

Determinants of creativity in marketing strategy: A Comparative Study Across Nine Arab Markets

Walid Abouzeid

International Academy of Engineering and media Sciences, (IAEMS) Egypt.

walid_mti@hotmail.com

Yasser El-Tayeb

Higher Institute for Managerial Sciences – Janaklees, El-Beheira, Egypt.

Yasser.eltayeb1979@gmail.com

Hossam El Din Fathy Mohamed

International Academy of Engineering and media Sciences, (IAEMS) Egypt.

dr-hossamfathi@iams.edu.eg

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Abstract

The study's purpose is to explore the factors influencing creativity in marketing strategies across nine Arab countries: Algeria, Bahrain, Egypt, Jordan, Kuwait, Morocco, Qatar, Saudi Arabia, and the United Arab Emirates. The study utilized an extensive questionnaire that was translated into Arabic to ensure clear comprehension. The study gathered 418 questionnaires via google forum for statistical analysis, which included ANOVA and Kruskal-Wallis tests, to compare multiple groups to see if there is a significant difference among them. The study identified notable variations in creativity within marketing strategies among the nine Arab markets analysed. This underscored the significance of considering market trends, consumer behaviour, competition, brand identity, budget and resources, technology and innovation, market segmentation, organizational culture, social feedback, and data analysis when designing effective and culturally significant marketing strategies. Additionally, the results indicated that there is a significant variation in creativity in marketing strategy across these nine Arab markets, with statistical significance at the 1% level. Marketers can enhance their understanding of these nine Arab market and craft innovative strategies for success by recognizing these findings. The Arab markets necessitate significant focus and the formulation of tailored strategies. The Arab world is viewed as a collection of distinct markets, rather than a homogeneous market.

keywords: Marketing strategy, creativity in marketing, Arab markets

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1-Introduction

In the current fast-paced and fiercely competitive market environment, originality has emerged as an essential factor for achieving success in marketing. As companies work to attract the attention of consumers who are more easily distracted than ever, the urgency for innovative and unconventional strategies is greater than before. Imagination in marketing goes beyond visual attractiveness or unique concepts; it involves crafting new methods that connect with specific audiences, set brands apart, and create lasting impressions.

The elements that impact creativity in marketing strategy are varied, involving numerous internal and external influences that shape how businesses tackle challenges, communicate their brand, and connect with customers. These elements include aspects such as company culture, leadership styles, progress in technology, shifts in the market, and insights into consumer behaviors. Grasping these factors is crucial for developing marketing strategies that are both original and successful in promoting business expansion and building lasting brand loyalty.

In a world where businesses are competing more than ever, being creative in marketing has become an important way for brands to stand out. However, many current theories about marketing creativity were created based on Western experiences, which creates a big gap in knowing how they work in Arab markets. Arab markets offer a special mix of different cultures, swift changes in digital technology, and bold plans for economic growth. Because of these unique features, it is essential to look more closely at marketing creativity to build frameworks that are relevant to the culture and take into consideration social, economic, and technological factors.

To connect this difference, this research starts by highlighting the worldwide importance of creativity in marketing. It then shifts to the specific challenges and chances that characterize Arab markets. Unlike models focused on the West that prioritize innovation in similar settings, Arab markets need customized strategies that consider differences in consumer habits, laws, and competition. This study seeks to add to marketing theory by suggesting a model that is culturally relevant and recognizes these specific aspects, thereby improving marketing success in the area.

Arab markets offer distinct challenges and characteristics that enterprises need to consider when they are looking to enter or function within these nine markets. These challenges and features may differ from one nation to another, but several common elements include:

Awareness of Cultural Differences

The Arab region has a strong foundation in its customs and traditions, leading companies to manage a complicated set of social values and norms. Actions deemed appropriate in western markets might be seen as unsuitable or disrespectful in various Arab nations (Alserhan, B. A. 2010).

An example of marketing efforts or items featuring alcohol, pork, or sexual themes could face opposition or criticism. Companies must adapt their communication to resonate with Islamic principles and local practices (Alserhan, B. A. 2010).

Regulatory and Legal Frameworks

Every Arab nation possesses distinct regulations that can vary greatly among them. The complexity of maneuvering through the regulatory landscape arises from differing legal systems, which frequently impacts matters such as import and export guidelines, taxation, and commercial activities (Ghazal, S. 2013).

Unstable Politics and Economy

Specific regions in the Arab world, especially nations such as Syria, Yemen, and Libya, face challenges due to political and economic instability, creating considerable hazards for companies aiming to venture into these markets (El-Katiri, L., & Fattouh, B. 2011).

Consumer Actions

The Arab region boasts a youthful, expanding, and technologically proficient demographic that is progressively seeking out premium, internationally recognized goods. Nonetheless, the purchasing behaviors in these areas can be influenced by a blend of contemporary aspirations and longstanding cultural principles, resulting in a distinctive market dynamic (Kabbani, N.2013).

In the current competitive business environment, organizations require innovative marketing strategies. In addition to attracting attention, creative strategies also establish enduring relationships with consumers. This study investigates the factors that impact the development and effectiveness of these strategies. Understanding these factors allows marketers to create more successful campaigns, leading to enhanced campaign efficacy and business performance. Academic research and industry practice have identified several critical factors that contribute to creativity in marketing strategy.

One crucial factor is the extent of market orientation present in a company. Firms that possess a strong awareness of customer needs and market trends are better positioned to create innovative marketing strategies that connect with their desired demographics (Slater & Narver, 1996).

The desire for originality and creativity is a natural trait among individuals (Ryan et al., 2000). The phenomenon is apparent in the diverse commodities and services present in our immediate environment, including automobiles, fashion, and films (Simonton, 2000). The creative process generates innovative and practical ideas (Amabile, 1983). Proficiency in creative problem-solving is crucial for marketing professionals to successfully achieve marketing goals (Finch, et al., 2013). To effectively address the challenges of rising competition, evolving consumer demands, and volatile environments, organizations should give priority to innovation (Felber, 2020; Harich, 2010; Slater et al., 2010). Marketing needs to prioritize innovation to meet the evolving needs and expectations of customers (Bonchek et al., 2017). Jiménez (2020) found that marketers should integrate creativity into all touchpoints to deliver outstanding value for both businesses and consumers. Kumar (2018) states that marketing driven by creativity yields enhanced outcomes. The growth of academic literature on creativity in marketing comes as no surprise (Rosengren, et al., 2020).

Firms must continuously adapt and innovate their marketing strategies to maintain their competitive edge in the dynamic marketplace. Creativity in these strategies is essential as it serves as a key differentiator thus allowing businesses to attract consumer interest. Various factors impact the extent of creativity utilized by organizations, with the competitive environment being a key determinant in guiding companies' strategic decisions. This literature review delves into the intricate relationship between the competitive environment and creativity in marketing strategy. It investigates how varying competitive landscapes can either stimulate or impede creative methodologies. In recent years, there has been a surge in inventive marketing strategies. Similarly to content marketing (Rahardja et al., 2019; Ma and Gu, 2024), the concept is not novel; however, the internet's emergence has revolutionized it. Companies such as Red Bull do not simply market beverages; they produce compelling content, including extreme sports events, that connect with their specific demographic. The focus is on establishing brand loyalty by providing valuable, non-promotional content. Influencer

marketing and social media have emerged as potent marketing avenues. Brands collaborate with influencers whose followers match their desired consumer profiles (Suttikun & Mahasuweerachai, 2023; Ooi, et al., 2023). A beauty brand may collaborate with a well-known makeup tutorial YouTuber to feature its products. User-Generated Content (UGC).

Organizations utilize customer participation to develop marketing material (O'Hern & Kahle, 2013; Müller & Christandl, 2019). Examples are Starbucks' RedCupContest, where customers post photos of their holiday drinks, or GoPro's #MillionDollarShot challenge, encouraging users to share extreme sports footage captured with their cameras. Experiential Marketing: Emphasizing the creation of interactive experiences for consumers (Köchling, 2021). Consider pop-up shops, immersive brand activations, or augmented reality experiences that provide a distinctive opportunity for potential customers to engage with products. Social personalization, social media, and advanced analytics enable businesses to monitor online customer conversations and tailor their marketing messages accordingly (Winter et al., 2021; Kazi & Sandbulte, 2023). This feature allows for the customization of website content or email campaigns based on a user's previous purchases or interests. These examples are just a few among many, as the marketing industry is constantly changing and adapting. The importance lies in being innovative, utilizing emerging technologies, and establishing meaningful connections with the target audience.

Strategy experts have extensively discussed the correlation between creativity and the execution of marketing plans. While it may appear rational that achieving the highest levels of creativity and implementation effectiveness would result in superior performance, striking this balance can pose difficulties (Slater et al., 2010). Cultural tensions and competition for resources can impede excellence in both areas (O'Reilly & Tushman, 2004). This review investigates the impact of specific factors on the prioritization of creativity or implementation in marketing strategies.

The focus is on creating compelling customer experiences (Köchling, 2021). Explore pop-up stores, immersive brand installations, and augmented reality experiences as unique ways to interact with products. Social personalization, social media, and advanced analytics empower organizations to track customer conversations online and customize their marketing messages (Winter, S., Maslowska, 2021; Kazi & Sandbulte, 2023). Website content or email campaigns can be personalized according to a user's prior purchases or interests. These examples illustrate a small portion of the ever-evolving marketing industry. The significance lies in nurturing creativity, leveraging new technologies, and increasing audience engagement on a more profound level.

