

The Impact of Marketing Ambidexterity on Achieving Marketing Excellence in Hospitality Institutions: An Analytical Study of a Sample of Marriott Chain Hotel Employees in Eastern Algeria

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Abstract:

This study aims to measure the impact of Marketing Ambidexterity on achieving marketing excellence in the five-star hotels of the Marriott chain in Eastern Algeria. To achieve the study's objectives, a descriptive-analytical approach was adopted by designing a questionnaire distributed to 60 administrative employees at the hotels under study, with 51 of these questionnaires deemed valid for statistical analysis using SPSS software version 25.

The study reached a set of findings, most notably that there is a statistically significant positive correlation between Marketing Ambidexterity—in its dimensions of opportunity exploration and exploitation—and marketing excellence in the Sheraton Annaba and Marriott Constantine hotels.

Keywords: Marketing Ambidexterity, Marketing Excellence, Sheraton Annaba Hotel, Marriott Constantine Hotel.

Jel Classification Codes: M31; L83; L25

1. INTRODUCTION

The contemporary business environment is witnessing rapid changes and intense competition, prompting many organizations to adopt well-thought-out plans and innovative strategies that contribute to meeting customer needs and enhancing their loyalty, which contributes to achieving excellence and securing long-term sustainability in a competitive market.

Marketing ambidexterity is recognized as a strategic approach that equips organizations to effectively utilize current opportunities while discovering new ones, enabling them to adapt to their operational environment and generate added value for the organization, thereby excelling in their target market.

In this context, hotel establishments are also experiencing rapid development and endless challenges. Like other organizations, they are obliged to possess the capabilities that qualify them to be proficient in exploiting and discovering marketing opportunities, which contributes to improving the quality of their services and enables them to build core capabilities and creative marketing that enhances customer loyalty and ensures their distinction over competitors, achieving long-term sustainability in the market.

Problem Statement:

Given intense business competition, researchers stress the importance for tourism institutions, especially hotels, to prioritize marketing ambidexterity. This approach helps hotels overcome challenges by delivering high-quality services through exploring and exploiting marketing opportunities, which leads to excellence and superior performance over competitors. This raises the key question:

To what extent does marketing ambidexterity impact achieving marketing excellence in the five-star Marriott hotels in Eastern Algeria (Sheraton Annaba Hotel and Marriott Constantine Hotel)?

Sub-questions:

- To what extent is marketing ambidexterity applied in the hotels (Sheraton Annaba and Marriott Constantine)?
- What is the level of interest in marketing excellence at the hotels (Sheraton Annaba and Marriott Constantine)?

- Is there a causal or correlational relationship between marketing ambidexterity and marketing excellence in the hotels (Sheraton Annaba and Marriott Constantine)?

Based on the previous questions, the following hypotheses were formulated:

Main Hypothesis:

- There is an impact of marketing ambidexterity on achieving marketing excellence in the hotels (Sheraton Annaba and Marriott Constantine) at a significance level of ($\alpha \leq 0.05$).

To confirm the validity of the main hypothesis, two sub-hypotheses were designed as follows:

First Sub-hypothesis: There is an impact of the opportunity exploration dimension on achieving marketing excellence in the hotels (Sheraton Annaba and Marriott Constantine) with statistical significance at ($\alpha \leq 0.05$).

Second Sub-hypothesis: There is an impact of the opportunity exploitation dimension on achieving marketing excellence in the hotels (Sheraton Annaba and Marriott Constantine) with statistical significance at ($\alpha \leq 0.05$).

Objectives of the Study:

The study seeks to achieve two main objectives: The first objective is to build a comprehensive framework that connects theoretical insights of marketing ambidexterity with practical achievements in marketing excellence. This framework will be utilized to analyze the marketing strategies implemented by Sheraton Annaba and Marriott Constantine hotels. The second objective is to evaluate the role of opportunity exploration and exploitation dimensions of marketing ambidexterity in enhancing the marketing excellence within the hotel industry, focusing on both Sheraton Annaba and Marriott Constantine hotels.

Importance of the Study:

The significance of this study stems from its contribution to deepening the understanding of the essential role that marketing ambidexterity plays in driving excellence within the hospitality sector, particularly in competitive contexts like Sheraton Annaba and Marriott Constantine hotels. due to its capacity to effectively balance the exploration and exploitation of market opportunities. This contributes to providing exceptional customer experiences and acquiring core competencies that achieve marketing

excellence and ensure sustainable growth. Additionally, its importance is highlighted through its connection to the customer, who is the core of marketing activities, and the pursuit of meeting their current needs and desires while uncovering and fulfilling their latent needs through well-planned strategies and objectives that contribute to distinguishing the hotel from its competitors.

