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The Effectiveness of the Marketing Pyramid as a Strategic Approach to Opening New Markets: A Case Study in the Agricultural Products Sector

Ahmad Mansoor Al-Mansoori



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Abstract

Purpose: This research examines the effectiveness of the Marketing Pyramid Model as a strategic framework for opening new markets in the agricultural products sector. Despite the model's growing academic recognition, its empirical application in traditional and resource-constrained industries, particularly agriculture, remains limited. This gap raises a key research problem: Can the Marketing Pyramid meaningfully enhance market expansion strategies within the agricultural sector?

Methodology: The study adopted a descriptive analytical approach.

Findings: The findings reveal a strong positive relationship between the model's four dimensions: strategic impact, marketing excellence, marketing agility, and enabling capabilities and market expansion success, with an explanatory power of $R^2 = 0.721$. Enabling capabilities, such as technology, knowledge, and innovation, emerged as the strongest predictor, followed by marketing excellence.

Unique Contribution to Theory, Practice and Policy: These results indicate that market expansion in agriculture depends not only on strategic planning but also on the ability to operationalize strategies and mobilize supportive organizational resources. The study contributes theoretically by validating the Marketing Pyramid in a new sectoral context, addressing a gap in strategic marketing literature. Practically, it offers agricultural organizations and policymakers an evidence-based model to improve competitiveness and support export growth. The research recommends strengthening technological infrastructure, institutionalizing marketing excellence, and enhancing capability-driven strategy execution to achieve sustainable market expansion.

Keywords: *Marketing Pyramid, Agricultural Sector, Market Expansion, Strategic Marketing, Enabling Capabilities*

JEL Codes: M31, Q13, L25, O32, F14

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INTRODUCTION

In this context, the present study proposes the Marketing Pyramid as an integrated conceptual model for examining how firm-level marketing capabilities support entry into new markets. The proposed model consists of four interrelated dimensions: enabling capabilities, marketing agility, marketing excellence, and strategic impact. Rather than representing a previously established theory with a single seminal source, the Marketing Pyramid is an author-constructed framework that synthesizes complementary concepts from strategic management and marketing capability literature. Accordingly, the pyramid structure and the specific integration of its four dimensions constitute the conceptual contribution of this study.

The model is principally grounded in the Resource-Based View and Dynamic Capabilities Theory. The Resource-Based View explains how valuable, rare, difficult-to-imitate, and non-substitutable organizational resources can provide the basis for sustained competitive advantage. Within the proposed pyramid, this perspective supports the enabling capabilities dimension, which includes organizational knowledge, technological infrastructure, market information, innovation resources, and human competencies (Barney, 1991). Dynamic Capabilities Theory extends this resource-based reasoning by explaining how firms integrate, develop, and reconfigure internal and external competencies in rapidly changing environments (Teece, Pisano, & Shuen, 1997).

Within this theoretical structure, enabling capabilities form the resource and infrastructure base of the pyramid. Marketing agility represents the firm's capacity to interpret market developments and rapidly execute adaptive marketing decisions. This interpretation is consistent with the definition of marketing agility as rapid iteration between making sense of the market and implementing decisions in response to it (Kalaighnam et al., 2021). Marketing excellence represents the effective configuration and execution of customer-facing activities, supported by organizational capabilities, structures, culture, leadership, metrics, and talent. These elements determine the performance outcomes of the marketing organization (Moorman & Day, 2016). Finally, strategic impact represents the higher-order outcome through which these resources and capabilities contribute to market development, competitive advantage, and sustainable organizational performance.

Unlike consumer-side hierarchical models, such as the Hierarchy of Effects, the proposed Marketing Pyramid operates at the organizational level of analysis. It does not describe successive stages of consumer response. Instead, it organizes firm-level resources, adaptive capabilities, execution processes, and strategic outcomes into a coherent framework. Its hierarchical arrangement reflects a theoretical progression in which enabling resources support agile market responses, agility facilitates marketing excellence, and their coordinated application produces strategic impact in new markets.

The study therefore examines all four dimensions of the proposed Marketing Pyramid and tests their respective relationships with new-market expansion success in the agricultural products sector. This comprehensive scope is necessary because the research questions, hypotheses, measurement instrument, and empirical model explicitly operationalize strategic impact, marketing excellence, marketing agility, and enabling capabilities as distinct but interrelated explanatory dimensions.

The agricultural context provides a particularly relevant setting for testing the proposed model. Agricultural organizations entering new markets must combine strategic market selection with technological and knowledge resources, rapid responses to demand and regulatory change, and

consistent execution across marketing, quality assurance, logistics, and distribution. The study consequently investigates whether the coordinated application of all four dimensions can strengthen the ability of agricultural product organizations to enter and develop local, regional, and international markets.

Exploratory Study

The researcher conducted an exploratory study based on an analytical review of relevant theoretical and empirical literature concerning strategic marketing, organizational capabilities, and new-market expansion. The review aimed to develop a clearer understanding of how agricultural product firms mobilize their resources and marketing capabilities to identify, enter, and develop new markets. Relevant academic literature was examined through databases.

The review distinguished between two different levels of analysis. Consumer-side hierarchical models, such as Lavidge and Steiner's Hierarchy of Effects, explain the sequential cognitive, affective, and behavioral responses of consumers to marketing communications. Although these models are useful for understanding advertising effectiveness and purchase-response processes, they do not explain how organizations assemble resources, develop adaptive capabilities, or execute strategies for entering new markets. Consequently, such consumer-response models do not provide an appropriate primary theoretical foundation for the present firm-level study (Al-Dawalibi et al., 2020).