There is ongoing debate among strategy scholars regarding the relationship between creativity and the implementation of marketing strategies. Achieving optimal performance by balancing creativity and implementation effectiveness can be challenging, despite the logical assumption that maximizing these factors would lead to the best outcomes (Slater et al., 2010). Cultural tensions and competition for resources can hinder progress in both areas (O'Reilly & Tushman, 2004). This review discusses the influence of certain factors on prioritizing creativity and implementing marketing strategies.

Market research and a thorough understanding of consumer insights are essential for crafting creative marketing strategies. Keller (2013) highlighted the significance of market research in strategic brand management. Through in-depth research, marketers can customize their strategies based on the needs, preferences, and behaviors of their target audience. For

example, recognizing consumer pain points can influence the development of innovative campaigns that provide distinct solutions, ultimately enhancing a robust value proposition (Andrews, J., & Smith, 1996). Menon et al. (1999) further strengthened the correlation between market research and creativity within marketing strategy. The swift advancement of technology has had a profound impact on the marketing industry. Digital technologies have offered marketers new tools and channels to effectively reach and engage consumers. Social media platforms have emerged as influential tools for disseminating content and engaging with specific audiences (Mangold, W. G., & Faulds, 2009). Technology is essential for developing innovative marketing strategies. The creative skills of individuals in marketing teams also significantly influence the success of marketing strategies. Fuchs et al. The significance of diverse skill sets, and the management of dynamic capabilities was emphasized in 2010. Marketers possessing specialized skills, such as copywriting and design, offer valuable and distinctive insights during the creative process. Hennessey (2007) underscored the importance of collaboration between creative professionals and different departments. By promoting a culture of collaboration, organizations are able to tap into the combined creativity of their employees, resulting in the development of more innovative strategies.

Storytelling has become a valuable marketing tool, as brands use narratives to establish emotional connections with consumers. Gilmore & Pine II (2007) popularized the concept of the experience economy, in which brands focus on creating memorable experiences. Mangold & Faulds (2009) constructed persuasive narratives to assist brands in communicating their values and establishing authenticity. It further highlights the significance of authenticity in brand communication, as consumers are becoming more distrustful of inauthentic material.

Academic research and industry practice have identified several key determinants of creativity in marketing strategy. The level of market orientation within an organization is an important determinant. Businesses that closely track customer preferences and market developments are better positioned to craft innovative marketing tactics that effectively engage their desired demographic. (Slater and Narver, 1996). Another factor to consider is the level of cross-functional collaboration within the marketing team and between different departments within the organization. When a variety of viewpoints and specialized knowledge converge, it results in the development of innovative and imaginative marketing tactics. Furthermore, the leadership style in both the marketing department and the wider organization can also influence creativity. Supportive and empowering leadership could cultivate a culture of innovation and willingness to take risks, ultimately resulting in the development of more inventive marketing tactics. (Slater, S F., Hult, G T M., & Olson al., 2010).

Additionally, the amount of resources allocated, and investment made in marketing creativity are factors that influence the level of creativity in developing marketing strategies. Companies that prioritize and allocate resources for experimentation, research, and creative development are more likely to develop breakthrough marketing strategies (Sharma, 2004).

On the other hand, Levitt (2002) has even claimed that ‘being creative can sometimes harm operations’—Since there is no clear explanation of the elements that come before, impact, and follow creativity-related concepts in marketing, there is a lot of misunderstanding that can really hinder the growth of knowledge and the application of creativity. The current situation calls for a detailed look at the role of creativity in marketing. Our aim is to improve current understanding and guide the future development of this field of study (Kraus et al., 2021). Additionally, such research can help marketers make better decisions regarding creativity in Arab markets. Therefore, this study aims to support initiatives that tackle creativity in marketing, particularly in areas like "advertising", "innovation", "consumer creativity". and

"customer satisfaction" by exploring creativity in marketing strategy specifically within Arab markets, a topic that previous research has not adequately explored according to the researcher's knowledge.

Based on a review of prior studies, such as Hofstede, 2001; Amabile et al., 1996; Smith and Zook, 2024; Rust et al., 2004; Wedel and Kamakura, 2000; Tuten, 2023; Kartajaya et al., 2019; Keller, 2013; Armstrong et al., 2018, it was observed that there is a lack of research focusing on creativity in marketing strategies within these nine Arab markets. The current study addresses the gap in knowledge by conducting an analytical examination of the factors that influence creativity in marketing strategies in these nine Arab countries. The research questions are as follows:

- Q1: Is there a difference in creativity in marketing strategy under market trends and consumer behavior in Arab markets?
- Q2: Is there a difference in creativity in marketing strategy in the competitive landscape of Arab markets?
- Q3: Is there a difference in creativity in marketing strategy under brand identity and values among Arab markets?
- Q4: Is there a difference in creativity in marketing strategy under budgets and resources between Arab markets?
- Q5: Is there a difference in creativity in marketing strategy between technology and innovation Arab markets?
- Q6: Is there a difference in creativity in marketing strategy under market segmentation between the Arab markets?
- Q7: Is there a difference in creativity in marketing strategy under an organizational culture and structure between Arab markets?
- Q8: Is there a difference in creativity in marketing strategy under social feedback and data analysis among Arab markets?
- Q9: Is there a difference of creativity in marketing strategy between Arab markets?

The current study focused on exploring nine Arab markets, investigating various determinants of creativity in marketing strategy. These determinants include market trends and consumer behavior (Tuten, 2023), competitive landscape (Kartajaya et al., 2019), brand identity and values (Keller, 2013), budget and resources (Armstrong et al., 2018), technology and innovation (Smith, P. R., & Zook, 2024), market segmentation (Wedel & Kamakura, 2000), organizational culture and structure (Amabile et al., 1996), feedback and data analysis (Rust et al., 2004), as well as social and cultural factors. The study is structured into five sections: "introduction" (current section), "literature review," "methodology," "data analysis and hypothesis testing," "conclusions and recommendations."

However the study's gap is due to a shortage of literature reviews that compile and analyze current research on creativity in Arab marketing strategies. The absence of comprehensive frameworks that integrate the multiple factors affecting creativity in marketing strategies limits the understanding of their relationships within the Arab setting. Future studies should aim to create frameworks that improve the understanding of creativity in marketing strategies specific to these nine Arab markets.

2- literature review

The idea presented in this research combines different theoretical ideas like Hofstede's cultural dimensions for comparing different markets and the Resource-Based View (RBV) to show how companies use their internal and external resources to boost creativity. This model suggests that important factors—company culture, technology development, and target market

divisions—have a direct impact on creativity within marketing strategies. Furthermore, social and economic factors are seen as influencing elements that affect these connections.

Throughout the years, researchers have formulated several criteria to define creativity (Kampylis & Valtanen, 2010). It has been characterized in relation to divergence (Smith & Yang, 2004), the development of new ideas (Anderson et al., 2014; Rank et al., 2004), relevance (Ang, et al., 2007), and significance to key stakeholders (Sasser & Koslow, 2008).

Notably, most of these definitions have the same core words of 'new' and 'value.' Predictably, assessments of creativity are frequently subjective (El-Murad & West, 2004; Rosengren, et al., 2020) as they rely on the interpretive perspectives of the observer. To establish a precise definition of 'creativity', it is crucial to juxtapose it with 'innovation,' a closely interconnected concept.

Anderson and colleagues (2014) argued that creativity and innovation are not synonymous concepts; instead, creativity might be considered an essential requirement for innovation (Amabile, 1996). In essence, creativity pertains to the generation of novel ideas, whereas innovation is concerned with the technical implementation of these ideas (Anderson et al., 2014; Rank et al., 2004).

Stated differently, creativity is a cognitive process that occurs within a person, whereas innovation is a social process that occurs between individuals (Anderson et al., 2014). Moreover, creativity is genuinely original when innovation may be derived from concepts that have been assimilated from prior experiences of other businesses (Rank et al., 2004). A widely used definition in marketing literature refers to creativity as the process of generating ideas, insights, or solutions that are both original and practical in addressing the current challenge (Amabile 1983). Drawing upon a range of definitions extracted from existing literature, we provide a concise definition of "creativity in marketing" as the process of generating original and useful ideas, insights, or solutions that pertain to the marketing of products, services, and concepts (Das et al., 2023).

More precisely, creativity plays a vital role in the development of innovative goods (Amabile, 1996); this potential is a significant catalyst for the profitability and long-term viability of a company (Bollinger, 2020). It facilitates the attainment of product distinctiveness, resulting in exceptional commercial success (Song & Montoya-Weiss, 2001). Furthermore, creativity enables companies to create more appealing and unforgettable advertising campaigns by overcoming the abundance of information (Rosengren et al., 2020). The resource-based paradigm posits that creativity is a highly important intangible resource for a corporation to achieve a sustained competitive advantage (Im and Workman, 2004).

Das et al. (2023) conducted a study on a dataset of 375 research papers in the field of creativity in marketing (CiM) from 1973 to 2021. The study specifically examined keywords associated with "creativity" and "marketing." The evolution and structure of the CiM domain were uncovered through citation analysis, keyword analysis, and authorship analysis in this study. The research showed a significant growth in creativity in marketing (CiM) publications from 2005 to 2021, indicating a rapid expansion in the field. This indicates an increasing acknowledgment of the significance of creativity in tackling marketing obstacles. "Creativity" "advertising", "innovation", "consumer creativity", and "customer satisfaction" are common keywords, indicating their significance in marketing creativity (CiM).

It is crucial for marketers and business leaders to understand the factors influencing creativity in marketing strategy and strive to cultivate a conducive environment for creative marketing strategies. Organizations can improve their capacity to create and execute innovative and successful marketing strategies by considering these determinants (Slater et al., 2010). In a competitive market, businesses rely on creative marketing strategies to stand out. These strategies encompass creative thinking, non-traditional methods, and original concepts that engage the target audience (Slater & Narver, 1996). A crucial element of innovative marketing tactics is the capacity to engage with consumers' emotions and aspirations. Marketers can develop campaigns that resonate with audiences, increase engagement, and foster brand loyalty by comprehending their needs, desires, and pain points (Im, et al., 2008).

