

## The Role of Wolf's Strategy in Adopting Agility Marketing Concepts a Comparative Study Between the Islamic and Al-Kafeel Universities

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**Abstract:** The primary objective of the present study is to examine the extent to which the wolf strategy incorporates marketing concepts of agility. This research seeks to address the existing knowledge gap by investigating the nature of the relationship between these variables. This will be achieved through a survey-based analysis of the opinions of two distinct samples from the Iraqi Al-Kafeel Islamic University. The questionnaire was used to collect the required data using a random sample method to achieve this goal. 88) a questionnaire from the Islamic University and (69) from Al-Kafeel University, which was analyzed using several statistical test available within the SPSS V24 statistical program. That is, this variable can push towards increasing the positive effect in the relationship between the wolf strategy, as well as the research finding that there are no differences between the two universities at the level of arithmetic mean, as well as at the level of the relationship and influence between the two main variables.

**Keywords:** wolf strategy, agility marketing, Islamic University, Al-Kafeel University.

### Introduction:

In a world that changes quickly, companies are always looking for new strategies and tools that can help them get ahead of the competition. They know that they need to use strategies to survive, take advantage of opportunities, and stay in the competition. One of these new strategies is based on how wolves hunt in packs.(Johnson et al., 2000:159) say that "the wolf strategy is one of the best strategies for companies that want to become more flexible and able to survive and compete in today's environment" by using the organisational steps and roles of each person in the group to achieve a desired result in the business world. At the same time, many companies have been implementing agile processes in law, IT, sales, and marketing to make all kinds of changes.The rapid growth of marketing tools makes us wonder: how can we use this to make flexible marketing work?and how they helped make universities competitive in that field, but studying the relatively new factors to old business tools makes universities more competitive.

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## 1. Research Methodology

### 1.1 Research problem

In view of the competitive work environment, which has become characterized by fierceness, the research aims to demonstrate the importance of adopting new strategies and new marketing methods in achieving success for the organization and how to achieve integration between the approved strategy and the marketing program used in effectiveness and efficiency in organizational performance. Achieving a competitive advantage, facing environmental changes in smart ways, and achieving success according to marketing methods that are far from typical. Therefore, the problem can be summarized in the following questions:

1. Do the researched universities apply the wolf strategy effectively?
2. Do the surveyed universities realize the importance of adopting the agility marketing method in achieving effectiveness in performance?
3. Does the wolf strategy contribute to increasing the effectiveness of the agility marketing method?

### 1.2 The importance of research

The importance of the research can be summarized in the following points:

1. The research derives its importance from the nature of the subject it covers, as it sheds light on the most essential thing the two universities should possess, represented by the wolf strategy embodied in its practices and activities.
2. The importance of the research stems from the importance of the variables researched and addressing a real problem that affects the performance of business organizations in general and the two universities surveyed in particular. These are in dire need of research and analysis to seek their data in the sample researched.
3. The research is of great importance in attempting to contribute to presenting a theoretical framework on the issues of each of providing the opportunity for the universities under discussion to address the complex problems related to how to benefit from their human resources and manage them in a contemporary and objective manner.
4. Interaction between administrators and technicians working in the universities in question and academics to contribute to the creation, dissemination and benefit of knowledge by adopting agility marketing concepts and making this level open to all employees at all university levels.
5. Opening the way for other studies for research due to the novelty of this subject at the theoretical and applied level and the need for Iraqi organizations for such studies.

### 1.3 Research objectives

The current research aims to know the effect of the wolf strategy in achieving marketing agility, and therefore this research seeks to achieve the following objectives:

1. Identify the wolf strategy's availability level in the two universities under study.
2. Detecting the level of adoption of agility marketing concepts in the two universities under study.
3. Knowing the effect of the wolf strategy in achieving marketing agility in the two universities under study.
4. Knowing the strategic relationship in achieving marketing agility in the two universities under study.

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## 1.4 Research Hypotheses

The current research seeks to validate a set of hypotheses, which are summarized as follows:

The study relied on two main hypotheses to study the variables:

1. There is a significant correlation between the wolf strategy and agile marketing at the level Islamic University and Al-Kafeel University levels here is an effective relationship of the wolf strategy on marketing agility at the level of the Islamic University and Al-Kafeel University

1-5 The hypothetical research scheme: The hypothetical research scheme shows the main idea of the study in addition to clarifying the effect between the independent variable (wolf strategy) and the dependent variable (marketing agility), as shown in the figure below..

