Leveraging Marketing Dexterity for Sustainable Competitive Advantage: Examining the Mediating Role of Innovation Capabilities and the Moderating Impact of Organizational Agility in Egypt's Food & Beverage Sector

submitted by

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الاستفادة من البراعة التسويقية لتحقيق الميزة التنافسية المستدامة:

فحص الدور الوسيط للقدرات الابتكارية والتأثير المعدل للرشاقة التنظيمية

داخل قطاع الأغذية والمشروبات في مصر

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ABSTRACT

This study explores how marketing dexterity, innovation capabilities, and organizational agility contribute to achieving sustainable competitive advantage (SCA).

Using data from 346 senior decision-makers in Egypt's food and beverage sector, the research develops a conceptual model to assess the mediating role of innovation capabilities and the moderating effect of organizational agility.

Findings reveal that marketing dexterity directly enhances innovation capabilities and SCA, emphasizing its importance in aligning marketing strategies with competitive goals. Innovation capabilities act as a critical mediator, while organizational agility amplifies the relationship between marketing dexterity and innovation, resulting in a moderated mediation effect. However, organizational agility has a limited direct moderating effect on the link between marketing dexterity and SCA.

The study offers theoretical contributions by integrating these constructs into a cohesive framework and addressing gaps in dynamic capabilities literature, particularly in emerging markets. Empirically, it highlights the significance of innovation and adaptability in the competitive and volatile environment of Egypt's F&B sector. Practically, the research provides actionable recommendations for firms to adopt agile marketing strategies, invest in innovation, and foster adaptability for long-term success.

Keywords: Marketing Dexterity, Innovation Capabilities, Organizational Agility, Sustainable Competitive Advantage, Dynamic Capabilities, Food and Beverage Sector, Emerging Markets, Strategic Marketing, Competitive Advantage.

مستخلص البحث

تستكشف هذه الدراسة العلاقة بين البراعة التسويقية والقدرات الابتكارية والمرونة التنظيمية في تعزيز الميزة التنافسية المستدامة. (SCA) طورت الدراسة نموذجًا مفاهيميًا واختبرته باستخدام بيانات من قطاع الأغذية والمشروبات في مصر، معتمدةً على استبيان موجه لـ ٣٤٦ من كبار صناع القرار، بما في ذلك مديري التسويق ومسؤولي الابتكار والتنفيذيين، لضمان تمثيل الشركات الصغيرة والمتوسطة والكبيرة عبر نهج العينة العشوائية الطبقية.

كشفت النتائج أن البراعة التسويقية تؤثر بشكل كبير على كل من القدرات الابتكارية والميزة التنافسية المستدامة، حيث تلعب القدرات الابتكارية دور الوسيط الأساسي في الربط بين البراعة التسويقية والميزة التنافسية. كما أن المرونة التنظيمية تعزز تأثير البراعة التسويقية على القدرات الابتكارية وتدعم التأثير الوسيط المعتدل من خلال الابتكار، ولكن تأثيرها المباشر في العلاقة بين البراعة التسويقية والميزة التنافسية المستدامة كان محدودًا، مما يشير إلى أن تأثير المرونة يكون أكثر وضوحًا عند دمجه مع القدرات الابتكارية.

تقدم الدراسة مساهمات نظرية مهمة من خلال دمج هذه العناصر في إطار موحد، مع معالجة الفجوات في أدبيات القدرات الديناميكية في الأسواق الناشئة. كما تقدم أدلة تجريبية من قطاع الأغذية والمشروبات في مصر، الذي يتميز بتنافسية عالية وتغيرات بيئية سريعة.

الكلمات الدالة: البراعة التسويقية، قدرات الابتكار، المرونة التنظيمية، الميزة التنافسية المستدامة، القدرات الديناميكية، قطاع الأغذية والمشروبات، الأسواق الناشئة، مصر، التسويق الاستراتيجي، الميزة التنافسية.

1. Introductions

Sustainable Competitive Advantage (SCA) in the realm of marketing is the cornerstone for a firm's long-term success, enabling it to consistently outperform competitors by leveraging unique organizational skills, resources, and capabilities. This concept extends beyond short-term gains, emphasizing the necessity of operational excellence, product differentiation, and innovation to ensure prolonged market leadership and stakeholder value (Bharadwaj et al., 1993; Lado et al., 1992). In today's dynamic markets, adaptability and innovation capabilities have emerged as pivotal elements in achieving and maintaining SCA, particularly in volatile and

competitive industries like the food and beverage sector in Egypt (Kazemi et al., 2024; Adama et al., 2024).

Marketing dexterity, a critical organizational competency, represents the ability to adapt and efficiently leverage marketing capabilities to align with evolving market demands. This agility enables firms to enhance their innovation capabilities, bridging the gap between internal resources and external opportunities (Aljanabi, 2020). Studies highlight that dynamic marketing capabilities significantly influence firm performance by fostering ambidextrous innovation strategies, balancing current operational demands with exploratory initiatives for future growth (Ferreira et al., 2018; Sayed & Dayan, 2024). Moreover, the mediating role of innovation capabilities in linking marketing agility to SCA cannot be overstated. Research consistently shows that firms with robust innovation capabilities—whether through product, process, or marketing innovations—are better equipped to achieve competitive differentiation, reduce costs, and sustain market leadership (Yu et al., 2017; Hussein et al., 2024). The interplay between marketing dexterity and innovation not only ensures immediate responsiveness but also facilitates long-term resilience in navigating complex and turbulent market conditions (Alghamdi & Agag, 2023).

This study explores how marketing dexterity contributes to SCA by fostering innovation capabilities and leveraging organizational agility. Specifically, it examines the food and beverage sector in Egypt, offering insights into how firms in this industry can achieve competitive resilience through strategic marketing and innovation alignment. The food and beverage (F&B) sector in Egypt face intense competition in a rapidly evolving marketplace characterized by technological advancements, fluctuating consumer preferences, and environmental uncertainties. Sustainable competitive advantage (SCA) in this context is increasingly difficult to achieve without leveraging dynamic organizational capabilities such as marketing dexterity, innovation capabilities, and organizational agility. Despite its criticality, existing studies have inadequately addressed how these interrelated constructs influence SCA, particularly

in emerging markets like Egypt's F&B industry. This gap highlights the need to understand how firms can align marketing practices with innovation capabilities to achieve long-term market leadership and profitability. To solve this problem, the research seeks to answer these questions:

RQ1. How does marketing dexterity influence innovation capabilities and SCA?

