

*Research Article*

# The Role of Marketing Flexibility and Marketing Improvisation in Marketing Crisis Management: An Applied Study at Distribution Body of Oil Products at the Middle Euphrates

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**Abstract:** The research aims to clarify the role of marketing flexibility and marketing improvisation in managing marketing crises, through an exploratory study of the opinions of administrative leaders at distribution body of oil products at the Middle Euphrates. The importance of the research stems from the fact that marketing crises pose a direct threat to the continuity of organizations, especially those operating in vital sectors such as the oil products sector, which necessitates adopting effective strategies and mechanisms to deal with these crises. The research relied on the descriptive-analytical method, where a questionnaire was designed and distributed to a sample of administrative leaders, in addition to conducting supporting interviews to reinforce the study's findings. The data were analyzed using a set of descriptive and inferential statistical methods. The findings revealed a statistically significant positive correlation between marketing flexibility and the marketing crisis management capabilities of the body and the role of marketing improvisation in the initial stage of crisis response, and the role of improvisation in reducing the adverse impact of a crisis, and the barriers to the application of flexibility and improvisation, including bureaucratic constraints and weak administrative qualification. The findings suggest that it is necessary to strengthen the culture of marketing flexibility in policies and plans, to enhance the marketing improvisation skills of leaders, and to activate early warning systems and simplify decision-making mechanisms, in order to build a more effective capacity to cope with future marketing crises.

**Keywords:** Distribution Body Of Oil Products At The Middle Euphrates, Improvisation, Marketing Crisis Management, Marketing Flexibility, Marketing Improvisation.

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## 1. Introduction

The business environment in which organizations must operate has become increasingly complex and dynamic, making it more susceptible to unexpected marketing crises that threaten their viability and undermine their competitiveness, especially in strategic sectors, such as the oil products sector where any imbalance in the marketing of these products is directly felt in all economic and social activities. Management and marketing strategies that will perform well in this environment should include the ability to cope with crises, and this is the strength of marketing flexibility because it allows the organization to react to the new

reality by reformulating policies and plans. Another practical tool is marketing improvisation, which complements flexibility, and refers to the ability of administrative leaders to respond quickly and creatively to crises by inventing on-the-spot solutions with the resources at hand. Given the importance of this topic, the purpose of this study is to examine the impact of marketing flexibility and marketing improvisation on marketing crisis management via a survey of administrative leaders in the oil products distribution body in the Middle Euphrates. This is important because it sheds light on contemporary marketing mechanisms for oil organizations to improve their ability to react to crises and mitigate their impact, which contributes to the effectiveness of performance and the stability of the local market.

### **Research Problem**

Organizations operating in strategic sectors, especially the oil products sector, are facing increasing challenges in the form of marketing crises resulting from environmental and economic fluctuations, or from internal conditions associated with traditional work mechanisms. The Middle Euphrates oil products distribution body is one of the institutions that plays a pivotal role in meeting the needs of the local market for oil derivatives, which makes it more vulnerable to the repercussions of any marketing crisis that may lead to distribution bottlenecks or poor response to consumer needs. Despite the recognition of the importance of preparing for crises, the reality indicates that the adoption of traditional methods in planning and decision-making may not be enough to keep pace with the nature of contemporary crises, which are characterized by surprise and complexity. Hence, there is a need to focus on marketing flexibility that allows adapting to changing circumstances, and marketing improvisation that provides immediate and creative responses to reduce the severity of the crisis. Based on this, the research problem is determined by the following main question: What is the role of marketing flexibility and marketing improvisation in managing the marketing crisis from the point of view of the administrative leaders in the Middle Euphrates oil products distribution body?

### **The Research Importance**

The importance of this research is reflected in the fact that it deals with a vital topic that combines three main variables: marketing flexibility, marketing improvisation, and marketing crisis management, in a sensitive strategic sector represented by the oil products sector in the Middle Euphrates. At the theoretical level, the research contributes to filling a knowledge gap by linking the concepts of flexibility and marketing improvisation with crisis management mechanisms, as it shows how these two concepts can form an integrative framework that helps organizations to cope with sudden crises and reduce their negative effects, an aspect that has not received sufficient attention in previous studies within the Iraqi environment. From a practical point of view, the research provides direct value to the oil products distribution body by diagnosing the level of marketing flexibility and practicing marketing improvisation among administrative leaders, and revealing shortcomings that may limit the

effectiveness of dealing with crises. The expected results will also help guide policies and plans towards adopting more flexible and responsive strategies, which will positively reflect on ensuring the continuity of the flow of oil products to consumers and contribute to enhancing the stability of the local market. Hence, the importance of research is not limited to enriching the academic side, but extends to form a tangible applied value that can support the decision-making process and raise the efficiency of institutional performance in the face of future challenges.