Utilization of diverse communication channels and platforms is another vital component of creative marketing strategies. Considering the constantly changing digital and traditional media environment, marketers must employ creativity in engaging with their target audience via various methods such as social media, influencers' partnerships, experiential marketing, and traditional advertising (Slater et al., 2010). Additionally, storytelling and brand narratives are essential components of creative marketing strategies. Companies that can construct a captivating story that revolves around their brands and products have the capability to establish a strong bond with consumers, leading to increased purchase choices and brand loyalty (Slater et al., 2010). Innovative marketing tactics rely on a thorough comprehension of consumer behavior, the utilization of various communication channels, and proficient storytelling skills. Marketers who effectively utilize these components are primed for developing influential and memorable campaigns that contribute to business accomplishments (Slater, et al., 2010).

Furthermore, beyond the determinants of creativity in marketing strategy, various other factors play a role in determining creative marketing choices. The competitive landscape plays a critical role. Marketers should stay informed about their competitors' strategies and devise creative and distinctive approaches to set themselves apart. Understanding market dynamics and consumer preferences is crucial in influencing innovative marketing strategies. Engaging in comprehensive market research and remaining aware of changes in consumer behavior can offer valuable insights for developing creative campaigns (Stuhlfaut and Yoo, 2013). Furthermore, brand positioning and image are crucial factors to consider when making strategic marketing choices. Consistency in brand messaging and visual identity, along with the flexibility to adjust to evolving consumer preferences, are crucial for sustaining an innovative and influential marketing approach (Eelen, et al., 2016).

Furthermore, the accessibility and efficient application of data and analytics can significantly impact strategic marketing choices. According to Ford et al. (2008), marketers have the capability to use data insights to tailor campaigns, refine messaging, and evaluate the effectiveness of their creative strategies. This can lead to improved relevance and efficacy of their marketing initiatives. By taking these factors into account, marketers can make informed and strategic creative marketing decisions that align with their overall business objectives and drive meaningful results (Slater et al., 2010).

Innovative marketing approaches are distinguished by various key elements that differentiate them from traditional strategies. An essential component is focusing on agility and adaptability. In the current fast-paced and ever-changing market landscape, marketers need to be adaptable and reactive to shifts in consumer behavior, industry trends, and technological progress. The ability to promptly adapt and innovate marketing strategies can provide

companies with a competitive advantage (Maniu & Zaharie, 2014). The integration of technological and digital platforms is another vital component of innovative marketing strategies. Marketing professionals need to leverage technology to provide personalized and interactive experiences in response to the growing impact of digital channels on consumer engagement. This can vary from utilizing artificial intelligence and machine learning for targeted advertising to harnessing virtual and augmented reality for immersive brand experiences (Purchase and Voléry, 2020).

Furthermore, creativity plays a crucial role in adjusting and advancing marketing strategies to conform with shifting consumer preferences and market conditions. It provides marketers with the ability to test new methods, adapt as needed, and continually improve their strategies to stay current and effective (Slater et al., 2010). The incorporation of creativity in marketing strategy development brings new viewpoints, innovation, and the power to engage and motivate, which leads to the achievement of marketing goals (Bernardin et al., 2008).

Understanding the factors that influence marketing creativity is crucial for creating successful and influential marketing campaigns. One critical driver is a thorough comprehension of consumer insights and behaviors. Understanding the needs, desires, and preferences of a target audience allows marketers to customize their creative strategies to connect with consumers on a more profound level (Slater et al., 2010). According to Stuhlfaut and Yoo (2013), fostering a culture of innovation within an organization can be a key factor in driving marketing creativity. Creating a work environment that promotes experimentation, open communication, and idea generation can support the growth of innovative marketing strategies. The ability to recognize and capitalize on emerging trends and technology is another important factor that drives marketing creativity. Keeping up with the most recent advancements in technology, consumer behavior, and industry progress can spark innovative marketing concepts and strategies that engage the target audience.

Furthermore, a team with diverse expertise from various disciplines can enhance marketing creativity. Engaging with individuals from diverse backgrounds, skill sets, and perspectives can generate a variety of creative ideas and solutions, resulting in innovative marketing strategies that resonate with a broad range of audience segments (Ford et al., 2008). Furthermore, the ability to make calculated risks and engage in innovative thinking plays a crucial role in driving marketing creativity. Embracing non-traditional methods and questioning established norms can lead to innovative marketing strategies that set brands apart in competitive markets. (Fillis & Rentschler, 2005). By understanding and utilizing these factors that drive marketing creativity, companies can foster a culture of innovation and create marketing campaigns that are not just effective but also connect deeply with their intended audience (Slater et al., 2010).

In today's swiftly changing marketing environment, various trends and influences impact the course of marketing creativity. A notable trend is the increase in user-generated content, which serves as an effective method for consumer engagement. Brands are leveraging the creativity of their audiences by promoting user-generated content through contests, challenges, and interactive campaigns. This promotes a feeling of community and engagement while delivering genuine and relevant content that connects with the intended audience (Berthon et al., 2012). Another influential trend is the integration of marketing, entertainment, and storytelling. Brands use narrative storytelling to craft engaging consumer experiences that are immersive and emotionally impactful. The merging of marketing and entertainment through branded content, web series, and interactive storytelling platforms captivates audiences

in innovative ways, blurring traditional boundaries (Ashley & Tuten, 2014). Additionally, an increasing focus on sustainability and social responsibility is impacting on the creativity of marketing efforts. Consumers are showing a growing preference for brands that exhibit dedication to environmental sustainability and ethical business practices. Marketing creativity is focused on campaigns and initiatives emphasizing sustainability, ethical sourcing, and social impact to align with the values of socially conscious consumers (Loggarenberg, et al., 2019).

Furthermore, the incorporation of experiential marketing into creative initiatives is becoming increasingly emphasized. Brands aim to craft memorable experiences that surpass traditional advertising, engaging consumers in distinctive and interactive encounters that make a lasting impact. This trend corresponds to the growing desire for authentic and profound brand engagements, leading to innovative experiential concepts (Wang, 2021).

Maniu and Zaharie (2014) assert that data-driven personalization significantly impacts the development of creative marketing strategies. By utilizing advanced analytics and artificial intelligence (AI) capabilities, marketers could customize content and experiences based on individual preferences. This allows for the delivery of personalized and relevant messaging to consumers. This trend highlights the integration of data analysis with creative implementation to enhance the effectiveness of marketing campaigns. The evolving nature of marketing creativity is highlighted by the dynamic interplay between current trends and influences, offering marketers numerous opportunities to captivate and engage their target audience. Embracing current trends and harnessing their impact has the potential to enhance marketing creativity significantly, leading to the establishment of significant connections and differentiation in a competitive market environment (Slater et al., 2010). Organizational culture is essential for encouraging marketing innovation and creativity. A culture that fosters creativity, encourages risk-taking, and promotes collaboration can greatly influence the creation of innovative marketing strategies and initiatives (Bharadwaj and Menon, 2000).

According to Büschgens et al. (2013), a culture that prioritizes innovation provides the necessary support and resources for marketing teams to experiment, explore new ideas, and take calculated risks. This environment empowers marketers to push boundaries, challenge conventional thinking, and seek innovative solutions to the marketing challenges. An organizational culture that values open communication and diverse perspectives fosters fertile grounds for creative ideation. When individuals from varied backgrounds and disciplines are encouraged to voice their ideas, this sparks a rich tapestry of creativity, leading to the development of unique and impactful marketing campaigns. Additionally, an organizational culture that embraces agility and adaptability enables marketing teams to respond swiftly to changing market dynamics and consumer preferences. This flexibility allows for rapid iteration and refinement of marketing strategies, ensuring relevance and effectiveness in a dynamic landscape. Thus, a culture of learning and continuous improvement cultivates an environment in which marketing professionals are encouraged to learn from both success and failure. This iterative approach not only fuels creativity but also instills a mindset of innovation and resilience in the face of challenges. According to Slater et al. (2010), organizational culture serves as the foundation for nurturing marketing creativity and innovation. By fostering a culture that embraces creativity, risk-taking, collaboration, and continuous learning, organizations can propel marketing innovation to new heights and shape the trajectory of impactful and resonant marketing strategies.

Wang (2021) identifies agility and adaptability in strategy formulation as essential components of the creative imperative. A static and inflexible approach to marketing strategies

can swiftly become outdated amidst fast-evolving market dynamics. Infusing creativity into strategy development allows marketers to create plans that are both innovative and versatile, capable of adapting to market changes and new trends.

The use of new technologies and digital advancements is an important part of being creative. By using augmented reality in marketing experiences and AI to create personalized content, technology helps in shaping creative strategies. This allows marketers to design engaging and tailored experiences that connect with their audience (Ashley & Tuten, 2014).

Another important element of being creative is the ability to get noticed amidst a flood of information. With so much content available on different platforms, marketers struggle to be heard above the noise. Developing creative strategies is essential for creating unique, engaging, and unforgettable campaigns that make a strong impression on consumers (Slater et al., 2010).

Sheehan and Morrison (2009) point out that incorporating different viewpoints and creative thinking into the strategy-building process is crucial. Welcoming unusual ideas can help develop strategies that challenge the norm and create real connections with the audience, making a brand stand out in a busy market

Thus, being creative is vital for crafting successful and impactful marketing strategies. By blending creativity, adaptability, technological advancements, and varied perspectives into a strategic plan, organizations can lead the way in marketing innovation, cultivating meaningful relationships and uniqueness in a fast-changing and competitive environment (Ford et al., 2008).

