

The role of strategic vision in achieving marketing creativity – an applied study of a number of industrial companies in Duhok Governorate

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Article information:

Received: 06–05–2025

Revised: 21–05–2025

Accepted: 27–05–2025

Published: 25–12–2025

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Abstract:

The current research aims to determine the role of strategic vision in achieving marketing creativity within industrial companies. To accomplish this objective, a number of production companies were selected in the Duhok Governorate to test the conceptual relationship between the two main research variables. The questionnaire was adopted as the main tool for data collection and was distributed among department heads and decision-makers in the selected industrial companies. A total of (30) forms were distributed, all of which were returned and included in the analysis. The research employed the SPSS program to analyze the data and test the correlation and regression between strategic vision and marketing creativity. The results showed a significant and positive correlation between the two variables, and the existence of a clear impact of strategic vision—through its dimensions of insight, consensus and acceptance, uniqueness, and extensive thinking—on marketing creativity. The research recommends increasing focus on strategic foresight and visionary planning within industrial firms to enhance creative marketing practices and improve competitiveness in a dynamic market environment.

Keywords: Strategic vision, marketing creativity, industrial companies, strategic planning.

Introduction:

Strategic vision and marketing creativity are two fundamental pillars in driving sustainable success for modern organizations, especially in today's highly dynamic and competitive business environment. Strategic vision refers to the organization's long-term roadmap, shaped by a deep understanding of internal capabilities, market trends, and stakeholder needs. It encompasses a set of forward-looking objectives grounded in insight, consensus, uniqueness, and extensive thinking. A strong strategic vision not only inspires and aligns internal stakeholders but also guides the organization through uncertainty and change, setting a clear trajectory for future growth and innovation. On the other hand, marketing creativity represents an organization's capacity to generate and implement original, effective marketing ideas that differentiate its offerings in the minds of customers. It involves creating higher value for customers, focusing on unmet needs in the commercial market, and devising innovative promotional strategies that build competitive advantage. Marketing creativity is increasingly viewed as a key driver of brand distinctiveness, customer loyalty, and market responsiveness.

Research problem

In an era characterized by rapid technological advancement and intense market competition, industrial companies face increasing pressure to innovate their marketing strategies to maintain relevance and gain competitive advantage. Despite the recognized importance of strategic vision in

guiding organizational development and long-term success, there remains a gap in understanding how this vision translates into practical marketing innovation, especially within the context of emerging markets such as the Duhok Governorate. The challenge lies in determining the extent to which strategic vision—through its components such as insight, wide acceptance, future thinking, and excellence—can effectively drive marketing creativity that responds to dynamic customer needs and market conditions. This study seeks to explore the direct impact of strategic vision on marketing innovation in industrial companies, aiming to bridge the gap between visionary leadership and tangible marketing outcomes.

Below are research main questions:

1. Do the surveyed industrial companies in Duhok Governorate have a clear perception of the concepts and dimensions of both strategic vision and marketing creativity?
2. is the role of strategic vision in enhancing marketing creativity within the targeted industrial organizations?
3. Is there a significant impact of strategic vision on marketing creativity in the industrial companies surveyed?

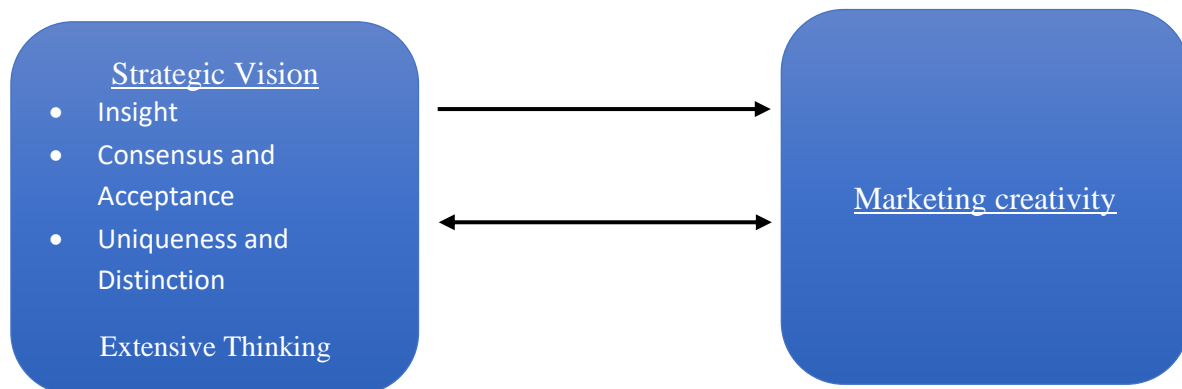
Research Objectives

This research aims to achieve a set of main objectives, which can be summarized as follows:

