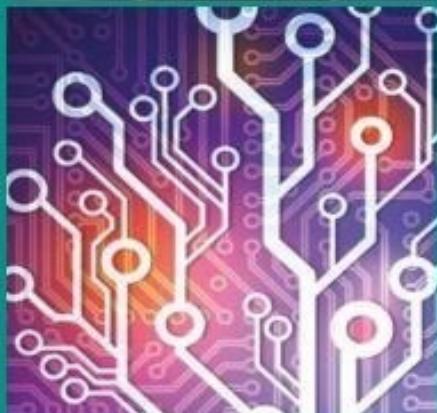
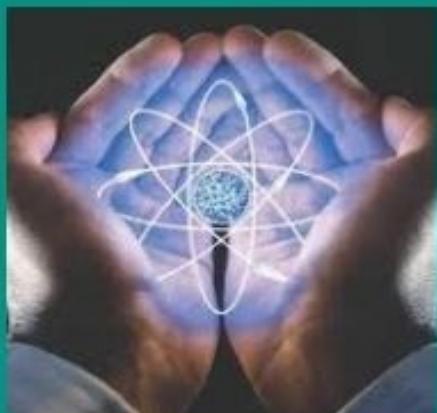

Academia Open



By Universitas Muhammadiyah Sidoarjo

Table Of Contents

Journal Cover	1
Author[s] Statement	3
Editorial Team	4
Article information	5
Check this article update (crossmark)	5
Check this article impact	5
Cite this article.....	5
Title page	6
Article Title	6
Author information	6
Abstract	6
Article content	7

Originality Statement

The author[s] declare that this article is their own work and to the best of their knowledge it contains no materials previously published or written by another person, or substantial proportions of material which have been accepted for the publication of any other published materials, except where due acknowledgement is made in the article. Any contribution made to the research by others, with whom author[s] have work, is explicitly acknowledged in the article.

Conflict of Interest Statement

The author[s] declare that this article was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright Statement

Copyright © Author(s). This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

Academia Open

Vol. 10 No. 2 (2025): December
DOI: 10.21070/acopen.10.2025.12974

EDITORIAL TEAM

Editor in Chief

Mochammad Tanzil Multazam, Universitas Muhammadiyah Sidoarjo, Indonesia

Managing Editor

Bobur Sobirov, Samarkand Institute of Economics and Service, Uzbekistan

Editors

Fika Megawati, Universitas Muhammadiyah Sidoarjo, Indonesia

Mahardika Darmawan Kusuma Wardana, Universitas Muhammadiyah Sidoarjo, Indonesia

Wiwit Wahyu Wijayanti, Universitas Muhammadiyah Sidoarjo, Indonesia

Farkhod Abdurakhmonov, Silk Road International Tourism University, Uzbekistan

Dr. Hindarto, Universitas Muhammadiyah Sidoarjo, Indonesia

Evi Rinata, Universitas Muhammadiyah Sidoarjo, Indonesia

M Faisal Amir, Universitas Muhammadiyah Sidoarjo, Indonesia

Dr. Hana Catur Wahyuni, Universitas Muhammadiyah Sidoarjo, Indonesia

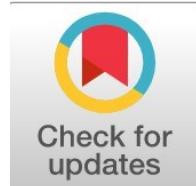
Complete list of editorial team ([link](#))

Complete list of indexing services for this journal ([link](#))

How to submit to this journal ([link](#))

Article information

Check this article update (crossmark)



Check this article impact (*)



Save this article to Mendeley



(*) Time for indexing process is various, depends on indexing database platform

The Role of Strategic Patience in Enhancing Marketing Excellence Through the Marketing Lens

Sanaa Jasim Mohammed, kin.sna@atu.edu.iq,(1)

Al-Furat Al-Awsate Technical University, Technical Institute of Kufa, Iraq

Dr. Ali Aboudi Nehme, aliaboodineamah@alkadhum-col.edu.iq,(2)

Imam Al-Kadhum College (IKC), Iraq

Dr. Zaid Abdulzahra Jaffar, zaida.ali@uokufa.edu.iq,(3)

College of Veterinary Medicine, University of Kufa, Najaf, Iraq

⁽¹⁾ Corresponding author

Abstract

General Background This study addresses the growing need for organisations to adopt long-term strategic approaches capable of sustaining competitiveness in dynamic markets, where marketing excellence increasingly depends on deliberate decision-making and adaptive learning. Specific Background Within the retail apparel sector in Ziona Mall and Al-Harithiya, the concept of strategic patience has been recognised but insufficiently examined in relation to marketing excellence and the mediating role of the marketing lens. Knowledge Gap Despite its theoretical prominence, empirical evidence on how strategic patience is channelled through marketing perspectives to enhance marketing excellence remains limited. Aims This research investigates the direct effects of strategic patience on the marketing lens and marketing excellence, and evaluates the marketing lens as a mediating mechanism. Results Using data from 189 employees and structural equation modelling, the study reveals strong and significant effects of strategic patience on the marketing lens, a weaker yet significant direct effect on marketing excellence, and a robust indirect effect indicating partial mediation. Novelty The study demonstrates that strategic patience contributes to marketing excellence primarily through the marketing lens rather than through direct influence alone. Implications These findings highlight the need for apparel retailers to strengthen culture management, knowledge development, and stakeholder engagement so that strategic patience can translate into sustainable marketing performance.

Highlight :

- The study underscores the strong link between strategic patience and the marketing lens, which serves as the primary mechanism for elevating marketing excellence.
- Findings show that stakeholder engagement remains the weakest dimension, indicating the need for more consistent external collaboration.
- Customer value emerges as the lowest-performing aspect, signalling that stores must clarify and strengthen the value delivered to customers.

Keywords : Strategic Patience, Marketing Excellence, Marketing Lens, Ziona Mall, Al-Harithiya

Published date: 2025-11-21

Introduction

The concept of strategic patience reminds us that aspects (of intentional leadership and effective preparation) take time to develop in complex, dynamic business environments, showing a human-like style of writing. Such patience can not only be limited to a single stance or unchanging tempo on the static rhythm map, but also reflect the ability of the leader or organisation to respond to intermediate problems across time scales correctly. It is a strategy that many organisations adopt and spread through their culture and systems — their incentives, their training programs, their codes of conduct, and everything else. Patience, however, offers space to pause and gain perspective, allowing organisations to understand how to compete, succeed, and advance win-win outcomes for themselves, notwithstanding the cutthroat context in which they tend to operate [1].

With competition increasing and technology developing rapidly, viewing the world through a marketing lens enables organisations to direct their energies towards the highest-priority areas and pursue market excellence. A marketing lens takes companies beyond the traditional or general view of the market to a deeper and more strategic understanding of the market and its customers, enabling a more significant or perhaps better contribution toward delivering better and more impactful marketing experiences. Through the marketing lens, marketers can understand how different drivers (including human behaviour, societal and cultural trends, and technological changes) affect marketing strategy and how this deeper understanding can help better meet customer needs and engage the market [2]. Organisational performance & outcomes; Excellence marketing enhances organisations' performance and outcomes by assisting them in communicating and sharing information about how they can be perceived and aligned with their strategies. This includes tools for performance & perception management that guide organisations in planning, marketing, and other areas. The excellence of marketing can bring much greater well-being, freedom, and more democracy. Thus, it is stated that delivering a good product is only one aspect of marketing excellence; an organisation can strengthen its market position and achieve sustainable growth by enhancing its capability to innovate, communicate, and establish long-lasting relationships with its customers [3].

Study Methodology

A. Research Problem

The difficulty arises from a two-fold problem for stores: one of strategic resilience to withstand pervasive market fluctuations, and the other of achieving long-term competitiveness. The study results showed that stores may appear patient in their daily operations. Still, they are ultimately not patient marketers as a whole, and they have a low ability to provide customer value and stakeholder engagement. However, stores may be relatively patient in their daily business dealings.

Hence, the central issue can be defined in the following way:

1. What is the level of adoption and practice of strategic patience, the marketing lens, and marketing superiority in the stores studied?
2. Does strategic patience have a direct and significant impact on achieving marketing superiority in the studied stores?
3. Does the marketing lens play a mediating role in the relationship between" strategic patience and marketing superiority in the stores studied?

B. Study Significance

From no credits, this study has theoretical and practical importance.