RQ2. What is the role of innovation capabilities as a mediating factor between marketing dexterity and SCA?

RQ3. To what extent does organizational agility moderate the relationship between marketing dexterity, innovation capabilities, and SCA?

Finally, while marketing dexterity has been explored in developed economies, its implications in emerging markets, particularly Egypt's F&B sector, remain under-researched. Additionally, studies often treat marketing dexterity, innovation capabilities, and organizational agility in isolation, neglecting their interconnected roles in driving SCA. The limited focus on SMEs and sector-specific dynamics further amplifies the research gap. By addressing these issues, this study contributes to the theoretical understanding and practical applications of these constructs in enhancing competitive advantage in volatile markets.

2. Literature review, research hypotheses and conceptual model

2.1. *marketing dexterity*

Marketing dexterity refers to an organization's ability to dynamically adapt its marketing strategies and practices to meet evolving market demands, consumer preferences, and competitive pressures. It encompasses innovation in marketing approaches, flexibility in responding to external changes, and the ability to implement tailored marketing initiatives that enhance value creation and customer satisfaction (Akkaya & Iqbal, 2021). This concept has been highlighted in the literature as a critical capability for firms operating in competitive and uncertain environments. Marketing dexterity enables organizations to leverage market opportunities and respond effectively to threats, fostering long-term sustainable performance (Felipe et al., 2019).

2.2. Innovation Capabilities

Innovation capabilities refer to an organization's ability to develop new products, services, processes, or business models to meet market demands and maintain competitive advantage. These capabilities encompass the resources, skills, and structures necessary to generate, support, and implement innovative ideas effectively. They include aspects such as knowledge management, technological infrastructure, creativity, leadership, and a culture conducive to innovation (Wang & Ahmed, 2007). Innovation capabilities are often classified into two types: (a) Explorative Innovation Capabilities: The ability to explore new opportunities, such as breakthrough innovations or entering untapped markets (Benner & Tushman, 2003). (b) Exploitative Innovation Capabilities: The ability to refine and improve existing processes and products to enhance efficiency and effectiveness (March, 1991). These capabilities are considered dynamic, as they enable organizations to adapt to changes in the external environment and foster sustainable growth (Teece, 2007).

2.3. sustainable competitive advantage

Sustainable competitive advantage (SCA) in a marketing context refers to a firm's ability to consistently outperform its competitors over an extended period by leveraging distinctive organizational skills, resources, and competencies (Bharadwaj et al., 1993; Lado et al., 1992). It is a key factor in achieving business success and ensuring long-term market dominance through differentiated products and services (Kazemi et al., 2024). This advantage is enduring, enabling long-term profitability, market leadership, and stakeholder value. It arises from leveraging unique resources, operational excellence, product innovation, brand reputation, and strong customer relationships, while continuously adapting to evolving business and market dynamics (Adama et al., 2024).

2.4. *Organizational Agility*

Organizational agility is defined as a firm's capacity to rapidly sense and respond to market changes, integrate resources effectively, and maintain flexibility in operations. This capability is critical in dynamic environments where uncertainty and competition are high (Felipe et al., 2019). Agility not only enables firms to meet immediate demands but also enhances long-term performance by fostering resilience and adaptability (Akkaya & Iqbal, 2021). In sectors like food and beverage, where consumer preferences evolve quickly, agility allows firms to pivot their strategies and products efficiently (Chung et al., 2019). Furthermore, the integration of dynamic capabilities with agility enhances firms' abilities to reconfigure resources to address emerging opportunities and threats (Khan, 2023).

2.5. *Marketing Dexterity and Innovation Capabilities*

Marketing dexterity, defined as an organization's ability to adapt and leverage its marketing capabilities efficiently, plays a critical role in fostering innovation capabilities, which are essential for maintaining competitiveness in dynamic markets. At its core, marketing dexterity enhances an organization's agility, empowering it to align internal resources with shifting market demands. Studies have shown that innovation capabilities—spanning product, process, and marketing innovations—mediate the relationship between marketing agility and firm performance. For instance, research in the telecommunications sector demonstrated that marketing capability directly influences new product development, with innovation capability serving as a critical mediator in this process (Aljanabi, 2020).

Dynamic capabilities, such as adaptability in marketing strategies, further bolster innovation performance by aligning internal competencies with external opportunities. For example, organizations that embed dynamic marketing capabilities are better positioned to enhance innovation outcomes and sustain competitive advantage (Ferreira et al., 2018). Furthermore, data-driven innovation capabilities strengthen marketing agility by enabling firms to adapt effectively to market

turbulence. Longitudinal studies highlight that marketing agility mediates the influence of data-driven innovation capabilities on competitive performance, making it a key strategic enabler in complex environments (Alghamdi & Agag, 2023).

Adaptive marketing capabilities also play a critical role in turbulent markets. By fostering customer-centric strategies, they help firms build relationships, reduce time-to-market for innovations, and maintain creative agility. These capabilities are closely tied to sustainable innovation and competitive advantage, as evidenced by research linking market orientation and marketing dexterity to strategic success (Kamboj & Rahman, 2017). Additionally, marketing dexterity supports ambidextrous innovation by enabling firms to balance explorative and exploitative strategies, meeting present demands while preparing for future challenges (Sayed & Dayan, 2024).

Finally, integrating marketing efforts with innovation capabilities equips firms to identify and respond to evolving customer needs, driving sustainable competitive advantage. In SMEs, adaptive marketing capabilities have proven crucial for navigating uncertain markets, strengthening customer relationships, and promoting creativity (Ali et al., 2020). This alignment not only enhances business agility but also accelerates the deployment of innovative solutions, solidifying a firm's competitive positioning (Guo et al., 2018). Marketing dexterity enables organizations to adapt and leverage innovation capabilities, driving competitive advantage by aligning resources with market demands. It fosters agility, supports ambidextrous innovation, and enhances performance, particularly in dynamic and turbulent environments. Therefore, the following hypothesis can be proposed:

Hypothesis 1. Marketing dexterity has a positive effect on innovation capabilities.