The literature critique therefore focused on strategic growth and organizational capability frameworks. First, the Ansoff Matrix, particularly its market development strategy, explains organizational growth through the introduction of existing products into new geographical or customer markets. However, it primarily identifies the strategic direction of growth and provides limited explanation of the internal organizational capabilities required to implement market development successfully (Bjrees, 2024).

Second, the Resource-Based View explains how valuable, rare, difficult-to-imitate, and non-substitutable resources can create and sustain competitive advantage. This perspective supports the enabling-capabilities dimension of the proposed Marketing Pyramid, including technological infrastructure, market knowledge, human competencies, innovation resources, and organizational systems. Nevertheless, the Resource-Based View is relatively static and does not fully explain how firms continuously adapt and reconfigure these resources under volatile market conditions (Iterable, 2025; McKinsey, 2025).

Third, Dynamic Capabilities Theory provides a more suitable explanation of how organizations sense market opportunities and threats, seize identified opportunities, and reconfigure their resources and processes in response to environmental change. This theoretical perspective is particularly relevant to the agricultural products sector, where companies must respond to perishability, fluctuating prices, changing consumer demand, cold-chain requirements, sanitary and phytosanitary standards, and disruptions in logistics and distribution (Xie & Li, 2025; Bjrees, 2024).

The analytical review showed that existing studies generally examine strategic orientation, marketing capabilities, marketing agility, marketing excellence, technological resources, or market-entry performance as separate constructs. Although these studies provide important insights, they do not offer an integrated hierarchical framework explaining how foundational organizational resources support adaptive marketing responses, how these responses are

translated into marketing excellence, and how their coordinated operation produces strategic impact and successful new-market expansion.

Accordingly, the research gap is not the absence of a model linking marketing practices generally to sustainable development. Rather, it is the absence of an empirically tested, firm-level hierarchical framework that integrates enabling capabilities, marketing agility, marketing excellence, and strategic impact as complementary determinants of successful new-market expansion in the agricultural products sector. The proposed Marketing Pyramid addresses this gap by synthesizing insights from the Ansoff Market Development Strategy, the Resource-Based View, and Dynamic Capabilities Theory within a unified organizational framework.

The exploratory study supported the formulation of the research problem and questions and led to the identification of the following variables:

- Independent variable: The Marketing Pyramid Model, comprising:
 1. Enabling capabilities
 2. Marketing agility
 3. Marketing excellence
 4. Strategic impact
- Dependent variable: New-market expansion success

Research Problem

Although market development represents an important organizational growth strategy, existing strategic frameworks do not fully explain how agricultural product companies convert their internal resources into coordinated marketing capabilities that support successful entry into new markets. The Ansoff Matrix identifies market development as a strategic growth direction through which firms introduce their existing products into new geographical areas or customer segments. However, the matrix primarily determines the direction of organizational growth and provides limited explanation of the internal capabilities and implementation processes required to execute a market development strategy successfully (Ansoff, 1957).

The Resource-Based View partly addresses this limitation by explaining how differences in firm resources can generate sustained competitive advantage. According to this perspective, organizational resources are more likely to support sustained advantage when they are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991). In the agricultural products sector, these resources may include technological infrastructure, market knowledge, skilled employees, innovation capacity, data analytics systems, product traceability, relationships with distributors, and cold-chain facilities. However, the Resource-Based View is relatively static because it focuses primarily on the possession and strategic value of resources rather than on how firms adapt, integrate, and reconfigure them under rapidly changing market conditions (Barney, 1991; Teece, 2007).

Dynamic Capabilities Theory provides a stronger explanation of how companies respond to environmental volatility. Dynamic capabilities refer to the organization's ability to integrate, develop, and reconfigure its internal and external competencies to address rapidly changing environments (Teece, Pisano, & Shuen, 1997). This perspective was subsequently developed through the processes of sensing market opportunities and threats, seizing available opportunities, and reconfiguring organizational assets and processes to sustain long-term performance (Teece, 2007).

Nevertheless, the current literature remains fragmented regarding how different dynamic marketing capabilities operate together within a coherent hierarchical structure. Previous studies frequently examine technological resources, market knowledge, marketing agility, marketing excellence, and strategic performance as separate constructs. This fragmentation limits the theoretical understanding of how foundational resources support adaptive marketing decisions, how these decisions are converted into effective marketing execution, and how their combined application produces strategic impact and successful new-market expansion.

Marketing agility, for example, reflects the extent to which an organization rapidly moves between interpreting market developments and executing marketing decisions in response to those developments (Kalaighnam et al., 2021). Although this concept explains the speed and adaptability of marketing decisions, agility alone may not produce market-expansion success unless it is supported by appropriate organizational resources and translated into effective marketing processes.

Similarly, marketing excellence depends on the coordinated operation of organizational capabilities, structures, culture, leadership, human talent, performance metrics, and accountability mechanisms. These components enable firms to anticipate market changes, adapt their strategies, align organizational activities, execute marketing initiatives, manage marketing assets, and evaluate performance outcomes (Moorman & Day, 2016). However, the marketing excellence literature does not, on its own, provide a complete hierarchical explanation of how enabling resources and adaptive capabilities are transformed into strategic market-expansion outcomes.

This theoretical limitation is particularly important in the agricultural products sector. Entry into agricultural markets is affected by sector-specific characteristics, including product perishability, seasonal production, price volatility, cold-chain dependence, changing customer preferences, product traceability requirements, logistical disruptions, and compliance with sanitary and phytosanitary standards. Consequently, successful entry into a new agricultural market cannot be explained solely by selecting an attractive market or choosing an appropriate entry mode. It also depends on whether the firm possesses the resources, adaptive capabilities, marketing execution quality, and strategic coordination necessary to maintain product quality and respond to market and regulatory changes.