- a. Theoretical contribution: From an academic perspective, this paper provides a marketing–strategic management contribution to the marketing and strategic management literature through the integrative conceptualisation of contemporary theoretical languages, such as strategic patience and the marketing perspective, with the concept of marketing excellence. Also, by showing that the marketing perspective mediates the relationship and clarifying that the long-term impact is realised indirectly, it enriches the literature.
- b. Implications: For practical purposes, this study offers a practical guide reference to both stores and their administrative and marketing professionals. It gives an insight into the areas that need to be reinforced as a matter of priority (for example, customer value and stakeholder involvement). It assures that long-term patience is not a costly investment. Still, by default, it also needs the arm traction that can only be created through the marketing lens to convert it into audited customer loyalty.

C. Study Objectives

The following constitute the primary objectives of this study:

1. To measure the adoption and practice levels of the dimensions of strategic patience, marketing lens, and marketing excellence in the analysed stores.
2. To evaluate the strength of the relationship between strategic patience and marketing excellence, and establish whether that relationship is statistically significant.
3. Calibrating the direct and indirect profit impact relationship between strategic patience and the marketing lens, and the magnitude of impact
4. Mediating effect of the marketing lens on the relationship between strategic patience and marketing excellence.

D. Study Delimitations

This study defines the scope of application of the results as follows:

1. Spatial Delimitations: The study is limited to a sample of clothing stores in Zayouna Mall and Al-Harithiya.
2. Temporal Delimitations: Data were collected and analysed in 2025.
3. Human Delimitations: The study sample is limited to sales, marketing, and management staff in the stores studied, as they are responsible for decision-making and implementation.
4. Objective (Conceptual) Delimitations: The study is limited to measuring the relationship and impact between the three main variables: strategic patience in its dimensions, the marketing lens in its dimensions, and marketing excellence in its dimensions, adopted in the theoretical framework of the study.

E. "Research Methodology"

This study employed a marketing-focused descriptive and analytical methodology to characterise the phenomenon, break it down into its parts, and examine respondents' perceptions of the accessibility of strategic patience and its impact on marketing excellence.

[ISSN 2714-7444 \(online\)](https://doi.org/10.21070/acopen.10.2025.12974), <https://acopen.umsida.ac.id>, published by [Universitas Muhammadiyah Sidoarjo](https://umsida.ac.id)

Copyright © Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY).

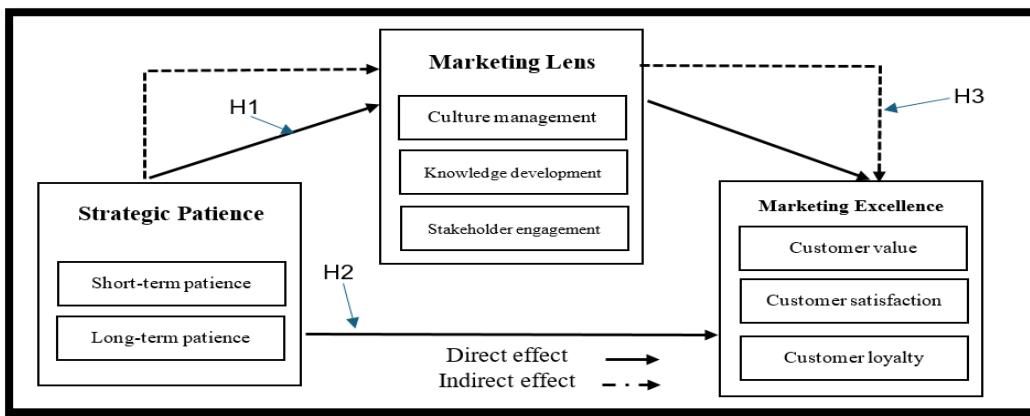


Figure (1) Research model based on hypothetical assumptions

Source prepared by researchers based on the literature

The following Figure demonstrates the following research hypotheses:

1. The first main hypothesis: “There is a significant impact” of strategic patience on the marketing lens in some clothing stores in Ziona Mall and Al-Harithiya, the domain of applicability.
2. The second main hypothesis: “There is a significant impact” of strategic patience on marketing excellence in some clothing stores in Ziona Mall and Al-Harithiya, the domain of applicability.
3. The third main hypothesis: This hypothesis examines the mediating role of the marketing lens in the relationship between” strategic patience and marketing excellence in several clothing stores located in Ziona Mall and Al-Harithiya, the domain of applicability.

F. Research Community and Sample

The research community comprises all employees working in various clothing stores located in Ziona Mall and Al-Harithiya. Therefore, a deliberate sample was selected using a comprehensive survey method from ten clothing stores, including store owners and sales and marketing staff, given their direct connection to the problem and objectives of the study, as well as their high capabilities to answer the study questions through personal interviews using a questionnaire prepared for this purpose.

The number of participating individuals reached 189. The following is a description of the study sample in Table (1) in terms of personal and professional characteristics, which were represented by gender, age, and educational attainment.

Table (1): Study Sample Personal Data

Gender	repetition	%
Male	127	73.47%
Female	62	26.53%
Total	189	100
Age	repetition	%
32 years and younger	67	35.45%
33-42 years	58	30.69%
43-52 years	41	21.69%
53 years and older	23	12.17%
Total	189	100.00%
Educational Qualification	repetition	%
Doctorate	10	5.29%
Master's	13	6.88%
Higher Diploma	4	2.12%
Bachelor's	95	50.26%

Diploma	36	19.05%
Middle School and below	31	16.40%
Total	189	100.00%
Marketing Experience	repetition	%
1-5 years	34	17.99%
6-10 years	111	58.73%
11 years and older	44	23.28%
Total	189	100.00%

The researcher based on the field study

The table at right summarises the following:

1. Gender Analysis

According to the dataset, the sample is dominated by males, with the highest percentage at 73.47% (127 of 173 responses), and females are the lowest category at 26.53% (62 of 173 responses). This distribution shows that there are more males than females in the sales and marketing sector in the malls included in the study area. This provides a fair level of confidence in the study's reliability, as the results are robust enough to reflect practical applications accurately. However, there may be bias in the representation of gender differences; thus, the results should be treated with caution when generalised to workers in the sector.

2. Age Analysis

This is also evident in the age profile, with the sample heavily weighted towards youth and middle-aged groups, which corresponds to the nature of the commercial sector. 32 or younger – thus ensuring we are even more reliant on a younger, more nimble group of professionals who not only accept change but are, in fact, reliant on it. 35. For the full list of skills that are most in demand among Gen Z. 35.45% (67 respondents). On the other hand, those aged 50 or older, 12.17% (23 respondents) of the total, are the least represented. By focusing on the younger cohorts, it also forces us to redo the responses to other covariates in the study, particularly those with an even longer foresight horizon, to adapt to modern marketing using strategic patience.

3. Access to academic research

In terms of academic achievement, the highest figure along this axis – 50.26% (95 respondents) – is for a bachelor's degree in technology. The lowest percentage of respondents are also the highest diploma degree responders, only 2.12% (4 respondents) Study Nuances: The study is optimistic since >90% of the disciplines are university-level; Broader Context: The ideas, ideas and practices that underlie the traditions of strategic perseverance and advertising and marketing excellence are multifaceted and intertwined, should ideally sustain above-the-next-minute solutions (thereby improving data-quality (the respondent needs to possess an aware, and proper, understanding) and is a high-pay-off subject for each organisational, and managerial, followership.

4. Marketing Engagement Experience Lessons Learned

And it is perhaps the very axis around which much of the study's feasibility orbits, with results that heavily favour experiential realism. 110 (58.73%), 43 (23.36%), and 34 (17.99%) in the 6–10, 11–25, and 1–5 year ranges, respectively. Few cases aged 11 years or older (11.41%, n=21). A sample size like this, with such a massive majority, is an extremely small number of people, if measured against very senior people with real-world business expertise (though over 82% of those responding have 6 years or more of experience too). This strength is also a weakness, as the identification of where experts differ in opinion is based on their judgment of the topic of study, due to a lack of an evidence base for the study variables. So voilà – the results can now be (grossly) extrapolated to suggest that riding it out with some marketing brilliance allows your company to attain marketing excellence.

Literature Review

A. Strategic Patience:

The concept of strategic patience and its dimensions will be clarified as follows:

1.1 The Concept of Strategic Patience:

As change accelerates and competitive pressures increase, both organisations and individuals need skills that stretch beyond simply speeding up or increasing the precision of the decision-making process, or achieving a slight competitive advantage. Out of those skills, one that may be the most important is strategic patience – needed to take the long view. Strategic patience, according to Cordesman, should not be conceptualised as a massive passivity – or a policy that even exists vaguely, but ideally not at all, in some combination of real contemplation and unambiguous pathways ahead.