According to Slater et al. (2010), to assess the effectiveness of creative marketing strategies, it is imperative to employ a comprehensive and multifaceted approach that encompasses both quantitative and qualitative measures. While quantitative metrics such as sales growth, conversion rates, and return on investment provide tangible indicators of success, qualitative measures including brand sentiment, customer engagement, and brand loyalty offer valuable insights into the impact of creativity on marketing strategies. Additionally, A/B testing and multivariate analysis are key methods for evaluating the effectiveness of creative marketing strategies. By comparing different versions of campaigns or marketing materials, marketers can gauge the effectiveness of creative elements such as messaging, visuals, and calls-to-action, allowing for the data-driven optimization of strategies. Finally, the use of advanced analytics and attribution modeling enables marketers to attribute the impact of specific creative components to consumer behavior and conversion outcomes. By dissecting the customer journey and analyzing touchpoints, marketers can gain a comprehensive understanding of how creativity influences consumer decisions and engagement.

As per Stuhlfaut and Yoo (2013), qualitative feedback from focus groups, surveys, and social media sentiment analysis offers valuable insights on the resonance of creative marketing strategies with the target audience. Understanding the emotional and perceptual impact of creativity on consumer perception and brand affinity is crucial for enhancing and improving upcoming marketing initiatives. Additionally, assessing brand lift and awareness through brand tracking studies and recognition surveys provides a comprehensive insight into the effectiveness of creative marketing strategies on brand visibility and recall. This qualitative method enhances quantitative measurements by capturing intangible but influential elements of creativity in marketing.

Slater et al. According to (2010), evaluating creative marketing strategies necessitates a combination of quantitative and qualitative assessment techniques to effectively measure creativity's diverse effects on consumer behavior, brand perception, and business results. Using an integrated assessment approach, marketers can enhance and optimize their creative strategies for achieving consistent success and stand out in the constantly changing marketing environment.

In today's rapidly changing business landscape, creative marketing strategies are essential for survival, not just a desirable quality. The driving force behind the development of unique, captivating, and effective strategies that resonate with consumers and differentiate brands from competitors is outlined by Bernardin et al. (2008). Creativity in marketing strategy involves a combination of various elements.

1. Innovation: It goes beyond conventional thinking to generating fresh and compelling ideas that capture the imagination of the target audience (Andrews & Smith, 1996).
2. Emotional Connection: Creative marketing strategies tap into the emotions and aspirations of consumers, creating campaigns that genuinely resonate with their needs and desires (Im, et al., 2008).
3. Agility and Adaptability: The ever-evolving market requires marketers to be flexible and responsive to changes in consumer behavior, industry trends, and technological advancements (Maniu & Zaharie, 2014).
4. Leveraging Diverse Channels: Creative marketers utilize various communication channels and platforms to effectively reach and engage their target audience effectively (Slater et al., 2010).
5. Storytelling and Brand Narrative: Crafting compelling narratives around brands and products allows for deeper connection with consumers, driving purchase decisions, and brand advocacy (Slater et al., 2010).

Insights into consumer behavior and market trends drive the development of innovative marketing strategies. Through the analysis of emerging trends and consumer preferences, marketers can pinpoint specific opportunities for engaging with their intended audience. The increasing adoption of personalization strategies by brands involves the utilization of data analytics to customize product recommendations and marketing communications for individual customers. This approach aims to improve customer experience and cultivate brand loyalty (Chaffey & Smith, 2022). Market trends and consumer behavior are dynamic forces that constantly impact the marketing landscape. By monitoring trends, analyzing consumer insights, and using creative approaches, businesses can create marketing strategies that connect with their target audience, increase brand engagement, and achieve long-term success in today's dynamic markets.

The research suggests these connections:

- * A positive company culture encourages greater creativity in marketing strategies (Company Culture leads to Creativity).

- * Using technology influences how market changes affect creative results, allowing for more inventive campaigns (Market Changes lead to Technology leading to Creativity).

- * Feedback from social media and data analysis improves how markets are divided, resulting in more focused and successful marketing creativity (Social Media Feedback leads to Market Division leading to Creativity).

By basing the model on these theories, this research offers an organized way to comprehend how both company and market factors impact creativity in these nine Arab markets.

3. Study Design

To reduce sampling bias, a stratified sampling method was utilized, guaranteeing proportional representation among the nine Arab markets examined. Moreover, where needed, weighting adjustments were implemented to address differences in participation rates.

In order to improve the credibility of the research tool, the questionnaire went through a thorough translation process utilizing the back-translation technique, ensuring both linguistic and cultural precision. A pilot test was carried out before distribution to enhance the clarity and suitability of the questions across diverse Arab markets.

Acknowledging the possibility of self-selection bias that comes from using online surveys through Google Forms, the recruitment strategy was broadened to include participants from a range of industries and professional experiences. This strategy was intended to boost the applicability of the results.

3.1 Research gaps

There is a notable research gap concerning the cultural specificity of definitions of creativity in literature. Existing frameworks and definitions of creativity primarily focus on Western perspectives, neglecting to consider the unique cultural influences that impact creative processes in these nine Arab markets. Research has shown a need for a universal definition of creativity that is flexible enough to incorporate local cultural influences, particularly in the Middle East and North Africa (MENA) region, where comprehensive studies on creativity are lacking (Baker and Sonnenburg, 2013). This cultural disconnect underscores the necessity for frameworks that account for the collectivistic orientation of Arab cultures, which can impact creativity in a distinct manner compared to individualistic cultures.

There is a lack of comparative studies focusing on the differences and similarities between Arab and Western markets, despite existing research on creativity in marketing strategies within Western contexts. Research in this area could shed light on the impact of various cultural, social, and economic elements on creativity within marketing strategies. The current literature indicates that Arab-origin brands encounter distinct challenges when pursuing global expansion, which may vary from those experienced by Western brands. It is essential to comprehend these dynamics for the creation of successful marketing strategies in the Arab context (Farrag and Abu Gharara, 2023).

A dearth of comprehensive literature reviews exists that synthesize current research on creativity in Arab marketing tactics. The lack of overarching frameworks that incorporate diverse factors influencing creativity in marketing strategy hinders comprehension of their interactions within the Arab context. Future research should focus on the development of frameworks to enhance the comprehension of creativity in Arab marketing strategies.

3.2 Study Variables

Based on the literature review of the determinants of creativity in marketing strategies, the study variables can be surveyed, as shown in Table (1)

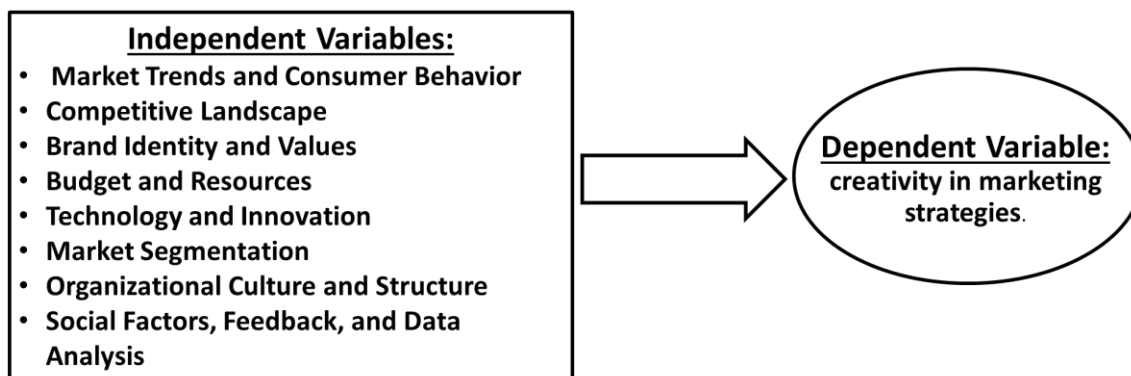
Table 1. Study Variables

Dimension No.	Dimension Name	Dimension Explanation	Questions	Previous Studies
D1	Market Trends and Consumer Behavior	Understanding current market trends and consumer behavior is crucial for inspiring creative marketing strategies	Q1-Q4	Tuten,2023
D2	Competitive Landscape	Analyzing competitors' strategies helps in identifying gaps and opportunities in the market, sparking creativity.	Q5-Q8	Kartajayaet al., 2019
D3	Brand Identity and Values	Creativity in marketing strategies should align with the brand's identity and values to maintain consistency and authenticity.	Q9-13	Keller, 2013
D4	Budget and Resources	The availability of budget and resources can influence the creativity of marketing strategies. Creative solutions need to be feasible within the allocated resources.	Q14-16	Armstrong et al., 2018
D5	Technology and Innovation	Leveraging new technologies and innovative approaches can lead to creative marketing strategies that engage customers in unique ways.	Q17-19	Smith & Zook, 2024
D6	Market Segmentation	Understanding different market segments allows for the development of tailored and creative marketing strategies that appeal to specific groups of consumers.	Q20-22	Wedel & Kamakura, 2000
D7	Organizational Culture and Structure	An organization's culture and structure can either encourage or stifle creativity in marketing strategies. A supportive and innovative culture fosters creative thinking.	Q23-28	Amabile et al., 1996

Table 1. Study Variables

Dimension No.	Dimension Name	Dimension Explanation	Questions	Previous Studies
D8	Social Factors, Feedback, and Data Analysis	Regular feedback from customers and data analysis provides insights that can inspire creative marketing strategies and refine existing ones. Addition to considering social and cultural factors can help develop marketing strategies that resonate with the target audience on a deeper level	Q29-31	Hofstede, 2001 Rust et al., 2004

According to table (1); The study includes eight dimensions that are measured through thirty-one questions. A five-point scale is used to express participants' opinions quotas regarding each statement.



