the competitive environment) achieved an arithmetic mean of (4.116) with a standard deviation of (0.732) and a coefficient of variation of (0.178), thus achieving first place according to its relative importance. In contrast, the arithmetic mean was (3.653) in the fourth paragraph (the university excels in adopting sustainable value in providing services to overcome competitors) with a standard deviation of (0.892) and the fourth relative importance according to the dispersion coefficient value of (0.244) and a high response level. As for the results of the remaining paragraphs, they all resulted in high response levels.

Table (7) Descriptive statistics results for the Competitive Configuration dimension

	Descriptive statistics / Paragraphs	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Answer level	relative importance
1	The university recognizes the type of competitive pressures within its sphere of influence and works to counter them.	3.802	0.833	0.219	high	2
2	The university develops innovative strategies to maintain its position in the competitive environment.	4.116	0.732	0.178	high	1

3	The university seeks to build barriers that are difficult for competitors to overcome.	3.926	0.905	0.231	high	3
4	The university excels in adopting sustainable value in service delivery to outperform competitors.	3.653	0.892	0.244	high	4
	Overall average dimension	3.874	0.534	0.138	high	

5. Hypothesis Testing

This section is devoted to presenting the results of hypothesis testing, which identified the hypotheses of the correlation relationships between the dimensions of sustainable marketing and the strategic supremacy variable using Pearson's correlation. In addition, the hypotheses of influence were tested through multiple regression between the dimensions of the independent variable and the dimensions of the dependent variable, as follows:

5.1. The first main hypothesis

This hypothesis was dedicated to presenting the results of testing the hypotheses of the correlation relationship between the dimensions of sustainable marketing and the strategic supremacy variable through the use of Pearson correlation, where the results shown in Table (8) resulted in the percentage of the correlation coefficient between customer-oriented marketing and the sustainable superiority variable (r=.716, P=0.000) and the customer value marketing dimension (r=.671, P=0.000) and the innovative marketing dimension (r=.712, P=0.000) and the social marketing dimension (r=.734, P=0.000) with the highest correlation coefficient compared to the rest of the dimensions of the sustainable marketing variable. As for the relationship between the sustainable marketing variable and the strategic supremacy variable (r=.765, P=0.000), these results confirm the positive direct relationship between the dimensions of the sustainable marketing variable and the strategic supremacy variable.

Table (8) Results of testing the hypotheses of the association between the dimensions of sustainable marketing and the strategic supremacy variable

Response variable (dependent) / Dimensions of the independent variable		Strategic Supremacy			
		r	β	P	Test result
1	Customer-oriented marketing	.716	.727	.000	moral
2	Customer Value Marketing	.671	.693	.000	moral
3	Innovative Marketing	.712	.729	.000	moral
4	Social Marketing	.734	.754	.000	moral
	Sustainable Marketing	.765	.775	.000	moral

5.2. The second main hypothesis

This hypothesis was dedicated to presenting the results of testing the influence hypotheses using multiple regression between the dimensions of the sustainable marketing variable and the dimensions of the strategic supremacy variable through the use of the multiple regression equation as follows:

The first sub-hypothesis: The results of testing this hypothesis, the results of which are shown in Table (9), showed the significance of the impact of the dimensions of the sustainable marketing variable represented by customer-oriented marketing, according to the value of the beta effect coefficient (0.352, P=0.000=β), and customer value marketing, which has the strongest impact coefficient among the dimensions of the independent

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variable, with a beta coefficient of (0.377, P=0.000=β), innovative marketing (0.310, P=0.000=β), and social marketing (0.292, P=0.000=β) in the first dimension of the strategic supremacy variable, which was represented by the sphere of Influence dimension. The value of the explanatory power, according to the coefficient of determination (R2= 0.717), with complete statistical significance (P=0.000), reflects the size of the variance (71.7%) that is explained by the dimensions of the sustainable marketing variable from the variance of the sphere of Influence dimension.