Comer et al. [5] confirm this. In the context of management and strategy zeitgeist, strategic patience is a relatively recent concept that highlights slow, careful decision-making in unstable, convulsive environments. Patience did not merely mean going through the motions of suffering; it also meant standing firm in the spirit. Sure, it's not biding its time – it is tactical and strategic, with an eye on the future balanced with the reality of today, but used to guide the delivery of long-term goals across a reasonable time horizon. Kim asserts that the concept of strategic patience is the solution to some mechanical problems that he refers to, capable both in terms of an organisation[5] and a leader, of changing the narrative from being an optimist to being pragmatic, effective and successful leader in the turbulent and competitive landscape of today (change in the character of the environment and complexity)[6].

Prescribed realism is evident in every touchpoint we make, from injecting ambition to maintaining a balanced approach to making things happen and knowing when to pause and reflect. It gives leaders and policymakers the tools to formulate good policy, respond to crises, and innovate – all in ways that can be measured and in which we realise that the best things in life are hard won. Yet there is a very particular sense of that strategy, with important implications for strategic behaviour – particularly for non-simple and/or non-incremental problems; namely, the behavioural avenue of strategic patience [7].

This waiting patience is teeth-gritting, and while you no doubt want to be in there, you are working on something ill-defined for the long run – so you are waiting and laying plans and trying to wait in a way that leaves open the option of “staying the course” (an unsustainable strategy if it ever was one and perhaps the only one that cannot lose?). Therefore, strategic patience is one of the acid tests of success in leadership and long-term guidance [8].

A second attribute attributed to institutions is strategic patience. It signifies the capacity within the organisation – in every hierarchy – to be patient, to persevere, to change course, to adapt, and to plot a response to pressures and tensions, rather than being carried away by impulsive responses or ill-advised, hasty decisions. Organisations' patience is not just applicable to individuals but also to the collective culture of the organisation. It provides the organisation with harmony between its strategy and the pace of iterative learning and creation while transforming the work ecosystem. To that end, strategic patience must be reinvigorated [9].

Ajwani asks listeners to "be patient", which is to stay the course and continue to pursue one's goals and objectives straightforwardly despite adversity or a slow start. It also teaches leaders that change is a process done in steps, requiring you to build trust internally. This is consistent with the understanding that these skills and contributions take time to develop before they can be evaluated as effective. Patience is seen as a virtue in and of itself regarding institutional change processes, inner peace, and positive intentions (and the ability to be and act in better ways [10]).

For instance, when Comer & Sekerka [5] defined patience as "a cognitive process that reflects an individual or group's capability to persist in the expected return for a reward, in a manner temporally and spatially distant."

Strategic patience was described by Choi as the capacity of leaders to resist short-term pressures to act unilaterally or hastily [11].

Haque & TitiAmayah have also defined it as the organisational behaviour observed at the managerial level, taking form in policies and practices that balance aspiration with timing, giving ideas and developments the time they need to incubate before they are assessed or changed [7]. This is deliberate patience and gradual adaptation through transition or crisis, allowing thoughtful strategic decision-making and preventing unthinking over-reaction [1].

Strategic patience means taking the time to make informed decisions and undertake long-term planning that aligns with a clear vision of the future, allowing you to adjust your course gradually without compromising your larger objectives.

1.2. Dimensions of Strategic Patience:

One of the more significant dimensions is the contrast between short-term and long-term patience; together, these two comprise a dualism for resolving short-term versus long-term mission challenges and for participating in coevolution, with the balance between elimination-stage processes and initiation-stage processes. Leaders and organisations that appreciate and harmonise between these two dimensions will have a powerful strategic muscle, enabling them to progress steadily on the path to sustained success. [12]

1.2.1 Short-Term Patience:

The second type is short-term patience, where you get up each morning presuming it will likely suck and then spend little time or mood on it. Given the minimum time, do not permit any violence or impetuous decision to veer you from your target. Short-term patience is a crucial trait of strong commanders, as it is expected more than ever amid daily emotional stresses and disturbances – job interruptions and distractions. It entails patience and other functions, and the logic of the human mind, by which men and women, and the organisations in which crises occur, immediately decide and avoid jerky, reactive systems. Functionally preceding strategic patience, short-term patience preserves the person in charge against disruptive events [12].

1.2.2. Long-Term Patience:

This refers to not getting a change of heart, sticking to your larger grand strategy, and trusting that the long term will be favourable, even if there are only noticeable outcomes or, at best, patchy progress in the interim. Long-term patience lies at the core of strategic thinking. It is more than a reaction or adjustment; it is a state of mind—an enduring one—to keep the focus on purpose and to sustain objectives despite the inevitable stresses and challenges [14]. Not waiting passively, of course – but actively holding space for what has been intentionally created, and a belief in the things that require slow digestion, emergence, and physical energy to manifest. Strategic maturity is long-term patience; to forsake short-sightedness, to endure low seasons, and not to dismiss the targeted goal [15]. Moreover, it is the factor that renders institutions resilient, allowing them to evolve and adapt sustainably in the face of long-term challenges. Therefore, this everlasting patience, which is not just an attitude, but also an attitude based upon expectation and strategy, is the very backbone of building an immobile future [16].

1.3. The Marketing Lens:

The concept of the marketing lens and its dimensions will be explained as follows:

1.3.1. The Concept of the Marketing Lens:

The marketing lens is one of the key tools that marketers apply to craft successful strategies and understand the market and its customers in the 21st-century business environment. It is how marketers view how business operates, the competition, and consumer desires. By doing so, they define how to connect with the market, communicate with customers, and deliver products and services that appear to offer value-added benefits [17].

Elucidating the ignorance that marketing is advertising or a promotional tool, Gilo & Porat highlighted the need for analytical thinking and foresight of future trends in the market. The marketing lens is a facilitating framework that helps enterprises view the bigger picture to prioritise and maximise sustainable customer engagements, enabling agile responses to market dynamics [18].

Regarding the application of the marketing lens, Nedbalová et al. [20]. It is neither a context-static lens nor a marketing objective-static one.

Growth to the next level looks very different for every company, product, or marketing campaign. This will involve the adoption of digital lenses, value lenses, innovation lenses, or emotional lenses, that focus on innovation, value & emotion with respect to customers [21]. A marketing lens is the mental model or framework marketers use to conceptualise the market, devise marketing strategies for their products and services, and make decisions relating to their offerings in the marketplace. Through this perspective — this lens — businesses can adjust their thinking, including their mindset, to walk to the beat of the market and communicate with customers in a way that is not only effective but also creative and innovative [22].

From a marketing perspective, adopting an engineering analogy, the marketing lens is also like a magnifying glass, bringing out details at the market and customer level that are not easily visible (Galande, 2018). It gives marketers another perspective on something, whether it is a cultural phenomenon, technological evolution, or a human behaviour that prompts people to buy it. Hence, the marketing angle is not only about brand awareness but also about value and the right customer experience [21].

Ahmad et al. This behaviour is also an appropriate lens through which to view change management design, as it makes managers aware of where the entity's architecture is strong and where it is weak, enabling sound choices that meet performance expectations and align with aspirations and abilities (2021). In this view, through an organisation, it can increase productivity, foster a high culture, and, more so, adapt to the changing world of work, creating an organisation that sustains itself and progresses in line with the Strategic Objectives [24].

Under this lens, one examines the firm's human capital and resource base, its capabilities, and the dominant trends and conditions of the market in which it operates to develop sound strategies and learning and growth opportunities for the firm. With that, the firm can respond to a complex, constantly changing environment. These strategies may comprise continuous innovation, market expansion, or digital transformation [22].

Chamberlin-Kim et al. The marketing lens is an analytical lens that marketers utilise to view the market and competitive landscape more systematically. Gain insights into customer behaviour, needs and trends in the future. This allows them to see new business opportunities and challenges that an organisation may encounter [23].