Agricultural firms must therefore do more than possess valuable resources. They must be able to interpret market information, recognize emerging opportunities, respond rapidly to changing demand, coordinate marketing with production and logistics, and reconfigure their processes when market requirements change. This requirement is consistent with Dynamic Capabilities Theory, which emphasizes the importance of sensing, seizing, and transforming organizational resources in volatile environments (Teece, 2007). It is also consistent with the concept of marketing agility, which emphasizes rapid iteration between market sensemaking and marketing execution (Kalaighnam et al., 2021).

Accordingly, the central theoretical problem addressed by this study is the absence of an integrated firm-level framework explaining how dynamic marketing capabilities can be structured and coordinated to overcome entry barriers in volatile agricultural markets. Consumer-side hierarchical models, such as the Hierarchy of Effects, are not sufficient for addressing this problem because they explain the successive cognitive, affective, and behavioral responses of consumers to marketing communication. They do not explain how

firms develop, integrate, and deploy their organizational resources and marketing capabilities to achieve strategic growth.

The present study consequently focuses on a hierarchy of firm-level capabilities through the proposed Marketing Pyramid. Within this framework, enabling capabilities represent the foundational organizational resources and infrastructure, including technology, market information, human competencies, innovation resources, data analytics, traceability systems, and logistical facilities. This dimension is principally supported by the Resource-Based View because it recognizes organizational resources as the foundation of competitive advantage (Barney, 1991).

Marketing agility represents the firm's capacity to sense market developments, seize emerging opportunities, and respond rapidly to changes in demand, competition, prices, technologies, and regulatory requirements. This dimension is grounded in Dynamic Capabilities Theory and the marketing-agility literature (Teece, 2007; Kalaignanam et al., 2021).

Marketing excellence reflects the firm's ability to reconfigure and execute marketing processes effectively through the integration of branding, quality assurance, customer value, communication, logistics, and distribution activities. Marketing excellence therefore converts organizational resources and adaptive responses into coordinated market-facing execution (Moorman & Day, 2016).

Finally, strategic impact represents the higher-order outcome through which the coordinated deployment of resources and capabilities contributes to competitive advantage, market development, and successful expansion. This level reflects the strategic logic of the Ansoff Market Development Strategy and the performance implications of the Resource-Based View and Dynamic Capabilities Theory (Ansoff, 1957; Barney, 1991; Teece, 2007).

The Marketing Pyramid is therefore proposed as an integrated hierarchical framework connecting the organizational resource base with adaptive marketing capabilities, marketing execution excellence, and strategic market outcomes. Its theoretical contribution lies in explaining not only which capabilities agricultural firms require, but also how these capabilities function as complementary components of a coordinated firm-level system.

Thus, the research problem concerns the limited theoretical and empirical understanding of whether enabling capabilities, marketing agility, marketing excellence, and strategic impact, when organized within the proposed Marketing Pyramid, can collectively explain how agricultural product companies overcome market-entry barriers and achieve successful expansion into new markets.

Based on the foregoing discussion, the research problem can be formulated in the following question:

What extent do dynamic marketing capabilities, structured through the four dimensions of the Marketing Pyramid, enhance the ability of agricultural product companies to overcome market-entry barriers and achieve successful expansion into new markets?

Research Objectives

This study seeks to achieve a set of primary and secondary objectives, which can be summarized as follows:

- Analyze the marketing challenges facing agricultural sector organizations when attempting to expand into new markets.

- Explore the suitability of the marketing pyramid model as a strategic approach that can support these organizations in addressing market challenges.
- Identify the strengths and shortcomings of current marketing practices in agricultural sector organizations and compare them with the practical approaches provided by the marketing pyramid.
- Propose an applied framework that helps agricultural organizations employ the principles of the marketing pyramid in formulating more efficient and effective marketing strategies.
- Contribute theoretically to enriching the literature on agricultural product marketing by employing a modern model within the context of a traditional sector.