### **The Research Objectives**

This research aims to shed light on the role that marketing flexibility and marketing improvisation can play in managing marketing crises within the Middle Euphrates oil products distribution body, by identifying the level of availability of these practices among administrative leaders, and measuring their effect in enhancing the body's ability to respond to crises efficiently. The research also seeks to reveal the nature of the relationship between marketing flexibility and crisis management on the one hand, and between marketing improvisation and crisis management on the other, in order to show the extent to which both contribute to reducing the negative effects of marketing crises and achieving a rapid response to them. The research also aims to identify challenges and obstacles that may limit the effectiveness of applying these mechanisms, in order to develop a set of recommendations that can help administrative leaders adopt more flexible and innovative strategies to ensure the continuity of the flow of oil products and enhance the stability of the local market in the face of any emergency circumstances.

### **Research Hypotheses**

The research is based on two basic hypotheses, which are as follows:

1. There is a significant correlation relationship statistically between marketing flexibility, marketing improvisation, and the marketing crises management.
2. There is a significant effect statistically of marketing flexibility and marketing improvisation in the marketing crisis management.

### **Research Population and Sample**

The research population is represented by the administrative leaders of the Middle Euphrates oil products distribution body who assume the functions of director, assistant director, department manager, and division manager. A sample of (87) was selected from them, where a questionnaire form was designed in line with the objectives and hypotheses of the research, questionnaire forms were distributed to sample, and (85) forms were retrieved for statistical analysis, that is, the percentage of retrieval of questionnaire forms was (97.7%).

### **Research Method**

This research was based on the descriptive-analytical approach as the most appropriate for the nature of the study and its objectives, as this approach allows describing the phenomenon subject of research as it really is, and analyzing its dimensions and various

relationships, which helps to reach accurate scientific results. Based on the nature of the research problem, which seeks to investigate the role of marketing flexibility and marketing improvisation in managing the marketing crisis, the method of exploratory study was adopted by extrapolating the opinions of the administrative leaders of the oil products distribution body in the Middle Euphrates. A comprehensive questionnaire was designed that included a set of variables covering the basic research variables, namely marketing flexibility, marketing improvisation and marketing crisis management, where it was distributed to a sample of administrative leaders in order to collect the quantitative data necessary for analysis. This was also supported by personal interviews with a number of officials to deepen understanding and give more accuracy to the results. Descriptive statistical methods, including percentages, arithmetic averages and standard deviation, as well as heuristic statistical methods for testing hypotheses and measuring the strength of the relationship among variables were used to analyze the data. The research method is quantitative description and deductive analysis to ensure that the research topic is addressed in a more comprehensive manner and to present an overall picture of the role of flexibility and marketing improvisation in managing marketing crises of the body under consideration.

### Hypothetical Scheme of the Research

The hypothetical arrangement of investigation can be exemplified in the figure (1):

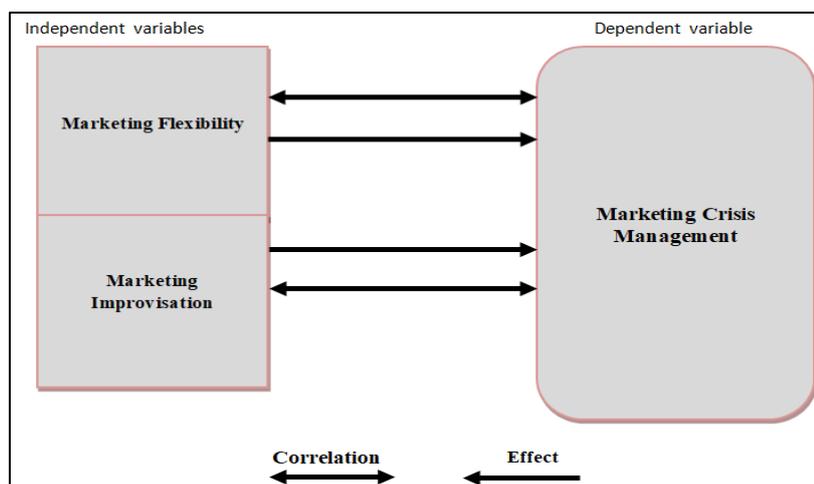


Figure 1. Hypothetical scheme of the research.

Source: Prepared by the researcher

### Previous Studies and The Contribution of the Current Research

- 1- **Study Haeckel (2017):** "The study explored the capacity of global organizations to confront marketing crises through flexible strategies to be resilient organizations in the face of global marketing crises. The findings indicated that organizations that had mechanisms of marketing flexibility, such as redesigning products, adjusting distribution strategies, and switching sales channels rapidly were better able to cope with crises than traditional organizations, thus this study provides an important

theoretical base for confirming the role of marketing flexibility as an important variable in crisis response.