Study model (Figure 1)

3.3 Data Collection

The study gathered 418 questionnaires via google form for statistical analysis, which included ANOVA and Kruskal-Wallis tests, in order to compare multiple groups to see if there is a significant difference among them. The study identified notable variations in creativity within marketing strategies among the nine Arab markets analysed. and Table (2) lists all of the survey participants. Parametric and non-parametric tests were used to derive statistical conclusions for the study hypotheses.

Table 2. the survey quotas

Market	Quota	Weight
Algeria	63	15.07
Bahrain	12	2.87
Egypt	92	22.01
Jordan	42	10.05
Kuwait	11	2.63

Morocco	25	5.98
Qatar	33	7.89
Saudi Arabia	55	13.16
United Arab Emirates	85	20.33
Total	418	100%

According to table (2); The highest participation was from Egypt, with a rate of (22.01%) of participants in the questionnaire, while Kuwait had the lowest participation, with a rate of (2.63%) of participants in study's questionnaire.

4- Data analysis and Hypotheses testing

While ANOVA and Kruskal-Wallis tests proficiently evaluate differences among various markets, they fall short of revealing the deeper connections between the factors influencing creativity in marketing strategies. To remedy this, forthcoming investigations ought to employ multivariate approaches like regression analysis and Structural Equation Modeling (SEM) to examine how various elements interplay to enhance marketing creativity.

For instance, the observation that 'Market Segmentation' achieved the highest level of consensus (65.9%) indicates that marketers in the Arab region emphasize audience targeting as an essential aspect of their creative strategies. This can be linked to cultural influences such as collectivism, where tailored messaging leads to greater consumer involvement. In a similar vein, the relatively diminished agreement regarding 'Technology and Innovation' points to possible obstacles in digital advancement within certain markets.

By broadening the scope of analysis beyond mere descriptive statistics, subsequent studies can pinpoint the most significant factors driving creativity and evaluate their effect on the success of marketing efforts.

4.1 Reliability statistics

The surveys received had a Cronbach's alpha coefficient of 0.8077. Thus, this study identified markers of the consistency of the outcomes of statistical tests.

4.2 Description analysis

4.2.1 Market Understanding and Consumer Behavior

Table (3) presents the descriptive statistics of Market Understanding and Consumer Behavior. This table displays values of the mean, standard deviation, and coefficient of variation.

Table 3. Descriptive statistics of Market Understanding and Consumer Behavior

No.	Statement: Market Understanding and Consumer Behaviour	Mean	Std. deviation	Coefficient of variation
Q1	Our organization conducts regular research to understand current market trends and consumer behaviour.	3.1578	1.4053	0.4450

Q2	We utilize consumer insights and data analytics to tailor our marketing strategies.	3.3851	1.2853	0.3797
Q3	Our marketing strategies are innovative and responsive to changing consumer needs and preferences.	3.1602	1.1.1937	0.3777
Q4	In our organization, we take into account the changes in customers' product preferences over time	3.2296	1.3223	0.4131
D1	Market Understanding and Consumer Behaviour	3.226077	1.211962	0.37568

Source: Statistical Package for the Social Sciences output.

According to table (3), 63.5% of the participants agreed regarding market understanding and consumer behavior. The agreement was highest for 'Our marketing strategies are innovative and responsive to changing consumer needs and preferences,' 'but lowest for 'Our organization conducts regular research to understand current market trends and consumer behavior.

4.2.2 Competitive Analysis

Table (4) presents the descriptive statistics of the competitive analysis. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 4. Descriptive statistics of competitive analysis

No.	Statement: Competitive Analysis	Mean	Std. deviation	Coefficient of variation
Q5	Our organization closely monitors competitors' marketing strategies.	3.229665072	1.360589653	0.42127887
Q6	We frequently introduce new and innovative marketing ideas to stay ahead of competitors	3.392344498	1.300853347	0.383467348
Q7	Our marketing strategies capitalize on unique competitive advantages.	3.169856459	1.184370834	0.373635478
Q8	Compared to our competitors, our marketing strategy is innovative	3.21291866	1.310399503	0.407853308
D2	Competitive Analysis	3.251196172	1.19864472	0.368678067

Source: Statistical Package for the Social Sciences output.

According to table (4), the participants agreed on the Competitive Analysis at a rate of 63.2%. The agreement was highest for 'Our marketing strategies capitalize on unique competitive advantages.' but lowest for 'Our organization closely monitors competitors' marketing strategies.

4.2.3 Brand Identity and Values

Table (5) presents descriptive statistics for Brand Identity and Values. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 5. Descriptive statistics of brand identity and values

No.	Statement: Brand Identity and Values	Mean	Std. deviation	Coefficient of variation
Q9	Our marketing strategies are aligned with our brand's identity and core values	3.2272727 27	1.3618729 97	0.4219888 16
Q10	We ensure that our advertisements and campaigns accurately reflect our brand identity	3.3875598 09	1.2724862 94	0.3756350 78
Q11	Our advertising messages usually reflect the uniqueness of our product	3.3038277 51	1.2431238 94	0.3762677 68
Q12	Our marketing strategies effectively communicate and reinforce our brand's	3.2177033 49	1.3599169 42	0.4226358 97
Q13	The quality of our products/services compares well with competitor products	3.4019138 76	1.2680149 98	0.3727357 73
D3	Brand Identity and Values	3.3076555 02	1.2211520 12	0.3691896

Source: Statistical Package for the Social Sciences output.

According to table (5), the participants agreed regarding Brand Identity and Values at a rate of 63.1%. The agreement was the highest for 'We ensure that our advertisements and campaigns accurately reflect our brand identity.' but the lowest for 'Our marketing strategies effectively communicate and reinforce our brand's'.

4.2.4 Budget and Resources

Table (6) presents descriptive statistics for brand identity and values. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 6. Descriptive statistics of budget and resources

No.	Statement: Budget and Resources	Mean	Std. deviation	Coefficient of variation
Q14	We have adequate financial resources to invest in creative marketing strategies.	3.2679425 84	1.2561507 48	0.3843858 07
Q15	Our organization allocates resources effectively to support innovative marketing ideas.	3.0909090 91	1.2119958 51	0.3921163 05

Q16	We have the necessary infrastructure and human resources to implement creative marketing strategies	3.1435406 7	1.3547921 52	0.4309764 99
D4	Budget and Resources	3.1673205 74	1.2021643 14	0.3795524 6

Source: Statistical Package for the Social Sciences output.

According to table (6), participants agreed on the Budget and Resources at a rate of 62.1%. The agreement was the highest for ‘We have adequate financial resources to invest in creative marketing strategies.’ but the lowest for ‘We have the necessary infrastructure and human resources to implement creative marketing strategies’.

4.2.5 Technology and Innovation

Table (7) presents a descriptive analysis of Technology and Innovation. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 7. Descriptive statistics of Technology and Innovation

No.	Statement: Technology and Innovation	Mean	Std. deviation	Coefficient of variation
Q17	We leverage modern technology to develop and execute innovative marketing campaigns	3.2679425 84	1.4226587 32	0.4353377 38
Q18	Our organization encourages and rewards innovative ideas in marketing strategies	3.4114832 54	1.4337695 62	0.4202774 73
Q19	We are quick to adopt new technologies and innovative approaches in our marketing strategies	3.3397129 19	1.3319184 03	0.3988122 44
D5	. Technology and Innovation	3.3404066 99	1.3380694 34	0.4005708 15

Source: Statistical Package for the Social Sciences output.

According to table (7), the participants were in agreement regarding technology and innovation at a rate of 60%. The agreement was the highest for ‘We are quick to adopt new technologies and innovative approaches in our marketing strategies.’ but the lowest for ‘We leverage modern technology to develop and execute innovative marketing campaigns.’

4.2.6 Market Segmentation

Table (8) presents a descriptive analysis of market segmentation. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 8. Descriptive statistics of Market Segmentation

No.	Statement: Market Segmentation	Mean	Std. deviation	Coefficient of variation
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Q20	Our marketing strategies are customized to meet the needs of different market segments	3.2918660 29	1.2098638 81	0.3675313 24
Q21	We use market analysis and segmentation to identify and target specific consumer groups effectively	3.1100478 47	1.0559160 72	0.3395176 29
Q22	Our marketing strategies are flexible and adaptable to changes in market segmentation	3.1507177 03	1.2345008 26	0.3918157 52
D6	Market Segmentation	3.1840191 39	1.0884372 09	0.3418438 02

Source: Statistical Package for the Social Sciences output.

According to table (8), the participants agreed regarding market segmentation at a rate of 65.9%. The agreement was the highest for ‘We use market analysis and segmentation to identify and target specific consumer groups effectively.’ but the lowest for ‘Our marketing strategies are flexible and adaptable to changes in market segmentation.’

4.2.7 Organizational Culture and Structure

Table (9) presents a descriptive analysis of organizational culture and structure. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 9. Organizational Culture and Structure

No.	Statement: Organizational Culture and Structure	Mean	Std. deviation	Coefficient of variation
Q23	Our organizational culture encourages creativity and innovation in marketing strategies	3.2679425 84	1.4039943 28	0.4296263 76
Q24	The structure of our organization supports the development and implementation of creative marketing ideas	3.3899521 53	1.3897861 39	0.4099721 99
Q25	. Our management is supportive of bold and creative marketing strategies	3.3157894 74	1.3033031 17	0.3930596 7
Q26	We regularly collect and analyse customer feedback to improve our marketing strategies.	3.3660287 08	1.2647191 97	0.3757303 65
Q27	Data and analytics play a crucial role in evaluating and optimizing our marketing campaigns	3.4043062 2	1.3594612 5	0.3993357 71
Q28	Our organization relies on data-driven insights to make informed marketing decisions	3.4330143 54	1.2962077 15	0.3775713 07
D7	Organizational Culture and Structure	3.3583929 99	1.2605621 66	0.3753468 3

Source: Statistical Package for the Social Sciences output.