2.6.   Innovation Capabilities and sustainable competitive advantage

Innovation capabilities are crucial for achieving and sustaining competitive advantage across various industries. Research consistently highlights the positive relationship between innovation capabilities and sustainable competitive advantage

(SCA), emphasizing the need for organizations to foster innovation through strategic efforts (Hussein et al., 2024; Yu et al., 2017; Zhang et al., 2022). In this context, one foundational aspect of innovation is the knowledge creation process, which drives the development of technological innovation capabilities. While knowledge creation alone does not directly impact SCA, it exerts a significant influence through the mediating role of innovation capabilities. This underscores the importance of both process and product innovation in achieving and maintaining a competitive edge (Yu et al., 2017).

Open innovation has emerged as a strategic approach for fostering long-term competitive advantage. A study on Chinese high-tech enterprises demonstrates that open innovation enhances organizational learning—both exploratory and exploitative—thereby contributing to SCA. Furthermore, knowledge management capabilities positively moderate the relationship between open innovation and organizational learning, amplifying the benefits of open innovation in sustaining competitive positioning (Zhang et al., 2022). Consequently, green innovation represents a specific domain of innovation capabilities that plays a pivotal role in sustainable competitive advantage. By enabling firms to develop eco-friendly products and processes, green innovation reduces environmental impact while creating unique market advantages. Proactive organizational cultures and robust relationship learning networks further enhance these capabilities, fostering differentiation and long-term resilience in competitive markets (Ardyan et al., 2017).

On the other hand, beyond specific domains, innovation capabilities act as a critical link between entrepreneurial strategies and SCA. These capabilities, such as operational innovations and customer-centric improvements, enable organizations to leverage resources effectively and respond proactively to evolving market demands. This capacity for adaptation and differentiation ensures sustained competitive positioning in dynamic markets (Sriwidadi et al., 2021). Additionally, organizational culture and knowledge-sharing practices significantly enhance innovation capabilities,

driving product differentiation and market adaptability. These strategic assets not only meet evolving customer needs but also foster loyalty, further solidifying competitive advantage (Praditya & Purwanto, 2024).

In summary, innovation capabilities are indispensable for achieving and sustaining SCA. They bridge the gap between knowledge creation, open innovation, and entrepreneurial strategies, enabling firms to enhance efficiency, reduce costs, and meet market demands. Thus, it can be hypothesized:

Hypothesis 2. Innovation capabilities have a positive effect on sustainable competitive advantage.

2.7. *Marketing dexterity and the sustainable competitive advantage*

Marketing dexterity, a blend of strategic agility and innovative approaches, is pivotal in achieving sustainable competitive advantage, especially in the face of rapidly evolving market dynamics. Strategic agility allows firms to swiftly adapt to shifting market demands and customer preferences, bolstering their competitive position by ensuring responsiveness and flexibility (Clauss et al., 2020). This adaptability, coupled with marketing strategies such as cause-related marketing (CRM), not only enhances brand awareness and corporate reputation but also secures long-term competitive advantages (Christofi et al., 2013).

Furthermore, digital dexterity amplifies marketing agility by empowering organizations to adapt quickly to technological changes and innovate effectively. Employees' ability to leverage emerging technologies fosters enhanced organizational responsiveness and flexibility, positioning firms to outperform competitors in dynamic environments (Akpa et al., 2022). Marketing dexterity also plays a crucial role in securing customer loyalty and attracting new clientele. By employing agile strategies that respond to customer needs and technological advancements, companies can solidify their market position and maintain sustained success (Fadel & Al-Amiri, 2023).

The ability to balance opportunity exploration and exploitation further highlights the significance of marketing dexterity. By fostering organizational

adaptability and innovation, firms can meet customer needs efficiently and leverage resources effectively. This balance enables firms to stabilize their market positioning while creating unique value that competitors find challenging to replicate (Basim, 2023). Marketing adaptability also promotes differentiation and innovation, allowing firms to maintain a unique market position and capitalize on emerging opportunities (Nurcholis, 2021). Marketing dexterity, characterized by the ability to swiftly adapt to market changes, leverage innovative strategies, and balance opportunity exploration with exploitation, is a critical determinant of long-term competitive success. This concept emphasizes how agile marketing practices empower organizations to remain responsive and innovative, ensuring they effectively address dynamic customer needs and market demands. The hypothesis aims to validate the positive relationship between marketing dexterity and a firm's capacity to create unique, sustainable value that secures a competitive edge in Egypt's food and beverage sector.

Hypothesis 3. Marketing dexterity has a positive effect on sustainable competitive advantage.

2.8. *The Mediating Role of Innovation Capabilities*

Innovation capabilities have emerged as a vital mediating factor in various organizational contexts, linking critical competencies and practices to sustainable competitive advantage. Studies highlight that the direct effects of entrepreneurial competencies on competitive advantage are often weak but their indirect effects, mediated through innovation capabilities, are significantly stronger. Specifically, innovation capabilities—categorized into R&D and complementary capabilities—amplify the impact of entrepreneurial competencies, contributing to firm sustainability and competitive positioning. These capabilities serve as pathways through which entrepreneurial strengths are transformed into superior firm performance (Hwang, Choi, & Shin, 2019). This mediating role extends beyond entrepreneurial competencies to entrepreneurial marketing practices. Within Micro, Small, and Medium Enterprises (MSMEs), innovation capabilities enhance the benefits of

entrepreneurial marketing, such as resource leveraging and customer orientation. By fostering operational improvements and enabling new market exploration, innovation capabilities bridge the gap between marketing efforts and sustainable competitive advantage (Sriwidadi et al., 2021).

Moreover, the mediating influence of innovation capabilities is evident in the domain of strategic human resource management (SHRM). In Thailand's pharmaceutical sector, SHRM practices—such as HR expansion, performance administration, and reward management—significantly improve innovation performance when mediated by innovation capabilities. These capabilities foster employee and managerial motivation to embrace innovation, further linking strategic HR practices to enhanced firm performance and competitive advantage (Sriviboon, 2020). In sum, innovation capabilities act as a central mechanism connecting diverse organizational strategies—entrepreneurial competencies, marketing practices, and SHRM—to competitive advantage. This underscores their critical importance in achieving firm sustainability and superior performance across industries and organizational scales.

Hypothesis 4. Innovation capabilities acts as a mediator between DL and SP.