- 2- **Study Al-Khafaji (2018):**" The study examined the role of marketing flexibility to improve marketing performance of food industry companies in Iraq, and looked at elements of flexibility such as the speed of price adjustment, diversifying distribution channels, and responding to demand changes, finding that companies that adopted marketing flexibility were able to adapt to economic crises and reduce losses while companies that adopted traditional fixed plans suffered from declining sales. This study underscores the value of flexibility as a coping strategy to address marketing crises and is directly applicable to the current research area in the oil products sector.
- 3- **Study Al-Jubouri (2019):** "In this study, the author assessed the capabilities of Iraqi banks in marketing crisis management, with emphasis on marketing flexibility and improvisation in decision-making in marketing crisis management in the Iraqi banking services sector. The findings indicated that marketing flexibility and impromptu decision-making by some leaders could help to temporarily alleviate the severity of crises, whereas lack of flexibility in marketing planning may cause banks to respond slowly to crises. This study links flexibility and improvisation as integral factors in crisis management, and thus is directly relevant to the current research topic.
- 4- **Study Albers & Rundshagen (2020):**" The research investigated the role of marketing and administrative improvisation as a crisis management mechanism in the European aviation sector in the covid-19 crisis and found that companies with a culture of improvisation (making quick and impromptu decisions) were better able to adapt to unforeseen shifts in demand than companies that followed strict advance plans. The findings indicate that improvisation is not a random approach but a strategic approach that reinforces marketing flexibility and reinforces the need to study this concept within the oil products distribution body.
- 5- **Abdullah's study (2021):** "In "Marketing Flexibility and Innovation in Marketing Crises for Telecommunications Firms in the Gulf," the study examined the relationship between marketing flexibility, improvisation, and innovation in the face of marketing crises in Gulf telecommunications companies, and the findings indicated that the combination of flexibility in decision-making and the ability to improvise marketing directly led to customer satisfaction and continuity of services during crises, demonstrating how flexibility and improvisation can act as an integrated crisis management mechanism and supporting the need for current research in the Iraqi oil sector.

In terms of contribution, the contribution of the current research is to make a scientific and practical contribution to the field of research by investigating the relationship between marketing flexibility, marketing improvisation, and marketing crisis management in the Middle

Euphrates oil products distribution body, a sector that was not given enough attention in the Iraqi context. The contribution of the current research is that it enriches the knowledge literature by clarifying how both flexibility and marketing improvisation contribute integrally to the organization to cope with challenges and to minimize the effects of marketing crises. The practical contribution consists in providing actionable results and recommendations that help management leaders to develop their marketing strategies, by enhancing flexibility in planning and distribution and enabling improvisation skills in emergency situations. The research also seeks to shed light on the most prominent challenges facing the application of these concepts, which enables decision makers to overcome them and achieve a faster and more effective response, providing an integrated framework that combines theory and practice and adds value to scientific knowledge in this field.

## **2. The Theoretical Background**

### **Concept and Importance Marketing Flexibility**

Marketing flexibility is the ability of an organization to respond quickly and effectively to unexpected changes in the marketing environment, be it economic, social or technological, ensuring the continuation of marketing operations and achieving the goals of the enterprise. Flexibility is a strategic tool for adjusting marketing policies in proportion to changes, such as price adjustment, product development or resource redistribution, with the aim of reducing risks and enhancing competitiveness (Burns, 2012: 14).

The importance of marketing flexibility is highlighted in enabling organizations to continue in unstable business environments, by improving their ability to predict future variables and respond effectively to them, which reduces losses and increases customer satisfaction. Flexibility also helps to channel resources more efficiently to maximize their use, which enhances organizational performance and supports long-term sustainability (Peters, 2010: 67).

Marketing flexibility plays a vital role in promoting innovation within organizations, as it allows adjusting offers and services in line with rapidly changing market needs. It also enables organizations to experiment with new marketing strategies, such as the use of modern technology in promotion or non-traditional distribution channels, while minimizing risks to financial performance and corporate reputation, thereby enhancing competitiveness and maintaining market share (Sheffi, 2005: 44).

Marketing flexibility is an effective crisis management tool, as it enables organizations to quickly adapt to emergency situations, such as supply chain disruptions, price fluctuations or sudden changes in consumer behavior. This flexibility helps to reset marketing plans and set priorities, minimizing the damage caused by the crisis and increasing the organization's ability to recover quickly after it ends (Hitt, Ireland & Hoskisson, 2013: 92).

Marketing flexibility enhances the effectiveness of decision-making within the organization, by integrating market data and environmental information into planning and application, and enabling leaders to develop alternative plans and respond to sudden situations quickly and efficiently. This contributes to increasing the confidence of customers and investors, ensuring the continuity of operations and achieving strategic goals, which makes marketing flexibility a key strategic element for the growth and survival of the enterprise (Grewal & Tansuhaj, 2001: 76).

### **Concept and the Importance of Marketing Improvisation**

Marketing improvisation is defined as the ability of individuals or marketing teams to make quick and flexible decisions in response to unforeseen situations or sudden changes in the market, without fully relying on advance plans. This approach is necessary in dynamic marketing environments, as it allows the organization to exploit emergency opportunities and adapt to potential threats in an immediate manner, which increases the speed of response and reduces the negative effects of marketing crises (Baker & Nelson, 2005: 333).

The importance of marketing improvisation is highlighted in enabling organizations to cope with unstable conditions, such as economic crises, sudden changes in consumer behavior or the entry of new competitors, as it allows marketing leaders to rearrange priorities and take effective actions quickly. Improvisation enhances the flexibility of enterprises by quickly adapting to unplanned conditions in advance, which helps to maintain business continuity and minimize losses (Morris, Kuratko & Covin, 2011: 58).