Research Model

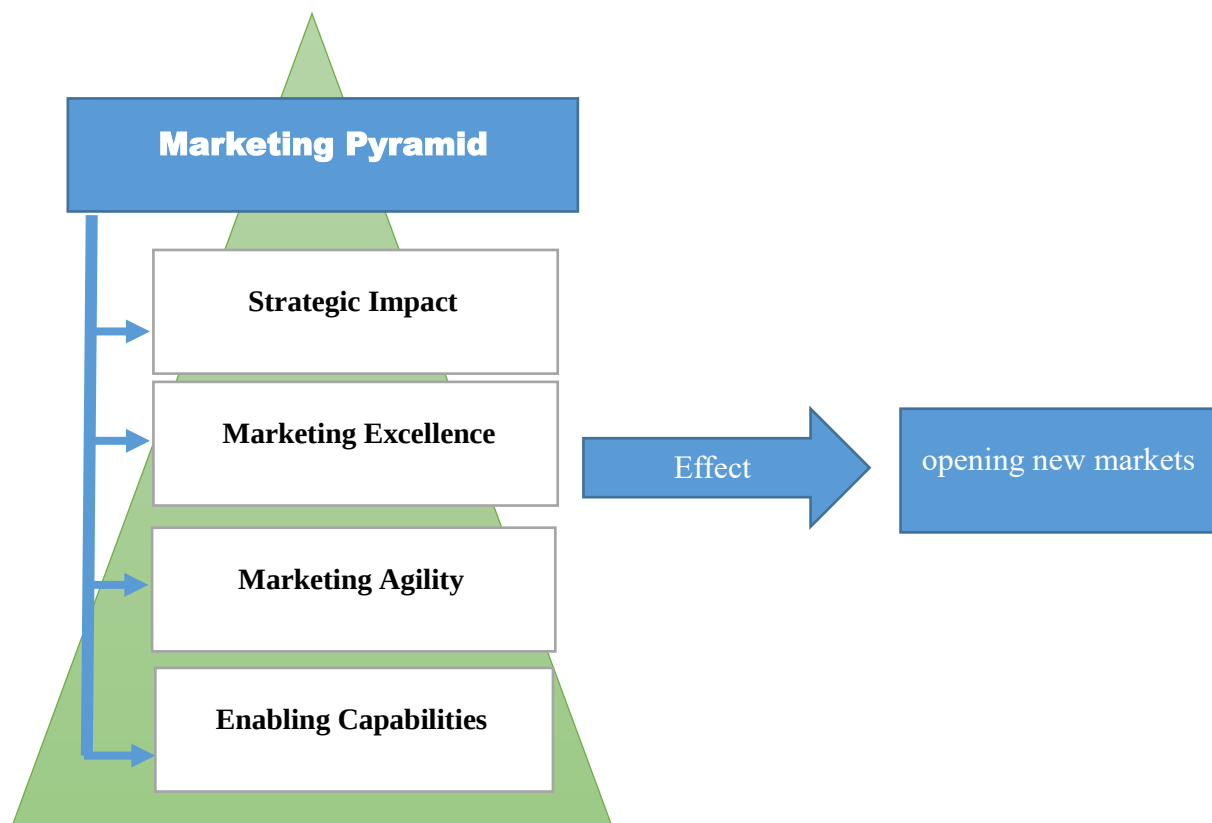


Figure 1: The Research Model

Source: Prepared by the Researcher

Hypotheses

This study is based on the following main hypothesis:

- **Main Hypothesis:** There is a statistically significant relationship between employing the marketing pyramid as a strategic approach and the ability of organizations operating in the agricultural products sector to open new markets.

This hypothesis leads to a set of sub-hypotheses:

- **Hypothesis 1 (H1):** Relying on the marketing pyramid contributes to improving the strategic planning of agricultural organizations, enhancing their opportunities to enter new markets.
- **Hypothesis 2 (H2):** Applying the principles of the marketing pyramid contributes to raising the level of marketing excellence of agricultural organizations, thereby enhancing their competitiveness in the markets.
- **Hypothesis 3 (H3):** The marketing pyramid contributes to enhancing the flexibility of agricultural organizations and their ability to adapt to new market changes.
- **Hypothesis 4 (H4):** The enabling capabilities provided by the marketing pyramid (knowledge, technology, and creativity) positively impact the success of agricultural organizations in expanding into new markets.

Marketing as a Strategic Approach to Market Expansion

The Concept of Strategic Marketing

Le marketing stratégique peut être défini comme un processus structuré de diagnostic, de choix et d'orientation permettant d'assurer l'alignement des décisions marketing avec les objectifs économiques et la vision globale de l'entreprise. Il repose sur une analyse systématique de l'environnement externe, incluant l'étude du comportement des consommateurs, l'évolution des tendances socio-économiques, les innovations technologiques et la dynamique concurrentielle. De même, il implique l'examen des ressources internes, des capacités organisationnelles, ainsi que des points forts et limites de l'entreprise. Cette double analyse, souvent réalisée à travers des outils comme la matrice SWOT ou les études de segmentation, offre une compréhension claire des opportunités et des menaces sur le marché, tout en mettant en lumière les avantages distinctifs de l'organisation (Hilmi, M. 2022) ..

À partir de ces éléments, le marketing stratégique oriente la sélection des segments de clientèle à cibler, définit un positionnement différenciant et précise les choix stratégiques concernant l'offre de produits ou de services. Son rôle est d'établir des objectifs orientés vers le long terme, visant la construction d'un avantage concurrentiel durable, la création de valeur pour le client et la pérennité de l'activité. Il constitue donc la base décisionnelle qui organise les efforts marketing dans une perspective proactive et anticipative (Dabbah, Taher Ali. 2023).

En revanche, le marketing opérationnel se concentre sur la déclinaison concrète des orientations fixées par le marketing stratégique. Il agit à un horizon temporel plus court et s'intéresse principalement à la mise en œuvre des actions tactiques, telles que la politique de communication, la distribution, la gestion de la relation client ou la promotion des ventes. Là où le marketing stratégique définit la direction et les priorités, le marketing opérationnel en assure la réalisation au quotidien (Sabri, Abdel Azim Ihab, & Anani, Dina Farouk. 2023).

Ainsi, le marketing stratégique se présente comme une fonction essentielle dans la gestion contemporaine des entreprises. Il permet d'articuler les enjeux de compétitivité avec les attentes du marché, en assurant une cohérence entre vision globale, choix stratégiques et actions marketing quotidiennes, ce qui se révèle indispensable face à un environnement économique en constante évolution (Rahma, Huda. 2024).

Strategies for Entering New Markets

L'expansion vers de nouveaux marchés, qu'elle soit nationale ou internationale, représente un enjeu majeur pour la croissance et la pérennité des entreprises. Ce processus stratégique repose sur une évaluation approfondie des risques, des opportunités et des ressources mobilisables. Le choix de la méthode d'entrée reflète le niveau de contrôle désiré sur les opérations, le degré d'adaptation aux spécificités locales et l'investissement que l'organisation est prête à engager. L'entreprise peut opter pour plusieurs formes d'internationalisation ou de diversification, parmi lesquelles les plus répandues sont présentées ci-dessous (Campita, M. C. F., Tokuda, H., & Sales, H. M., 2022).