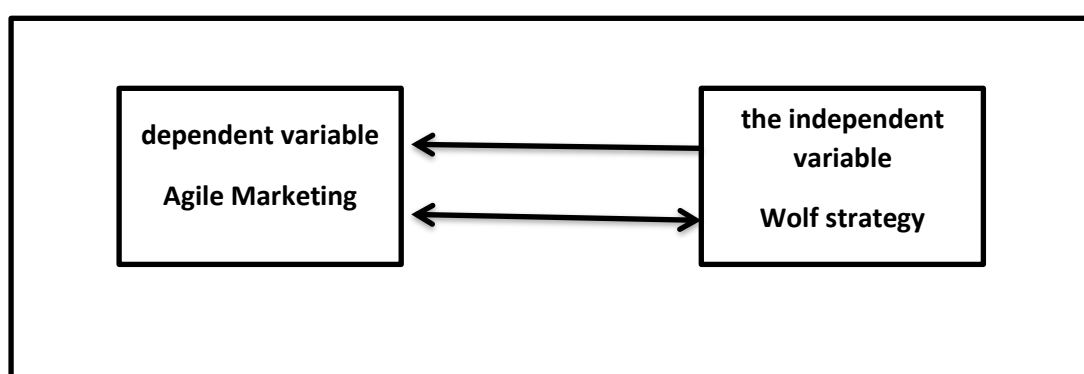


Figure (1) shows the hypothetical research scheme

## 2. Literature Review

### 2.1 Wolf strategy:

Recently, organisations have had to come up with new strategies to deal with the fast changes in the environment and the fierce competition. In order to survive, take advantage of opportunities, and stay in the competition, organisations have had to come up with new strategies. The Wolf strategy is a new idea in the field of management that stands out because of the competitive challenges that organisations face. (Johnson et al., 2000:159) say that "the wolf strategy is one of the best strategies for companies that want to become more flexible and able to survive and compete in today's environment." This is because the wolf strategy depends on the members of the company using all of their creative ideological abilities. In the twenty-first century, most American businesses use this approach to run their businesses. The name of this strategy comes from the way a pack of wolves works. In the wolf pack, everyone follows the leader and works together to make decisions and put them into action. This protects both the group and each person. Edwards, 2014, p. 28 Confirmed, the Organisations are trying to act like a wolf pack, which is a group of animals that works together as a team within a strict hierarchy to run its business. Each person in the group has a clear job to do. The oldest wolves take a position that sets them apart from the others. This shows that leadership should be given to people who have experience, skills, and are valued by everyone in the group. (Anderson, 2017, p. 1) says that organisations that want to use this strategy need to hire people with a wide range of skills in all areas of administration, as well as people who are honest and don't just have traditional ideas. This way, the organisation can improve its work in all ways.

This approach is based on being patient, so organisations need to know that success is not a given. Failure at some point can lead to success, though, if an organisation rejects defeat and failure and works to improve itself and learn from its mistakes. (Edwards, 2014:28) said that this was the case. The Wolf

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strategy looks far into the future, which helps the organisation set goals for the present and the future, as well as be sustainable, beat rivals, and grow in more ways.

## 2.2 Wolf strategy features

At present, time Organizations have only two options, either to adapt to a dynamic environment or to fade and decay, so the wolf strategy is one of the most important strategies that help organizations to survive and adapt to their surroundings through the ability to respond to unexpected events. (Edwards,2014:30) clear this strategy is to move away from fear in the face of crises and always confront them with strength and determination, through Developing an agreed work plan in order to face potential risks and to take advantage of available opportunities. Therefore, the organizations that implement this strategy are inspired by the behavior of the wolf not to give up and always be keen to achieve their goals in various ways. They realize that even if they fail in the first attempt, they must continue to try and never stop until they achieve their goals.

The distribution of roles is often the most prominent characteristic of the wolf strategy, through that each person in the organization has his own specific role in ensuring that the work is not repeated more than once, as well as respecting the privacy of others, which makes each person his specific and precise tasks to be responsible to the organization, regardless of the type of work or its importance, It will prompt the workers to employ all their abilities and talents in accomplishing the work to the success of the organization's work and making it strong and able to face difficulties. Also (Anderson,2017:1) adds that not only the distribution of roles is what differentiates this strategy, Defining the responsibilities of each person clearly and understandably in order to overcome the problems that may face them, and this matter needs a group of persons to have highly skilled and experienced without them, the organization remains unable to grow and expand because these people are the ones who increase the ability and potential of the organization to expand and upgrade its activities.

Organizations at present time have started looking for people with unique qualities to form a group similar to a group of wolves, as organizations are no longer looking for only employees who do their jobs only but are looking for people who will make them more profitable and distinguished from others (Johnson & et al.,2000:159)so It is necessary for the top management of organizations to consist of people with the skills and experience that qualifies them to implement the wolf strategy, especially in its initial stages. taking into account that it is not possible to implement this strategy overnight, as it requires the formation of a strong team that enjoys collectivism and the public interest prevails, capable of facing difficulties.

The wolf strategy is one of the most important strategies that work on using all available means of communication between members of the organization and not relying on one form of communication to ensure the continuity of communication between them. This is what he indicated (Johnson & et al.,2000:160) The success of the wolf strategy depends on effective communication and the exchange of knowledge between members of the team. this strategy depends on continuous communication between members of the organization, as this type of communication allows each person to know his role accurately and understand exactly what he has to do and what the organization expects from him.

So, organisations that use this approach tend to get their members to talk to each other more and work together as a team. Also, one of the most important parts of the wolf strategy is that it creates groups that aren't completely told what to do. Instead, they keep track of their own progress towards their goals and make sure they stay within the boundaries set for them. This strategy is based on the idea of self-management, which means that each member of the organisation is responsible for his own work and is the one who keeps track of his performance and makes changes.

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### 2.3 Distances for wolf strategy:

Organisations can use the wolf strategy and rely on it as an organisational culture because it has traits that are inspired by the behaviour of the wolf, such as being sensitive to information, resisting and not giving up, and working as a team. This is because the organisation pays attention to and is sensitive to market information, responds quickly and immediately to any potential changes, doesn't fear difficulties, and wants to keep making progress by encouraging its members.

Organisations that use the wolf strategy are sensitive to information because they want to know everything around them, look into everything, not just accept things as they are, and always look for chances. (Johnson et al., 2000, p. 160) said that the wolf's strategy is to constantly gather information about what's going on around it in order to reach clear plans and goals. This doesn't rely on luck, and everything is carefully planned.

Resistance and not giving up: The wolf approach is very good at standing up to hard situations. resist hard times by having a lot of patience and staying focused on its goals."It won't stop trying to get where it wants to go, no matter what gets in the way. They are looking for other ways to get there. So, this plan is based on trying again after each loss to reach its goals. So, organisations that use this approach never give up or admit defeat. Instead, they keep trying, learning from their past mistakes and knowing that success will come in the end. Edwards, 2014, p. 29

Working as a team: The wolf strategy tries to spread the idea of teamwork in organisations so that they have a better chance of being successful. Each member of a team plays the part that was given to him or her on that team. "This approach always focuses on achieving the organization's goals by working as a team and respecting each member's role in the team. This makes the group stronger and more united. Because it gives organisations the ability to work as a team that follows a single organisational context that makes life the main goal by putting organisational interests ahead of personal ones. (Johnson and others, 2000, p.160)

### 2.4 Agile Marketing

In the last years, many corporations have fulfilled agile processes in most activities to make business processes more efficient, thus increasing profit and having a larger share in their sector. (Aydin & Yaşarol, 2018:156) At present when Covid19 spread all over the world and stopped lives corporations search for years help to continue the work with new conditions, especially in Iraq where using technology in doing daily activities is relatively recent which made some other companies change their orientation in work and began using new marketing approach to arrive to the customers. it is Agile Marketing.