Methodology of the Study:

The researchers adopted a descriptive analytical approach in this study to answer the posed problem.

2. Theoretical Framework of Marketing Ambidexterity

All organizations are constantly working towards attaining leadership, excellence, and superiority. This pursuit arises from the fierce competition and swift changes in the business environment, which have given rise to marketing ambidexterity as a crucial strategy for helping organizations achieve marketing excellence.

2.1. Concept of Marketing Ambidexterity:

Many authors and researchers have addressed the definition of marketing ambidexterity, and some contributions are presented as follows:

According to (SHANAN THABIT, 2021, p. 293), marketing ambidexterity is an effective strategy that aids in balancing different marketing activities by both exploiting existing opportunities and exploring new ones. This balance enhances the adaptability and flexibility of marketing to provide sustainable value that aligns with the current and future needs and desires of customers.

(Yeung 2016) defined marketing ambidexterity as the simultaneous and balanced focus of organizations on both exploration and exploitation through marketing activities. This encompasses aspects such as product design, pricing, targeting, promotion, market segmentation, and customer service. It focuses on exerting equal levels of effort in both marketing exploitation and exploration processes. In short, a high level of marketing ambidexterity in organizations indicates a shift from a singular focus on marketing to a dual focus, with marketing managers giving similar and balanced efforts to both exploitation and exploration activities. (Hillbun, Oleksiy, James, & Sadat, 2020, p. 66)

According to (Gibson and Birkinshaw 2004), marketing ambidexterity refers to marketing activities characterized by adaptability and seeks to achieve alignment either concurrently or sequentially. Organizations that adopt marketing ambidexterity are expected to balance short-term goals (profitability) with long-term objectives (sustainability) (Adiwijaya, Wahyuni, & Gayatri & Jacky S. Mussry, 2019, p. 271).

Researchers view marketing ambidexterity as a strategy that balances exploration and exploitation. This balance secures short- and medium-term profitability while addressing service and product obsolescence. It also ensures long-term sustainability and adaptability to rapid business changes, achieving marketing excellence.

2.2. Importance of Marketing Ambidexterity:

The significance of marketing ambidexterity for organizations is evident in the following aspects: (Parikh, 2016, p. 1055):

- **Ability to Achieve Contradictory Goals:** Marketing ambidexterity aims to address conflicting goals by allocating approaches that help balance exploitation and exploration activities, rather than compromising between them, allowing organizations to achieve all objectives simultaneously, in a non-sequential or discontinuous manner.
- **Achieving Balance in Various Ways:** Marketing ambidexterity can provide multiple options to achieve a balance between conflicting goals based on three aspects: sequential, structural, and contextual. These aspects contribute to guiding organizations toward achieving high performance.
- **Applicability in Organizations of All Sizes:** Marketing ambidexterity can be applied in both small and large organizations, as it requires flexible, informal, and adaptive structures. It is also considered a capability that can be developed at all organizational levels.

2.3. Dimensions of Marketing Ambidexterity:

2.3.1. Exploring Opportunities:

Exploring opportunities involves the continuous search for current and latent customer needs and desires, in addition to studying the market and predicting its future changes. This exploration aims to develop and improve

marketing activities in creative ways and to make substantial changes in marketing strategies to ensure continuity and sustainability (Adiwijaya, Wahyuni, & Gayatri & Jacky S. Mussry, 2019, p. 172).

Discovery is associated with diversity, research, innovation, experimentation, and risk-taking. It primarily involves challenging previous approaches to market interaction. This requires relying on new segments, innovative products, new distribution channels, and new strategies within the marketing mix. Such exploration necessitates the development of new skills and capabilities and the adoption of innovative marketing paths that respond to emerging environmental trends while establishing new markets (Tokgöz, Akatay, & Özdemir, 2017, p. 61).

2.3.2. Exploiting Opportunities:

Exploiting opportunities includes application, selection, and production. Exploitation units represent the core processes that focus on innovative systems employed through continuous change aimed at achieving efficiency, control, and discipline, as well as broadening distribution channels and making better use of available opportunities, such as increasing sales and introducing existing products into new markets, and improving and enhancing existing products to expand market share (Said Sultan Freihat, 2020, p. 3209).