Marketing improvisation helps organizations innovate in real time, as marketing teams can experiment with new ideas and immediately adjust them in response to changing market requirements or customer expectations. This approach provides the ability to make quick and flexible practical decisions, without adhering to traditional plans or routine procedures, which gives organizations a competitive advantage and enhances their ability to meet urgent challenges (Huang & Rice, 2009: 21).

Marketing improvisation plays an important role in marketing crisis management, as marketing leaders can make immediate pricing, distribution, or promotion decisions when faced with unforeseen events, such as market disruptions, supply problems, or sudden changes in consumer demand. This approach allows an organization to minimize losses, ensure continuity of operations, and maintain its reputation in the market, reflecting the ability of improvisation to adapt to a dynamic and complex environment (Brettel et al., 2012: 45).

Marketing improvisation enhances the effectiveness of strategic decision-making, as it combines long-term vision and immediate response to emergency situations, and allows leaders to develop innovative and appropriate solutions for each individual circumstance. With this capability, organizations can achieve a higher level of operational flexibility, respond quickly to market changes, support business continuity and achieve sustainable growth in

unstable and constantly changing business environments (Dyer, Gregersen & Christensen, 2009: 74).

### **The relationship between marketing flexibility and marketing crisis management**

Marketing improvisation is a vital tool to enable organizations to cope with sudden marketing crises, as it allows marketing teams to make quick and flexible decisions when unexpected changes occur in the market, such as a sudden drop in demand or supply chain problems. This method enhances the ability to maintain the continuity of operations and minimize possible damage (Sarasvathy, 2001: 245).

Improvisation skills play a fundamental role in improving the response of enterprises to long-term crises, such as constant economic changes or rapid shifts in customer preferences. Improvisation allows marketing leaders to develop alternative solutions immediately, which reduces losses and ensures the sustainability of marketing operations (Read, Song & Smit, 2009: 311).

Marketing improvisation contributes to maintaining customer satisfaction during crises, as it allows services and offers to be quickly adjusted according to market changes, maintaining continuity of demand and enhancing confidence in the enterprise (McMullen & Shepherd, 2006: 136). It is with this ability that enterprises are able to adapt to unplanned situations without adversely affecting their image and reputation in the market.

Marketing improvisation makes it possible to make urgent and flexible decisions related to pricing, promotion and distribution when faced with unforeseen events, such as the emergence of sudden competitors or sudden changes in consumer behavior. This enhances the speed of the enterprise's response to crises and reduces their negative effects on financial and operational performance (Baker, Miner & Eesley, 2003: 57).

Marketing improvisation shows its strategic role in enabling organizations to face complex and complex crises, as it combines the ability to make immediate decisions and innovation in marketing solutions. Through this, organizations can enhance their operational flexibility, ensure the continuity of their business and achieve their strategic goals even in the most difficult circumstances (Venkataraman, 2002: 251).

### **The Relationship Between Marketing Improvisation and Marketing Crisis Management**

Marketing improvisation helps organizations respond quickly to sudden marketing crises, as it allows marketing teams to make flexible and quick decisions when faced with unexpected changes in the market, such as supply disruptions or a sudden change in customer demand. This kind of improvisation is considered a vital tool for strengthening the enterprise's ability to minimize potential damage and maintain continuity of operations during a crisis (Weick, 1993: 362).

Improvisation skills play an important role in dealing with protracted and long-term crises, such as economic, technological crises or accelerated social changes. Improvisational

action enables organizations to quickly reorder priorities and adjust marketing strategies according to new developments, which reduces losses and ensures the continuation of the marketing process ( Eisenhardt & Martin, 2000: 111 ).

Marketing improvisation helps various enterprises and organizations maintain customer satisfaction and trust in the enterprise and organizations during a crisis, by being able to adjust products, services or promotions in accordance with sudden market changes. In this way, the enterprise remains able to retain market share and minimize the negative impact of crises on the relationship with customers ( Sarasvathy, 2008: 409 ).

Marketing improvisation enhances the speed of decision-making during crises, as it enables marketing teams to deal with unplanned situations, such as the emergence of new competitors or sudden price changes, in an immediate and effective way. This approach contributes to reducing the operational and financial damage associated with crises, and increases the ability of the enterprise to recover quickly after its termination (Venkataraman & Sarasvathy, 2001: 245).

Marketing improvisation shows its importance in the face of complex and complex crises, as it combines innovation in marketing solutions and the ability to make immediate decisions. By applying improvisation, organizations can enhance their operational flexibility, ensure business continuity and achieve their strategic goals even in the most difficult circumstances, making the relationship between improvisation and crisis management integrative and vital (McGrath, 1999: 258).