## 2.9. *Organizational Agility as A Moderator*

Marketing dexterity involves the ability to innovate marketing strategies, tailor products to specific customer needs, and effectively communicate value propositions. When paired with agility, marketing dexterity helps firms anticipate market trends and capitalize on them promptly (Akkaya & Iqbal, 2021). The dynamic interplay between agility and marketing capabilities creates a synergy that drives sustainable competitive advantage. For example, agility enables firms to test and adapt marketing initiatives in real time, ensuring relevance and effectiveness (Felipe et al., 2019). Agility acts as a moderator that strengthens the relationship between marketing dexterity and sustainable competitive advantage. Studies have demonstrated that high levels of organizational agility amplify the impact of marketing

strategies on performance outcomes by enabling faster implementation and iteration of marketing innovations (Khan, 2023). In the food and beverage sector, agility allows firms to align marketing efforts with cultural and regional preferences dynamically, adapting to shifts in consumer behavior and regulatory environments (Atkinson et al., 2022). Moreover, agility enhances responsiveness to competitive pressures, facilitating differentiation and customer retention.

Hypothesis 5. Organizational Agility acts as a mediator on the relationship between DL and SP.

2.10. The conceptual model

The conceptual model, "Leveraging Marketing Dexterity for Sustainable Competitive Advantage," examines how Innovation Capabilities mediate and Organizational Agility moderates the relationship between marketing strategies and competitive success.
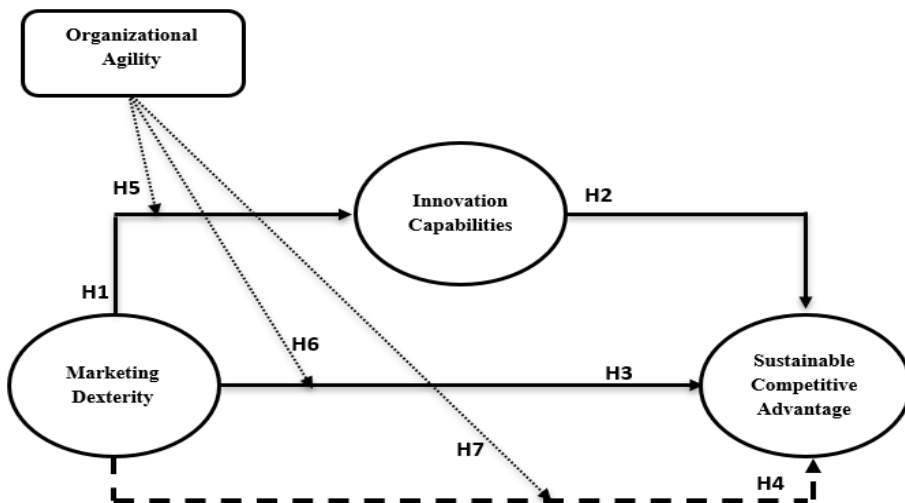
Marketing Dexterity, combining exploitation and exploration, directly impacts Sustainable Competitive Advantage and drives innovation. Innovation Capabilities translate marketing efforts into novel solutions, while Organizational Agility enhances adaptability, amplifying marketing's impact. Together, these elements create a pathway for achieving long-term competitive success.

3. Methodology

3.1 Measurement

The variables were surveyed and measured as reflective scales extending from unidimensional to multidimensional, with each item evaluated on a five-point Likert scale extending from 1 for "strongly disagree" to 5 for "strongly agree." marketing dexterity as a latent second-order construct was based on two first-order constructs. It was reflected by four-item marketing exploitation, and four-item marketing exploration, was developed by Lue et al., (2024). innovation capabilities were measured using four items adapted from Hooley et al., (2005) and used by Merrilees et al., (2011), while sustainable competitive advantage was measured using six items adapted from Haseeb et al., (2019), for moderate variable, organizational agility was measured using eight items, developed and used by Tallon & Pinsonneault, (2011).

3.2 Data Collection and Sample

— Respondents: Target key decision-makers, such as marketing managers, innovation officers, or CEOs, who have direct insights into organizational strategies.

— Sampling Technique: Employ a stratified random sampling approach, ensuring representation across small, medium, and large firms within the F&B sector.

— Sample Size: Aim for a minimum of 300 responses to ensure statistical power for structural equation modeling (SEM), and 346 valid questionnaires were collected for analysis

Table 1: Sample Description

Category	Subcategory	Frequency	Percentage
Firm Size	Small (<50 employees)	138	40%
	Medium (50–250 employees)	111	32%
	Large (>250 employees)	97	28%
	Total	346	100%
Industry Segment	Bakery	80	23%
	Beverages	73	21%
	Snacks	62	62%
	Dairy	76	22%
	Other (e.g., frozen foods, etc.)	55	16%
	Total	346	100%
Respondent Role	Marketing Manager	173	50%
	Innovation Officer	104	30%
	CEO/Executive	69	20%
	Total	346	100%
Years of Experience	Less than 5 years	114	33%
	5–10 years	142	41%
	More than 10 years	90	26%
	Total	346	100%
Education Level	Bachelor's Degree	277	80%
	Master's Degree	48	14%
	Doctorate	21	6%
	Total	346	100%
Regional Representation	Urban Areas	232	67%
	Rural Areas	114	33%
	Total	346	100%

Table 1 reflects a well-balanced sample from Egypt's F&B sector, with 40% small, 33% medium, and 27% large firms. Key segments like bakery (23%) and dairy (23%) are represented. Respondents include 50% marketing managers and 30%

innovation officers, with diverse experience levels (33% under 5 years and 40% 5−10 years). Regional diversity is ensured with 67% urban and 33% rural participants, supporting reliable and generalizable findings.

3.3 Data analysis and results

This study used the SmartPLS software (version 4.0) and the partial least squares (PLS) method to examine the measurement model, verify the research hypotheses, and evaluate the structural model. PLS is a multivariate technique that minimizes the unexplained variance in endogenous variables (Quoquab *et al.*, 2021). Therefore, in this study, the PLS-structural equation modeling (SEM) technique was used for data analysis because it is a non-causal prediction method that allows the simultaneous analysis of different variable relationships and can estimate complex models and structural paths without the need for distributional assumptions of the data (Hair *et al.*, 2019).

3.4 Evaluating the Reflective Measurement Model

The reflective measurement model included a second-order factor for marketing dexterity and was evaluated in terms of indicator consistency, internal consistency, reliability, convergent validity, and discriminant validity (Figure 2). Table 2 shows the criteria and ranges used to evaluate the reflective measurement model in this study, according to Hair *et al.* (2019).