3. Theoretical Framework of Marketing Excellence

Marketing excellence is one of the modern concepts that plays a vital role in enhancing the competitiveness of organizations, supporting their sustainability, and building a strong market reputation by delivering higher value to customers, surpassing their expectations.

3.1. The Concept of Marketing Excellence:

According to (Thakir Saleh Al-Qotaje, 2021, p. 65), marketing excellence is defined as "the ability of marketing management to compete and contribute according to a strategic approach by delivering superior marketing performance, addressing its challenges, and then achieving its goals effectively, allowing it to stand out from other organizations." It is clear that marketing excellence is a structured process that cannot be left to randomness or chance, but is based on carefully studied strategies and marketing plans designed to achieve that excellence.

According to (Abdullah Shekho, 2023, p. 813), marketing excellence is an ongoing process that involves aligning the organization's culture, capabilities, efforts, structure, workforce, incentives, performance measures, and control mechanisms, allowing the organization to adapt effectively and respond distinctively to market fluctuations and emerging challenges.

(Dilman K.R & Darman S, 2023, p. 93) Stated that marketing excellence is the superior ability to perform key customer-directed activities that offer unique competitive value and satisfy both customers and suppliers by enhancing internal operational capabilities, continuously supporting and developing them in harmony with the organization's operations. This is accomplished by gathering, utilizing, and managing the information available within the organization to ensure that the desired goals are met efficiently and effectively.

The researchers contend that marketing excellence is a strategy by which the organization seeks to achieve uniqueness and distinction in its operations and activities compared to its competitors in the market. This translates into achieving customer satisfaction and loyalty by providing distinctive goods and services that exceed their expectation.

3.2. The Importance and Sources of Marketing Excellence:

Marketing excellence is essential for organizational growth and long-term sustainability, enabling them to thrive in a competitive environment. The key points outlining its importance include (Awaz Sh & Bewar S, 2022, p. 382):

- Achieving uniqueness and distinction over competitors, in addition to gaining excellence in strategic resource competencies;
- Acquiring a substantial market share, which contributes to profitability and ongoing survival;
- Enhancing and reinforcing the organization's image, while ensuring customer satisfaction and loyalty;
- Achieving superior product and service quality, alongside cost reduction.

Marketing excellence can be achieved through a set of sources, which are as follows (Abdul Wahid Jassim & Yassin, 2022, p. 15):

- The perceived value of a product or service by customers based on the benefits gained compared to its cost;

- Distinctive and exclusive performance;
- The organization's strategic approach to entering or exiting markets;
- Identifying and interacting with customers.

3.3. Dimensions of Marketing Excellence:

3.3.1. Service Quality:

Service quality is the evaluation by customers of the degree to which the actual service performance matches their expectations, reflecting the difference between what customers expect from the service and their perception of its actual performance (omri, 2021, p. 269). Due to economic changes such as the rise of the gig economy and economic openness, organizations are forced to adapt to the more knowledgeable and selective customer behavior, which pushes them to offer high-quality services to maintain their excellence. (Abdul Wahid Jassim & Yassin, 2022, p. 15).

3.3.2. Customer Retention:

Customer retention involves a customer's commitment to engage continuously with an organization. It includes trust, willingness to recommend, and repeat purchases. Retaining customers requires offering material incentives, building relationships, addressing needs, and providing personalized services (Abdul Wahid Jassim & Yassin, 2022, p. 15).

3.3.3. Distinctive Capabilities:

distinctive capabilities represent a competitive advantage and reflect the characteristics that distinguish the organization compared to other organizations in the same field. These capabilities are acquired through accumulated skills and knowledge, giving the organization the ability to successfully carry out its activities, while associating this success with creating value in its outputs (Thakir Saleh Al-Qotaje, 2021, p. 67).

3.3.4. Marketing Creativity:

Marketing creativity refers to the development of new ideas or unconventional concepts for marketing practices. It may focus on the product element, whether it is a good or service, or on price, promotion, or distribution elements, or all of these elements at once (Neema Khadem, 2023, p. 07).