### **3. The Applied Aspect of the Research**

#### **Research population and sample:**

The research population is represented by the administrative leaders working at the oil products distribution body in the Middle Euphrates region, who occupy key positions in the organizational structure of the institution, including Director, Associate Director, Department Manager, and division officer. These individuals are the main source of information on marketing flexibility, marketing improvisation and crisis management within the body, due to their direct participation in the decision-making process and the implementation of marketing strategies. To select the appropriate sample, a comprehensive selection method was adopted that ensures the representation of all leading positions in population, so that the sample reflects the administrative composition of the body. A research sample of 87 was identified, and a questionnaire form was designed that corresponds to the research objectives and hypotheses, taking into account the clarity and accuracy of the questions to ensure the collection of reliable and analyzable data. Questionnaire forms were distributed to the participants, clarifying the objectives of the research and the importance of their participation to ensure compliance with the response. After collecting the forms, it was

found that 85 forms were valid for statistical analysis, which represents a high recovery rate of 97.7%. This ratio reflects the seriousness and cooperation of the respondents, which enhances the credibility of the results obtained and allows the researcher to analyze the relationship among marketing flexibility, marketing improvisation, and crisis management accurately and reliably. The questionnaire was designed and the questions were formulated in such a way that the answer is converted into quantitative values on the five-degree Likert scale and in the range from 1 to 5, and the apparent honesty of the tool was verified using the cronbach alpha test, as shown in the table (1):

**Table 1.** Cronbach's coefficient Alpha for the variables.

No.	variables	number of items	Cronbach's Alpha
1	<b>flexibility marketing</b>	<b>6</b>	<b>0.85</b>
2	<b>improvisation marketing</b>	<b>6</b>	<b>0.82</b>
3	<b>crisis marketing management</b>	<b>6</b>	<b>0.87</b>
	<b>average</b>	<b>6</b>	<b>0.85</b>

Source: Prepared by researcher

Table (1) indicates the degree of internal consistency and reliability of the research tool used to measure the three study variables: marketing flexibility, marketing improvisation, and marketing crisis management. The table shows that all variables have high values of the Cronbach's coefficient Alpha, where the value of marketing flexibility was 0.85, the value of marketing improvisation was 0.82, while the value of marketing crisis management was 0.87, and the overall average was 0.85. These values indicate that the constituent of each variable are internally consistent and accurately represent the variable, as values above 0.70 are a good indicator of the reliability of the tool in social and marketing studies. This consistency confirms that the resolution is suitable for collecting data on the studied variables, and the results obtained from them can be relied upon in statistical analysis to test research hypotheses. Moreover, these values reflect the researcher's ability to design an accurate and balanced survey tool, so that the dimensions of each variable are represented in an integrated manner, which enhances the credibility of scientific results and ensures the accuracy of the study conclusions about the relationship among marketing flexibility, marketing improvisation, and marketing crisis management.

### **Results of distributing the questionnaire and analyzing the demographic characteristics of the sample**

Demographic analysis is used to explain the distribution of characteristics in population, make appropriate suggestions and predict the future of the population. Demographic analysis is important because it gives useful information that can be used to make good decisions specific to research variables.

Table (2) shows the results of the distribution of the questionnaire lists to the individuals of the research sample.

**Table 2.** Results of distributing questionnaire to the sample

Statement	Number	Percentage
Distributed	<b>87</b>	<b>100%</b>
Retrieved and analyzable	<b>85</b>	<b>97.7%</b>
Non-refundable	<b>2</b>	<b>2.3%</b>

Source: Prepared by Researcher

Table (2) shows that the researcher distributed 87 questionnaires to the members of the research sample from the administrative leaders of the oil products distribution body in the Middle Euphrates, where 85 analyzable questionnaires were recovered, representing a high recovery rate of 97.7%. This reflects an excellent response by the participants, which enhances the reliability of the data and the robustness of the statistical analysis drawn from the questionnaires. The percentage of unrecoverable questionnaires of 2.3% also indicates that the data loss is very small, and does not materially affect the results of the study, which makes the database used robust and reliable to measure the marketing variables associated with the research.

The demographic characteristics of the individuals of the research sample can also be analyzed through table (3):

No.	Factor	Classification	Number	Percentage
1	Age	30-40 years	28	32.9%
		41-50 years	40	47.1%
		More than 50 years	17	20.0%
2	Sex	Male	60	70.6%
		Female	25	29.4%
3	Academic Qualification	Diploma or less	10	11.8%
		Bachelor's	55	64.7%
		Master's degree or higher	20	23.5%
4	Years of Experience	5-10 years	30	35.3%
		11-15 years	35	41.2%
		More than 15 years	20	23.5%

Source: Prepared by Researcher

The demographic features of the research sample are shown in table (3). The age of 41–50 years old accounted for 47.1% of the total, followed by the group of 30–40 years old at 32.9%, and the group of over 50 years old at 20%. This suggests that the bulk of the sample falls into the middle age groups, which are typically thought to have stable employment and a strong professional background. It was discovered that, in terms of gender, men make up the vast majority (70.6%), while women make up 29.4%. This might be a reflection of the scientific community's seeming male-dominated nature. In terms of educational background, the majority of the sample (64.7%) had a bachelor's degree, followed by those with postgraduate degrees (master's or higher) at 23.5%, and those with only a diploma or less at 11.8%. This indicates that the sample has a comparatively high level of education, which enhances the validity of their viewpoints on the subject of the study. In terms of years of

experience, those with 11–15 years of experience made up the largest percentage (41.2%), followed by those with 5–10 years (35.3%), and those with above 15 years of experience (23.5%). This implies that the majority of sample members have medium to somewhat long experience, which makes them more knowledgeable and astute about the research topic.