1. To identify the extent to which industrial companies in Duhok Governorate understand the concepts and dimensions of both strategic vision and marketing creativity.
2. To clarify the role that strategic vision can play in enhancing marketing creativity within these companies.
3. To determine the nature and impact of the relationship between strategic vision and the achievement of marketing creativity in the studied industrial companies.

Research model:

Below graph is the research model which illustrates the correlation and regression between research main variables.



Graph (1): research model

Research Hypotheses

Two main hypotheses emerge from the research model, as follows:

1. The first main hypothesis: There is a correlation at a significance level of (0.05) between strategic vision and marketing creativity at the macro and micro levels in the organizations under study.
2. The second main hypothesis: There is an effect at a significance level of (0.05) of marketing creativity on marketing creativity at the macro and micro levels in the organizations under study

Theoretical part:

The concept and definition of strategic vision:

One of the most crucial elements that gives the organisation ambition, quality, and prosperity in its operations to meet the

objectives is the strategic vision. In this context, the organization's future and its goals are connected to the vision. It establishes the course of its growth and the strategies it employs to reach the intended future state. Numerous initiatives and general studies have highlighted the significance of the strategic

vision, and the ability of the organization's leaders to articulate it was deemed to be one of the most crucial concerns to support the process of transformation. The strategic vision is a philosophy for the organisation and management that is only the first step in the strategic management process. It is also an image of the ideal future state that the organisation aspires to, which is all-encompassing and integrated for all of the organization's activities and work, achieving the unification of collective efforts existing inside and outside the organisation (Al-Janabi, 2007.52). These ideas are found in the literature on strategic management.

Accordingly, "the mental vision drawn by the organization's leadership about the desired future, stemming from its values, culture, and strategic capabilities, and in line with internal and external environmental changes" is the operational definition of the strategic vision that aligns with the study's goals.

The importance of strategic vision

The significance of strategic vision has been underlined by several authors and scholars, who have made it a fundamental beginning point for figuring out the organization's position, development trajectory, and area of support for the process of future transformation. The notion that "strategic leaders are those who can or should be able to clearly express their strategic visions for their organisations" served as the foundation for the facts supporting this significance. (Al-Mukhaimer, 2005.8) observes that the significance of vision arises from the question: How do you lead if you do not know where you want to go? (Larwood et al., 1995. 740). The important of strategic vision can be addressed as below:

1. The corporation can handle future chances to improve the organisation and its performance when it has a strategic vision.
2. uses systems thinking to take preventative action against hazards and offers early alerts and predictions about them.
3. It establishes ethical underpinnings for the business's prospective future operations and their advantages and disadvantages (Maccoby, M I & Scudder, T. 2011).

4. A strong belief in and dedication to the organization's objectives that inspires staff to help realise the vision.
5. Serve as a lighthouse or beacon for lower-level managers, enabling them to implement the departments' mission statements and establish objectives and functional strategies that align with the organization's overall strategy and direction.
6. Assisting the company with its future planning (Thompson & Strickland, 1999.36).