4. Field Study Framework

4.1. Definition of Marriott Constantine and Sheraton Annaba Hotels

Marriott Hotels is a leading international hospitality company founded in 1927 by Willard Marriott, known for its luxurious services and unique guest experiences. With branches worldwide, Marriott's portfolio in eastern Algeria includes the Marriott Constantine Hotel and Sheraton Annaba Hotel, both offering exceptional services.

Opened in 2015, the Marriott Constantine Hotel is a luxury destination with 180 rooms and 21 suites, including executive and presidential suites. It features a multifunctional hall with 780 seats, three restaurants, and a café. The hotel also boasts the Saray Spa, offering sports and relaxation facilities.

The Sheraton Annaba Hotel, established in 2016, is part of the famous Sheraton chain. It has 185 rooms, 16 suites, and four restaurants. Additionally, the hotel includes six meeting rooms for business activities, sports facilities, a tennis court, and a swimming pool. Both hotels focus on delivering outstanding experiences, combining comfort with quality.-

4.2. Field Study Methodology:

The researchers implemented appropriate scientific methodologies to tackle the research problem, focusing on the descriptive analytical approach.

4.3. Study Population and Sample:

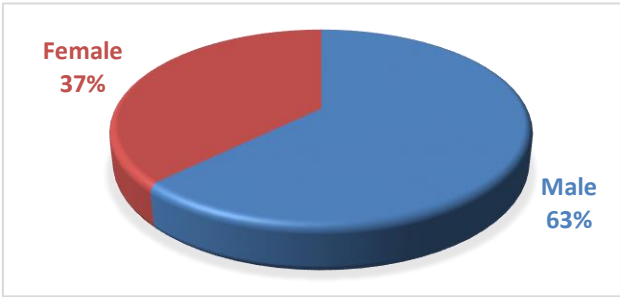
The study population consisted of human resources working in upper and middle management. The researchers used Interviews were conducted to identify logical solutions based on the results, complemented by a questionnaire that served as the primary data collection tool. The questionnaire consisted of 24 statements pertinent to the study topic., based on a five-point Likert scale with closed responses.

A total of 60 questionnaires were distributed: 30 for Sheraton Annaba Hotel and 30 for Marriott Constantine Hotel. Out of these, 28 and 27 questionnaires were returned respectively, yielding a total of 55 for both hotels. Four questionnaires were excluded due to being unsuitable for statistical analysis, leaving 51 valid questionnaires, representing 85% of the total distributed.

4.4. Analysis of Personal and Professional Data:

For the gender variable, males constituted the majority of the sample, representing 62.7%, while females accounted for 37.3%. This suggests that the hotels under study tend to rely more on men than women in managerial positions.

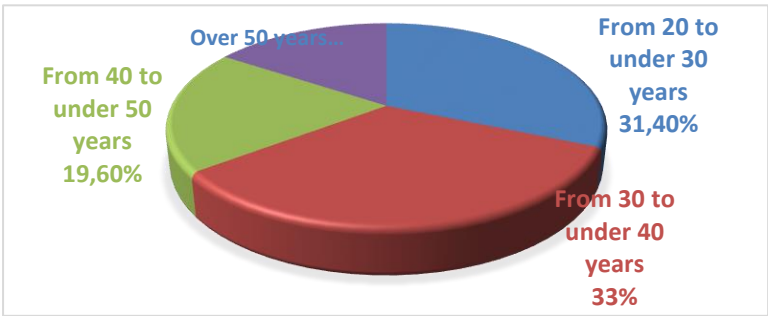
Fig.1. Description of the Gender Variable



Source: Prepared by the researchers using SPSS v.25

As for the age variable, the sample was divided into four categories. The majority of the sample falls within the two age groups ranging from 20 to under 40 years, each representing 64.7%. This is followed by the 40 to under 50 age group at 19.6%, and the 50+ age group at 15.7%. This distribution indicates that the hotels benefit from a youthful workforce in addition to a substantial presence of individuals with significant professional maturity, contributing to a balance between fresh energy and deep experience in achieving excellence. This is illustrated in Figure 2.