Table 2. Evaluation criteria of the reflective measurement model

Evaluation	Criteria	Statistical Threshold
Indicator reliabilities	Reflective indicator loadings	≥ 0.708
Internal consistency reliability	Cronbach's alpha	≥ 0.70
	Composite reliability (CR)	≥ 0.70
convergent validity	Average variance extracted (AVE)	≥ 0.50
Discriminant validity	Heterotrait-monotrait (HTMT) ratio	< 0.90 For conceptually similar constructs. < 0.85 For conceptually different constructs.
	Fornell−larcker criterion	The correlations of a construct with other constructs are less than the square root of its AVE.

Note: Adapted from Hair *et al.* (2019)

The following Table 3 shows all the indicators for evaluating the model at the first order, which are the standardized factor loading coefficients, Cronbach's alpha coefficient, composite reliability and average variance extracted.

Table 3. Measurement items of the first-order constructs

Construct and Items	Standardized Loading (sig.)	Alpha	CR	AVE
Marketing Dexterity				
Marketing Exploitation		0.873	0.913	0.725
MExpoit1: We consistently re-examine information from previous projects and/or studies to modify existing marketing processes.	0.862**			
MExpoit2: We routinely adapt existing ideas when developing new marketing processes.	0.843**			
MExpoit3: We regularly reassess previous project data to incrementally and routinely improve our existing marketing procedures.	0.850**			
MExpoit4: We routinely adapt existing ideas to develop new marketing processes with a focus on improving efficiency.	0.851**			
Marketing Exploration		0.855	0.903	0.700
MExplor5: We continually develop new marketing procedures that are very different from others developed in the past.	0.847**			
MExplor6: We routinely introducing new marketing procedures which are daring, risky, or bold.	0.880**			
MExplor7: We consistently using new market knowledge to develop new marketing processes which deliver different outputs from existing processes.	0.868**			
MExplor8: We use new marketing knowledge to create new marketing processes not used before.	0.743**			
Innovation Capabilities		0.858	0.903	0.701
INCAP9: We are better at developing new ideas to help customers.	0.826**			
INCAP10: We are more able to fast track new offerings to customers.	0.795**			
INCAP11: We are better able to manage processes to keep costs down.	0.870**			
INCAP12: We are able to package a total solution to solve customer problems.	0.855**			
Sustainable Competitive Advantage		0.879	0.908	0.622
SCA13: My organization gives attention to develop discovered ideas into new services, processes, and procedures.	0.761**			
SCA14: My organization introduces services that are new to the market it	0.826**			

Construct and Items	Standardized Loading (sig.)	Alpha	CR	AVE
serves.				
SCA15: Preferred market positioning can contribute to competitive advantages in the market place.	0.750**			
SCA16: Access to superior limit resources can contribute to competitive advantages in the market place.	0.749**			
SCA17: Exploiting unlimited resources can contribute to competitive advantages in the market place.	0.865**			
SCA18: Access to superior competencies and capabilities can contribute to competitive advantages in the marketplace.	0.775**			
Organizational Agility		0.963	0.969	0.795
How easily and quickly can your firm perform the following actions?				
AGI19: Respond to changes in aggregate consumer demand.	0.764**			
AGI20: Customize a product or service to suit an individual customer.	0.899**			
AGI21: React to new product or service launches by competitors.	0.883**			
AGI22: Introduce new pricing schedules in response to changes in competitors' prices.	0.918**			
AGI23: Expand into new regional or international markets.	0.923**			
AGI24: Change (i.e., expand or reduce) the variety of products / services available for sale.	0.934**			
AGI25: Adopt new technologies to produce better, faster and cheaper products and services.	0.925**			
AGI26: Switch suppliers to avail of lower costs, better quality or improved delivery times.	0.894**			

Note: **: $P < 0.01$. **Alpha** denotes Cronbach's alpha; **CR** denotes composite reliability; and **AVE** is the average variance extracted.

The results of Table 3 show that all indicators loaded substantively, were statistically significant, and fell within an acceptable range of (0.743 − 0.934), more than 0.708. The values of Cronbach's alpha for all constructs were greater than 0.70 and ranged from 0.855 to 0.963. Additionally, composite reliability (CR) estimates were higher than 0.70 and ranged from 0.903 to 0.969. Thus, internal consistency reliability was achieved, and the average variance extracted (AVE) for all first-order constructs surpassed the threshold value of 0.50 and ranged from 0.622 to 0.795, thus meeting the necessary conditions for convergent validity, as all constructs show high

internal consistency and convergent validity, confirming the robustness of the measurement model.

Table 4. Descriptive statistics and correlations between constructs (Fornell-Larcker method)

NO.	Construct	1	2	3	4	5
1	Marketing Exploitation	*0.851***				
2	Marketing Exploration	0.823**	*0.836***			
3	Innovation Capabilities	0.236**	0.196*	*0.837***		
4	Sustainable Competitive Advantage	0.465**	0.438**	0.503**	*0.789***	
5	Organizational Agility	0.247**	0.204**	0.260**	0.310**	*0.892***
	Mean	3.91	3.94	3.950	3.882	4.069
	Standard Deviation	0.718	0.744	0.707	0.651	0.742

Notes: **: P < 001; *:P < 05; The square root of AVE is typed in ***bold italic*** along the diagonal

Table 4 show that the square root of the AVE for each construct exceeded its bivariate correlation with other constructs, The square root of AVE for each construct (e.g., marketing exploitation = 0.851, organizational agility = 0.892) exceeds inter-construct correlations, confirming discriminant validity. marketing exploitation and exploration show a strong correlation (0.823), reflecting their alignment within marketing dexterity. mean values (3.882 to 4.069) and standard deviations (0.651 to 0.744) indicate moderate variability, with organizational agility rated highest. The results confirm the constructs' reliability and distinctiveness.