When the pandemic began and the actual market closed the companies in Iraq and over the world just found a new approach or untraditional one to make their work, some Iraqi banks used "Agile Marketing".

Companies are now run by the digital world. This new age of technology gives customers power and gives companies a real chance to focus on customer attitude because customer attitudes affect market power, and market power can judge the market. Also, marketing makes things easy for people and helps them meet their wants. So, a marketing message that is clear, simple, and easy to understand works well and gets more people to stick with the company. Agile marketing is based on this idea (Yusoff et al., 2019:1422).

Agile marketing is a type of marketing that is thought to provide the best product in the shortest amount of time in a complex setting with stiff competition and market conditions (Aydin & Yaşarol, 2018, p. 156). where people in marketing work together to find high-value ideas on which to focus their efforts. It makes it easy for marketing teams to get their content out quickly and then change it based on how well it did.

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With flexible marketing, businesses can react to changes in the market and change how they do things. In simple words, Agile marketing is a cross-functional activity in which people from different departments get together to talk about marketing opportunities and make changes to marketing plans based on how the environment is changing. It is a process that focuses on finding, trying, and putting into action a set of focused marketing ideas for an organisation. as a result, (Gera and the others, 2019:40). It is a culture that is built on management ideas that make performance better (York, 2015:5). Agile marketing is the ability to change how marketing activities are done quickly and well so that customers are happy.

### The Defrenition of the Agile Marketing Method Via the Traditional Marketing Method

Agile marketing fox on collective focuses on collective work, building trust to find the solutions gradually,necessary steps to delivering value. Agile methodology can improve time-to-market and increases customer satisfaction, which meets the demands of globalization (Yusoff and et.al, 2019:1423) that making this marketing method different from thetraditional method on many points (Aydin & YaŞarol,2018:157), (Gera &et all,2019:41):

- responding to changing thevice execution plan
- rapid repetition vice large and long-term campaigns
- testing and data vice ideas and contracts
- countless small experiments vice a small number of large estimates
- individuals and interaction vice targeted marketing
- cooperation vice large departments.

That means the agile marketing system focus on flexible operations and teamwork to minimize activities time, andcosts and maximize customer satisfaction helping companies be more attractive and more effective in the end and max the profit and marketing hare by winning loyal customers.

Table (1) Agile Marketing is Different From Traditional Marketing

Basis	Traditional marketing	Agile marketing
<b>Time Frame</b>	6-7 Months	time-Real
<b>PACED-FAST</b>	Long development procedure	Complete the task in 3-4 weeks
<b>Implementation</b>	straight steps	
<b>HIERARCHY</b>	hierarchy is to be followed or morerely on management decision	Less rely on management decision
<b>Using Automation</b>	No Automation	Marketers use automatic platforms to gather time-real data on how their content is performing
<b>Essential</b>	Images, Videos, Tagline, etc	Fresh Content
<b>Flexibility</b>	Rigid	Can be mold out as per market condition.

Source: Gera, Gitika, Gera, Bhavna, Mishr, Akash(2019), ROLE OF AGILE MARKETING IN THE PRESENT ERA, International Journal of Technical Research & Science, Volume IV Issue V,p.p40

### 2.5 Steps of agile marketing:

The economy has fundamentally changed; we've moved from a world-Real using ethnology to a digital world. The ability to deliver great customer experiences is no longer just a nice-to-have, it is a competitive requirement. It is also a massive undertaking that won't get far without a solid digital foundation (Lewnes,2021:65)

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That makes us more and more aware of the importance of adopting agile marketing in our marketing program, the steps of that new approach are: (Stocking,2012)

- Choosing the project: The first step in the application of agile marketing is to choose the project. the project must be innovative. And have a team that raises the spirit of challenge and competition in them to cooperate in its implementation. It is essential that the goal of the project is to know the customer and get to know their behavior more because knowledge of the customer is the main key to the success of any marketing system, with attention not to drift towards high risk in the beginning.
- Selection teamwork: This stage begins with identifying the project owner, and scrum master. After that, determine the person responsible for providing the information and the member responsible for filtering and uploading the information, so that the team members are from four to nine people at least four people, and in the virtual world the biggest challenge is to find people who are available at the same time in different time zones if they are in different countries, but it is easier if they are in one country.
- Determining the importance of operations and their outputs: In the initial meeting, the team leader must indicate the importance of operations and the value of each process in achieving the goals of agile marketing. allocate at least an hour for each meeting to discuss and answer team members' inquiries and suggestions.
- Determining goals, tasks, and time to determine them: the first step is presenting the goals in a clear written form. the next step clarifies the tasks to each individual and the difficulties companion them and fixes the timeline for completing the tasks and achieving the goals.
- Daily or periodic meeting: Determining at least a daily or weekly meeting for team members to determine the completed tasks, obstacles, the elements to be provided to complete the process, and these notes can be placed in scrum sheets for cheasy exange of information between team members and knowledge of the actual achievement of the team.
- Evaluating progress: The key to the success of an agile marketing program is the periodic evaluation of its operations, identifying risks and correcting weaknesses in it to improve

### 3. The pragmatic aspect

The primary instrument employed for gathering the present research data was a questionnaire designed on a five-point Likert scale, including a spectrum from strongly disagree to strongly agree, in order to ascertain the responses of the participants. Given the significance of the measurement instrument in any study employing the Empirical Approach, it is imperative to conduct a comprehensive quality assessment through the utilisation of a range of methodologies, namely apparent validity, constructive validity, and reliability.

#### 3.1 Response rate

To ensure the credibility of the sample and its ability to accurately and sufficiently represent the research community, the researchers employed the Stratified Sampling method. Specifically, they directly distributed 91 questionnaires to a random sample of workers at the National Islamic University in Najaf. This data collection process took place during the period from 11/6/2022. From 6/12/2022 onwards, a total of 88 questionnaires were collected and deemed suitable for statistical analysis, resulting in a response rate of 97%.

The researchers administered a total of 75 questionnaires to a sample of employees at Al-Kafeel Private University in Najaf. Out of the distributed questionnaires, 69 were successfully collected and deemed suitable for statistical analysis. This resulted in a response rate of 92%.

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### 3.2 The demographic characteristics of the participants were examined.