Teymour et al. According to Kotler et al. (2022), the marketing lens is a strategic tool that enables a thorough analysis of the market and customer needs, thereby aligning marketing strategies with the trends and changes of the time [24]. When applied through this lens, challenges and opportunities are recognised before they become endemic to every business. Another definition (Lacohee et al.) states, "It is used to analyse the marketing environment within which an organisation operates (and the particular perspective one has of that environment) to assist in making strategic marketing decisions, in the areas of goods, services or person relations." [25]

1.3.2. Dimensions of the Marketing Lens:

The marketing lens is not just a lens for viewing the market or marketing strategies, but also for modelling market behaviour. This is also a strategic analysis instrument, based on an unlimited range of variables, to determine exactly how organisations engage with customers, markets, and societies broadly. These are the critical axes in developing an integrated marketing strategy that can lead to the attainment of long-term objectives and, therefore, influence entrepreneurial behaviour. In this context, the marketing lens is believed to be a key factor shaping how marketers think and act. Of these dimensions, three are key and most significant towards developing successful and effective marketing strategies [26]:

1. Culture Management:

One of the three most critical dimensions of the marketing lens — marketing culture management — is centred on the role of culture within an organisation in winning the marketing game. Culture in any organisation is a key factor that determines how customers are treated, how marketing decisions are made, and how challenges are addressed (Nedbalová et al. [20]). One important factor in classifying products and how a company interacts with its markets is the organisation of its culture. If the corporate culture is innovative, the company will engage in non-typical marketing activities, which will distinguish it from competitors [22].

2. Knowledge Development:

Continuous learning (analytics → metrics → feedback → modulated marketing strategy) becomes the pattern dimension of the marketing lens — it is a key dimension, as an effective marketing strategy utilises data and information to adjust and refine the strategy. However, ML can help companies stay competitive and effective in this environment without relying solely on human expertise for market insights, customer needs, and technological trends. Such organisations possess knowledge and expertise about the market and data, thus enabling them to make decisions with both speed and accuracy. The creation of knowledge facilitates the marketing team's iterative learning, allowing them to stay ahead of the market [27].

3. Stakeholder Engagement:

Stakeholder engagement is an essential part of how a company interacts with all its stakeholders—the customers, investors, employees, and wider society. There are many organisational marketing success formulas, but only by understanding customers and other stakeholders can a company achieve this balance. This way, by listening to and working with all, the organisation can create lasting partnerships whilst, at the same time, achieve a balance between societal impact and business needs. Organisation is also able to fast-track the process of working together, delivering, innovating, and generating more value through concepts [28].

1.4 Marketing Excellence:

1.4.1. The Concept of Marketing Excellence:

In this article, we will break down what marketing excellence looks like and what it is made of.

Having been in a decade-old hype cycle, marketing excellence has transcended marketing literature as a buzzword. In contrast, the radical changes in the business environment due to the revolution in information and communication technology and a shift in customer focus (Davies, 2001) have made marketing management a complex function. That is how competitive advantages become an advantage. This has originated from the question of excellence in marketing, which is one of the key success factors for any organisation. Marketing excellence is one of the most celebrated yet rare constructs in modern business, in which a company excels at generating superior customer value relative to the competition as a foundation for sustained competitive advantage. Marketing is a combination of various elements, including creativity in product or service concept, strategy in pricing, professionalism in channel management, and tactics in consumer engagement [29].

According to Ngo & O'Cass (2012), in the present dynamic and highly competitive business environment, organisations seeking to achieve organisational leadership at the market demand end must inherently focus on achieving marketing prominence. It helps in developing customer loyalty, market share, and brand reputation [30]. Excellence in marketing relies on a profound understanding of customer needs and desires, as well as the application of advanced analytical techniques to deliver improvements and maximise value. To attract customers to your brand, satisfy them, foster a strong relationship, and retain them, you need marketing superiority.

As exemplified by Tuominen & Hyvönen (2004), marketing superiority represents a situation of superiority in markets [where] marketing-decision makers would fulfil needs and aspirations of customers uniquely and effectively, which would provide them with the competitive advantage for market share[31]. At a time when competition at the top level of various markets is contagious, and the economic environment is unpredictable, marketing excellence can be the last difference between organisations that enjoy the best times of their growth and those that struggle to survive. True marketing superiority can only be achieved through thorough research into target markets and products that entice customers in ways that surpass those of other companies or brands. And this does not only have to do with getting customers through better product or service quality; it also involves pricing and distribution, as well as communication aspects, all of which are enhanced by utilising technological and digital innovations to increase impact and inflow through effectiveness and efficiency. Clearly explaining the effects of innovation on an organisation's competitiveness.

As Sol & Griffin (2012) state, marketing excellence cannot be evaluated simply in terms of increased sales or market share, but rather through long-term customer relationships (brand loyalty). Marketing excellence has been one of the most important pillars of any organisation for many years. As decision-making has become increasingly data-driven and informed by clever analysis, it would be fairly obvious that marketing has become more significant in the larger picture. Since the competition that different business organisations face to outperform their competitors and acquire a larger share of the market has been very intense, and given the law of survival of the fittest in business sectors, sustaining the performance of successful organisations has become very challenging. To survive, grow, and thrive, organisations must consistently deliver their highest-quality products and services to their current clientele, as well as to their ever-changing needs and wants. For this, they should have a competitive edge over their competitors, enabling them to achieve a competitive advantage. Ghasemi et al. According to Jhamtani et al. (2015), the workplace is evolving so rapidly that organisations need to prepare to face any challenges or opportunities it presents. Thus, it has become essential for organisations to upskill through continuous training and development, enabling them to navigate the swift changes in their environment. In fact, marketing excellence hardly makes a difference in business unless it becomes an intellectual competency that enables companies to outdo the competition. More broadly, marketing excellence arises from strong leadership and organisational principles that specify what needs to be done and how. As a result of changes in environmental development, shifts in competitive forces, and alterations in customer needs and wants, competition is now multidimensional, where the tasks and activities required to achieve objectives depend to a great extent on the dimensions of competition [32].

Chivers et al. To be a unique and distinctive organisation that qualifies as performing its activities more efficiently and effectively than its competitors, creating some sustainable value that other competitors are unable to develop in their own activities (2017).

According to Al-Madhee (2022), providing better customer value that aligns with customers' changing preferences in the marketplace and offering innovative solutions to both existing and new customers [29] is crucial.

Similarly, Al-Ameedi & Mahdi (2024) also defined it as a collection of ways by which an organisation achieves a competitive edge[34].

1.4.2. Dimensions of Marketing Excellence:

The pillars of marketing excellence are drivers of organisational capabilities and centres of competitive advantage that enable both functionality and dominance. Of these, customer value, customer loyalty, and customer satisfaction are the most critical because they are fundamental components that directly influence marketing excellence [7]. Here is how these dimensions correlate to marketing excellence, shown below [29]:

1. Customer Value:

The definition of customer value is a straightforward yet fundamental concept that reflects the value a customer receives from a product or service relative to the cost they pay for it, one of the essentials of achieving marketing excellence. Hence, customer value has a direct effect on marketing performance by improving brand image, customer retention, and reducing new customer acquisition costs [35]. The search for customer-centric value is among the most crucial activities for attaining marketing power and competitive advantage in a competitive marketing environment [36].

2. Customer Satisfaction:

Customer satisfaction is one of the fundamental bases of market success and of boosting an organisation's marketing share. The importance of customer satisfaction lies in the positive, fulfilling relationship between a customer and the organisation. In this way, it builds customer trust and confidence in the brand, resulting in repeat purchases and product referrals. Hence, the ability to satisfy is viewed as the essence of marketing competency, adding to the firm's image and customer retention [37].

3. Customer Loyalty:

An organisation will enjoy a market advantage due to its commitment to customer loyalty. Customer commitment is defined as the long-term relationship between a customer and a company, that is, the willingness to repurchase or recommit to the same brand based on the customer's personal satisfaction and trust [38]. This type of loyalty is perceived as a strategic value, as the consumer, in an instinctive manner, will repeatedly return to the organisation, showing up more often and with higher marketing effectiveness [39].

1.5. The Relationship Between Variables

1.5.1. The Relationship Between Marketing Excellence and Strategic Patience :

Many companies and brands achieve what is really success in the long term by having a marketing mix with strategic patience and marketing perfection [40]. Access to the market and the ability to build customer engagement capabilities are two of the unique features of marketing excellence [40]. And this long tradition of the practice, developed and nurtured to produce the desired outcome, is a by-product of strategic patience. There is a direct correlation between marketing excellence and a long-term vs. short-term approach — in fact, marketers with a short-term approach hardly achieve marketing excellence [9]. While strategic patience indeed plays a role in the construction of any marketing strategy,

it also requires brands that employ it, even amid a crisis, to up their game in marketing processes and tools. Making a product is a big bet; it can make money for many years without being used, but it can yield a huge return. This is where the distinctive payoff of strategic patience comes in: helping organisations preserve their will to survive through the most disruptive times [41].