Table 5. Heterotrait-monotrait (HTMT) criterion values

NO.	Construct	1	2	3	4	5
1	Marketing Exploitation					
2	Marketing Exploration	0.748				
3	Innovation Capabilities	0.272	0.235			
4	Sustainable Competitive Advantage	0.527	0.502	0.555		
5	Organizational Agility	0.269	0.221	0.280	0.328	

Table 5 shown that all heterotrait-monotrait (HTMT) criterion values were less than the cut-off value of 0.85, respectively, indicating that discriminant validity

was achieved. Key relationships include a strong alignment between marketing exploitation and marketing exploration (HTMT = 0.748), reflecting their conceptual connection. Other pairings, such as innovation capabilities with marketing exploitation (HTMT = 0.272) and sustainable competitive advantage with organizational agility (HTMT = 0.328), show weaker correlations, ensuring clear differentiation between these constructs, and indicating that discriminant validity was achieved according to this criterion as well (Henseler et al.,2015). Figure 2 below illustrates the first-order reflective measurement model extracted from the SmartPLS V.4.
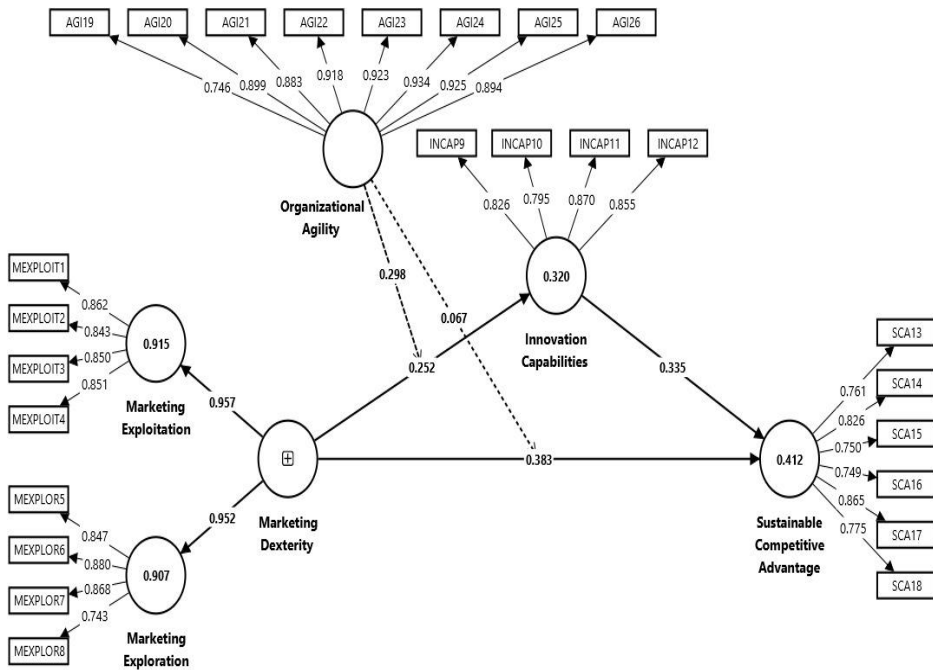

Figure 2. The reflective measurement model (First-order)

The second-order constructs were included in the first analysis model (repeated indicators approach) but were not yet examined and evaluated. Therefore, the two-stage approach proposed by Becker *et al.* (2012) was used to evaluate the constructs of the second-order reflective measurement model represented by marketing dexterity (Figure 3). After the first-order evaluation, the latent variables were determined and used as manifest variables for the second-order constructs.
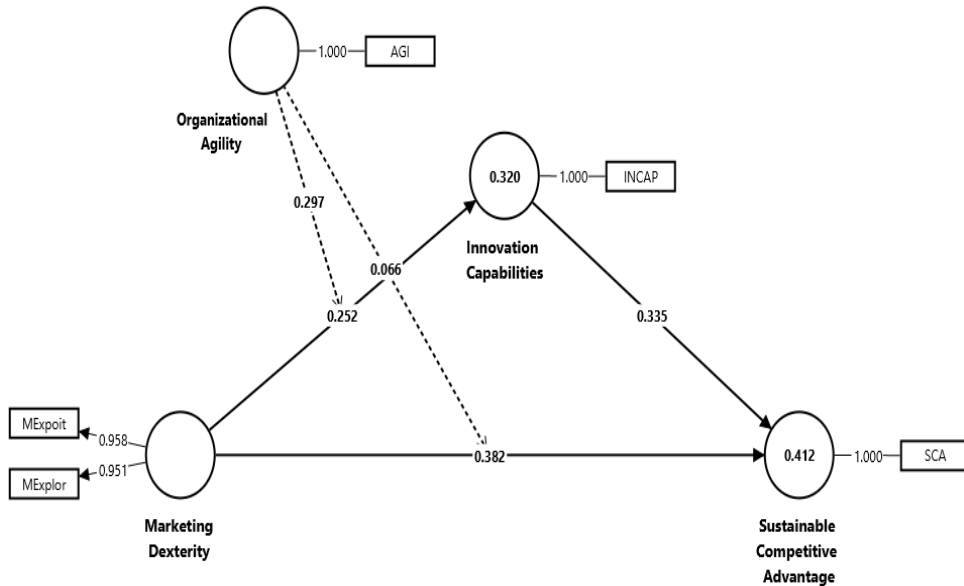
Figure 3. The reflective measurement model (Second-order)

Figure 3 illustrates the second-order reflective measurement model for marketing dexterity, defined by marketing exploitation (loading = 0.958) and marketing exploration (loading = 0.951). The first-order constructs have strong indicator loadings, ranging from 0.743 to 0.880 for exploration and 0.843 to 0.862 for exploitation. These high loadings confirm the model's reliability and validity, demonstrating that marketing dexterity is effectively represented as a multidimensional construct supported by its first-order components. Tables 6 and 7 show the validity and reliability results for these constructs.

Table 6. Measurement items of the second-order constructs

Construct and Items	Standardized Loading (sig.)	Cronbach's Alpha	CR	AVE
Marketing Dexterity		0.903	0.954	0.911
Marketing Exploitation	0.958**			
Marketing Exploration	0.951**			

Note: **: P <0.01. **Alpha** denotes Cronbach's alpha; **CR** denotes composite reliability; and **AVE** is the average variance extracted

Table 6 presents the measurement items for the second-order construct, marketing dexterity, which is formed by two first-order constructs: marketing

exploitation and marketing exploration, where Cronbach's alpha values were 0.887, the CR values were 0.930, and AVE values surpassed the threshold value of 0.50, indicating that internal consistency reliability and convergent validity were achieved.