Characteristics of Strategic Vision:

1. Provides a first perspective and a perfect image and it departs from the conventional wisdom.
2. Concentrates on the end result rather than the methods to get there
3. is a physical structure that envelops us and directs our activities rather than a destination (Wirth, 2001)
4. Since the vision is about ambitions and perfection, we must acknowledge that employees are the ones who are initially inspired to attain this excellence.
5. The vision is meant to encourage greater efforts for the benefit of both employees and customers.
6. The vision entails planning for the future, appreciating the past, and figuring out how it has influenced you.
7. Understanding the details is crucial to the vision because it should be vibrant and detailed, and its attention should not be drawn to general or broad ideas. The realisation of the vision should result in measurable outcomes in public administration, business management, or services (Ginter, et al, 1998.154)

Dimensions of strategic vision:

Regarding the strategic vision and its elements, writers' and researchers' opinions varied; some concentrated on one element over another, whether in terms of significance or direction. Some people regard the strategic vision as an organization's ideology, as well as a set of bold concepts and activities that give the foundations that need to be maintained and the future that the organization aspires to. The most common dimensions of strategic vision are as below:

1. **Insight:** Gaining insight entails working to ascertain the organization's actual vision as well as the hypothetical ideas that need to be defined at any given time. Adopting this approach directs the organisation in its far future. The vision focusses on the organization's and the environment's long-term perspective (Nandi, 1994).
2. **Wide acceptance:** The organization's employees must comprehend the vision before it can be considered meaningful, and it is typically assumed that the organization's members share this belief (Lynch, 2000.444).
3. **Wideness thinking:** Strategic management requires careful thinking about the future, and he believes that strategies are not about planning but about thinking and acting, giving importance to mental abilities, and here there is an emphasis on the skills that managers possess to lead their organizations. (Pearson,1999. 25)
4. **Uniqueness and excellence:** Leadership minds, with their visions, abilities, and creative orientations, are the essential force of excellence in achieving the success and continuity of organisations. This has led to a deep-rooted obsession with vision excellence in the strategies set by leaders of modern organizations. (Salmi,2002, 66),

Marketing creativity:

Creativity means that this new innovative thing should be distinguished in achieving the goals, whether at the level of broad social acceptance or the level of business organizations or other economic, social and technical evaluation axes. It means putting new ideas into actual application in marketing practices. It may focus on one of the elements of the marketing mix or all of them at once, and aims to increase the organization's sales and introduce its brand to gain the customer's trust and achieve his loyalty as the reason for its existence (Abbas, 2013. 214).

The creation of a particular valuable product is a definition of creativity. New and contemporary concepts and plans that stand out through the use of imagination and expression are examples of creativity

(Remziye ,2014. 243). Marketing creativity are also considered one of the dimensions of organizational creativity, which includes the creative process, the creative product, and the creative person, as all these components interact with each other to meet the unstable demand of its customers and provide a product that distinguishes it from the rest of its competitors in the business market (linthasang, Chatchai 2016. 313).

The importance of marketing Creativity:

1. Creating higher value for customers and performance towards the market to continuously examine customer needs and strive to maintain and increase profitability (Azimpur, Gita. 2015.399)
2. Increasing thinking about creative marketing in modern markets leads to a focus on the commercial market to attract new customers in the context of marketing campaigns adopted by the organization and in which the marketing of products is unconventional (Sebastian, Rucker, 2017. 10).
3. Using brainstorming to generate marketing concepts that the company employs to address particular marketing-related issues: (McCorkle, Denny, 2007. 255).
4. Competitive advantage, organisational success, and fresh intelligence in the marketing program are all produced by marketing creativity

Features of Marketing Creativity:

There are a set of features associated with marketing creativity, and we will discuss the most important of these features that characterize marketing creativity, which are as follows:

1. The organization's relationship with intellectual products and their marketing methods, unlike traditional products, where the creative product contains what is called creative content, which gives it a benefit as a market product that meets the general and specific needs of customers in the market (Borisova: 2018.115)
2. Marketing creativity is seen as a universal human trait rather than a personal one, however it varies from person to person and based on the environment in which he

lives and works. (Adhari Al-Hajri,2011.29)

3. Marketing creativity is not limited to a specific marketing field, but rather extends to marketing fields and practices. There are real-life examples of innovative marketing that reflect its application in many fields.
4. Exploiting marketing creativity for new and modern ideas that help the organization achieve success (Abu Juma,2003.21)

Sample Personal information:

The demographic profile of the participants (N=30) reveals that the majority were male (66.7%), with females accounting for 33.3% of

the sample. In terms of seniority, 60% of the respondents had less than five years of experience, indicating a relatively young or newly employed workforce. The remaining respondents were equally distributed across the categories of 6–10 years, 11–15 years, and more than 15 years of experience, each representing 13.3% of the sample. Regarding educational qualifications, the majority held a bachelor's degree (73.3%), followed by master's degree holders (13.3%), and both PhD and high school graduates accounted for 6.7% each. This distribution shows a predominantly well-educated and relatively new workforce with a male majority.