The present research survey was administered to a sample of participants who possess various demographic characteristics, including gender, age, educational level, workplace, and years of experience. (2) This section provides an overview of the demographic characteristics of the participants employed at the National Islamic University in Najaf.

Table 2 presents a comprehensive description of the sample of respondents employed at the National Islamic University in Najaf.

Gender									
Male						Female			
57		65%				144		%35	
the total						88			
the age									
30 فأقل		31-40		41-50		51-60		60 فأكثر	
31	35%	26	30%	13	15%	11	13%	7	8 %
the total						302			
Social Situation									
Married						(single)			
62		%07				26		30%	
the total						88			
Years of service									
year 5-1		year10-6		20-11year		year 30-21		year 40-31	
10	11%	20	23%	13	15%	24	27%	21	24%
the total						88			

Source: Prepared by the researchers.

Table 3 presents a comprehensive overview of the demographic characteristics pertaining to the individuals who participated in the survey conducted at Al-Kafeel Private University in Najaf.

This section provides a comprehensive description of the sample of respondents employed at Al-Kafeel Private University in Najaf.

Gender									
Male						Female			
50		72 %				19		28 %	
the total						69			
the age									
≥ 30		31-40		41-50		51-60		≤60	
22	32 %	16	23%	19	28%	9	13 %	3	4 %
the total						69			
Social Situation									
Married						single			
56		81%				13		19%	
the total						69			
Years of service									
5-1year		10-6year		year20-11		30-21year		40-31year	
10	14%	8	12 %	14	10%	24	35%	13	20%
the total						69			



The data presented in this study was generated using SPSS version 24, and the researchers have prepared the analysis based on this output.

From Tables (2) and (3), it is clear that all the data on the demographic factors of the respondents at the National Islamic University in Najaf and Al-Kafeel Private University in Najaf provide an indication that they have a high level of awareness that will enable them to accurately answer the questionnaire items.

### 3.3 The stability of the research measurement tool:

Reliability is employed as a metric to assess the coherence of the paragraphs inside the questionnaire (i.e., the scale), as well as the constancy of the outcomes obtained across various time intervals. In this particular feature, the researchers utilised the Alpha-Cronbach scale, which necessitates a value exceeding 70% for acceptance. According to Nunnally and Bernstein (1994), the findings from the administrative and behavioural studies indicate that the results of the two modifications were deemed satisfactory. This is evident from the table presented below:

Table (4) The stability coefficient of the research scale for the research sample, the group of workers at the Private Islamic University in Najaf and Al-Kafeel Private University in Najaf

Variants	The number of paragraphs	Stability coefficient at the National Islamic University in Najaf	Stability coefficient at Al-Kafeel University in Najaf
Wolf Strategy (WS)	12	930.	924.
Agility Marketing (AM)	12	885.	882.

The data presented in this study was generated using SPSS version 24, and the researchers have prepared the analysis based on this output.

### 3.4 The process involves encoding the variables and paragraphs of the scale, as well as testing the normal distribution of the data.

This study introduces a statistical test based on the normal distribution to analyse accepted data, with the aim of determining the appropriate sort of test for that particular dataset. Hence, the determination of whether the research data follows a normal distribution or not hinges upon the examination of the skewness and kurtosis coefficients, as stated by Kline (2011:83). There is no universally established criterion for determining the optimal values of the coefficients of flattening or skewness. However, an approximate formula has been proposed, suggesting that values within the range of (1.96: -1.96) for both flatness and skewness can lead to a normal distribution of the data. This formula has been widely adopted as a practical guideline. In consideration of the researcher's (Kline) perspective on validating the data distribution and its relevance to my respective organisations:

The user's text does not contain any information to rewrite. This study aims to assess the normal distribution of the paragraphs pertaining to the research variables, as seen by the respondents at the National Islamic University in Najaf.

Table 4 presents the approved sample size of 88, indicating that all values are valid for analysis as there are no missing values. Additionally, both the torsion and flattening coefficients exhibit values close to zero. Consequently, all paragraphs pertaining to the independent variable, Wolf Strategy (WS), and the dependent variable, Marketing agility (AM), are normally distributed.

Table (4) the results of the normal distribution of the research sample, the group of workers at the National Islamic University in Najaf

No	coding	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Paragraphs of the wolf strategy variable (WS)							
1	ws1	88	0.00	.561	.257	-1.419-	.508
2	ws2	88	0.00	.933	.257	-.843-	.508
3	ws3	88	0.00	.544	.257	-1.422-	.508
4	ws4	88	0.00	.765	.257	-.963-	.508
5	ws5	88	0.00	.613	.257	-1.350-	.508
6	ws6	88	0.00	-1.122-	.257	1.160	.508
7	ws7	88	0.00	-1.738-	.257	1.432	.508
8	ws8	88	0.00	-1.538-	.257	1.087	.508
9	ws9	88	0.00	-1.031-	.257	1.122	.508
10	ws10	88	0.00	-1.484-	.257	1.880	.508
11	ws11	88	0.00	-.879-	.257	-.118-	.508
12	ws12	88	0.00	-.748-	.257	-.110-	.508
Paragraphs of the Marketing Agility Variable (AM)							
1	am1	88	0.00	-.240-	.257	-.732-	.508
2	am2	88	0.00	-.180-	.257	-.554-	.508
3	am3	88	0.00	-.733-	.257	-.720-	.508
4	am4	88	0.00	-.412-	.257	.833	.508
5	am5	88	0.00	.120	.257	-.170-	.508
6	am6	88	0.00	.715	.257	-1.061-	.508
7	am7	88	0.00	.773	.257	-1.136-	.508
8	am8	88	0.00	.480	.257	-1.243-	.508
9	am9	88	0.00	.566	.257	-1.345-	.508
10	am10	88	0.00	.641	.257	-1.218-	.508
11	am11	88	0.00	.566	.257	-1.304-	.508
12	am12	88	0.00	.629	.257	-1.201-	.508

SPSS outputs.V.24 is the source.

- The aim of this study is to assess the normal distribution of the paragraphs of the research variables based on the opinions of the respondents at Al-Kafeel Private University in Najaf.