Table 7. Heterotrait-monotrait (HTMT) criterion values (second-order)

NO.	Construct	1	2	3	4
1	Marketing Dexterity				
2	Innovation Capabilities	0.238			
3	Sustainable Competitive Advantage	0.498	0.503		
	Organizational Agility	0.249	0.260	0.310	

Table 7 shows that all HTMT values were less than 0.85, thus establishing discriminant validity for the second-order constructs. These results indicate acceptable psychometric properties. The main relationships include a moderate HTMT value between marketing dexterity and sustainable competitive advantage (0.498), indicating alignment without overlap. The lower HTMT values for Marketing Dexterity with Innovation Capabilities (0.238) and organizational agility (0.249) confirm strong discriminant validity between these constructs.

3.5 Evaluating the Structural Model

Through the coefficient of determination R^2 (explained variance), the effect size (f^2), and variance inflation factor (VIF), the structural model (Figure 4) was evaluated, First, the criterion for evaluating the structural model was the coefficient of determination (R^2) of the endogenous latent variables. Accordingly, these coefficients were measured. Our results shown in Table 8 show that $R^2 = 0.320$ for innovation capabilities and $R^2 = 0.412$ for sustainable competitive advantage (Table 7). This means that 32.0% of innovation capabilities explained by the marketing dexterity, organizational agility, and interaction between them. and more than 41% of sustainable competitive advantage were explained by the marketing dexterity, organizational agility, interaction between them, and Innovation Capabilities in our conceptual models. Second, the effect size (f^2) measures the power of each variable in explaining endogenous variables. The results indicate that the effect size of the

constructs recorded values of 0.086, 0.211, 0.195, 0.037, 328, 0.014, 130 and ranged between weak, medium and strong, according to (Cohen, 2013). Third, All VIF values were below the conservative threshold of 3, our structural model had no critical issue of collinearity among the predictor constructs (Sarstedt *et al.*, 2022).
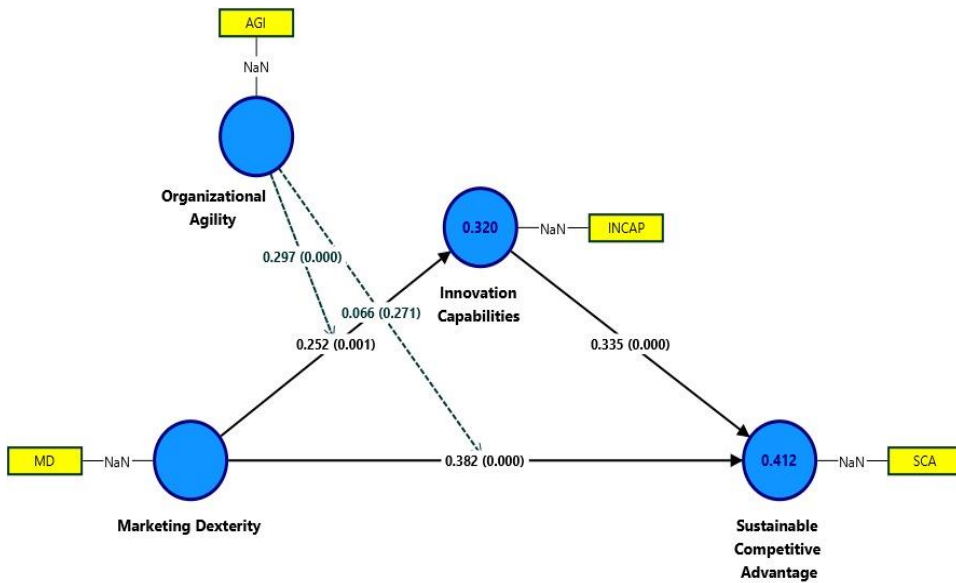

Figure 4: The structural model

Table 8. Structural model evaluation

Construct	Variance Inflation Factor (VIF) Collinearity Assessment	Confidence Intervals 95% (BCa) Bootstrap		F² Effect Size	Level of R²
		2.5%	97%		
Marketing Dexterity	1.085	0.091	0.399	0.086	-----
	1.179	0.242	0.530	0.211	
Organizational Agility	1.208	0.245	0.537	0.195	-----
	1.443	0.039	0.330	0.037	
Marketing Dexterity × Organizational Agility	1.203	0.210	0.377	0.328	-----
	1.598	- 0.051	0.186	0.014	
Innovation Capabilities	1.470	0.171	0.489	0.130	0.314
Sustainable Competitive Advantage	-----	-----	-----	-----	0.405

3.6 Hypotheses tests

The "direct effect" hypotheses were tested first by examining the standardized path (beta) coefficients and associated significance levels. Bootstrapping procedures with 5,000 resamples were used to evaluate the significance of the path coefficients. As shown in Table 8, the results supporting the proposition that marketing dexterity has direct positive and significant impact on innovation capabilities (H1: $\beta = 0.252$, $p < 0.01$, confidence interval (CI) = 0.091 to 0.399), thus suppurated H1. Next, innovation capabilities were found to have a positive and significant impact on sustainable competitive advantage (H2: $\beta = 0.335$, $p < 0.01$, confidence interval (CI) = 0.171 to 0.489), supporting H2. also, there was significant direct effect of marketing dexterity on t sustainable competitive advantage (H3: $\beta = 0.382$, $p < 0.01$, confidence interval (CI) = 0.242 to 0.530), thus supporting H3.

Table 9. Structural model estimates

Hypothesis		β	Critical ratio	P-Value	Results
H1	Marketing Dexterity ⟶ Innovation Capabilities	0.252	3.224	<0.01	Supported
H2	Innovation Capabilities ⟶ Sustainable Competitive Advantage	0.335	4.112	<0.01	Supported
H3	Marketing Dexterity ⟶ Sustainable Competitive Advantage	0.382	5.239	<0.01	Supported
H4	Marketing Dexterity ⟶ Innovation Capabilities ⟶ Sustainable Competitive Advantage	0.084	2.319	<0.05	Partial mediated
H5	Marketing Dexterity x Organizational Agility ⟶ Innovation Capabilities	0.297	6.882	<0.01	Moderated
H6	Marketing Dexterity x Organizational Agility ⟶ Sustainable Competitive Advantage	0.066	1.100	= 0.271	Immoderate
H7	Marketing Dexterity x Organizational Agility ⟶ Innovation Capabilities ⟶ Sustainable Competitive Advantage	0.110	3.426	<0.01	Moderated mediated

The mediating role of innovation capabilities hypothesized in H4 was tested using the bias-corrected (BCa) bootstrap method with 95% confidence intervals