#### Descriptive Statistics for Research Variables

The descriptive statistics of the marketing flexibility variable as the main independent variable in this research with respect to the arithmetic mean, percentage and standard deviation can be illustrated by the following table (4):

**Table 4.** Descriptive statistics of marketing flexibility.

No.	Phrase	Arithmetic Mean	Percentage	Standard Deviation
1	The body is able to adjust prices quickly in response to market changes.	4.12	82.4%	0.65
2	The body effectively reallocates resources when unexpected changes occur.	4.05	81.0%	0.70
3	Management can quickly modify promotion plans or products when needed.	4.08	81.6%	0.68
4	The body demonstrates an ability to adapt to economic, social and technological changes.	4.20	84.0%	0.62
5	Management optimizes resource utilization to achieve the best possible marketing performance.	4.15	83.0%	0.66
6	Marketing flexibility contributes to maintaining the Body's competitiveness.	4.18	83.6%	0.64
	General Average	4.13	82.6%	0.66

Source: Prepared by the researcher.

Table (4) shows that all phrases related to marketing flexibility received high averages ranging from 4.05 to 4.20, percentages between 81% and 84%, with a relatively low standard deviation (0.62 – 0.70). The overall average of the variable indicates a high positive assessment of 4.13 with a score of 82.6%, which reflects a relative agreement among the respondents on the importance of exercising marketing flexibility within the body. The results also show that the body has the ability to adjust prices and marketing plans quickly, redistribute resources efficiently, and adapt to economic, social, and technological changes, which enhances its competitiveness and continuity of marketing operations. A low standard deviation indicates the consistency of participants' opinions on these practices, and confirms that marketing flexibility is considered an effective strategic tool in the face of challenges and unexpected changes in the business environment.

The descriptive statistics of the marketing improvisation variable with respect to the arithmetic mean, percentage and standard deviation can be illustrated by the table (5):

**Table 5.** Descriptive statistics of the marketing improvisation.

No.	Phrase	Arithmetic Mean	Percentage	Standard Deviation
1	You can differentiate Marketing to make decisions fast when unexpected changes occur in the market.	4.10	82.0%	0.67
2	Marketing improvisation allows immediate reordering of priorities during crises.	4.05	81.0%	0.70

3	Improvisation skills make it possible to quickly try new marketing ideas and strategies.	4.12	82.4%	0.65
4	The ability to improvise helps reduce the effect of crises on marketing processes.	4.08	81.6%	0.68
5	Management can urgently adjust prices, distribution or promotion when encountering sudden events.	4.15	83.0%	0.66
6	Marketing improvisation contributes to innovation and effective decision-making in complex situations.	4.18	83.6%	0.64
	General Average	4.11	82.3%	0.67

Source: Prepared by the researcher.

Table (5) shows that all marketing improvisation phrases received high averages ranging from 4.05 to 4.18, percentages between 81% and 83.6%, with a relatively low standard deviation (0.64 – 0.70). The overall average variable indicates a strong positive rating of 4.11 with a score of 82.3%, reflecting the participants' awareness of the importance of improvisation skills in making quick and flexible decisions when faced with unforeseen market conditions. The results also show that the body's marketing teams are able to reorder priorities during crises, quickly try new strategies, and urgently adjust prices, promotion, or distribution, which reduces the effects of crises and promotes innovation. A low standard deviation indicates the consistency of opinions among the participants, and confirms that marketing improvisation is an important element to enhance the operational flexibility and the ability of the body to meet emergency challenges efficiently.

The descriptive statistics of the marketing crisis management variable as the dependent variable in this research can be clarified with respect to both the arithmetic mean, percentage and standard deviation through the table (6):

**Table 6.** Descriptive statistics of the marketing crisis management.

No.	Phrase	Arithmetic Mean	Percentage	Standard Deviation
1	Management is able to quickly adapt to sudden marketing crises.	4.18	83.6%	0.64
2	Crisis management plans help reduce losses during unstable conditions.	4.12	82.4%	0.66
3	Marketing crisis management allows you to maintain customer satisfaction during crises.	4.15	83.0%	0.65
4	The taken procedures during the crisis make it possible to ensure the continuation of marketing operations.	4.10	82.0%	0.67
5	Management uses effective tools and strategies to deal with complex and complicated crises.	4.20	84.0%	0.62
6	Crisis management contributes to enhancing competitiveness and rapid response to market changes.	4.22	84.4%	0.61
	General Average	4.16	83.2%	0.64

Source: Prepared by the researcher.

Table (6) shows that all phrases related to marketing crisis management received high averages ranging from 4.10 to 4.22, high percentages between 82% and 84.4%, with a relatively low standard deviation (0.61 – 0.67). The overall average of the variable indicates a strong positive assessment of 4.16 with a score of 83.2%, reflecting a relative agreement among the respondents on the effectiveness of the measures and plans followed in the face of marketing crises. The results also show that management has the ability to quickly adapt

to sudden crises, apply plans that reduce losses, maintain customer satisfaction, ensure the continuation of marketing operations, and use effective tools and strategies to deal with complex and complex crises. A low standard deviation indicates the consistency of opinions among the participants and confirms that crisis management significantly contributes to enhancing the competitiveness of the body and achieving a quick and effective response to market changes.