Exportation

L'exportation constitue souvent le mode d'entrée le plus simple et le moins coûteux. Les produits sont fabriqués dans le pays d'origine, puis commercialisés dans le marché visé. Elle peut prendre deux formes (Reardon, T., Bellemare, M. F., & Zilberman, D. 2021) :

- **Exportation directe** : l'entreprise gère elle-même la vente et la logistique. Cette approche garantit un contrôle plus important, mais nécessite une expertise commerciale et douanière.
- **Exportation indirecte** : elle s'appuie sur des intermédiaires (agents, distributeurs), facilitant l'accès initial au marché mais avec une perte de contrôle sur les conditions de commercialisation.

L'exportation permet de tester le potentiel du marché, bien qu'elle puisse limiter la capacité d'adaptation culturelle et la réactivité face aux concurrents.

Accords Contractuels

Ces stratégies reposent sur une collaboration réglementée avec un acteur local afin de réduire les investissements initiaux (Nguyen, H. T., Ngo, L. V., Ruël, H., & Muralidharan, E. 2023).

- **Licence** : l'entreprise concède le droit de produire ou d'exploiter sa marque en échange de royalties. Ce modèle accélère la pénétration du marché tout en limitant les risques, mais peut entraîner une dépendance envers la performance du licencié.
- **Franchise** : plus structurée que la licence, elle implique le transfert d'un concept commercial complet. Elle favorise la standardisation de l'expérience client, mais exige un suivi rigoureux pour préserver l'image de la marque.
- **Accords de fabrication** : production locale confiée à un partenaire pour réduire les coûts logistiques ou répondre à des réglementations contraignantes.

Les accords contractuels sont efficaces dans les marchés où la présence physique directe est difficile ou coûteuse.

Partenariats et Alliances Stratégiques

Cette approche repose sur le partage de ressources, de connaissances et de risques avec une entreprise déjà implantée (Dabbah, Taher Ali, 2023).

- **Joint-venture** : création d'une entité commune détenue par plusieurs partenaires. Elle permet d'accéder aux réseaux locaux, de contourner des barrières institutionnelles et d'accroître la légitimité auprès des consommateurs. Toutefois, la coopération peut être complexe en raison de divergences culturelles ou managériales.

- **Alliances technologiques ou commerciales** : collaboration sans création juridique d'une entité nouvelle, souvent utilisée pour renforcer une compétence spécifique.

Ces formes d'alliance sont privilégiées dans les environnements très concurrentiels ou fortement régulés.

Investissements directs à l'étranger (IDE)

Les IDE constituent la stratégie la plus engageante, mais aussi celle qui offre le plus grand niveau de contrôle.

Deux modalités principales existent (Sabri, Abdel Azim Ihab, & Anani, Dina Farouk. 2023):

- **Acquisition d'une entreprise locale** : accès immédiat à une base de clients, à un réseau de distribution et à un savoir-faire du pays hôte.
- **Implantation d'une filiale nouvelle (greenfield)** : développement d'une structure totalement contrôlée par l'entreprise d'origine, permettant une adaptation totale du modèle organisationnel.

Bien que ces stratégies impliquent des coûts élevés et exposent l'entreprise à des risques politiques ou économiques, elles favorisent un ancrage durable sur le marché cible.

Entrée Digitale

Avec la montée en puissance du commerce numérique, de nombreuses organisations privilégient une pénétration digitale avant d'investir physiquement le marché. Les plateformes de vente en ligne et les canaux numériques permettent d'atteindre les consommateurs rapidement, de collecter des données comportementales et de tester l'adéquation entre l'offre et les attentes du marché (Rahma, Huda. 2024).

Cette approche s'avère particulièrement pertinente dans les environnements où les infrastructures logistiques ou réglementaires freinent l'implantation matérielle (Campita, M. C. F., Tokuda, H., & Sales, H. M., 2022).

Credit Insurance and Financial Risk Management

Credit insurance protects companies against the risk of non-payment or default by their international clients. Coupled with financial hedging mechanisms such as currency contracts or commodity options, this approach secures financial flows and limits exposure to currency fluctuations and local economic crises.

Development of Logistics Skills

The efficiency of international supply chains relies on mastering production, transportation, and distribution flows. By developing internal logistics skills, companies can optimize costs, reduce delivery times, and improve service quality, while mitigating risks related to supply chain disruptions or delays.

Local and International Partnerships

Cooperation with local (distributors, suppliers, sales agencies) and international partners facilitates access to existing networks, strengthens market legitimacy, and allows for the sharing of certain operational and financial risks. These strategic alliances also promote the company's cultural and regulatory adaptation.

Digital Transformation

Adopting digital tools and technological solutions improves market visibility, allows for the collection of customer data to better anticipate demand, and enables efficient production and logistics management. Digital technology also serves as a means to strengthen customer relationships and accelerate innovation in products and services tailored to local needs.

Training and Human Resources Development

Strengthening internal skills, particularly in the areas of international finance, logistics, marketing, and intercultural management, allows companies to better capitalize on opportunities offered by new markets while ensuring rapid adaptation to complex and changing environments (Reardon, T., Bellemare, M. F., & Zilberman, D. 2021).