According to table (9), 62.5% of the participants agreed regarding the organizational culture and structure. The agreement was highest for ‘Our organizational culture encourages creativity and innovation in marketing strategies,’ and we regularly collect and analyse customer feedback to improve our marketing strategies.’ but the lowest for ‘Our organizational culture encourages creativity and innovation in marketing strategies.’

4.2.8 Social Feedback and Data Analysis

Table (10) presents a descriptive analysis of social feedback and data analysis. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 10. Description analysis of social Feedback and Data Analysis

No.	Statement: Social Feedback and Data Analysis	Mean	Std. deviation	Coefficient of variation
Q29	Our marketing strategies consider social and cultural factors to resonate with our target audience	3.2248803 83	1.2964267 85	0.4020077 12
Q30	We adapt our marketing messages and channels to align with changing social and cultural trends	3.1913875 6	1.2141146 28	0.3804347 18
Q31	Social and cultural factors significantly influence our choice of marketing strategies.	3.2727272 73	1.2378029 3	0.3782175 62
D8	Social Feedback and Data Analysis	3.2296650 72	1.1649890 16	0.3607151 18

Source: Statistical Package for the Social Sciences output.

According to table (10), the participants agreed on social feedback and data analysis at a rate of 64%. The agreement was the highest for social and cultural factors that significantly influenced our choice of marketing strategies. but the lowest for ‘Our marketing strategies consider social and cultural factors to resonate with our target audience.’

4.2.9 Dimensions of the questionnaire

Table (11) presents a descriptive analysis of the dimensions of the questionnaire. This table displays the values of mean, standard deviation, and coefficient of variation.

Table 11. Description analysis of the questionnaire Dimensions

No.	Dimensions of the questionnaire	Mean	Std. deviation	Coefficient of variation
D1	Market Understanding and Consumer Behaviour	3.2260765 55	1.2119615 33	0.3756766 19
D2	Competitive Analysis	3.2511961 72	1.1986447 2	0.3686780 67
D3	Brand Identity and Values	3.3076555 02	1.2211520 12	0.3691896

D4	Budget and Resources	3.1673205 74	1.2021643 14	0.3795524 6
D5	. Technology and Innovation	3.3404066 99	1.3380694 34	0.4005708 15
D6	Market Segmentation	3.1840191 39	1.0884372 09	0.3418438 02
D7	Organizational Culture and Structure	3.3583929 99	1.2605621 66	0.3753468 3
D8	Social Feedback and Data Analysis	3.2296650 72	1.1649890 16	0.3607151 18
DT	The index of creativity in marketing strategy	26.068827 75	9.5770780 16	0.3673766 27

Source: Statistical Package for the Social Sciences output.

According to table (11), the participants agreed on the index of creativity in marketing strategy at a rate of 63.3%. Agreement was the highest for Market Segmentation. but lowest for Technology and Innovation”.

4.3 Hypothesis testing

This study used one-way analysis of variance in addition to the Kruskal-Wallis test to examine the hypotheses.

4.3.1 .Examining the difference in dimension of market understanding and consumer behavior between Arab markets

Under this Examining, the study tests the following hypothesis

H₀₁: there isn't a difference of creativity in marketing strategy under market trends and consumer behavior between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 12. One-way analysis of variance (ANOVA) output for market understanding and consumer behavior between Arab markets

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D1	Betw een Groups	602.224	8	75.278	2993.020	.000
	Within Groups	10.287	409	2.515E-02		
	Total	612.511	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (12) showed that the F value was (2993.020), which was significant at the level of 0.01. Thus, this study found a difference in market understanding and consumer behavior between the Arab markets. The results of the previous test can be confirmed by the Kruskal–Wallis test inference, which appears in the following table.

Table 13. Kruskal Wallis test output for market understanding and consumer behavior between Arab markets

Test Statistics ^{a,b}	
	D1
Chi-Square	372.121
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (13) showed that the chi-square value was (372.121), which was significant at a level of 0.01. Thus, this study found a difference in market understanding and consumer behavior between the Arab markets. Thus, the study concludes that the following hypothesis is proposed:

There is a difference of creativity in marketing strategy under market trends and consumer behavior between Arab markets.

4.3.2 Examining the difference in dimension of competitive analysis between Arab markets

Under this Examining, the study tests the following hypothesis

H₀₂: there isn't a difference of creativity in marketing strategy under competitive landscape between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 14. One-way analysis of variance (ANOVA) output for competitive analysis

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D2	Betw een Groups	577.723	8	72.215	1380.126	.000
	Within Groups	21.401	409	5.233E-02		
	Total	599.124	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (14) showed that the F value was (1380.126), which is significant at the level of 0.01. Thus, the study found a difference in the competitive analysis between the Arab markets. The results of the previous test can be confirmed by the Kruskal–Wallistest inference, which appears in the following table.

Table 15. Kruskal Wallis test output for competitive analysis

Test Statistics ^{a,b}	
	D2
Chi-Square	360.412
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (15) showed that the chi-square value was (360.412), which was significant at the level of 0.01. Thus, the study found a difference in the competitive analysis between Arab markets, and thus, the study concludes that the following hypothesis is accepted:

There is a difference of creativity in marketing strategy under competitive landscape between Arab markets.

4.3.3 Examining the difference in dimension of brand identity and values between Arab markets

Under this Examining; the study tests the following hypothesis

H₀₃: there isn't a difference of creativity in marketing strategy under brand identity and values between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 16. One-way analysis of variance (ANOVA) output for brand identity and values

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D3	Between Groups	604.428	8	75.553	1775.126	.000
	Within Groups	17.408	409	4.256E-02		
	Total	621.836	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (16) showed that the F value was (1775.126), which was significant at the level of 0.01. Thus, the study found a difference in brand identity and values between Arab markets. The results of the previous test can be confirmed by the Kruskal Wallis test inference, which appears in table (17).

Table 17. Kruskal Wallis test output for brand identity and values

Test Statistics ^{a,b}	
	D3
Chi-Square	371.851
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable:
COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (17) showed that the chi-square value was (371.851), which was significant at the level of 0.01. Thus, the study found a difference in brand identity and Values between Arab markets. Thus, the study concludes that the following hypothesis is accepted:

There is a difference of creativity in marketing strategy under brand identity and values between Arab markets.

4.3.4 Examining the difference in dimension of budget and resources between Arab markets

Under this examining, the study tests the following hypothesis

H₀₄: there isn't a difference of creativity in marketing strategy under budget and resources between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 18. One-way analysis of variance (ANOVA) output for budget and resources

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D4	Between Groups	578.316	8	72.289	1215.123	.000
	Within Groups	24.332	409	5.949E-02		
	Total	602.648	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (18) showed that the F value was (1215.123), which is significant at levels of 0.01. Thus, the study found a difference in budget and resources between Arab markets, and the results of the previous test can be confirmed by the Kruskal–Wallistest inference, which appears in table (19):

Table 19. Kruskal Wallis test output for budget and resources

Test Statistics ^{a,b}	
	D4
Chi-Square	368.265
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable:
COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (18) showed that the chi-square value was (368.265), which was significant at the level of 0.01. Thus, the study found a difference in brand identity and values between Arab markets. Thus, the study concludes that the following hypothesis is accepted:

There is a difference of creativity in marketing strategy under budget and resources between Arab markets.

4.3.5 Examining the difference in dimension of technology and innovation between Arab markets

Under this examining, the study tests the following hypothesis

H₀₅: there isn't a difference of creativity in marketing strategy under between technology and innovation Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 20. One-way analysis of variance (ANOVA) output for technology and innovation

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D5	Betw een Groups	726.165	8	90.771	1815.956	.000
	Within Groups	20.444	409	4.999E-02		
	Total	746.609	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (20) showed that the F value was (1815.956), which was significant at the level of 0.01. Thus, the study found a difference in technology and innovation between Arab markets, and the results of the previous test can be confirmed by the Kruskal–Wallis test inference, which appears in table (21).

Table 21. Kruskal Wallis test output for technology and innovation

Test Statistics ^{a, b}	
	D5
Chi-Square	365.371
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (21) showed that the chi-square value was (365.371), which was significant at the level of 0.01. Thus, the study finds a difference in technology and

innovation between Arab markets, and thus, the study concludes that the following hypothesis is accepted:

There is a difference of creativity in marketing strategy under between technology and innovation Arab markets.

4.3.6 Examining the difference in dimension of market segmentation between Arab markets

Under this examining, the study tests the following hypothesis

H₀₆: there isn't a difference of creativity in marketing strategy under market segmentation between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 22. One-way analysis of variance (ANOVA) output for market segmentation

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D6	Betw een Groups	478.782	8	59.848	1606.553	.000
	Within Groups	15.236	409	3.725E-02		
	Total	494.018	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (22) showed that the F value was (1606.553), which is significant at the level of 0.01. Thus, the study found a difference in market segmentation between Arab markets; the results of the previous test can be confirmed by the Kruskal–Wallis test inference, which appears in table (23):

Table 23. Kruskal Wallis test output for market segmentation

Test Statistics ^{a,b}	
	D6
Chi-Square	370.761
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (23) showed that the chi-square value was (370.761), which was significant at a level of 0.01. Thus, this study finds a difference in market segmentation between Arab markets. Thus, the study concludes that the following hypothesis is proposed:

There is a difference of creativity in marketing strategy under market segmentation between Arab markets.