#### Correlation relationship test of variables:

The value of the correlation coefficient (Pearson) between the variables can be illustrated as shown in the table (7):

**Table 7.** Pearson correlation coefficients.

		Correlations		
		flexibility Marketing	improvisation Marketing	marketing crisis management
Marketing flexibility	Pearson	1	0.76**	0.82**
	Correlation			
	Sig. (2-tailed)	-	0.000	0.000
	n	85	85	85
Marketing improvisation	Pearson	0.76**	1	0.79**
	Correlation			
	Sig. (2-tailed)	0.000	-	0.000
	n	85	85	85
marketing crisis management	Pearson	0.82**	0.79**	1
	Correlation			
	Sig. (2-tailed)	0.000	0.000	-
	n	85	85	85

**\* Correlation is significant at the 0.01 level (2-tailed)**

Source: Prepared by the researcher.

Table (7) shows the existence of strong positive relationships among all research variables. The results showed that marketing resilience is highly positively correlated with marketing crisis management ( $r = 0.82$ ) and with marketing improvisation ( $r = 0.76$ ). It also showed that marketing improvisation is strongly positively correlated with marketing crisis management ( $r = 0.79$ ). These results indicate that increasing the level of marketing flexibility and marketing improvisation among management leaders enhances the ability to manage marketing crises efficiently. It also demonstrates an integrative relationship between flexibility and improvisation, as both variables work together to enhance the organization's response to crises and adapt to unexpected changes in the marketing environment. This correlation reflects the strength of the link between dynamic marketing practices and crisis management, and emphasizes the importance of focusing on the development of these variables within the body to maximize the effectiveness of crisis management.

#### Effect Relationship Test of Variables

The effect relationship among the research variables can be tested as shown in the table (8):

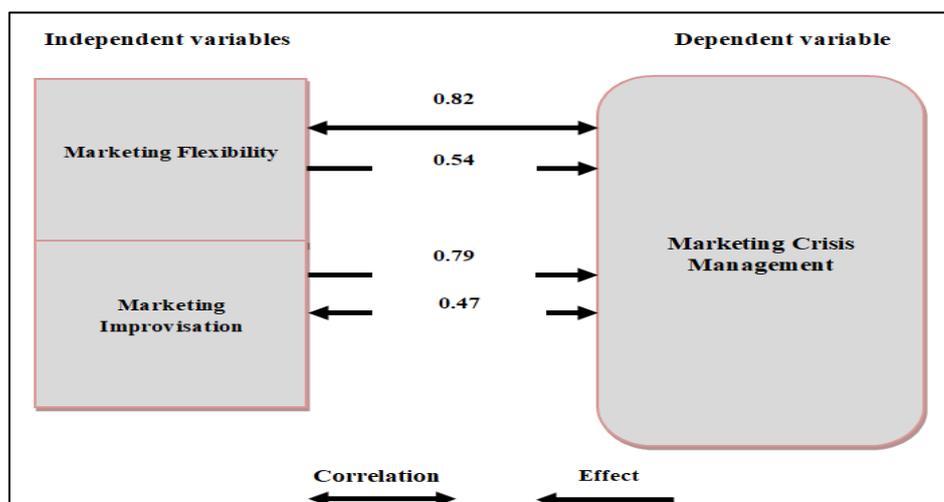
**Table 8.** Effect relationship test.

Independent Variables	(ANOVA)				Dependent Variable	Coefficients		
	R	R <sup>2</sup>	F	Sig. F		$\beta_i$	T	Sig. T
Marketing Flexibility	0.82	0.67	172.45	0.000	Marketing Crisis	0.54	8.95	0.000
Marketing Improvisation	0.79	0.62	145.32	0.000	Management	0.47	7.60	0.000

Source: Prepared by the researcher .

Table (8) shows that both marketing flexibility and marketing improvisation have a positive and statistically significant effect on the management of the marketing crisis. The results showed that marketing flexibility has an effect factor of  $\beta = 0.54$  with a value of  $T = 8.95$ , which indicates the strength of its effect in enhancing the body's ability to deal with marketing crises. As for the marketing improvisation, it showed the coefficient of effect  $\beta = 0.47$  with  $T = 7.60$ , which reflects its important contribution to enabling leaders to make quick and flexible decisions to face unforeseen circumstances. The high R and R2 values for each variable indicate that the model explains a large proportion of the variability in marketing crisis management, With R2 for marketing flexibility being 0.67 and for marketing improvisation being 0.62. This shows that both variables are key factors in strengthening the institutional capacity to respond quickly and effectively to crises, and emphasizes the need to focus on developing flexibility and improvisation as complementary strategies to ensure the continuity of operations and achieve the strategic goals of the oil products distribution body in the Middle Euphrates region.