Table 5 displays the approved sample size of 69, indicating that all values are suitable for analysis as there are no missing data. Additionally, the torsion and flattening coefficients exhibit values close to zero, suggesting that both the independent variable, Wolf Strategy (WS), and the dependent variable, Marketing agility (AM), are normally distributed.

This table presents the outcomes of the normal distribution analysis conducted on a study sample including employees of Al-Kafeel Private University in Najaf.

No	coding	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Paragraphs of the wolf strategy variable (WS)							
1	ws1	69	0.00	1.105	.289	-.283-	.570
2	ws2	69	0.00	1.481	.289	.792	.570

3	ws3	69	0.00	1.104	.289	-.214-	.570
4	ws4	69	0.00	1.283	.289	.466	.570
5	ws5	69	0.00	1.044	.289	-.423-	.570
6	ws6	69	0.00	-1.887-	.289	1.840	.570
7	ws7	69	0.00	-1.486-	.289	1.343	.570
8	ws8	69	0.00	-1.299-	.289	.963	.570
9	ws9	69	0.00	-1.836-	.289	1.917	.570
10	ws10	69	0.00	-1.267-	.289	.976	.570
11	ws11	69	0.00	-.826-	.289	.005	.570
12	ws12	69	0.00	-.716-	.289	-.064-	.570
Paragraphs of the Marketing Agility Variable (AM)							
1	am1	69	0.00	-.312-	.289	-.650-	.570
2	am2	69	0.00	-.202-	.289	-.526-	.570
3	am3	69	0.00	-.669-	.289	-.886-	.570
4	am4	69	0.00	-.445-	.289	.682	.570
5	am5	69	0.00	.010	.289	-.216	.570
6	am6	69	0.00	1.126	.289	.047	.570
7	am7	69	0.00	1.324	.289	.244	.570
8	am8	69	0.00	.914	.289	-.317-	.570
9	am9	69	0.00	1.029	.289	-.279-	.570
10	am10	69	0.00	1.095	.289	-.119-	.570
11	am11	69	0.00	1.029	.289	-.283-	.570
12	am12	69	0.00	1.054	.289	-.160-	.570

SPSS outputs.V.24 is the source.

### 3.5 Descriptive analysis of the sample responses

The aim of this study is to assess the normal distribution of the paragraphs of the research variables based on the opinions of the respondents at Al-Kafeel Private University in Najaf. Table 5 displays the approved sample size of 69, indicating that all values are suitable for analysis as there are no missing data. Additionally, the torsion and flattening coefficients exhibit values close to zero, suggesting that both the independent variable, Wolf Strategy (WS), and the dependent variable, Marketing agility (AM), are normally distributed. This table presents the outcomes of the normal distribution analysis conducted on a study sample including employees of Al-Kafeel Private University in Najaf.

Table (6) The arithmetic mean and standard deviation of the research variables for the research sample, the group of workers at the Private Islamic University in Najaf

Variables	Pointer	The degree of response					Arithmetic mean	standard deviation
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
		%	%	%	%	%		
the wolf strategy variable (WS)	ws1	43.2	20.5	2.3	11.4	22.7	2.5000	1.65397
	ws2	52.3	20.5	-	9.1	18.2	2.2045	1.58411
	ws3	31.8	34.1	-	6.8	27.3	2.6364	1.63427
	ws4	38.6	29.5	4.5	9.1	18.2	2.3864	1.51947
	ws5	45.5	18.2	4.5	9.1	22.7	2.4545	1.65334
	ws6	6.8	-	4.5	28.4	60.2	4.3523	1.07254

	ws7	8.0	-	9.1	28.4	54.5	4.2159	1.14920
	ws8	9.1	1.1	8.0	56.8	25.0	3.8750	1.09137
	ws9	6.8	-	3.4	39.8	50.0	4.2614	1.04490
	ws10	8.0	-	12.5	38.6	40.9	4.0455	1.12351
	ws11	-	8.0	13.6	35.2	43.2	4.1364	.93688
	ws12	-	4.5	15.9	39.8	39.8	4.1477	.85150
the average							3.4347	.86938
Variables	Pointer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Arithmetic mean	standard deviation
		%	%	%	%	%		
the Marketing Agility Variable (AM)	am1	-	-	4.5	53.4	42.0	4.3750	.57361
	am2	-	-	6.8	56.8	36.4	4.2955	.59033
	am3	-	-	13.6	34.1	52.3	4.3864	.71810
	am4	-	1.1	9.1	62.5	27.3	4.1591	.62305
	am5	-	-	5.7	65.9	28.4	4.2273	.54091
	am6	38.6	27.3	6.8	6.8	20.5	2.4318	1.55212
	am7	50.0	18.2	2.3	9.1	20.5	2.3182	1.62979
	am8	29.5	29.5	9.1	13.6	18.2	2.6136	1.48890
	am9	39.8	30.7	-	29.5	-	2.1932	1.24898
	am10	37.5	27.3	5.7	6.8	22.7	2.5000	1.59020
	am11	38.6	23.9	5.7	11.4	20.5	2.5114	1.58291
	am12	38.6	25.0	6.8	9.1	20.5	2.4773	1.56820
the average							3.2074	.92641

SPSS outputs.V.24 is the source.

- The sample under investigation exhibited a mean value of 3.4347 for the wolf strategy variable (WS), accompanied by a standard deviation of 0.86938. Furthermore, the weight percentage for this variable was determined to be 68%.
- The marketing variable, known as achieved agility (AM), was examined in a sample of participants. The arithmetic mean of AM was found to be 3.2074, with a standard deviation of 0.92641. Additionally, AM accounted for 64% of the total weight percentage in the study.