Table (1): sample personal information.

CATEGORY	SUB-CATEGORY	FREQUENCY	PERCENT%
Sex	male	20	66.7
	female	10	33.3
SENIORITY	LESS THAN 5 YEARS	18	60.0
	6 to 10 years	4	13.3
	11 to 15 years	4	13.3
	More than 15 years	4	13.3
QUALIFICATION	High school	2	6.7
	bachelor	22	73.3
	master	4	13.3
	PhD	2	6.7

Descriptive statistic for research independent variable (Strategic Vision):

1. It was found that a combined 66.6% of the research sample disagreed (13.3% strongly disagreed and 53.3% disagreed) with the statement (X1) "The institution's management possesses a comprehensive and clear vision for determining the future direction, its needs, and its objectives." Only 26.7% expressed agreement (6.7% agreed and 20.0% strongly agreed), while 6.7% remained neutral. The mean score was 2.66, with a standard deviation of 1.37, indicating a general tendency toward disagreement, though some respondents perceived a positive vision.
2. For the statement (X2) "The institution's management works within the framework of a future orientation to achieve high levels of educational activities," a total of 60.0% of respondents disagreed (20.0% strongly disagreed and 40.0% disagreed). 16.7% were neutral, and only 23.3%

agreed, with no one strongly agreeing. The mean response was 2.43, and the standard deviation was 1.07, indicating a general leaning toward disagreement, though a small portion supported the statement.

3. A total of 66.6% of respondents disagreed with the statement (X3) "The future direction of the college/department is achieved through the integration of internal and external objectives," including 13.3% who strongly disagreed and 53.3% who disagreed. Only 20.0% of participants agreed (13.3% agreed and 6.7% strongly agreed), and 13.3% were neutral. The mean response was 2.43, with a standard deviation of 1.10, indicating a strong tendency toward disagreement with relatively consistent opinions.
4. Regarding the statement (X4) "The college/department's management possesses clarity and realism in presenting a correct and desirable future vision for educational activities," about 46.7% of the

sample disagreed, while 26.7% were neutral. In contrast, 26.6% agreed (13.3% agreed and 13.3% strongly agreed). The average response was 2.93, with a standard deviation of 1.08, indicating a more balanced set of views with a slight lean toward neutrality and a bit more optimism compared to other items.

5. An overwhelming 86.7% of the participants disagreed with the statement (X5) "The institution's management seeks, through its vision and actions, to gain the satisfaction of the largest segment of employees," while only 13.3% expressed agreement, and no respondents were neutral. The mean score was 2.20, with a standard deviation of 1.18, showing strong disagreement and little variation in responses.
6. For the statement (X6) "The institution's management works to resolve problems arising from resistance to change and utilize them in a field of future cooperation," nearly half (46.7%) of respondents disagreed, while 40.0% were neutral. Only 13.4% agreed, equally split between agree and strongly agree. The mean of 2.73 with a low standard deviation of 0.68 suggests a strong leaning toward disagreement with relatively consistent responses.
7. Regarding the statement (X7) "The institution's management works, through its vision, to achieve high levels of satisfaction among students, faculty, and staff," a combined 66.7% of respondents disagreed, while 20.0% were neutral, and 13.4% agreed. The mean was 2.33, with a standard deviation of 1.09, indicating a notable lean toward disagreement.
8. It was found that 60.0% of respondents disagreed with the statement (X8) "The institution strives to achieve a state of harmony and integration among all its faculty and staff," while 33.3% were neutral. Only 6.7% strongly agreed, and no respondents selected "agree." The mean was 2.33, with a standard deviation of 1.02, reinforcing a general trend toward disagreement.
9. For the statement (X9) "The institution's management has the ability to deal with

environmental changes in light of the strategic vision," a significant 73.3% of respondents disagreed, while 20.0% were neutral. Only 6.7% agreed, with no strong agreement. The mean was 2.33, and the standard deviation was 0.60, showing a clear and consistent trend toward disagreement.