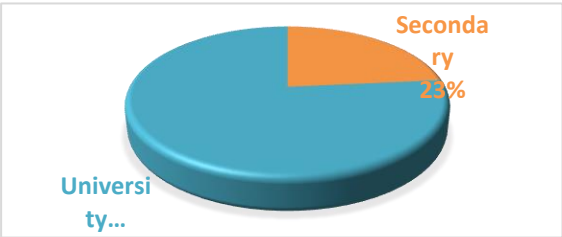
Fig.2. Description of the Age Variable



Source: Prepared by the researchers using SPSS v.25

Regarding the educational level variable, the majority of the sample consists of individuals with above university education (Bachelor's, Master's, and Postgraduate studies) at a rate of 76.5%. This indicates that the hotels under study prioritize hiring individuals with university degrees who possess skills and capabilities that align with the nature of the managerial positions assigned to them. This is illustrated in the following figure:

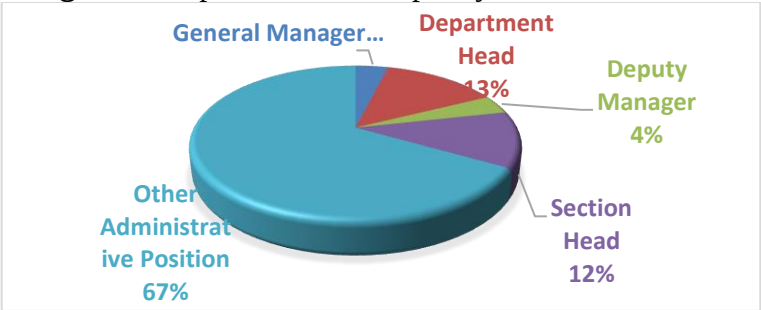
Fig.3. Description of the Sample by Educational Level Variable



Source: Prepared by the researchers using SPSS v.25

The job title variable shows that the largest percentage, 66.7%, is attributed to "Other Administrative Employee," indicating a high number of administrative roles in the hotels. "Department Head" follows at 13.7%, and "Section Head" at 11.8%. "Deputy Manager" and "General Manager" each account for 3.9%. This suggests a workforce rich in administrative roles and practical skills, as shown in Figure 4.

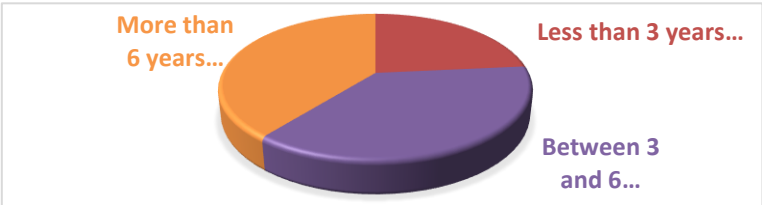
Fig.4. Description of the Sample by Job Title Variable



Source: Prepared by the researchers using SPSS v.25

Concerning the variable of years of experience, it is noted that 39.2% of the sample possessed over 6 years of experience, followed closely by those with 3 to 6 years of experience at 37.3%. This suggests the expertise and maturity of the employees, as well as their sustained employment in the hotels under investigation since the onset of their careers. This is depicted in Figure 5.

Fig.5. Description of the Years of Experience Variable



Source: Prepared by the researchers using SPSS v.25

- Study Limitations:

This study was conducted at the Sheraton Annaba and Marriott Constantine Hotels between October 2 and October 28, 2024. The researchers targeted the category of human resources occupying managerial positions, who are capable of understanding and responding to the study statements.

The study was divided into two main axes:

- **First Axis:** Marketing Ambidexterity (8 statements), which includes two dimensions: (opportunity exploration and opportunity exploitation).
- **Second Axis:** Marketing Excellence (16 statements), which includes four dimensions: (service quality, customer retention, distinctive capabilities, and marketing creativity).

- Study Reliability:

The researchers relied on the "Cronbach's Alpha" coefficient to estimate the reliability of the study, as follows:

Table 1. Results of the Reliability Test for the Study Tool

Questionnaire axes	Number of phrases	Cronbach's alpha value	Internal consistency level
Marketing Ambidexterity	8	0.766	Good stability
Marketing Excellence	16	0.870	Very good stability
The questionnaire as a whole	24	0.882	Very good stability

Source: Prepared by the researchers using SPSS v.25

The results indicated that the Cronbach's alpha value for the first dimension is acceptable, while the second dimension is high, resulting in an overall value for the questionnaire of (0.882). Thus, the questionnaire exhibits a high degree of reliability, indicating that the responses from the sample individuals are consistent at a rate of (88.2%).

4.5. Analysis and Interpretation of Field Study:

To interpret the nature of the relationship between the independent and dependent variables of the study, we will analyze the results, address

the main problem and its sub-questions, and test the main hypotheses. This analysis is based on a series of statistical tests tailored to the study model, focusing on the impact of marketing ambidexterity on achieving marketing excellence.