1.5.2. The relationship between the marketing lens and marketing excellence:

Marketing lens and tree marketing excellence are two potentially very important components of a marketing strategy's architecture. All of them serve a crucial role in helping a company differentiate itself from the current market it operates in with a sustainable output [21]. In this sense, the "marketing lens" refers to the perspective through which marketers view the market and its customers. In contrast, the term "marketing excellence" refers to a company's performance relative to competitors within its industry and the value it delivers to its customers. The marketing lens enables marketers to define target markets accurately. The marketing lens is the vision marketers use to analyse the current situation, while marketing superiority is the outcome companies seek to achieve through this lens. Companies with a clear marketing lens are better able to develop marketing strategies that achieve sustainable market superiority [42].

1.6. The Applied Framework

The applied aspect, which is reviewed and interpreted through specific paragraphs in its results, is as follows:

1.6.1. Field of application

Due to the purpose of the applied study, which deals with the research topic, the research population consists of 10 specialist and well-established retail stores that continue to operate in a changing and dynamic environment. From mega stores to niche retailers in hyper-competitive, increasingly discerning consumer environments. These stores are an integral part of the sales and marketing journey, which formally begins when a team of frontline employees builds a very direct, long-term relationship between the customer and the brand. The right balance between their challenges is an ideal testing ground for both day-to-day market strategy, more applications of strategic patience, and long-term issues. In the pursuit of marketing excellence, these stores require not only products and services but also adaptability to technological developments, continuity in internal culture and organisational structure, and the encouragement of innovation and continuous knowledge development. They thus represent a relevant applied model within which to test the mediating role of the marketing lens in translating strategic resilience into better and sustainable marketing performance, particularly in overcoming the paradox of shortening the timing of reactivity while necessitating the achievement of longer-term visions of excellence.

1.6.2. Research Scale Verification

The present section is focused on confirming the scale for exploring research variables by following a series of steps, such as:

1. Coding the Research Variables and Scale Reliability

The researcher will use specialised software to read and distinguish between his variables; Consequently, it becomes essential to code the research items, measurements, and factors.. The coding adopted by the research appears in Table (2), along with the reliability coefficient (Cronbach's alpha), which indicates the scale's reliability in assessing the availability of variables upon re-dissemination of the questionnaire to the same sample at different times, as shown in Table (3). Clearly, all coefficients ranged from (0.799-0.943), which is acceptable statistically since all are above (0.75). As a result, the measurement tool has valid reliability.

Table (2). Research factor and dimensional coding, description, and reliability

Variable	The system	Dimension	Number of paragraphs	Cronbach's alpha for the dimension	Cronbach's alpha for the variable	The symbol	Source
Strategic Patience	X	Short-term patience	5	0.902	0.900	X1	Yilmaz,2025
		Long-term patience	5	0.898		X2	
Marketing Lens	M	Culture management	5	0.872	0.907	M1	Dawans et al., 2009
		Knowledge development	5	0.943		M2	
		Stakeholder engagement	5	0.905		M3	
Marketing Excellence	Y	Customer value	5	0.799	0.872	Y1	AL-Madhee, 2022
		Customer satisfaction	5	0.931		Y2	
		Customer loyalty	5	0.887		Y3	

Written by experts in the field after reviewing relevant literature on the subjects.

1.6.3. Examining the study scale's variables, elements, and items through a factor analysis with confirmation helps to ensure the scale's internal validity.

Structural equation modelling, specifically confirmatory factor analysis, will be employed to validate this, utilising AMOS V.28. The researcher seeks to validate two aspects using this method: firstly, that the dimensions accurately describe the variable, and secondly, that their items possess sufficient validity and statistical acceptability. The data obtained from the sample align with the proposed measurement model. The method of verification is conducted using criteria that stipulate the item saturation ratio must be equal to or surpass 0.40, with the quality of fit criteria as given in the subsequent table:

Table (3) Metrics and quality of fit criteria for the modeling of structural equations

Indicators	Goodness of Fit Rule
Ratio between X ² values and degrees of freedom df	Less than or equal to 3
Goodness of Fit Index (GFI)	Greater than or equal to 0.90
Comparative Fit Index (CFI)	Greater than or equal to 0.95
Root Mean Square Error of Approximation (RMSEA)	Less than 0.05 or 0.08

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289.[43]

Figures (2, 3, 4) and Tables (4, 5, 6) below show that all items (strategic patience, marketing lens, and marketing excellence) exceeded 0.40 in saturation, indicating their statistical validity (Costello & Osborne, 2005). Furthermore, the goodness-of-fit criteria for the structural model exceeded the established thresholds, signifying that the research variables are multidimensional and that the sample data align with the hypothesised structural model of the research elements. This verifies that the data obtained from the research sample align with the measurement model illustrated by the research elements' scale.

Table (4) Confirmed factor evaluation of strategic patience

"Item"	Tracks	The dimension	Standard value	S.E.	critical value	sig
X11	<---		.783			
X12	<---		.843	.070	14.735	***
X13	<---	Short-Term Patience	.864	.072	15.179	***
X14	<---		.794	.073	13.658	***
X15	<---		.812	.070	14.050	***
X21	<---		.675	.076	11.134	***
X22	<---	Long-Term Patience	.798	.073	13.629	***
X23	<---		.813	.069	13.951	***
X24	<---		.833	.075	14.383	***
X25	<---		.790			

Source: "AMOS.28 Outputs"

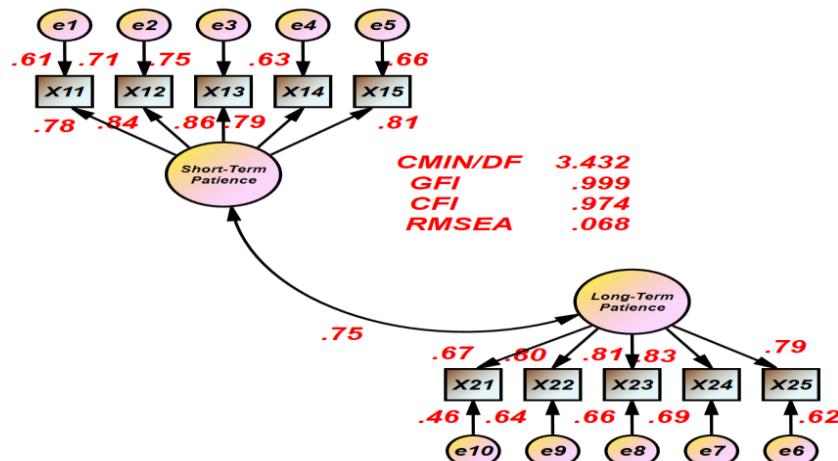


Figure (2) Confirmed factor evaluation of strategic patience

Source: "AMOS.28 Outputs"

Table (5) Confirmatory Factor Analysis Marketing Lens

"Item"	Tracks	The dimension	Standard value	S.E.	critical value	sig
M11	<---		.806			
M12	<---		.890	.068	17.057	***
M13	<---	Culture Management	.831	.070	15.439	***
M14	<---		.824	.073	15.244	***
M15	<---		.861	.067	16.240	***
M21	<---		.842			
M22	<---		.817	.067	15.784	***
M23	<---	Knowledge Development	.804	.064	15.408	***
M24	<---		.756	.067	14.042	***
M25	<---		.777	.066	14.616	***
M31	<---		.805			
M32	<---		.830	.068	15.367	***
M33	<---	Stakeholder Engagement	.817	.066	15.010	***
M34	<---		.862	.066	16.223	***
M35	<---		.891	.066	17.025	***

Source: "AMOS.28 Outputs"

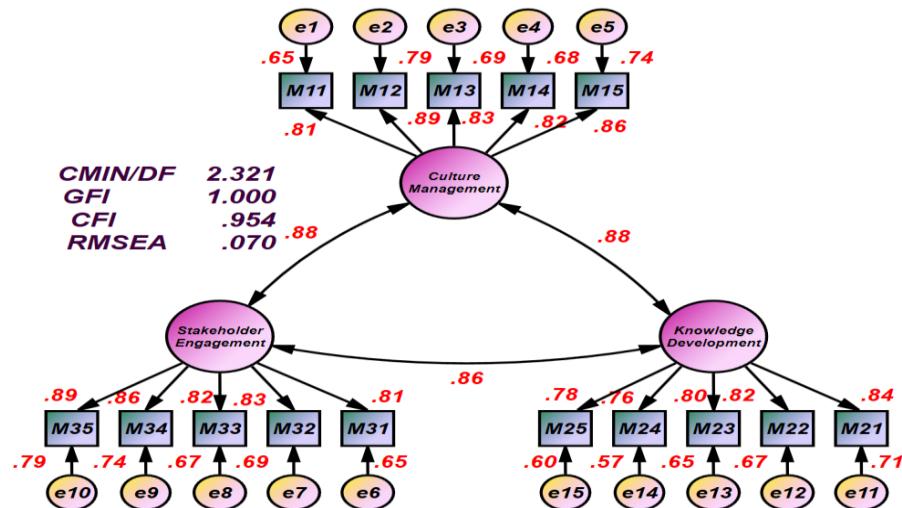


Figure (3) Confirmatory factor analysis Marketing lens

Source: "AMOS.28 Outputs"