10. In response to the statement (X10) "Decisions that lead to academic excellence in everything new and ambitious are continuously adopted and encouraged," a total of 66.6% of participants disagreed, while 20.0% were neutral. 13.4% agreed. The mean score was 2.40, and the standard deviation was 1.03, indicating a prominent tendency toward disagreement.
11. For the statement (X11) "The motivations behind the institution's management decisions are based on the strategic vision to change the current situation and embrace new opportunities," one-third of respondents (33.3%) selected each category of strongly disagree, disagree, and neutral—with no agreement at all. The mean was 2.00, and the standard deviation was 0.83, indicating a significant skew toward disagreement with limited variability.
12. With respect to the statement (X12) "The institution's management strives to achieve quality and excellence in the educational services it provides," 73.3% of respondents disagreed, while only 13.4% agreed. 6.7% were neutral. The mean was 2.13, and the standard deviation was 1.16, reflecting a notable lack of confidence in the institution's commitment to quality and excellence.
13. A majority of 73.4% of respondents disagreed with the statement (X13) "The institution's management works to study current capabilities and the requirements for future change," while 6.7% were neutral. Only 20.0% agreed. The mean score was 2.20, with a standard deviation of 1.06, indicating a prevailing perception of insufficient focus on evaluating future requirements.
14. When asked about the statement (X14) "The institution's management seeks to

establish shared values that keep pace with the changes in the educational environment,” 46.7% of participants disagreed, 40.0% were neutral, and only 13.3% agreed. The mean was 2.60, and the standard deviation was 1.06, indicating a slight lean toward disagreement with a large neutral group.

15. The statement (X15) “The institution's management works to continuously update and develop programs and curricula to keep pace with contemporary developments,” received 60.0% disagreement, while 40.0% remained neutral. Not a single respondent expressed

agreement. The mean was 2.26, and the standard deviation 0.69, revealing a clear lack of perceived initiative in curriculum modernization.

16. For the statement (X16) “The strategic vision of the academic department is consistent with the changes occurring in the university and educational environment,” a significant 73.3% of respondents disagreed, while 13.3% were neutral. Just 13.4% agreed, split evenly between agree and strongly agree. The mean was 2.26, and the standard deviation was 1.08, reflecting widespread disagreement.

Table (2): Descriptive statistic for research independent variable (Strategic Vision)

DIMENSIONS	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard deviation
		Frequency	Percentage %	Frequency	Percentage %	Frequency	Percentage %	Frequency	Percentage %	Frequency	Percentage %		
Insight	X1	4	13.3	16	53.3	2	6.7	2	6.7	6	20.0	2.66	1.37
	X2	6	20.0	12	40.0	5	16.7	7	23.3	0	0	2.43	1.07
	X3	4	13.3	16	53.3	4	13.3	4	13.3	2	6.7	2.43	1.10
	X4	13	0	0	46.7	8	26.7	4	13.3	4	13.3	2.93	1.08
	Average	11.65		48.32		15.85		14.15		10.00		2.61	1.15
	Total	59.97						24.15					
Consensus and acceptance	X5	6	20.0	20	66.7	0	0	0	0	4	13.3	2.20	1.18
	X6	0	0	14	46.7	12	40.0	2	6.7	2	6.7	2.73	0.68
	X7	6	20.0	14	46.7	6	20.0	2	6.7	2	6.7	2.33	1.09
	X8	6	20.0	12	40.0	10	33.3	0	0	2	6.7	2.33	1.02
	Average	15.00		50.02		23.32		3.35		8.35		2.39	0.99
	Total	65.02						11.70					
Uniqueness and distinction	X9	0	0	22	73.3	6	20.0	2	6.7	0	0	2.33	.60
	X10	4	13.3	16	53.3	6	20.0	2	6.7	2	6.7	2.4	1.03
	X11	10	33.3	10	33.3	10	33.3	0	0	0	0	2.00	0.83
	X12	10	33.3	12	40.0	4	6.7	2	6.7	2	6.7	2.13	1.16
	Average	19.97		49.97		20.00		5.02		3.35		2.21	0.90
	Total	69.94						8.37					
Extensive thinking	X13	8	26.7	14	46.7	2	6.7	6	20.0	0	0	2.20	1.06
	X14	2	6.7	12	40.0	12	40.0	4	13.3	0	0	2.6	1.06
	X15	4	13.3	14	46.7	12	40.0	0	0	0	0	2.26	0.69
	X16	6	20.0	16	53.3	4	13.3	2	6.7	2	6.7	2.26	1.08
	Average	16.67		46.67		25.00		10.00		1.67		2.33	0.97
	Total	63.34						11.67					