The Extent of Application of Hotel Management in the Study on Dimensions of Marketing Ambidexterity

To address the first sub-question: "What is the extent of the application of marketing ambidexterity in the Sheraton Annaba and Marriott Constantine hotels?" we analyzed the responses from the sample individuals regarding the statements related to the first dimension of marketing ambidexterity. The results are as follows:

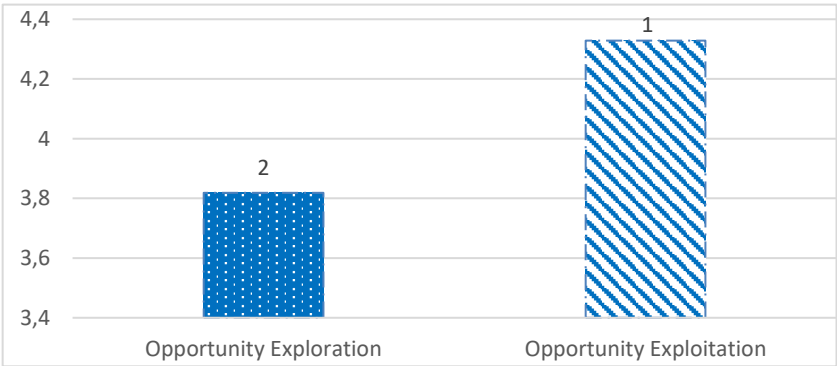
Table 2. Results of Individuals' Responses on the Statements Related to the Level of Marketing Ambidexterity in the Hotels Under Study

Dimension	arithmetic mean of the distance	The verdict
pportunitiesO Explore	3.8186	High
exploiting opportunities	4.3284	high Very
General arithmetic mean of the axis	4.0735	High

Source: Prepared by the researchers using SPSS v.25

Table 2 presents the ranking of marketing ambidexterity dimensions in Sheraton Annaba and Marriott Constantine hotels, with an average value of (4.0753), indicating strong agreement on their marketing ambidexterity implementation. This is illustrated in Figure 6:

Fig.6. Ranking of the Dimensions of Marketing Ambidexterity Axis



Source: Prepared by the researchers based on Table 4

Figure 6 indicates that the mean score for the dimension of opportunity exploration ranked second at (3.8186), while the dimension of opportunity exploitation secured the first position with a mean score of (4.3284).

Level of Marketing Excellence in Sheraton Annaba and Marriott Constantine Hotels

To answer the second sub-question, "What is the level of interest of the hotels under study in achieving marketing excellence?" we examined the responses from the study sample concerning the statements related to the second dimension of marketing excellence. The results are as follows:

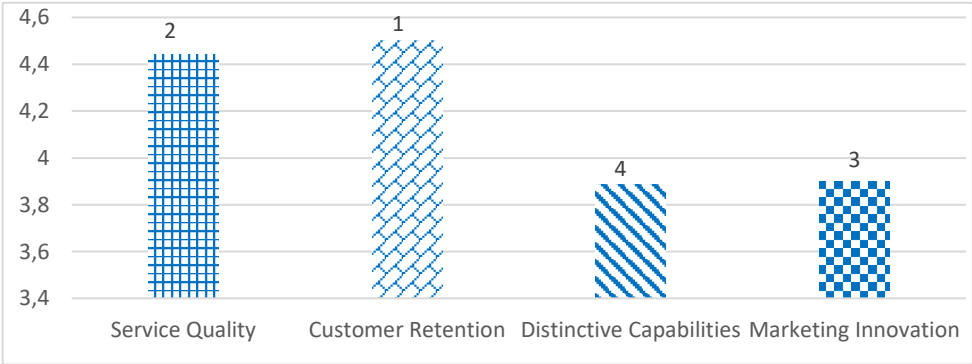
Table 3. Results of Individuals' Responses on the Statements Regarding the Hotel's Level of Marketing Excellence

Dimension	arithmetic mean of the distance	The verdict
Quality of service	4.4412	Very high
customer retention	4.5000	Very high
Special Abilities	3.8873	High
Marketing creativity	3.8971	High
General arithmetic mean of the axis	4.1814	High