Table (6) Confirmed factor evaluation of marketing excellence

"Item"	Tracks	The dimension	Standard value	S.E.	critical value	sig
Y11	<---		.779			
Y12	<---		.888	.077	16.173	***
Y13	<---	Customer Value	.876	.073	15.885	***
Y14	<---		.876	.076	15.870	***
Y15	<---		.934	.071	17.317	***
Y21	<---		.862	.040	20.686	***
Y22	<---		.838	.045	19.386	***
Y23	<---	Customer Satisfaction	.881	.041	21.770	***
Y24	<---		.868	.046	20.995	***
Y25	<---		.910			
Y31	<---		.829	.089	13.276	***
Y32	<---		.867	.087	13.927	***
Y33	<---	Customer Loyalty	.778	.080	12.407	***
Y34	<---		.798	.088	12.739	***
Y35	<---		.733			

Source: "AMOS.28 Outputs"

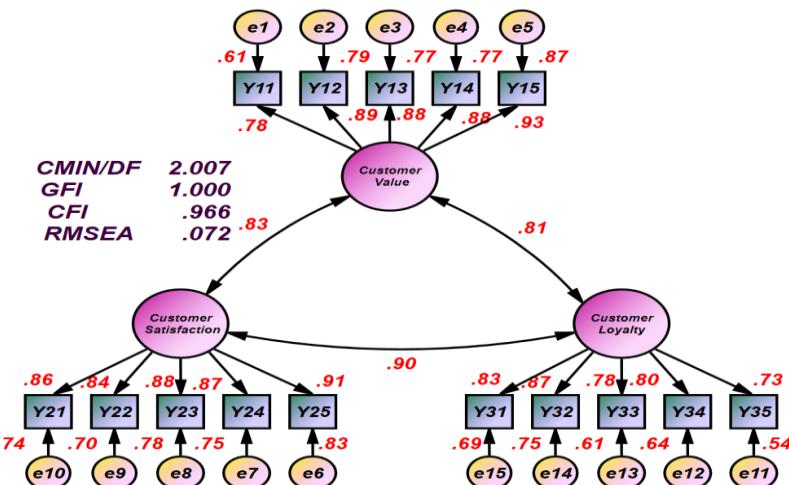


Figure (4) Confirmed factor evaluation of marketing superiority

Source: "AMOS.28 Outputs"

1.6.4. Description and interpretation regarding the outcomes of the research sample replies

"This paragraph addresses the examination of the accessibility of study variables and dimensions, as per Dewberry's (2004:15) classification. This classification signifies that when a researcher employs a five-point Likert scale (ranging from total agreement to complete disagreement), the arithmetic means correspond to five distinct categories" [42].

Table (7). Segmentation of classes in statistical presentation

Level	Categories	Sequence
Very Low	1-1.80	1
Low	1.81-2.60	2
Moderate	2.61-3.40	3
High	3.41-4.20	4
Very High	4.21-5.00	5

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289. [43]

Measuring the extent to which employees in the organisation under study were aware of the research variables.

The research employed a scale that facilitated the calculation of arithmetic results, standard deviations, coefficients of variance, and percentage of consensus for each factor and its parts, as illustrated in the table below.

Table 8: Descriptive analysis of the study variables (strategic patience, marketing lens, and marketing excellence)

Dimensions of Strategic Patience		Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Short-Term Patience	3.347	0.765	22.9%	66.9%	1
2	Long-Term Patience	3.102	0.874	28.2%	62.0%	2
Strategic Patience		2.993	3.225	25.4%	64.5%	
Dimensions: Marketing Lens		Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Culture Management	3.154	0.802	25.4%	63.1%	2
2	Knowledge Development	3.232	0.728	22.5%	64.6%	1
Stakeholder Engagement		2.943	0.908	30.9%	58.9%	3
Marketing Lens		2.978	3.110	26.1%	62.2%	
Dimensions of Marketing Excellence		Maen	S.D	C.V	Agreement rate	Dimensional arrangement

1	Customer Value	2.876	0.885	30.8%	57.5%	3
2	Customer Satisfaction	3.068	0.794	25.9%	61.4%	2
3	Customer Loyalty	3.395	0.717	21.1%	67.9%	1
	Marketing Excellence	2.968	3.113	25.7%	62.3%	

“Source: Researchers based on SPSS outputs. V 29”

In the previous table, we see the following:

A. The first variable: Strategic patience

The arithmetic mean strategic patience variable at the aggregate level ($\mu = 3.225$), standard deviation ($\sigma = 2.993$), coefficient of variation (25.4%), and overall agreement rate (64.5%) were conveyed in parentheses. This result indicates a high level of consensus among sales and marketing staff in the stores included in the study regarding the practice of this type of patience in managing their businesses. Considering the sub-dimensions, the short-term patience dimension emerges as the most highly valued, with a mean value of 3.347, a standard deviation of 0.765, the lowest variance coefficient value of 22.9%, and an agreement rate of 66.9%. Essentially, this cohort has dedicated time and effort to practising and mastering the persistence and patience required to apply these thoughts in their day-to-day work, and is quite homogeneous in their thirst for this practice – a critical, evolved trait in the perpetually changing world of selling. On the other hand, long-term patience had a mean of 3.102, second place, and a higher standard deviation (0.874), resulting in lower agreement (62.0%) and CV (28.2%). Responses with a predominance of practical emphasis on rapid response seem to be driving a higher variability in response in terms of what might be a deeper & more sustained commitment to achieving long-term strategic visions & goals, having greater long-term variability – e.g.

B. The Second Variable: Marketing Lens

Essentially, this cohort has dedicated time and effort to practising and mastering the persistence and patience required to apply these thoughts in their day-to-day work, and is quite homogeneous in their thirst for this practice – a critical, evolved trait in the perpetually changing world of selling. On the other hand, long-term patience had a mean of 3.102, second place, and a higher standard deviation (0.874), resulting in lower agreement (62.0%) and CV (28.2%). Responses with a predominance of practical emphasis on rapid response seem to be driving a higher variability in response in terms of what might be a deeper & more sustained commitment to achieving long-term strategic visions & goals, having greater long-term variability – e.g.

C. The Third Variable: Marketing Excellence

Results for aggregate-level marketing excellence variable: Aggregate mean for marketing excellence variable was reported at 3.113 with a standard deviation of 2.968, a coefficient of variation of 25.7% and a rate of agreement at 62.3%. It suggests that the stores sustain an acceptable standard of quality and dominance in their competitive market. The customer loyalty dimension scored highest among all dimensions, with a very high mean of 3.395, a standard deviation of 0.717, the lowest coefficient of variation (21.1%), and an agreement rate of 67.9%. This superiority indicates that the stores can establish a lifelong commitment among customers for repeat purchases, suggesting a high homogeneity in the sample regarding the extent to which this loyalty has been acquired. The customer satisfaction dimension ranked second in this dimension (Mean = 3.068; SD = 0.794; CV = 25.9%; Aggr. = 61.4%), indicating a basic prerequisite for loyalty. Third place was occupied by customer value, with an average of 2,876, the highest standard deviation (0.885), the highest coefficient of variation (30.8%), and an agreement rate of 57.5%. The customer's actual perception of value created (benefit versus cost) is comparatively weak in relation to their loyalty and satisfaction. This dimension is challenging to utilise due to the varied and diverse responses from the respondents, which need to be addressed to maintain long-term marketing superiority.

1.6.5. Assessing Hypotheses Regarding the Impact of Study Variables

This section examines the level and direction of influence relationships between the research variables, both direct and indirect, using a path analysis model.

Using the AMOS V.28 program, as follows:

A. The first main hypothesis test examines the existence of a direct, significant effect of strategic patience on the marketing lens in several clothing stores within Ziona Mall and Al-Harithiya, the domain of applicability.