The results of the correlation and effect relationships among the research variables can be illustrated as in figure (2):



**Figure 2.** The results of the correlation and effect relationships Source:

The first and second research hypotheses represent a relationship among the independent variables (marketing flexibility and marketing improvisation) and the dependent variable (marketing crisis management). Descriptive statistical results, correlation coefficients, regression analysis in previous tables have shown the strength of these relationships and

confirmed the validity of hypotheses. The first research hypothesis stated: "there is a positive and statistically significant effect of marketing flexibility on the management of the marketing crisis ."The results proved the validity of this hypothesis, as the analyses showed that marketing flexibility is strongly positively correlated with marketing crisis management ( $r = 0.82$ ), and the regression test showed that the effect coefficient  $\beta = 0.54$  with a value of  $T = 8.95$ , which indicates that marketing flexibility contributes directly and significantly to enabling management to adapt to unforeseen circumstances and minimize the effects of crises, with about 67% of the variation in marketing crisis management explained according to the value of  $R^2$ . The second research hypothesis also stated: "there is a positive and statistically significant effect of marketing improvisation on the management of the marketing crisis."The results also proved the validity of this hypothesis, as correlation coefficients showed that marketing improvisation is positively correlated with marketing crisis management ( $r = 0.79$ ). The regression test showed that the effect factor  $\beta = 0.47$  with a value of  $T = 7.60$ , which confirms the ability of improvisation to enhance the speed of response and immediate decision-making in the face of emergency events, with about 62% of the variance explained in marketing crisis management.

Based on this, it can be said that the two main hypotheses of the research have been statistically proven, which reflects the complementary role of both marketing flexibility and marketing improvisation in enhancing the body's ability to manage crises efficiently and effectively, and emphasizes the importance of developing these two variables within the organization's strategies to meet future challenges.

#### 4. Conclusions and Recommendations

##### Conclusi:

1. The research results showed that marketing flexibility is a key factor in the body's ability to adapt to sudden changes in the marketing environment. The high averages of the terms related to flexibility, as well as the strength of the correlation coefficient with the management of the marketing crisis ( $r = 0.82$ ), indicate that the development of flexible pricing policies, the distribution of resources, the adjustment of promotional plans directly contribute to reducing losses and ensuring the continuity of operations, reflecting the need to adopt flexibility as a basic strategic tool for enterprises operating in dynamic and volatile environments.
2. The study showed that marketing improvisation is a vital tool for marketing leaders to deal with unforeseen events, such as demand disruptions or supply chain problems. The results of the regression confirmed that improvisation has a positive and tangible effect on Crisis Management ( $\beta = 0.47$ ), and also contributed to improving innovation and quick decision-making. This implies that marketing teams that are skilled at

improvisation help the organization respond more quickly to sudden disruptions and continue to operate.

3. The findings of correlation coefficients and regression analysis indicated that marketing flexibility and marketing improvisation were both positively and strongly related to marketing crisis management, and that integration of the two variables (i.e., flexibility prepares the organization to cope with the expected and unexpected changes, while improvisation allows the teams to deal with emergency events immediately) can lead to a more effective and efficient response to complex and complex crises.
4. The descriptive findings of the marketing crisis management variable revealed that the body can cope with unexpected crises, ensure customer satisfaction, continue marketing activities, and employ good tools and strategies. The overall mean (4.16) suggests that these practices contribute to the competitive advantage of the body, the trust of customers and investors, and crisis management as a strategic component of sustainable corporate planning.
5. As the results of this research indicate, it is the ability of leaders and management teams to make quick strategic decisions that determines the effectiveness of flexibility and marketing improvisation, so the training of employees in flexibility and improvisational thinking is a prerequisite for increasing the adaptive response of the body to marketing crises and institutional performance stability in a complex environment like the Iraqi oil products sector.

#### **Recommendations:**

1. By establishing periodic follow-up mechanisms for market changes and developing alternative plans in advance, the body should develop flexible policies of marketing planning, including the ability to adjust prices, redistribute resources, and change promotion plans or products quickly when necessary, thus reducing the financial and operational risks of immediate crisis adaptation.
2. Training programs and workshops to equip management teams to make quick and nimble decisions in the midst of emergency events, such as how to evaluate risks, test new strategies in real time, and adjust priorities when crisis hits, also helps to create this orientation, which fosters innovation and effective decision-making that limits the impact of crisis on institutional performance.
3. An integrative approach to managing is needed, one in which the combination of flexibility and marketing improvisation positions the body to be ready for anticipated change as well as able to respond to unexpected events, and where the development of sound policies and procedures for crises provide the task forces with the authority to make decisions quickly.
4. The emphasis on environmental and market data analysis tools to support decision-making during crises (such as market performance indicators, customer reports, and

supply chain analytics), along with the design of possible scenarios for complex and complex crises, allows management to take preventive and strategic measures that maintain continuity of operations and increase competitiveness.

5. There are several points to be taken into consideration for improving the organizational body, such as continuous training programs to develop skills on the part of administrative leaders and marketing teams, including flexibility in planning, improvisational thinking, and marketing crisis management, and strengthening institutional learning and the exchange of experiences within teams, which increases operational efficiency and the speed of response to crises, and ensures the sustainability of performance and the achievement of strategic goals in a dynamic and complex environment, as is the case for the oil products sector.

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