Table (7) The arithmetic mean and standard deviation of the research variables for the research sample working at Al-Kafeel Private University in Najaf

Variables	Pointer	The degree of response					Arithmetic mean	standard deviation
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
		%	%	%	%	%		
the wolf strategy variable (WS)	ws1	49.3	26.1	2.9	7.2	14.5	2.1159	1.46062
	ws2	56.5	26.1	-	5.8	11.6	1.8986	1.36279
	ws3	34.8	43.5	-	4.3	17.4	2.2609	1.43129
	ws4	42.0	37.7	2.9	5.8	11.6	2.0725	1.32086
	ws5	50.7	21.7	5.8	7.2	14.5	2.1304	1.47442
	ws6	8.7	-	5.8	27.5	58.0	4.2609	1.17138
	ws7	10.1	-	11.6	27.5	50.7	4.0870	1.24545
	ws8	11.6	1.4	10.1	49.3	27.5	3.7971	1.20757
	ws9	8.7	-	4.3	39.1	47.8	4.1739	1.13703

	ws10	10.1	-	15.9	36.2	37.7	3.9130	1.20951
	ws11	-	5.8	14.5	39.1	40.6	4.1449	.87909
	ws12	-	4.3	15.9	42.0	37.7	4.1304	.83864
<b>Average</b>							3.2488	.81993
Variables	Pointer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Arithmetic mean	standard deviation
		%	%	%	%	%		
the Marketing Agility Variable (AM)	am1	-	-	5.8	52.2	42.0	4.3623	.59337
	am2	-	-	8.7	56.5	34.8	4.2609	.61002
	am3	-	-	15.9	33.3	50.7	4.3478	.74412
	am4	-	1.4	11.6	60.9	26.1	4.1159	.65386
	am5	-	-	7.2	63.8	29.0	4.2174	.56541
	am6	42.0	31.9	8.7	4.3	13.0	2.1449	1.36420
	am7	58.0	20.3	2.9	5.8	13.0	1.9565	1.42906
	am8	33.3	36.2	10.1	8.7	11.6	2.2899	1.32954
	am9	44.9	36.2	-	18.8	-	1.9275	1.10239
	am10	42.0	31.9	7.2	4.3	14.5	2.1739	1.40332
	am11	43.5	29.0	7.2	7.2	13.0	2.1739	1.40332
	am12	42.0	30.4	8.7	5.8	13.0	2.1739	1.38220
<b>Average</b>							<b>3.0121</b>	<b>.81878</b>

SPSS outputs.V.24 is the source.

- For the group that was studied, the wolf strategy variable (WS) had an arithmetic mean of 3.2488, a standard deviation of 0.81993, and a weight percentage of 65%.
- For the group that was studied, the marketing variable achieving agility (AM) had an arithmetic mean of 3.0121, a standard deviation of .81878, and a weight percentage of 60%.

### 3. 6 Testing the hypotheses about how the study variables are linked:

This part of the study is focused on a statistical presentation that tests and analyses the correlations between the independent variable and the dependent variable.

Table (8) Matrix of Correlation Relationships for the Research Variables for the Research Sample, the Workers Group at the Private Islamic University in Najaf

		AM
WS	Pearson Correlation	.818**
	Sig. (2-tailed)	.000
	N	88

SPSS outputs.V.24 is the source.

The first theory ((H1)) At the global level, there is a strong link between the wolf strategy variable (WS) and the marketing agility variable (AM). Based on the data in Table, it was clear that there is a positive correlation (.818\*\*). The level of significance was (.000), which is less than the level of significance set by the researchers (0.05), so the first hypothesis is accepted and the null hypothesis is refused.



Table (9) Matrix of correlations for the research variables of the research sample working at Al-Kafeel Private University in Najaf

<b>WS</b>	<b>AM</b>	
	<b>Pearson Correlation</b>	<b>.754**</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>
	<b>N</b>	<b>69</b>

SPSS outputs.V.24 is the source.

1. The first theory (H1) is that At the global level, there is a strong link between the wolf strategy variable (WS) and the agility variable (AM) in marketing. Based on the information in Table, it is clear that there is a positive association (.754\*\*). The level of significance was (.000), which is less than the level of significance that the researchers chose (0.05). This means that the first hypothesis is true and the null hypothesis is false.

Third, testing theories has an effect on the private Islamic University in Najaf

In this sentence, we'll talk about the results of testing the effect hypothesis:

1- The second theory (H2) is that Workers in the private universities of Najaf have a significant positive effect link between the wolf strategy variable (WS) and the marketing agility variable (AM).

Table (10) shows the results of testing the effect of the wolf strategy variable (WS) on the marketing agility variable (AM) among workers at the National Islamic University in Najaf, based on the results of the simple regression, assuming that there is a significant relationship between the real value of the wolf strategy variable (X) and the marketing agility variable (AM) (Y), which can be written as the following equation:

$Y = \text{where} + \text{where } y \text{ stands for "agile marketing" (AM).}$

WS stands for "Wolf Strategy."

B is the slope of the equation, which is how much y changes when x changes by one unit.

an is a constant in statistics.

The following numbers were shown in the table of transactions:

Table 10: The results of testing the wolf strategy variable (WS) in marketing agility (AM) among workers at the National Islamic University in Najaf

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square
		B	Std. Error	Beta			
1	(Constant)	.226	.231		.978	.331	.673
	WS	.870	.065	.821	13.312	.000	
a. Dependent Variable: AM							

The data presented in this study was generated using SPSS version 24, and the researchers have prepared the analysis based on this output.