Challenges and Opportunities for Market Expansion

Market expansion in the agricultural products sector should be understood within the strategic logic of Ansoff's Market Development Strategy, which involves introducing existing products into new geographical markets or new customer segments (Ansoff, 1957). However, identifying an attractive market does not by itself ensure successful entry. Agricultural firms must possess and coordinate the technological, human, logistical, informational, and relational resources required to serve the target market effectively.

The Resource-Based View complements Ansoff's growth framework by explaining how firm-specific resources and capabilities can generate sustained competitive advantage when they are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991). In the agri-food sector, these resources include certified production systems, cold-storage facilities, traceability technologies, market knowledge, relationships with farmers and distributors, skilled employees, recognized brands, and compliance capabilities. Empirical evidence from agri-food exporters also indicates that experiential resources and marketing capabilities, particularly communication, distribution, and product-development capabilities, contribute to export branding advantage and performance (Aghazadeh et al., 2022).

Accordingly, market expansion in the agricultural sector is not merely a geographical growth decision. It is a capability-based process through which agricultural firms align their resources, value-chain relationships, quality systems, logistics, and marketing practices with the requirements of new markets.

Challenges for Market Expansion

International expansion exposes agricultural product companies to multidimensional risks that differ from the risks experienced by firms dealing in non-perishable manufactured goods. Agricultural market-entry strategies are especially affected by perishability, seasonal production, food-safety requirements, price volatility, cold-chain dependence, and variations in national sanitary and phytosanitary regulations. If these factors are not anticipated and properly managed, they may prevent agricultural firms from converting market opportunities into sustainable commercial outcomes.

Political and Geopolitical Risks

Political instability, armed conflict, international sanctions, trade restrictions, border closures, and sudden changes in import policies can disrupt agricultural supply chains. These disruptions are particularly damaging to perishable products because delays at ports or border inspection points may reduce shelf life, increase spoilage, and cause the rejection of entire shipments.

Agricultural companies must therefore assess the political stability of target markets, the reliability of customs processes, the availability of alternative transportation routes, and the continuity of bilateral agricultural trade arrangements. They should also diversify their suppliers, logistics providers, and export destinations to reduce their exposure to disruptions in a single country or transportation corridor.

Economic, Financial, and Agricultural Price Risks

Macroeconomic instability in the target country can affect the demand for imported agricultural products. Inflation, currency depreciation, declining purchasing power, and restricted access to foreign currency can make imported food products less affordable and reduce distributors' ability to meet their financial obligations.

Agricultural companies also face commodity-specific price volatility arising from seasonal production, climate events, changes in global inventories, energy costs, fertilizer prices, and fluctuating transportation expenses. Because agricultural products often have a limited marketing period, exporters may have little flexibility to delay sales when prices decline. Firms therefore require financial reserves, agricultural credit arrangements, export insurance, flexible pricing mechanisms, forward contracts, and reliable market-information systems to manage these risks.

Sanitary, Phytosanitary, Legal, and Certification Requirements

Agricultural exports are subject to regulations concerning plant health, animal health, pesticide residues, contaminants, food hygiene, product labeling, packaging, traceability, and maximum residue limits. Sanitary and phytosanitary measures affect products across the agri-food system, including plants, plant products, animals, animal products, food, feed, and pesticide residues. Failure to satisfy the importing country's requirements may result in additional inspection, shipment detention, product rejection, destruction, or suspension of the exporter's market access.

Compliance should therefore be considered a strategic market-entry capability rather than a routine legal requirement. Agricultural firms must develop systems for documentation, farm-level monitoring, laboratory testing, traceability, food-safety management, and rapid product recall.

Standards such as GLOBALG.A.P. Integrated Farm Assurance promote safer and more responsible production practices. In addition, the GLOBALG.A.P. Chain of Custody Standard supports the segregation and traceability of certified products throughout the supply chain. Certification is frequently requested by international buyers and can operate as an important market-access and trust-building mechanism (GLOBALG.A.P., 2026).

Contractual Coordination with Farmers

Agricultural firms may be unable to satisfy the volume, timing, quality, and consistency requirements of new markets if their relationships with farmers remain informal or fragmented. Unlike generic retail franchising, contractual entry and supply arrangements in the agri-food sector are more appropriately understood through contract farming and outgrower schemes.

Contract farming is based on an advance agreement between producers and buyers regarding the conditions for producing and marketing agricultural products. Such agreements may specify crop varieties, production volumes, quality standards, delivery schedules, prices, technical support, agricultural inputs, and inspection procedures (FAO, 2024). Contract

farming can connect smallholders with formal markets while helping agribusiness companies secure a more consistent supply of products that meet predetermined quality requirements.

Similarly, outgrower schemes allow a processing or exporting company to obtain agricultural supplies from independent farmers while providing inputs, training, extension services, technology, finance, or assured purchasing arrangements. Inclusive contract-farming models can improve small farmers' access to production inputs, mechanization, advisory services, finance, predictable prices, and markets. They can also strengthen the relationships among producers, processors, traders, and off-takers (Will, 2021).

However, these arrangements may produce risks relating to side-selling, unequal bargaining power, delayed payments, quality disputes, opportunistic behavior, and the transfer of excessive production risk to farmers. Agricultural companies must therefore establish transparent contracts, fair pricing formulas, dispute-resolution procedures, monitoring systems, and appropriate agricultural extension services.

Cultural and Consumer-Preference Differences

Consumer preferences for agricultural and food products differ considerably across markets. These differences may concern taste, freshness, product size, variety, ripeness, packaging, labeling language, religious requirements, preferred retail channels, country-of-origin perceptions, and willingness to pay for organic or sustainably produced goods.