4.3.7 Examining the difference in dimension of organizational culture and structure between Arab markets

Under this examining, the study tests the following hypothesis

H₀₇: there isn't a difference of creativity in marketing strategy under organizational culture and structure between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 24. One-way analysis of variance (ANOVA) output for organizational culture and structure

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D7	Betw een Groups	649.044	8	81.131	2835.378	.000
	Within Groups	11.703	409	2.861E-02		
	Total	660.747	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (24) showed that the F value was (2835.378), which is significant at the level of 0.01. Thus, the study found a difference in organizational culture and structure between Arab markets. The results of the previous test can be confirmed by the Kruskal Wallis test inference, which appears in table (25):

Table 25.the Kruskal Wallis test output for organizational culture and structure

Test Statistics ^{a, b}	
	D7
Chi-Square	358.312
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable:
COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (25) showed that the chi-square value was (358.312), which was significant at the level of 0.01. Thus, the study found a difference in the organizational culture and structure of the Arab markets. Thus, the study concludes that the following hypothesis is proposed:

There is a difference of creativity in marketing strategy under organizational culture and structure between Arab markets.

4.3.8 Examining the difference in dimension of social feedback and data analysis between Arab markets

Under this examining, the study tests the following hypothesis

H₀₈: there isn't a difference of creativity in marketing strategy under social feedback and data analysis between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 26. One-way analysis of variance (ANOVA) output for social feedback and data analysis

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
D8	Between Groups	548.321	8	68.540	1589.958	.000
	Within Groups	17.631	409	4.311E-02		
	Total	565.952	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (26) showed that the F value was (1589.958), which was significant at the level of 0.01. Thus, the study found a difference in social feedback and data analysis between Arab markets; the results of the previous test can be confirmed by the Kruskal–Wallis test inference, which appears in table (27):

Table 27. Kruskal Wallis test output for social feedback and data analysis

Test Statistics ^{a,b}	
	D8
Chi-Square	364.531
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (27) showed that the chi-square value was (364.531), which was significant at the level of 0.01. Thus, the study found a difference in Social Feedback and Data Analysis between Arab markets. Thus, the study concludes that the following hypothesis is proposed:

There is a difference of creativity in marketing strategy under social feedback and data analysis between Arab markets.

4.3.9 Examining the difference in dimension of market strategy creativity between Arab markets

Under this examining, the study tests the following hypothesis

H₀₉: there isn't a difference of creativity in marketing strategy between Arab markets.

The outputs of the inferential analysis appear in the following two tables

Table 28. One-way analysis of variance (ANOVA) output for market strategy creativity

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
DT	Between Groups	37843.917	8	4730.490	4794.969	.000
	Within Groups	403.500	409	.987		
	Total	38247.417	417			

Source: Statistical Package for the Social Sciences output.

The statistical results in table (28) showed that the F value was (4730.490), which was significant at the level of 0.01. Thus, the study found a difference in the dimension of market strategy creativity between Arab markets, and the results of the previous test can be confirmed by the Kruskal–Wallistest inference, which appears in table (29):

Table 29. Kruskal Wallis test output for market strategy creativity

Test Statistics^{a,b}

	DT
Chi-Square	355.776
df	8
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: COUNTRY

Source: Statistical Package for the Social Sciences output.

The statistical results in table (29) showed that the chi-square value was (355.776), which was significant at the level of 0.01. Thus, this study found a difference in the dimensions of market strategy creativity between Arab markets. Thus, the study concludes that the following hypothesis is proposed:

There is a difference of creativity in marketing strategy between Arab markets.

4.4 Limitations:

Though this research offers valuable insights, it also presents various drawbacks. To begin with, depending on self-reported survey information might lead to social desirability bias, wherein participants exaggerate the extent of creativity within their organizations. Future investigations should integrate observational techniques or utilize external performance indicators to confirm self-reported results. Additionally, the study's cross-sectional design restricts its capacity to observe changing patterns in marketing creativity over time. Long-term studies would yield a more fluid comprehension of how creativity evolves in response to changing economic and technological landscapes. Ultimately, even though this research pinpoints fundamental factors influencing creativity, there is a need for experimental or causal research frameworks to clarify direct cause-and-effect links between these elements and marketing results.

Focus on Determinants: While the study examines important determinants, it might benefit from exploring other factors that influence creativity in marketing strategy, such as leadership style, ethical considerations, and the impact of global trends.

Survey Bias: The reliance on a survey method could introduce potential biases. Participants may provide socially desirable responses or have limited insight into their organization's strategic decision-making.

4.5 Discuss the results:

Creativity in marketing encompasses the development of new, innovative, and valuable concepts for marketing endeavors. It spans various creative activities such as product innovation, advertising creation, and campaign ideation. Product creativity is demonstrated through the development of new or enhanced products that address unmet consumer needs or desires. Advertising creativity encompasses crafting unique and compelling messages that efficiently convey the advantages of a product and compel consumers to make a purchase. Campaign creativity involves the comprehensive planning and implementation of marketing strategies, including the incorporation of different marketing components to accomplish targeted goals. Creativity in marketing ultimately acts as a driver for innovation, differentiation, and consumer engagement, allowing businesses to distinguish themselves in a competitive market.

The factors influencing creativity in marketing strategies within cultural contexts are complex and shaped by a variety of cultural aspects. The creative approach is significantly shaped by individualism versus collectivism. Marketing strategies in individualistic cultures frequently highlight personal benefits, self-expression, and uniqueness, which fosters creativity in catering to individual desires. On the other hand, in collectivist cultures, marketing strategies often emphasize unity within the group, communal experiences, and interpersonal connections, encouraging innovation that corresponds with communal principles. For further information, refer to Barakat et al. (2020), El Jurdi & Houjeir (2020) & Kushwah et al. (2020). Power distance, as a cultural dimension, influences the creativity level in marketing. In cultures with high power distance, marketers may encounter limitations when it comes to challenging existing norms or questioning authority, which can restrict their creative autonomy. Alternatively, cultures with low power distance tend to foster creativity and experimentation in a more egalitarian environment. Moreover, cultural values concerning risk-taking, innovation, and receptiveness to new ideas impact the creative environment in various cultures, thus influencing the factors that contribute to creativity in marketing strategy (for further information, refer to Appelbaum et al. 2020, Taoka et al. 2021, Yan et al. 2021).

This study investigated the factors affecting creativity in marketing strategies within Arab markets spanning nine countries. The study utilized an extensive questionnaire that incorporated a 5-point Likert scale and was translated into Arabic to ensure maximum comprehension. A total of 418 questionnaires were gathered for data analysis, which examined descriptive and inferential statistics such as ANOVA and Kruskal-Wallis tests. The survey instrument demonstrated consistent reliability, as evidenced by a Cronbach's alpha coefficient of 0.8077, indicating strong internal consistency. The descriptive analysis showed an overall agreement of around 63% among participants on different aspects of creativity in marketing strategy, with distinct variations across dimensions.

Notably, the inferential analysis utilizing ANOVA and Kruskal-Wallis tests demonstrated statistically significant variances in creativity in marketing strategy across the nine Arab markets studied. This underlines the significance of adopting a nuanced approach to comprehending the factors influencing creativity within distinct cultural settings. The research can elucidate past findings by considering the variations in workplace settings across different Arab markets, as supported by the findings of the study conducted by Wajdi and Sayed (2023). This points to a divergence in the attributes of the work environment in Arab organizations, particularly in terms of "perceived stress," "work productivity," "work environment," and "workplace health and productivity" based on the country of operation.

The statement "There is a difference of creativity in marketing strategy" reflects the idea that the factors influencing marketing creativity are not uniform across different Arab markets. This difference can be academically explained through several key concepts:

- A. **Cultural Divergence: Arab** markets, despite sharing cultural similarities, display notable cultural variations influenced by factors like religion. The Arab market features a diverse religious landscape, with Islam standing as the prevailing faith. Within Islam, there are multiple major sects and minority religious communities present. The major religious sects in Arab countries include Sunni Islam, Shia Islam, Ibadi Islam, Christianity, Druze, Alawites, Yazidis, and some forms of Judaism. The religious sects and communities in the Arab world demonstrate the intricate religious landscape, where religious identity often overlaps with cultural, social, and political influences (Solomon et al., 2021). In Arab markets, Arabic serves as the dominant language, complemented by various other languages and dialects that hold significance stemming from historical, cultural, and economic considerations. Other essential languages besides Arabic include English, which is commonly used in Egypt and the Gulf Cooperation Council (GCC) nations like the United Arab Emirates, Saudi Arabia, and Qatar, where it is frequently spoken as a second language. English is commonly spoken in Lebanon and Jordan. French is widely spoken in North African countries like Morocco, Algeria, and Tunisia, due to the historical influence of French colonization. In Lebanon, it is commonly used as a secondary language. Berber languages, also referred to as Tamazight, are spoken across multiple regions in North Africa, notably in Morocco, Algeria, and select areas of Libya. Spanish is spoken in parts of Morocco, particularly in the northern regions such as Tangier and Tetouan, because of the historical Spanish presence in these areas (Al-Issa and Dahan, 2011; Benrabah, 2014; Siemund et al., 2021). On the other hand, important Arabic dialects include Egyptian Arabic (Masri), Levantine Arabic (Shami), Gulf Arabic (Khaliji), Maghrebi Arabic (Darija), Iraqi Arabic, Sudanese Arabic, and Yemeni Arabic. Cultural variations influence consumer behavior, impacting preferences, purchasing patterns, and receptiveness to marketing communications. Marketing strategies that are innovative and successful in one Arab nation may not yield the same results in another.
- B. **Economic and Social Factors:** The economic landscape and social dynamics in Arab markets exhibit considerable diversity. Countries within the Gulf Cooperation Council (GCC), such as Saudi Arabia and Qatar, exhibit elevated per capita incomes and possess consumer demographics that are frequently amenable to innovative and premium marketing strategies. Countries with lower economic development levels may necessitate marketing strategies that prioritize affordability and practicality. These economic and social disparities influence consumer behavior, requiring unique creative tactics for marketing campaigns in each market. An advertising strategy that focuses on

luxury and innovation to attract consumers in the United Arab Emirates may not yield the same results in Egypt, where budget considerations may take precedence over these factors. The distinctions within Arab markets, for example - Market size- Per capita income- Etc. (Souiden, 2002).