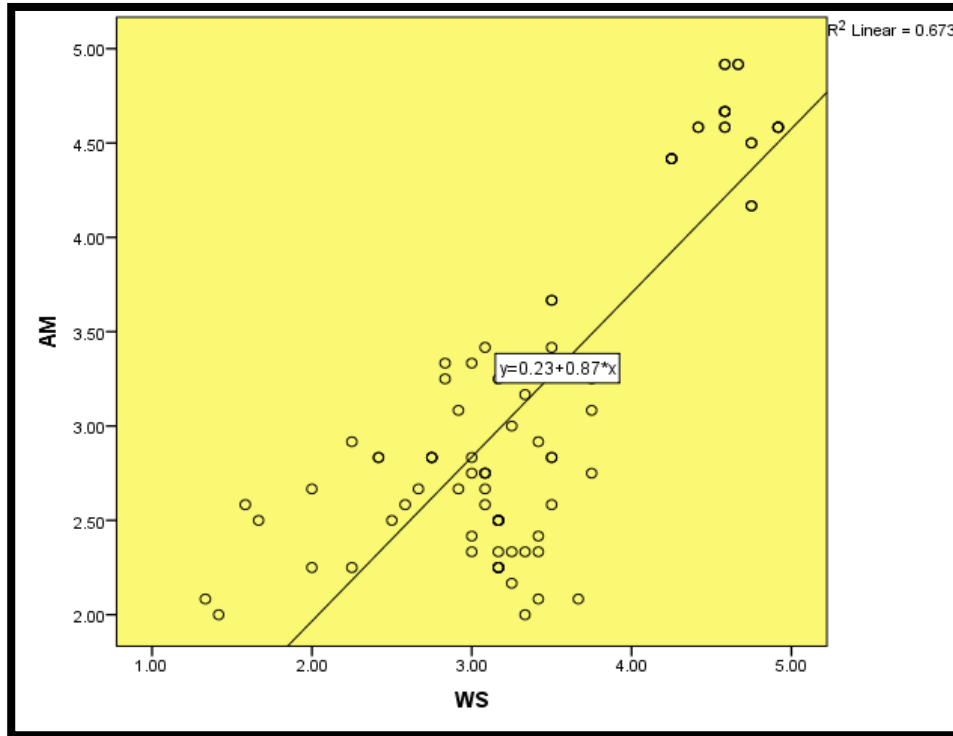


Figure 2: The results of testing the relationship between the wolf strategy variable (WS) and the marketing agility variable (AM) for the study sample, a group of workers at the National Islamic University in Najaf.

Table 11 shows the results of testing the influence relationships. It shows that there is an effect relationship for the wolf strategy variable (WS) in agility marketing (AM), as the effect constant reached (.226) and the slope of the regression reached (.870). Directly, that is, when the wolf strategy (WS) variable goes up by one unit, the marketing agility (AM) variable goes up by (.870). Also, the wolf strategy (WS) explains (67%) of the variation in marketing agility (AM), which is significant based on the calculated (T) value (13.312), which is higher than the tabular (T) of (1.98), and the value of the significance level, which came to (0.000), is less than 0.05.

$$y=a+bx$$

$$.226+.87x$$

2- The second theory (H2) is that There is a positive, significant effect link between the wolf strategy variable (WS) and the marketing agility variable (AM) among workers at Al-Kafeel Private University Najaf.

Table () shows the results of testing the effect of the wolf strategy variable (WS) on the marketing agility variable (AM) among workers at Al-Kafeel Private University Najaf, based on the results of the simple regression, assuming that there is a significant relationship between the real value of the wolf strategy variable (WS) (X) and the marketing agility variable (AM) (Y), which can be written as the following equation:

$$Y = a + \beta X$$

where y = agile marketing (AM).

WS stands for "Wolf Strategy."

B is the slope of the equation, which is how much y changes when x changes by one unit.  
an is a constant in statistics.

The following numbers were shown in the table of transactions:

Table 11: The results of testing the wolf strategy variable (WS) in marketing agility (AM) with the study sample from Al-Kafeel Private University in Najaf

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
		B	Std. Error	Beta			
1	(Constant)	.566	.268		2.109	.039	.568
	WS	.753	.080	.754	9.394	.000	

a. Dependent Variable: AM  
SPSS outputs.V.24 is the source.

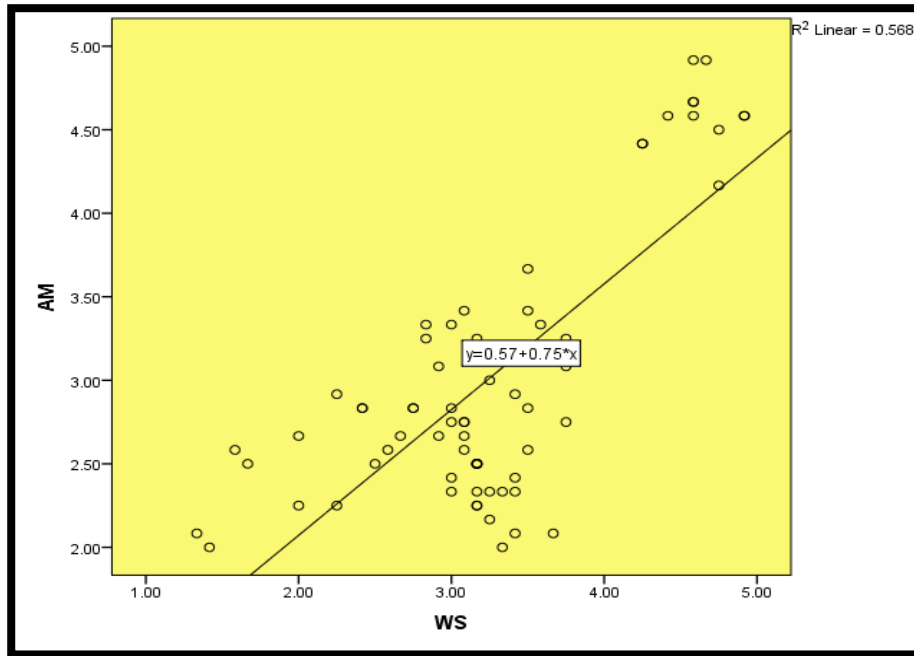


Figure (3) The results of testing the relationship of the wolf strategy variable (WS) in the marketing variable agility (AM) among the research sample working at Al-Kafeel Private University in Najaf

According to what was shown in Table 11 of the results of testing the influence relationships, there is an effect relationship for the wolf strategy variable (WS) in agility marketing (AM), as the effect constant reached (.566) and the slope of the regression reached (.753). When the wolf strategy (WS) variable goes up by one unit, the agility marketing (AM) variable goes up by the same amount (.753). In addition, the wolf strategy (WS) explains a percentage (.568) of the variance in agility marketing (AM), which is significant based on the calculated (T) value (9.394), which is higher than the tabular (T) value (1.98), and the value of the significance level, which was (0.000).

$$y = a + bx$$

$$.566 + .753x$$

#### 4. Compare and discuss the results

- This paragraph will compare the results found by researchers at the two universities under study. It will do this by explaining how the scientific research method used in the current study affected the results, as well as how time, the research tool, and the research sample affected the results. Specific answers will also be reviewed. Based on what the statistical study showed, the research questions.