Overall indicator for Artificial Intelligence AI

Descriptive statistic for research dependent variable (marketing creativity):

1. For the statement (Y1) "The company's products are characterized by creativity and development," a majority of 60.0% of respondents expressed disagreement, while 26.7% were neutral, and only 13.3% agreed. The mean score of 2.26 and standard deviation of 1.01 show that most respondents did not perceive the company's products as innovative, though there is some variation in views.
2. With 66.6% of participants disagreeing with the statement (Y2) "Special product modifications meet customer needs and expectations," the results show a strong perception that product customization is lacking. Only 20.0% agreed, and 13.3% remained neutral. The mean of 2.46 suggests a clear trend toward dissatisfaction.
3. For the statement (Y3) "The company offers a wide and diverse range of products," a total of 60.0% of respondents disagreed, while 20.0% agreed, and 20.0% remained neutral. With a mean of 2.33 and a relatively high standard deviation (1.26), opinions were fairly spread out but tilted strongly toward disagreement.
4. On the statement (Y4) "Product information and packaging are sufficient," 60.0% disagreed (40.0% strongly disagreed), while 20.0% were neutral and 20.0% agreed. The mean of 2.20 and standard deviation of 1.18 indicate a noticeable level of dissatisfaction regarding packaging and product information.
5. For the statement (Y5) "The company's products are distinguished in the market," 60.0% of participants disagreed, while 26.7% agreed, and 13.3% remained neutral. With a mean of 2.50 and standard deviation of 1.04, the data reveals more disagreement than agreement regarding product distinctiveness.
6. On the statement (Y6) "Coupon usage and promotional prices are suitable for customers," 46.6% of respondents disagreed, 26.6% agreed, and 26.7% were neutral. With a mean of 2.80 and a standard deviation of 1.24, this item shows mixed opinions leaning slightly toward disagreement, but with some openness to positive perceptions.
7. A strong 66.6% of participants disagreed with the statement (Y7) "The company's price reductions are consistent with the quality of its products," while only 13.4% agreed, and 20.0% were neutral. The mean was 2.20, with a standard deviation of 1.18, indicating significant dissatisfaction with price-quality alignment.
8. For the statement (Y8) "The company takes into account the general level of prices and income in various marketing sectors," 60.0% of respondents disagreed, 20.0% agreed, and 16.7% were neutral. The mean of 2.38 and standard deviation of 1.23 suggest more negative views, but with some openness to differing opinions.
9. For the statement (Y9) "I believe the company's prices are competitive and suitable for everyone (factory agents and end customers)," responses were more balanced: 46.6% disagreed, 33.3% agreed, and 20.0% were neutral. The mean of 2.73 with a standard deviation of 1.08 reflects divided perceptions with a slight lean toward neutrality.
10. A total of 60.0% disagreed with the statement (Y10) "The company is keen to introduce its products before introducing them to the market," while 20.0% agreed and another 20.0% were neutral. The mean was 2.40, and the standard deviation 1.22, indicating skepticism toward early product communication efforts.
11. In response to (Y11) "Salespeople help identify needs to help customers choose the appropriate alternative," opinions were mixed: 46.7% disagreed, 26.6% agreed, and 26.7% were neutral. The mean score of 2.73 and standard deviation of 1.31 indicate diverse experiences and perceptions.
12. A strong 73.3% of respondents disagreed with the statement (Y12) "The company

provides free samples of its new and improved products to customers,” while only 13.4% agreed. The remaining 13.3% were neutral. The mean was 2.33, indicating a clear perception that sampling is not a strong practice.