Source: Prepared by the researchers using SPSS v.25

Table 3 displays the ranking of the dimensions of the second axis related to marketing excellence in Sheraton Annaba and Marriott Constantine hotels. The average value for this axis is (4.1814), indicating a high level of agreement on the five-point Likert scale. This reflects the hotels' strong marketing capabilities. This is illustrated in Figure 7:

Fig.7. Ranking of Marketing Excellence Dimensions



Source: Prepared by the researchers based on Table 5

Figure 7 shows that the mean values for the dimensions of the second axis ranged from (4.5000) for the customer retention dimension in the first place to (3.8873) for the distinctive capabilities dimension in the fourth and last place. The other dimensions varied in their mean values as follows: the service quality dimension ranked second with a mean of (4.4412); while the marketing innovation dimension ranked third with a mean of (3.8971).

The Relationship Between Marketing Ambidexterity and the Level of Marketing Excellence in Sheraton Annaba and Marriott Constantine Hotels

The answer to the third sub-question, which is: "Is there a relationship of effect or correlation between marketing ambidexterity and marketing excellence in the Sheraton Annaba and Marriott Constantine Hotels?" involves testing the validity of the main hypothesis and the derived hypotheses. However, before proceeding to test any hypothesis, it is essential to first verify the distribution method of the collected data.

Data Distribution: Table 6 shows the results of the (K.S Test) for the normal distribution of all study variables, which are as follows:

Table 4. Results of the Normality Test for the Study Variables
Test Kolmogorov-Smirnov pour un échantillon

		x1	x2	y
N		51	51	51
Paramètres normaux ^{a,b}	Moyenne	3,8186	4,3284	4,1814
	Ecart type	,58966	,48860	,47108
Différences les plus extrêmes	Absolue	,135	,133	,154
	Positif	,135	,102	,136
	Négatif	-,121	-,133	-,154
Statistiques de test		,135	,133	,154
Sig. asymptotique (bilatérale)		,022 ^c	,025 ^c	,004 ^c

a. La distribution du test est Normale.

b. Calculée à partir des données.

c. Correction de signification de Lilliefors.

Source: Prepared by the researchers using SPSS v.25

Returning to the results of Table 4, we observe that the significance level (Sig) for the variables (x1), (x2), and (Y) is less than the significance

level adopted in the study ($\alpha \leq 0.05$), with their values being (0.022), (0.025), and (0.004), respectively. Meanwhile, the significance level (Sig) for both variables (x1) and (x2) was (0.022) and (0.009), respectively, indicating that the data for these variables do not follow a normal distribution.

Therefore, parametric tests cannot be conducted; instead, we will rely on what are known as alternative tests or non-parametric tests.

Hypothesis Testing: Table 5 shows the results of the Spearman rank correlation test regarding the relationship between all dimensions of marketing ambidexterity and achieving marketing excellence:

Table 5. Results of the Spearman Test for the Relationship between Marketing Agility and Achieving Marketing Excellence

Dimensions of Marketing Acumen	Spearman's rank correlation coefficient(r)	Significance level(Sig)	Rank by strength of relationship
Exploring Opportunities(X1)	0.510**	0.000	1
to exploit Opportunities (X2)	0.417**	0.002	2

Source: Prepared by the researchers based on SPSS v.25

It is clear from the results of Table 5 that the two independent variables represented by opportunity exploration (X1) and opportunity exploitation (X2) have a significant relationship with the dependent variable (Y), which reflects marketing excellence, and that the nature of the relationship is positive. According to the study sample members, as the ability of the two hotels to discover and exploit marketing opportunities increases, their level of marketing excellence increases by (51.0%) and (41.7%), respectively. However, the strength of the relationship connecting the independent variables to the dependent variable is not the same. It was found that opportunity exploration (X1) is the most influential dimension in achieving marketing excellence (Y), with a Spearman value indicating a relationship between the two variables of (0.510), which denotes a moderate correlation. Meanwhile, opportunity exploitation (X2) ranked second in terms of relationship strength with a correlation coefficient of (0.417), indicating a moderate positive correlation.

In light of the above, both the first and second sub-hypotheses are accepted, stating that there is a correlation between the dimension of opportunity exploration and the dimension of opportunity exploitation in achieving marketing excellence in the Sheraton Annaba and Marriott Constantine hotels at a significance level of ($\alpha \leq 0.05$).