- C. **Market Maturity and Trends:** The level of market maturity varies significantly across the Arab region. Highly developed and competitive markets such as the UAE may experience swift changes in consumer trends due to global influences, technological advancements, and urbanization. The need for constantly evolving and innovative marketing strategies is driven by these trends. On the flip side, markets in underdeveloped regions may witness gradual shifts in consumer behaviour, necessitating unique marketing strategies that prioritize consistency and enduring brand allegiance. The variance in market trends among these countries results in varying degrees of creativity in marketing approaches.
- D. **Consumer Behaviour Insights:** Consumer behaviour is heavily influenced by the socio-cultural environment of individual markets. In Arab markets, consumer preferences are significantly influenced by factors such as family structure, gender roles, and religious practices. Marketers need to consider these behavioural nuances in order to create effective strategies that appeal to consumers at a local level. In conservative markets, marketing strategies often revolve around family-oriented or community-centred messaging. Conversely, liberal markets tend to prioritize individualism and self-expression in their campaigns. The variance in consumer behavior among Arab markets requires distinct creative approaches in marketing strategies.
- E. **Adoption of Technology and Innovation:** The rate at which new technologies and innovations are adopted varies across Arab markets. In more technologically advanced markets, consumers may expect marketing strategies that leverage the latest digital platforms, personalized content, and interactive experiences. In contrast, markets with lower technology adoption rates might require more traditional marketing methods. The varying degrees of technological penetration and innovation adoption influence the creativity of marketing strategies in these markets, leading to differences in how marketing is approached.

According to Shilling (1978), the Middle East region is characterized by unique markets that require separate and strategic consideration to a large extent. Elbashier and Nicholls (1983) argued that Arab countries should be viewed as distinct entities rather than as a homogeneous market.

5- Conclusion and recommendations

This research provides fresh perspectives on the expression of creativity within marketing approaches in Arab markets, questioning established Western-focused models. In contrast to Western schemes that highlight innovation as a pivotal factor for distinction, this research reveals that Arab markets prioritize cultural customization, consumer classification, and social input as essential catalysts for creativity. These results indicate that cultural collectivism influences the significance of creativity in marketing, rendering adaptation to context more important than groundbreaking innovation.

5.1 Conclusion

The evolving nature of contemporary enterprises requires creative and flexible marketing approaches to engage consumers and cultivate brand allegiance. This review delves into the vital importance of market trends and changing consumer behaviors in the development of innovative marketing tactics. Market trends serve as indicators of changes in consumer preferences, new technologies, and evolving competitive environments. It is essential to identify and analyze these trends to develop effective marketing campaigns. Kotler and Keller (2016) stress the importance of companies being adept at identifying and responding to trends. The growing emphasis on sustainability has compelled brands to implement eco-friendly measures and champion green initiatives to appeal to environmentally aware consumers (Trendwatching, 2023).

Consumer behavior is influenced by a combination of psychological, social, and cultural elements. By understanding these factors, marketers can anticipate purchase patterns and customize strategies accordingly. Solomon (2020) emphasized the significance of acknowledging consumer motivations, perceptions, and attitudes to craft successful marketing communications. The impact of social media on consumer behavior has been substantial, allowing individuals to share opinions and experiences that influence brand perception and purchasing decisions (Mangold & Faulds, 2009).

Creativity in marketing strategies has a positive impact on various performance aspects and supports entrepreneurship by providing the organization with new benefits for both consumers and society in the long term (Wagdi and Hasaneen, 2019). This creativity helps in reshaping the marketing mix. Finally, there are several factors that impact and drive creativity in marketing strategy.

- A. Market Trends and Consumer Behavior: Understanding current market trends and consumer behavior is crucial for inspiring creative marketing strategies (Tuten, 2023).
- B. Competitive Landscape: Analyzing competitors' strategies helps identify gaps and opportunities in the market, sparking creativity. (Kartajaya, et al., 2019)
- C. Brand identity and value creativity in marketing strategies should align with a brand's identity and values to maintain consistency and authenticity. (Keller, 2013)
- D. Budget and Resources: The availability of budgets and resources can influence the creativity of marketing strategies. Creative solutions must be feasible within the allocated resources. (Armstrong et al., 2018)
- E. Technology and Innovation: Leveraging new technologies and innovative approaches can lead to creative marketing strategies that engage customers in unique ways (Smith & Zook, 2024).
- F. Market Segmentation: Understanding different market segments allows the development of tailored and creative marketing strategies that appeal to specific groups of consumers. (Wedel & Kamakura, 2000)
- G. Organizational Culture and Structure: An organization's culture and structure can either encourage or stifle creativity in marketing strategies. Supportive and innovative culture fosters creative thinking. (Amabile et al., 1996)
- H. Social Factors, Feedback, and Data Analysis: Regular feedback from customers and data analysis provides insights that can inspire creative marketing strategies and refine existing ones. Additionally, considering social and cultural factors can help develop marketing strategies that resonate with target audiences at a deeper level. (Hofstede, 2001; Rust et al., 2004)

- I. Consumer Insights: A deep understanding of consumer behavior, needs, desires, and preferences is paramount in developing creative approaches that resonate with the target audience (Slater et al., 2010).
- J. Culture of Innovation: Fostering an organizational culture that encourages experimentation, open communication, and idea generation fuels the development of innovative marketing strategies (Stuhlfaut & Yoo, 2013).
- K. Emerging Trends and Technologies: Staying abreast of the latest advancements in technology, consumer behavior, and industry development inspires novel marketing ideas and approaches (Ashley & Tuten, 2014).
- L. Diverse and Multidisciplinary Teams: Collaboration with individuals from varied backgrounds, skill sets, and perspectives brings forth a rich tapestry of creative ideas and solutions (Ford et al., 2008).
- M. Calculated Risk-Taking: Embracing unconventional approaches and challenging the status quo can result in breakthrough marketing initiatives that stand out in crowded marketplaces (Fillis & Rentschler, 2005).

There is variation in the creativity of marketing strategies in Arab markets, indicating that the drivers of marketing creativity differ among these markets. The study can elucidate this variation by examining key concepts such as "cultural divergence," "economic and social factors," "market maturity and trends," "consumer behavior insights," and "adoption of technology and innovation." Consequently, Arab markets necessitate significant focus and strategic planning. According to this perspective, the Arab world is not a uniform market, but instead a collection of individual markets. The importance of creativity in marketing strategies has grown significantly for organizations looking to set themselves apart in competitive markets. The implementation of innovative marketing tactics helps to increase brand exposure and build stronger emotional relationships with customers, resulting in improved consumer loyalty and business outcomes. Having a thorough understanding of the factors that affect creativity in marketing is crucial for creating successful strategies.

Finally, this study provides valuable insights, but it is necessary to recognize certain limitations:

(a) the study concentrated on a specific group of factors influencing creativity, and future research may need to investigate other relevant elements. (b) The survey method has the potential to introduce bias and limitations when collecting data. The cross-cultural comparison was restricted to nine Arab markets. Subsequent research could encompass a wider array of countries.

5.2 Recommendations:

5.2.1 Recommendations for Marketing Professionals:

- A. This study underscores the need to tailor marketing strategies to the specific needs and preferences of different Arab markets, acknowledging the nuances of consumer behavior and cultural influences.
- B. Marketers must actively embrace and utilize new technologies and innovative approaches to engage consumers in the Arab region effectively.
- C. Fostering a culture of innovation and risk-taking within organizations is critical for developing creative and effective marketing strategies in the Arab context.

5.2.1 Recommendations for researchers:

This study serves as a springboard for future research into the specific factors influencing creativity in marketing strategy within individual Arab markets, enabling a deeper understanding of the cultural nuances that impact these differences. Further research is needed to explore the specific cultural dimensions that impact creativity in marketing strategy in Arab markets.

- A. Investigate Cultural Nuances: A deeper exploration of specific cultural dimensions and their influence on creativity in marketing strategy in individual Arab markets is needed.
- B. Expand Sample Size: Including a more balanced representation from all nine Arab markets would strengthen the generalizability of the findings.
- C. Incorporate Qualitative Data: Gathering qualitative data from marketers and consumers in the Arab markets could provide valuable context and insights that complement the quantitative findings.
- D. Examine Other Determinants: Future research could explore a broader range of determinants, including leadership, ethical considerations, and global trends.
- E. Develop a Framework for Culturally Adapted Creative Strategies: Based on the findings, researchers could develop a framework that guides marketing professionals in creating culturally sensitive and effective creative strategies in the Arab markets.
- F. Exploring the interplay between the determinants of creativity, such as the influence of the cultural context on budget allocation or the impact of technological adoption on brand identity, could offer a deeper understanding.
- G. Investigating the specific cultural influences impacting creativity in different Arab markets.
- H. Exploring the interplay between various determinants of creativity within specific marketing contexts.
- I. Studying the impact of various factors on consumer co-creation within online communities.
- J. Examining the role of customer expectations and aspirations in shaping consumer perceptions of new product creativity.

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