13. Regarding (Y14) “The company is keen to distribute its products as quickly as possible,” 66.6% of respondents disagreed, 20.0% were neutral, and only 13.4% agreed. The mean of 2.40 reflects a general sense that timely distribution is not a strong point.
14. For (Y14) “The company's multiple distribution outlets save it effort, reducing the time it takes to obtain products,” 46.6% disagreed, 40.0% were neutral, and 13.4% agreed. The mean of 2.60 and moderate

spread suggests many are unsure or unconvinced about the effectiveness of the distribution network.

15. Opinions were mixed for (Y15) “The company adheres to its daily distribution plan”: 40.0% disagreed, 33.3% agreed, and 26.7% were neutral. The mean of 2.86 and standard deviation of 1.33 reflect a broad range of perspectives, slightly leaning toward neutrality.
16. For (Y16) “The company uses modern distribution methods such as refrigerated vehicles,” 60.0% disagreed, 13.3% were neutral, and 26.7% agreed. The mean of 2.73 shows some positive perception but still suggests overall doubt about the modernity of distribution methods.

Table (3): Descriptive statistic for research dependent variable (marketing creativity)

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard deviation
	Frequency	Percentage %	Frequency	Percentage %	Frequency	Percentage %	Frequency	Percentage %	Frequency	Percentage %		
Y1	8	26.7	10	33.3	8	26.7	4	13.3	0	0	2.26	1.01
Y2	4	13.3	16	53.3	4	13.3	4	13.3	2	6.7	2.46	1.10
Y3	10	33.3	8	26.7	6	20.0	4	13.3	2	6.7	2.33	1.26
Y4	12	40.0	6	20.0	6	20.0	6	20.0	0	0	2.20	1.18
Y5	4	13.3	14	46.7	4	13.3	8	26.7	0	0	2.5	1.04
Y6	4	13.3	10	33.3	8	26.7	4	13.3	4	13.3	2.8	1.24
Y7	10	33.3	10	33.3	6	20.0	2	6.7	2	6.7	2.20	1.18
Y8	8	26.7	10	33.3	5	16.7	4	13.3	2	6.7	2.38	1.23
Y9	4	13.3	10	33.3	6	20.0	10	33.3	0	0	2.73	1.08
Y10	8	26.7	10	33.3	6	20.0	4	13.3	2	6.7	2.40	1.22
Y11	6	20.0	8	26.7	8	26.7	4	13.3	4	13.3	2.73	1.31
Y12	4	13.3	18	60.0	4	13.3	2	6.7	2	6.7	2.33	1.02
Y13	4	13.3	16	53.3	6	20.0	2	6.7	2	6.7	2.40	1.03
Y14	4	13.3	10	33.3	12	40.0	2	6.7	2	6.7	2.60	1.03
Y15	6	20.0	6	20.0	8	26.7	6	20.0	4	13.3	2.86	1.33
Y16	4	13.3	14	46.7	4	13.3	2	6.7	6	20.0	2.73	1.36
Average	20.81		36.65		21.04		14.16		6.68		2.49	1.16
Total	57.46						20.84					
Overall indicator for Artificial Intelligence AI												

Correlation analysis between Main-variables of the study:

Table (4) reveals a significant correlation between Strategic Vision and Marketing Creativity. The Pearson correlation coefficient

reached 0.895 at the 0.01 significance level, indicating a very strong and positive relationship between the two variables. This suggests that as the level of Strategic Vision increases within the companies studied, so

does their capacity for Marketing Creativity. The strength and statistical significance of this correlation demonstrate that Strategic Vision plays a vital role in shaping or enhancing Marketing Creativity. Therefore, it can be concluded that the clearer and more effective

the Strategic Vision, the greater the level of Marketing Creativity achieved. This finding confirms the research hypothesis, which proposed a statistically significant relationship at the 0.05 level between Strategic Vision and Marketing Creativity.