Strategic patience explains (64%) of the modifications that transpire in the marketing lens variable. In contrast, the residual percentage (36%) is attributable to additional factors not incorporated into the investigation's model. The ability of the strategic patience variable to influence the marketing lens reached (0.730). Furthermore to its significance as evidenced by the significance score that reached (0.029), which is reduced than the substantial value that the investigator has assumed, amounting to (5%), and the achieved critical ratio supports the significance level of (8.65) because it is greater than (1.96). This means that whenever the availability of strategic patience increases by one unit, the marketing lens will be strengthened by (73%). Figure (5) and Table (9) show the path model of analysis for the initial hypothesis.

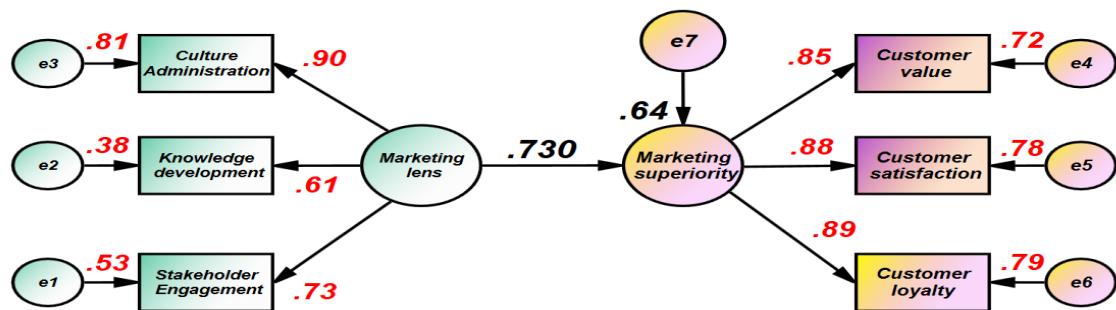


Figure (5) The Heckenian model of the impact of strategic patience in the marketing lens.

Table (9). Values of the impact of strategic patience in the marketing lens

Variable	Tracks	Indep. Variable	S.R.W	S.E.	critical ratio	R ²	P-Value
marketing lens	←	strategic patience	0.730	0.067	8.65	0.64	0.029

“Source: Prepared by researchers based on the outputs of the 28 AMOS program”.

A. Testing the second main hypothesis: There is a direct, significant effect of strategic patience on marketing excellence.

Strategic patience explains (22%) of the modifications that transpire in the marketing excellence variable. In contrast, the residual percentage (78%) is attributable to additional factors not incorporated into the investigation’s model. As for the ability of the variable strategic patience to influence marketing excellence, it reached (0.366). Furthermore to its significance as evidenced by the significance score that reached (0.030), which is reduced than the substantial value that the investigator has assumed, amounting to (5%), and the achieved critical ratio supports the significance level of (3.67) because it is greater than (1.96), which is a weak and significant impact ratio. Accordingly, the alternative hypothesis is accepted. The null hypothesis is rejected. The following Figure and table illustrate the path analysis model for the second hypothesis.

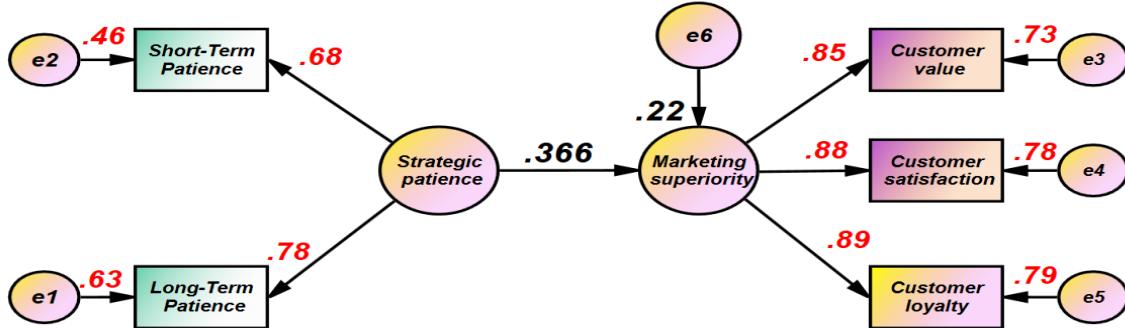


Figure (6). Structural model of the impact of strategic patience on marketing excellence

Table (10). Values of the impact of strategic patience on marketing excellence

Variable	Tracks	Indep. Variable	S.R.W	S.E.	critical ratio	R ²	P-Value
marketing excellence	←	strategic patience	0.366	0.186	3.67	0.222	0.030

“Source: Prepared by researchers based on the outputs of the AMOS.28 program”.

B. Testing the third main hypothesis: “The hypothesis states that there is a significant indirect effect of” strategic patience on marketing superiority through the marketing lens.

The researchers employed the path analysis equation to compare the direct and indirect effects using the (AMOS V 28) program. The typical regression paths and R² values for the straightforward connection between the independent factor and its dependent variable, as well as the indirect effect through the mediating variable, are illustrated in the following Figure and table”.

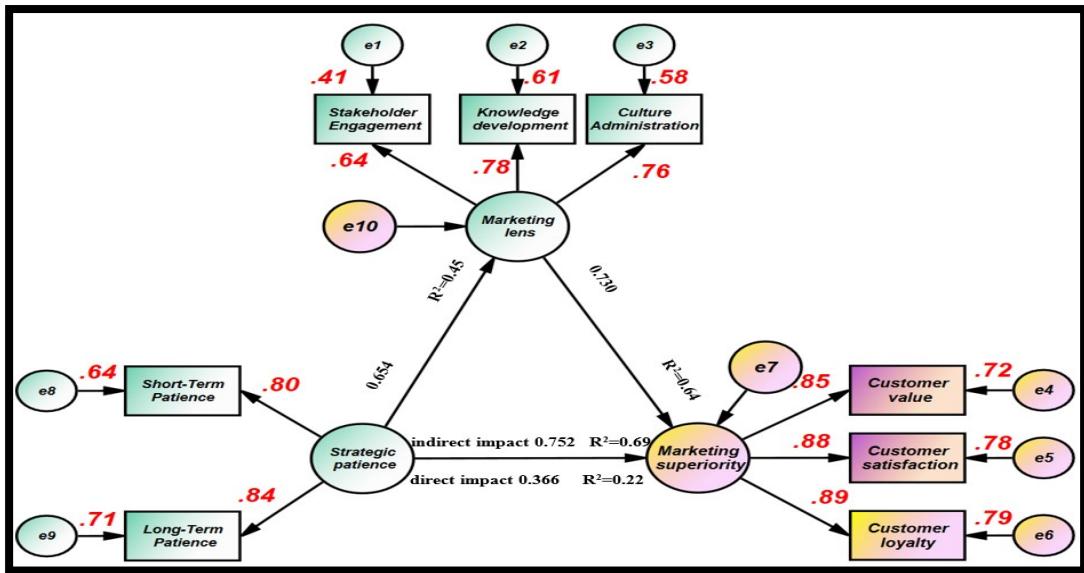


Figure (7). The Structural Mediation Model

The results of the mediation model analysis indicate that strategic patience does not have a direct and significant effect on marketing superiority, as the direct effect value was insignificant ($p > 0.05$). However, the marketing lens's vital role as a mediating variable in this relationship is highlighted. The indirect effect analysis revealed a strong and significant effect of 0.746 ($p = 0.008$). This was confirmed by the bootstrap test limits, which all had the same sign, indicating that this indirect effect is real and statistically significant. These results confirm that strategic patience translates into marketing superiority primarily through the marketing lens, which serves as a mechanism for translating the values of deliberation and long-term planning into effective marketing strategies. Although the direct effect is significant, the researcher concluded that the mediation is partial, which establishes the crucial and effective role of the marketing lens as a mediating force in achieving marketing superiority.

Table (11). Paths and parameters for selecting the third main hypothesis

Variables	Tracks	Variables	S.R.W	S.E.	C.R.	P
Marketing Lens	←	Strategic Patience	0.654	0.083	6.32	0.029
Marketing Excellence	←	Strategic Patience	0.366	0.186	3.67	0.030
Marketing Excellence	←	Marketing Lens	0.730	0.067	8.65	0.009
Marketing Excellence	Marketing Lens←	Strategic Patience←	Indirect Effect	Lower Bounds	Upper Bounds	p-value
			0.749	0.686	0.899	0.008

"Source: Prepared by researchers based on the outputs of the AMOS.28 program".