(Cheung and Lau, 2008). Bootstrapping analysis revealed that the standardized coefficient (β) for the indirect effect of marketing dexterity on sustainable competitive advantage through innovation capabilities was significant ($\beta = 0.084$, $p < 0.01$, confidence interval (CI) = 0.027 to 0.172), indicating partial mediation due to the significance direct effect of marketing dexterity on sustainable competitive advantage described in the H3. Thus, these results partially support H4. next, the results of the moderating role tested through H5 show that there is an interactive effect of marketing dexterity with organizational agility on innovation capabilities, recording a significant interaction effect coefficient ($\beta = 0.297$, $p < 0.01$, confidence interval (CI) = 0.210 to 0.377). Which means that increasing the organizational agility will increase the positive effect of marketing dexterity on innovation capabilities. However, H6 finds no significant moderation of agility on the direct relationship between marketing dexterity and sustainable competitive advantage ($\beta = 0.066$, $p = 0.271$, confidence interval (CI) = - 0.051 to 0.186). Finally, the results support H7, showing a moderated mediation effect where Marketing dexterity and organizational agility significantly influence on sustainable competitive advantage through innovation capabilities ($\beta = 0.110$, $p < 0.01$, confidence interval (CI) = 0.050 to 0.164) Which means that increasing the organizational agility will increase the indirect effect of marketing dexterity on sustainable competitive advantage through innovation capabilities. Thus, the organizational agility, through its interaction with marketing dexterity, modifies the indirect effect on sustainable competitive advantage through the mediation of innovation capabilities, as the mediation becomes fully instead of partial due to the insignificance of the direct effect shown in the results of the sixth hypothesis H6. A summary of these results is presented in Table 9.

4. **Discussion**

The results support H1, indicating that Marketing Dexterity positively impacts Innovation Capabilities. This finding demonstrates that firms adept at exploiting and exploring marketing strategies are more innovative, aligning with studies by Aljanabi

(2020), which emphasize the role of dynamic marketing capabilities in fostering innovation. These results are also in line with Sayed and Dayan (2024), who highlight marketing agility's influence on ambidextrous innovation strategies. The findings also confirm H2, as Innovation Capabilities significantly enhance Sustainable Competitive Advantage. This highlights the critical role of innovation in maintaining a competitive edge. Similar results are reported by Yu et al. (2017), who underscore the role of process and product innovation in achieving differentiation and resilience. Zhang et al. (2022) further support this, showing how open innovation strengthens competitive positioning through enhanced organizational learning.

The results validate H3, demonstrating that Marketing Dexterity has a direct and significant effect on Sustainable Competitive Advantage. This reinforces the pivotal role of strategic agility and innovative approaches, consistent with Christofi et al. (2013), who emphasize the importance of adaptive marketing strategies in securing long-term competitive advantages. The findings for H4 indicate that Sustainable Excellence partially mediates the relationship between Marketing Dexterity and Sustainable Competitive Advantage. This suggests an indirect pathway through process improvements, aligning with Hwang et al. (2020), who highlight the mediating role of operational capabilities in transforming competencies into competitive advantage. H5 is supported, as Organizational Agility significantly moderates the effect of Marketing Dexterity on Innovation Capabilities. This highlights agility's role in dynamically adapting marketing strategies to enhance innovation, consistent with findings by Felipe et al. (2019), which emphasize agility as a key enabler of innovation in volatile markets.

However, the results do not support H6, as Organizational Agility does not significantly moderate the direct relationship between Marketing Dexterity and Sustainable Competitive Advantage. This suggests that agility's direct influence on competitive advantage may be limited. Similar findings by Nurcholis (2021) suggest that agility's impact is more pronounced when mediated by innovation capabilities

rather than acting directly. Finally, the results support H7, showing a moderated mediation effect where Marketing Dexterity and Organizational Agility significantly influence Sustainable Competitive Advantage through Innovation Capabilities. This underscores the synergistic role of adaptability and strategic marketing, in line with Akkaya and Iqbal (2021), who discuss the combined impact of agility and marketing dexterity on long-term success.

5. Conclusion

This study highlights the critical role of Marketing Dexterity, Innovation Capabilities, and Organizational Agility in fostering Sustainable Competitive Advantage (SCA). The findings underscore the interconnectedness of these constructs, demonstrating that firms with agile marketing strategies and robust innovation capabilities can better navigate dynamic market environments. The moderated mediation effects further emphasize how organizational agility amplifies the impact of marketing dexterity on innovation and competitive advantage. Overall, this research provides a comprehensive framework for leveraging these dynamic capabilities to achieve long-term success, particularly in volatile industries like Egypt's food and beverage sector.

5.1. Theoretical Contribution

This study contributes to the literature by providing a nuanced understanding of how marketing dexterity drives innovation and competitive advantage. By exploring the mediating role of innovation capabilities and the moderating impact of organizational agility, it extends existing frameworks of dynamic capabilities and SCA. Additionally, the study offers empirical evidence from an emerging market, addressing the gap in research on marketing agility and its outcomes in underexplored contexts. The conceptual model integrates diverse constructs into a cohesive framework, paving the way for future studies on strategic marketing and adaptability.

5.2. Practical Contribution

For practitioners, the findings offer actionable insights into leveraging marketing dexterity and innovation to sustain competitive advantages. Firms are encouraged to adopt agile marketing strategies that balance exploration and exploitation while investing in innovation capabilities. Organizational leaders should prioritize agility to adapt swiftly to changing market demands, enhancing the effectiveness of marketing initiatives. This is particularly relevant for firms in volatile industries like the food and beverage sector, where rapid adaptability and innovation are critical to success. Implementing these strategies can help firms maintain differentiation, customer loyalty, and long-term profitability.

5.3. Limitations and Future Research Direction

This study has limitations that warrant consideration. Focusing on Egypt's food and beverage sector may limit generalizability to other industries or regions. The cross-sectional design prevents causal inferences, while self-reported data may introduce bias. Additionally, the study's scope excludes other relevant factors like organizational culture and digital transformation that might influence sustainable competitive advantage.

Future research should explore other industries and regions, adopt longitudinal designs for temporal insights, and incorporate variables like culture, leadership, and digital transformation. Mixed-method approaches could provide richer insights, and studies could focus on digital marketing dexterity and external factors like market dynamics to deepen understanding of competitive advantage.

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