##### 4.1 How the scientific research method used in this study affected the results:

The way a study collects data and information depends a lot on the scientific research method it uses. The current research was done using the comparative research method, which is characterised by the following: providing a clear and integrated picture of the reality of the two societies, which is studied as a comprehensive and accurate method, as it gives detailed, comprehensive, and accurate information about the phenomenon being studied in a way that other scientific research methods and methods do not.

- It enabled the formulation and development of multiple hypotheses that took into account cases of direct and indirect influence.
- Enable researchers to reach results that are accurate and objective, compared to the methods and procedures of other scientific research methods.
- Useful in the process of continuity of scientific research in the scope of the variables under study to provide future recommendations, and some proposals for future studies to study the problem of research in the same environment or different environments.

##### 4.2 The effect of time on the results in the current research:

The period that was given to the researchers in this research is appropriate, as it contributed to reaching accurate results, as the process of distributing the questionnaires extended for the period (from 6/11/2022 to 6/12/2022).

##### 4.3 The impact of the research tool used on the results in the current research:

In order to understand the dimensions of the phenomenon under study, the researchers in this research used the questionnaire as its main tool. The measurement tool used, according to the opinions of a number of researchers in the field of social and human sciences, is one of the best tools used in it, as it may contribute to collecting data, which led to accurate results.

##### 4.4 The impact of the research community and sample on the results in the current research:

Based on their knowledge of a number of previous studies, their experience in the higher education sector, and their field visits to the two universities under study, the researchers came to the conclusion that the employees, who have gained a lot of experience in their different jobs at the two universities under study, are ready to help their bosses with work when they need it or offer advice on how to solve some work problems in the best way. In sum, they were able to realize the intellectual and practical scope of the paragraphs of the scale that was developed to encompass the problem under study, and thus provide them with data that contribute to defining its scope, and thus provide solutions for it after the researchers analyzed it through a number of statistical tests.

##### 4.5 Answering questions, achieving goals, and testing current research hypotheses:

According to the problem that was identified and defined in this research, the researchers raised a number of question marks about some of the main issues, some of which related to the level of availability of the variables in the two universities under study, and others related to discovering, diagnosing and analyzing the relationship between them, and in order to develop appropriate answers to those issues that It was

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questioned, and the researchers were subjected to a number of goals, and then a number of hypotheses. The following is a presentation of the research questions and how to answer them:

- What is the level of application of the wolf strategy in the two universities under study?

To answer this question, the researchers used the descriptive analysis, which showed that the general arithmetic mean of the wolf strategy variable in the two universities under study was different. As the general arithmetic mean of this variable according to the opinions of the respondents at the Private Islamic University in Najaf was higher than the arithmetic mean according to the respondents' opinions at the Al-Kafeel Private University in Najaf, and this result in general is not considered appropriate for the Al-Kafeel Private University in Najaf, so it is the responsibility of Its administration seeks to increase the level of implementation of the wolf strategy in it, as is the case with the National Islamic University in Najaf, which must continue its efforts towards enhancing the application of this variable in it, and the levels of these dimensions can be summarized as in Table (12).

Table (12) the general arithmetic mean of the wolf strategy variable according to the opinions of the respondents in the two universities under study

Variable	The general arithmetic mean according to the opinions of the respondents at the Private Islamic University in Najaf	The general arithmetic mean according to the opinions of the respondents at Al-Kafeel Private University in Najaf
<b>Wolf strategy</b>	3.4347	3.2488

Source: Prepared by the researchers based on the results of the statistical analysis.

- What is the level of adoption of agility marketing in the two universities under study?

To answer this question, the researchers used the descriptive analysis, which showed that the general arithmetic mean of the agility marketing variable in the two universities under study was different. As the general arithmetic mean of this variable according to the opinions of the respondents at the Private Islamic University in Najaf was higher than the arithmetic mean according to the opinions of the respondents at the Al-Kafeel Private University in, and this result in general is not considered appropriate for the Al-Kafeel Private University in Najaf, so it is the responsibility of its administration Striving towards increasing the level of application of marketing agility in it, as is the case with the National Islamic University in Najaf, which must continue its efforts towards enhancing the application of this variable in it, and the levels of these dimensions can be summarized as in Table (13).

Table (13) The general arithmetic mean of the marketing variable, agility, according to the opinions of the respondents in the two universities under study

Variable	The general arithmetic mean according to the opinions of the respondents at the Private Islamic University in Najaf	The general arithmetic mean according to the opinions of the respondents at Al-Kafeel Private University in Najaf
<b>Marketing agility</b>	3.2074	3.0121

Source: Prepared by the researchers based on the results of the statistical analysis.

- Is there a relationship between wolf strategy and marketing agility in the two universities under study?

The results of the Pearson correlation coefficient provided evidence that the wolf strategy variable has a direct and significant correlation with the marketing variable agility according to the opinions of the



respondents at the National Islamic University in Najaf. Al-Kafeel Private University in Najaf, and this indicates that the two universities are under discussion.

## 5. Results and discussion:

This chapter gives a brief summary of the most important conclusions that the researchers came to by interpreting the applied and statistical results they got from the practical side.

Most of the respondents' answers to most of the paragraphs were "agree" or "strongly agree." This shows how interested people were in implementing the wolf strategy in the two universities. It also shows that workers in the two universities were open to adopting agility marketing concepts, since most of their answers were "agree." By looking at the correlation and influence relationships between the wolf strategy and marketing agility, it was clear that this was a good sign. This means that the more attention is paid to the parts of the wolf strategy in the Islamic and Al-Kafeel universities, the more this leads to the development of agility marketing in general and the Islamic and Al-Kafeel universities in particular.

The recommendations crystallized during the research phase, data collection, review of previous studies, and during the visit to the Islamic and Al-Kafeel universities, conducting the applied side and reviewing its results. The wolf strategy in order to develop new ways and methods that enable it to obtain information. Those in charge of managing human resources affairs at the Islamic University and Al-Kafeel University should open up and coordinate with the departments of international universities (twins) to benefit from their experiences to raise the level of local human resource practices. The need to adopt the strategy of the wolf as the most advanced stage in the twenty-first century, and to work at a large pace under the preservation of what is called multicultural organizations, transnational organizations, or international organizations. Improving the general performance of the two universities surveyed through the use of efficient cognitive processes for the purpose of enhancing the progress and advancement of the two universities.

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