Results and Discussion

The findings indicate that strategic patience is applied at a moderate level in the observed stores, and respondents largely agree with its elements. It represents stores trying to cultivate their existing customer relationships, expand their knowledge, inform customers of upcoming services, and prepare front-line employees with the skills to attract new customers. It was also the use of a marketing lens, eking out (the fact that) stores analyse and synthesise over what competitors are selling, turn their products over to the developments in charge of surroundings, anticipate rivals, and hardly articulate clear market forecasts. In contrast, firms' marketing dominance was just average, with responses leaning more towards neutral. This means having the technology to attract customers, monitoring brand reputation, and implementing policies to increase employee satisfaction through participation in decision-making are not the best ways to achieve high superiority. Direct effect of Strategic patience on Marketing superiority – The relationship was positive but low before, therefore hinting at the fact that it is really the component(s) of strategic patience that hone in on store characteristics as opposed to the actual effect on Marketing superiority within these highly studied stores.

Effect of strategic patience itself (direct) from a Marketing lens: High, positive, and significant. This proves that the marketing lens shines bright where consideration is given to the elements of strategic patience in stores (exploiting customer knowledge, cooperating with them, problem-solving, and allowing employees to learn through their own experience)

The mediating role of the marketing lens was examined through mediating role analysis, which yielded a high indirect effect with the Marketing lens variable within Strategic patience and Marketing superiority, both of which were statistically significant. Essentially, strategic patience only fuels growth monopoly through the indoctrination of growth marketing. Simply put, marketing superiority flourishes when strategic patience – for example, studying customer characteristics or training them in market research methods – aligns with a specific store's strategic objectives and enables a market-oriented response to customer needs. Marketing.

The study concluded as follows:

The study's findings indicate that the marketing lens is the most crucial "power channel" to activate to transform strategic patience into long-term marketing excellence. This is especially important for addressing the weaknesses identified in the sub-dimensions.

In Part One: Stores Planning Recommendations and Actions

As a Store Manager, your new wait-and-patience practice needs to be far more strategic and well-planned than being reactionary. It means unleashing long-term patience by implementing full-rate, protected sleep modes for innovation and evolution that cannot be easily disrupted in the disruptive near-field, and embedding frames of long-time horizon and slow deliberation in their leadership development missions, so that every round of daily decision-making fits precisely into the store of vision held centuries/decades/years ahead of time.

1. Strengthening the Lens of Marketing as a Channel to Achieve Excellence

Given this important mediating role of the marketing lens, the stakeholder engagement dimension offers a sound target for such improvement, since (1) it is the least implemented dimension, and (2) there is the greatest diversity of opinion on it. Therefore, this outward-facing marketing lens must be literally divided into outer circles, which should gradually invite customers, suppliers, and the local community (co-creation) into the product and service development processes. Additionally, "culture management" should be leveraged as a tool for transformation. Tying it to serving your customers and establishing defined roles and responsibilities for employees, all while having incentives in place to support that culture, while also facilitating continuous knowledge development.

2. Questioning the "Customer Value" to Create Marketing Excellence

As customer value was the least valued aspect, even though it was associated with high customer loyalty, stores should invest heavily and study the costs and benefits of products and services from the customer's perspective, developing efforts to explain better the value added by these products and services. It demands that high levels of loyalty (the highest-valued among all dimensions) be invested in programmes that provide personalisation and tangible value that the customer can perceive. This will ensure that loyalty transitions from a habit to a genuine customer relationship, driven by genuine value and real benefits.

Second: Methodological Suggestions for Future Research

Systematic studies are encouraged for future researchers to replicate the type of mediation (partial or total), as there is a contradiction between the statistical results indicating the absence of a direct effect and the conclusion of partial mediation. Including moderator variables (such as competitive environment and store size) to see whether and under what conditions these external factors strengthen or weaken the relationship between strategic patience and the marketing lens is also advisable. Lastly, a qualitative approach was employed through in-depth interviews with leaders and sales personnel to understand how it was being implemented in practice, i.e., how to integrate it into a marketing strategy..

References

1. R. V. Yampolskiy, Strategic Patience: Long-Horizon AI Dominance and the Erosion of Human Vigilance, 2024.
2. M. Yu, A Qualitative Investigation of Women Academics' Citation Experiences Through a Marketing Lens, Doctoral Dissertation, University of Saskatchewan, Saskatchewan, Canada, 2021.
3. D. Zhongqiao, Critique of Market Superiority and Market Neutrality, Marxist Forum, vol. 11, no. 2, pp. 219–221, Apr. 1998.
4. A. H. Cordesman, The Tenuous Case for Strategic Patience in Iraq, Center for Strategic and International Studies, Washington, DC, USA, Working Draft, Aug. 2007.
5. R. D. Comer and L. E. Sekerka, Taking Time for Patience in Organisations, Journal of Management Development, vol. 33, no. 1, pp. 6–23, 2014.
6. D. Kim, The Obama Administration's Policy Toward North Korea: The Causes and Consequences of Strategic Patience, Journal of Asian Public Policy, vol. 9, no. 1, pp. 32–44, 2016.
7. M. D. Haque, L. Liu, and A. TitiAmayah, The Role of Patience as a Decision-Making Heuristic in Leadership, Qualitative Research in Organizations and Management, pp. 115–129, 2017.
8. H. R. McMaster, Competence and Confidence: 'Strategic Patience' in Asia Has Run Its Course, Hoover Digest, no. 2, pp. 102–109, 2019.
9. G. Bambawale et al., Strategic Patience and Flexible Policies: How India Can Rise to the China Challenge, 2021.
10. G. Ajwani, Strategic Patience in Multiscale Governance: Reframing Political Inertia for Sustainable Policy Evolution, SSRN 4997119, 2024.
11. J. K. Choi, The Perils of Strategic Patience with North Korea, The Washington Quarterly, vol. 38, no. 4, pp. 57–72, 2015.
12. E. Yilmaz, Students' Patience as Predictor of Their Growth Mindset, Research on Education and Psychology, vol. 8, no. 1, pp. 165–181, 2025.
13. G. F. Coutinho et al., Aortic Root Enlargement Does Not Increase Surgical Risk and Short-Term Patient Outcome, European Journal of Cardio-Thoracic Surgery, vol. 40, no. 2, pp. 441–447, 2011.
14. P. Pucher, R. Aggarwal, M. Qurashi, and A. Darzi, Meta-Analysis of the Effect of Postoperative In-Hospital Morbidity on Long-Term Patient Survival, Journal of British Surgery, vol. 101, no. 12, pp. 1499–1508, 2014.
15. M. A. Keays and S. Dave, Current Hypospadias Management: Diagnosis, Surgical Management, and Long-Term Patient-Centred Outcomes, Canadian Urological Association Journal, vol. 11, no. 1–2(Suppl 1), p. S48, 2017.
16. A. E. Bülbül and G. Izgar, Effects of the Patience Training Program on Patience and Well-Being Levels of University Students, Journal of Education and Training Studies, vol. 6, no. 1, pp. 159–168, 2018.
17. M. L. Fry, Looking Through the Social Marketing Lens: Research Issues and Techniques, Australasian Journal of Market and Social Research, vol. 15, no. 2, pp. 35–43, 2007.
18. D. Gilo and A. Porat, Viewing Unconscionability Through a Market Lens, William and Mary Law Review, vol. 52, pp. 133–170, 2010.
19. V. Kumar, Looking Through the Marketing Lens: My Journey So Far, in Review of Marketing Research: Marketing Legends, Emerald Group Publishing, Bingley, UK, 2011, pp. 121–157.

Academia Open

Vol. 10 No. 2 (2025): December

DOI: [10.21070/acopen.10.2025.12974](https://doi.org/10.21070/acopen.10.2025.12974)

20. E. Nedbalová, L. Greenacre, and J. Schulz, UK Higher Education Viewed Through the Marketisation and Marketing Lenses, *Journal of Marketing for Higher Education*, vol. 24, no. 2, pp. 178–195, 2014.
21. A. Leischnig, B. S. Ivens, and N. Kammerlander, A New Conceptual Lens for Marketing: A Configurational Perspective Based on the Business Model Concept, *AMS Review*, vol. 7, pp. 138–153, 2017.
22. D. Grewal, P. K. Kopalle, and J. Hulland, Addressing the Greatest Global Challenges (UN SDGs) With a Marketing Lens, *Journal of the Academy of Marketing Science*, vol. 52, no. 5, pp. 1263–1272, 2024.