Table (9) results of testing the first sub-hypothesis of the second main hypothesis

Statistical indicators Regression paths (hypotheses)	β	t	Sig.	R^2	F	P>F
Customer-oriented marketing---> Competitive Compression	.352	5.399	.000			
Customer Value Marketing ---> Competitive Compression	.377	5.641	.000			
Innovative Marketing ---> Competitive Compression	.310	4.138	.000	.717	152.49	.000
Social Marketing ---> Competitive Compression	.292	3.827	.000			

The second sub-hypothesis: The results of testing the second sub-hypothesis, the results of which are shown in Table (10), showed the significance of the impact of the dimensions of the sustainable marketing variable represented by customer-oriented marketing, according to the value of the beta effect coefficient (0.396, P=0.000=β), and customer value marketing, which has the strongest impact coefficient compared to the rest of the dimensions of the independent variable, with a beta coefficient of (0.441, P=0.000=β), innovative marketing (0.294, P=0.000=β), and social marketing (0.339, P=0.000=β) in the competitive compression dimension. The explanatory power, according to the value of the explanation coefficient (R2= 0.684), with complete statistical significance (P=0.000). This result reflects the size of the variance (68.4%) that the dimensions of the sustainable marketing variable explain from the variance of the competitive compression dimension.

Table (10) results of testing the second sub-hypothesis of the second main hypothesis

Statistical indicators Regression paths (hypotheses)	β	t	Sig.	R^2	F	P>F
Customer-oriented marketing ---> sphere of Influence	.352	5.399	.000			
Customer Value Marketing ---> sphere of Influence	.377	5.641	.000			
Innovative Marketing ---> sphere of Influence	.310	4.138	.000	.717	152.49	.000
Social Marketing ---> sphere of Influence	.292	3.827	.000			

The third sub-hypothesis: Table (11) displays the results of testing the third sub-hypothesis, which showed the significance of the impact of all dimensions of the sustainable marketing variable, represented by customer-oriented marketing, according to the value of the beta effect coefficient (0.338, P=0.000=β), and customer value marketing, which had the strongest impact coefficient compared to the results of the remaining dimensions of the independent variable, with a beta coefficient of (0.389, P=0.000=β), innovative marketing (0.390, P=0.000=β), and social marketing (0.344, P=0.000=β) in the competitive configuration dimension. As for the explanatory power, according to the value of the explanatory coefficient (R2= 0.706) and with complete significance (P=0.000), this result reflects the size of the variance (70.6%) that is explained by the dimensions of the sustainable marketing variable from the variance of the competitive configuration dimension.

Table (11) results of testing the third sub-hypothesis of the second main hypothesis

Statistical indicators / Regression paths (hypotheses)	β	t	Sig.	R^2	F	P>F
Customer-oriented marketing--->Competitive Configuration	.352	5.399	.000			
Customer Value Marketing ---> Competitive Configuration	.377	5.641	.000			
Innovative Marketing ---> Competitive Configuration	.310	4.138	.000	.717	152.49	.000
Social Marketing ---> Competitive Configuration	.292	3.827	.000			

Therefore, these results provide sufficient justification for accepting the main and sub-hypotheses of the research.

6. Conclusion

The results showed the existence of an influential relationship between sustainable marketing and strategic excellence, in addition to the existence of a significant impact of sustainable marketing on strategic excellence at the macro and micro levels , and the achievement of a good level of sustainable marketing by the research sample universities.The administrations of the private universities in the research sample recognize the role of sustainable marketing in achieving strategic supremacy. Universities recognize the importance of students to the university's success and work to meet their needs. University administrations monitor student responses to their services, review the quality of their services to align with student preferences, working to understand the behavior and movements of influential competitors in the market, and working to build cooperative alliances with partners., ensuring enhanced strategic supremacy. In addition, sustainable marketing practices should be applied more broadly and comprehensively in the universities under study, and efforts should be made to adapt the dimensions of sustainable marketing to reality, because it is one of the modern marketing strategies that seeks to protect the environment, preserve natural resources for future generations, maintain the relationship with the customer, and achieve well-being for society, and thus return it with excellence and benefit for both customers and the university. Universities should integrate and invest in modern technology applications with sustainable marketing strategies to deliver superior added value to both customers and the university.

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