Table (4): correlation analysis between research main-variables

variables	Marketing creativity
Strategic vision	.895**

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

Correlation analysis between sub-variables of the study:

Table (5) indicates a significant correlation between marketing creativity and the distribution strategy components: Insight, Consensus and Acceptance, Uniqueness and Distinction, and Extensive Thinking. The highest correlation was observed between marketing creativity and Insight, with a Pearson correlation coefficient of 0.716 at the 0.01 significance level, indicating a strong and positive relationship. Similarly, Uniqueness and Distinction showed a strong positive correlation with marketing creativity ($r = 0.708$, $p < 0.01$), while Consensus and Acceptance and Extensive Thinking

demonstrated moderate yet statistically significant correlations ($r = 0.504$ and $r = 0.523$, respectively, both at the 0.01 level). These findings suggest that improvements in these strategic dimensions are associated with higher levels of marketing creativity. Therefore, it can be concluded that the greater the emphasis on Insight, Consensus and Acceptance, Uniqueness and Distinction, and Extensive Thinking in the companies studied, the higher their levels of marketing creativity. This supports the research hypothesis, confirming a statistically significant relationship at the 0.05 level between these distribution strategy components and marketing creativity.

Table (5): correlation analysis between research sub-variables.

	Insight	Consensus and acceptance	Uniqueness and distinction	Extensive thinking	Strategic vision
Marketing creativity	.716**	.504**	.708**	.523**	.895**

The regression analysis

There is a significant impact of the independent variable, represented by Strategic Vision, on the dependent variable, represented by Marketing Creativity, according to the calculated F value of 112.559, which is substantially greater than the tabular F value of 3.385 at a significance level of 0.05 and degrees of freedom (1, 28). This result

confirms the significance of the impact, as indicated by a p-value of 0.000, which is well below the accepted threshold. Furthermore, the R Square value of 0.801 indicates that Strategic Vision explains approximately 80.1% of the variance in Marketing Creativity. This clearly demonstrates that Strategic Vision plays a pivotal role in enhancing Marketing Creativity within the companies studied.

Table (6): regression analysis

Model	Sig.	Tabulated F	Calculated F	R ²	B ₁ (Regression Coefficient)	B ₀ (Constant)
Strategic vision	0.000	3.885	113.333	0.344	0.587	1.981

N = 30 P ≤ 0.05

Conclusions

1. Strong correlation between strategic vision and marketing creativity: The study

found a significant positive correlation between the strategic vision and marketing creativity, indicating that visionary leadership plays a crucial role in fostering innovation in marketing.

2. Strategic vision dimensions influence creativity: The sub-dimensions of strategic vision—insight, consensus and acceptance, uniqueness and distinction, and extensive thinking—each showed a meaningful connection to marketing creativity, with insight and uniqueness demonstrating the strongest relationships.
3. Strategic vision drives innovation: Companies with a clear and well-communicated strategic vision were more capable of generating innovative marketing ideas and strategies aligned with market demands.
4. Lack of strategic clarity in many companies: Despite the proven importance of strategic vision, many of the surveyed companies exhibited weak clarity, limited integration of future-oriented thinking, and a lack of shared vision among employees.
5. Marketing creativity was perceived as underdeveloped: Respondents indicated that their organizations lacked sufficient creative approaches in pricing, promotion, product design, and distribution strategies.

Recommendations

1. Strengthen strategic vision at all organizational levels: Management should work on clarifying and consistently communicating the organization's long-term vision to all employees to ensure alignment and motivation.
2. Invest in leadership development: Workshops and training programs should be implemented to develop leadership competencies in strategic foresight, creative thinking, and vision articulation.
3. Promote a culture of innovation: Encourage an organizational culture that supports creative marketing solutions through brainstorming sessions, open communication, and rewarding innovative ideas.
4. Involve employees in vision development: Ensuring consensus and acceptance of the strategic vision by involving staff in its

development can increase commitment and creativity.

5. Integrate strategic vision with marketing planning: Marketing strategies should be directly informed by the strategic vision to ensure coherence and innovation across campaigns, product development, and customer engagement.
6. Use modern tools and data for insight development: Support strategic planning with market research, customer feedback, and competitive analysis to sharpen insight and respond effectively to changing market dynamics.

Data Availability:

The data used to support the results of this study has been included in the article.

Conflict of Interest:

The authors declare that they have no conflicts of interest.

Funding Sources:

No financial support was received.

Acknowledgments:

None.

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