A product that is successful in the domestic market may not be accepted in a foreign market without adaptation. Agricultural firms must therefore conduct market research that goes beyond general demographic segmentation. Research should examine purchasing frequency, consumption habits, food-safety concerns, preferred packaging formats, retailer requirements, and attitudes toward imported agricultural products.

Strategic adaptation must balance local responsiveness with operational feasibility. Excessive adaptation can increase production and packaging costs, while insufficient adaptation may result in weak product acceptance and low repeat purchasing.

Corruption, Informal Practices, and Supply-Chain Transparency

Informal payments, non-transparent licensing processes, customs irregularities, and inconsistent inspection practices can increase the cost and uncertainty of agricultural market entry. Such practices may also delay product clearance, which is particularly harmful to fresh and temperature-sensitive products.

Traceability technologies and documented chain-of-custody systems can improve transparency by recording the product's movement from the farm through packing, storage, transportation, and final distribution. Agricultural firms should complement these systems with internal compliance policies, supplier codes of conduct, independent audits, and clear procedures for dealing with intermediaries and public authorities.

Agricultural Labor, Technical Skills, and Extension Capacity

Agricultural market expansion requires specialized competencies in agronomy, food safety, post-harvest handling, quality control, export documentation, cold-chain management, digital marketing, and international distribution. A shortage of trained employees can limit the company's capacity to meet the technical and commercial requirements of a new market.

The skills challenge also extends to contracted farmers and small suppliers. Even when an exporting company has advanced quality systems, inconsistent production and handling

practices at the farm level may affect the safety and quality of the final product. Training, agricultural extension, field monitoring, and technical assistance should therefore form part of the firm's market-expansion strategy.

From an RBV perspective, specialized human capital, technological resources, and organizational capabilities are strategic resources that support innovation, competitiveness, and organizational growth (Barney, 1991). Recent evidence also identifies human capital, technological resources, and organizational capabilities as important RBV-related drivers of small and medium enterprise growth (Ofori-Baafi & Opoku, 2025).

Cold-Chain Infrastructure, Perishability, and Logistics

Logistics is one of the most critical barriers to agricultural market expansion. Fresh fruits, vegetables, dairy products, meat, seafood, flowers, and other temperature-sensitive products require controlled handling from harvest to final delivery. Breaks in the cold chain can reduce freshness, shorten shelf life, increase microbial risks, and cause financial losses.

A market-entry analysis must therefore examine the availability and reliability of pre-cooling facilities, refrigerated storage, temperature-controlled transportation, insulated packaging, humidity management, inventory rotation, shipment monitoring, and backup energy systems. Temperature control, appropriate warehousing, refrigerated transportation, careful handling, and suitable packaging help reduce spoilage and preserve agricultural product quality throughout the supply chain.

Perishability also affects strategic decisions concerning distance, transportation mode, distribution partners, and delivery frequency. Agricultural firms may need to prioritize nearby regional markets for highly perishable products while using processing, freezing, drying, or improved packaging to extend the geographical reach of other products.

The operational objective is not merely to transport products at the lowest cost. It is to deliver them within the required time and temperature conditions while preserving safety, freshness, appearance, and marketable shelf life.

Market, Quality, and Reputation Risks

Agricultural brands are particularly vulnerable to quality and safety failures. A single incident involving contamination, pesticide residues, mislabeling, broken temperature control, or an inability to trace the product's origin can damage buyer confidence and restrict future access to the market.

International buyers evaluate not only the physical product but also the exporter's reliability, delivery consistency, responsiveness, certification status, and ability to manage complaints and recalls. Evidence from agri-food exporting companies suggests that communication, distribution, and product-development capabilities contribute to branding advantage and stronger export performance (Aghazadeh et al., 2022).

Agricultural firms must therefore integrate brand management with quality assurance, certification, traceability, supplier monitoring, and logistics. Marketing claims regarding quality, safety, organic production, or sustainability should be supported by verifiable evidence.

Environmental Constraints and Social Responsibility

Agricultural production is directly affected by water scarcity, soil degradation, biodiversity loss, extreme temperatures, drought, flooding, and changing pest and disease patterns. At the same time, agricultural firms face increasing expectations to reduce food loss, improve water and energy efficiency, use agricultural inputs responsibly, and protect employees and farming communities.

Environmental and social performance can influence market access because international buyers increasingly evaluate production practices across the entire supply chain. GLOBALG.A.P. standards cover areas such as food safety, environmental practices, workers' health and safety, animal welfare, supply-chain transparency, and capacity building (GLOBALG.A.P., 2026).

Sustainability should therefore be integrated into production and market-entry planning. It should not be treated solely as a promotional claim. Companies must ensure that environmental claims are supported by farm records, monitoring systems, recognized standards, and transparent reporting.

Opportunities for Market Expansion

Despite these challenges, expansion into new agricultural markets can provide important opportunities for commercial growth, supply-chain development, innovation, and competitive advantage. Under Ansoff's strategic framework, market development enables firms to generate growth by taking existing agricultural products into new geographical or customer markets (Ansoff, 1957). The capacity to capture these opportunities depends on whether the firm possesses strategic resources and can convert them into effective production, marketing, compliance, and distribution capabilities (Barney, 1991).

Increased Sales and Access to New Consumer Segments

Entering new markets gives agricultural firms access to additional demand, including urban consumers, institutional buyers, food processors, supermarkets, hotels, restaurants, and digital grocery platforms. It can also create opportunities in specialized segments such as organic products, premium fresh produce, certified products, functional foods, and sustainably produced agricultural goods.