The researchers explain that both hotels have the capability for discovery and exploitation to achieve their marketing excellence, as they are part of the global Marriott chain, which relies on the use of advanced technology and investment in artificial intelligence techniques, in addition to focusing on developing the capabilities of their employees. This has led to the uniqueness and distinction of their services compared to competitors.

Based on the above, the researchers can conclude the acceptance of the main hypothesis stating, "There is a statistically significant correlation between marketing ambidexterity in its dimensions of opportunity exploration and opportunity exploitation and achieving marketing excellence in the Sheraton Annaba and Marriott Constantine hotels."

5. CONCLUSION

Marketing ambidexterity plays a fundamental role in enabling hotel institutions to face the increasing challenges in a rapidly evolving and highly competitive environment. By discovering new opportunities and exploiting available ones, these institutions can enhance their market position and improve their capabilities, allowing them to offer unique and superior value over competitors that achieves them marketing excellence. This latter has become the central goal that all hotel institutions strive to achieve to ensure their sustainability and success in the market.

The main findings of the study can be summarized as follows:

Marketing Ambidexterity is crucial for hotel institutions due to its effective role in enhancing exploratory and exploitative capabilities, which contribute to raising the level of marketing excellence and, subsequently, achieving customer satisfaction and loyalty.

Both the Sheraton Annaba and Marriott Constantine hotels, part of the global Marriott chain, demonstrate high marketing excellence resulting from their ability to discover and exploit marketing opportunities efficiently and effectively.

The level of marketing ambidexterity in the hotels under study is high, indicating that the hotels do not merely discover new opportunities but also exploit these opportunities with high efficiency. It has been shown that both hotels (Sheraton Annaba and Marriott Constantine) exhibit a very high level of opportunity exploitation, ranked as the most significant by most

study participants. They strive to leverage customer feedback to improve and develop the services offered, creating value for both the hotel and its customers.

Opportunity exploration also reflects a high level, especially regarding the hotels' ability to think outside the box to develop new services not previously offered in the market, thereby discovering new customers and markets. This is all attributed to the hotels' focus on stimulating research and development activities.

The study results revealed that the level of marketing excellence in the hotels under study is high, with very high levels of service quality and customer retention. This indicates that both hotels heavily rely on the quality of their services as a primary element in building their marketing excellence and focus on ensuring that their staff is courteous and respectful in their interactions with customers. They also strive to retain their customers by utilizing the global loyalty program of the Marriott chain (Marriott Bonvoy), which is a powerful tool that contributes to building long-term relationships with clients.

Regarding distinctive capabilities and marketing creativity, the results showed a high level, especially as both hotels are keen to offer exceptional services of high value to their customers. They also employ creative methods and advanced technologies to promote their services, such as using innovative distribution channels and technology to enhance their customers' experience. They also rely on global booking platforms like Booking, Trivago, and Expedia, which help exploit digital opportunities to reach the largest segment of customers.

It has been shown that although the level of marketing ambidexterity was high in both hotels under study, it had a moderate and positive correlation with achieving marketing excellence.

The researchers explain that both hotels have the capability for discovery and exploitation to achieve their marketing excellence, as they belong to the global Marriott chains that utilize advanced technology and invest in artificial intelligence techniques. Additionally, they focus on developing their employees' capabilities through continuous training and skill enhancement. Their reliance on the Marriott Bonvoy loyalty program has contributed to strengthening customer ties with the two hotels due to the privileges and rewards it offers, enabling them to distinguish their services and excel compared to competitors.

Results of Hypothesis Testing:

The study established a statistically significant and positive correlation between marketing Ambidexterity, encompassing its two

dimensions of opportunity exploration and opportunity exploitation, and marketing excellence in the Sheraton Annaba and Marriott Constantine hotels.

Based on the findings, the study suggests the following:

- Tourism institutions overall, and hotels specifically, should adopt marketing Ambidexterity as a crucial strategy to face the rapid challenges and changes in the business environment, thereby achieving marketing excellence and gaining a competitive advantage;
- The two hotels under study should continue to provide innovative and unique services to achieve customer satisfaction while optimally utilizing technology to enhance the efficiency of marketing operations;
- The hotels should focus on hiring individuals with advanced skills and high capabilities in innovation and proactivity to enhance the discovery of new opportunities in the market;
- Efforts should focus on fostering innovative customer relationships by offering exceptional experiences that drive repeat visits and ensure long-term customer loyalty and retention.

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