Market expansion may increase revenues and reduce dependence on a limited domestic customer base. However, firms must ensure that production volume, product consistency, packaging, logistics, and certification can support the additional demand.

Diversification of Market and Seasonal Risks

Operating across several geographical markets reduces dependence on a single market, customer group, agricultural season, or distribution channel. When demand or prices decline in one market, the company may redirect suitable products to another market.

Geographical diversification can also help agricultural firms benefit from differences in harvesting seasons, consumption periods, and climatic conditions. Nevertheless, diversification is effective only when the company has accurate market intelligence, flexible logistics, sufficient working capital, and the ability to comply with different regulatory regimes.

Stronger Competitive Position and Agri-Food Branding

Entry into new markets can strengthen an agricultural company's brand recognition, bargaining power, and relationships with international distributors. Certification, product origin, traceability, sustainability performance, and consistent quality can differentiate the company from competitors whose products are sold as undifferentiated commodities.

The Resource-Based View suggests that company-specific resources and capabilities can support competitive advantage when competitors cannot easily acquire or reproduce them (Barney, 1991). In agri-food export markets, experiential resources can strengthen communication capabilities, while communication, distribution, and product-development capabilities can improve branding advantage and export performance (Aghazadeh et al., 2022).

Economies of Scale and Reduction of Post-Harvest Losses

Market expansion can increase production and distribution volumes, helping agricultural firms spread the costs of packing facilities, cold storage, certification, quality testing, marketing, and transportation across a larger sales base.

Investment in cold-chain infrastructure may also reduce post-harvest losses by improving temperature-controlled storage, refrigerated transportation, handling, packaging, and shelf-life management. Reduced losses increase the proportion of harvested output that reaches the market, strengthening both financial performance and resource efficiency.

Economies of scale must nevertheless be managed carefully. Expanding production beyond the capacity of the cold chain or distribution network can increase spoilage rather than reduce unit costs.

Access to Agricultural Technologies and Specialized Skills

New markets can expose firms to advanced technologies in precision agriculture, automated sorting, digital traceability, temperature monitoring, demand forecasting, sustainable packaging, water-efficient production, and food processing.

Agricultural exporters may also gain access to specialized laboratories, certification bodies, research institutions, logistics providers, and technical consultants. From the RBV perspective, these resources can enhance the firm's capability base when they are effectively integrated with existing organizational knowledge and processes (Barney, 1991).

Product Adaptation and Agri-Food Innovation

Exposure to different consumer preferences and buyer requirements can stimulate product and process innovation. Agricultural companies may introduce new varieties, portion sizes, packaging formats, levels of processing, labeling systems, preservation techniques, and certification attributes.

For example, fresh products with short shelf lives may be converted into frozen, dried, canned, or minimally processed forms to facilitate entry into geographically distant markets. Market feedback may also encourage improvements in taste, appearance, convenience, nutritional value, and sustainability.

These adaptations strengthen marketing agility by enabling firms to interpret market information and respond through rapid adjustments to products and marketing decisions (Kalaiganam et al., 2021).

Optimization of Agricultural Value Chains

Market expansion may encourage firms to redesign their value chains by locating production, collection, packing, processing, storage, and distribution activities where they can be performed most efficiently. Collection centers may be placed near farming areas, while packing and cold-storage facilities may be located close to export routes or major consumption markets.

This network structure can reduce the time between harvest and cooling, improve product traceability, enhance quality control, and shorten delivery times. However, optimization must account for the biological and seasonal nature of agricultural production rather than relying solely on generic cost-minimization objectives.

Development of Contract Farming and Outgrower Partnerships

International expansion can promote structured partnerships between agricultural companies, farmers, cooperatives, processors, distributors, research institutions, and logistics providers. Contract farming and outgrower schemes are especially important because they can connect small farmers with formal value chains while helping companies secure predictable volumes and consistent quality.

Contract farming may provide producers with access to technology, training, technical support, inputs, finance, and markets. It can also help agribusiness companies obtain consistent supplies that satisfy predetermined production and quality requirements (FAO, 2024).

Inclusive contractual arrangements can improve production planning, reduce uncertainty, and align crop selection and agricultural practices with buyer requirements. Their success depends on transparent agreements, fair risk allocation, farmer participation, technical assistance, and reliable payment systems (Will, 2021).

Certification-Led Access to Premium Markets

Compliance with internationally recognized agricultural and food-safety standards can create access to supermarkets, institutional buyers, processors, and premium export segments. GLOBALG.A.P. standards address primary production and supply-chain assurance, while Chain of Custody certification supports segregation and traceability across the value chain (GLOBALG.A.P., 2026).

Certification can reduce information asymmetry between producers and buyers by providing documented evidence of production and handling practices. However, certification should be combined with consistent operational performance because a certificate alone cannot compensate for delivery delays, product inconsistency, or cold-chain failures.

Sustainable Growth and Rural Development

Agricultural market expansion can produce benefits beyond direct sales growth. It may create rural employment, strengthen agricultural cooperatives, encourage investment in storage and transportation, improve farmers' access to formal markets, and facilitate the transfer of technology and production knowledge.

Inclusive contract farming can help integrate small-scale farmers into sustainable value chains by improving their access to inputs, advisory services, mechanization, finance, and predictable markets (Will, 2021). These outcomes can support both firm-level growth and broader rural development when contractual relationships are transparent and commercially sustainable.

Strategic Synthesis

The challenges and opportunities associated with agricultural market expansion demonstrate that market entry is not simply a decision about where to sell existing products. Under Ansoff's Market Development Strategy, the firm selects new geographical or customer markets for its existing products (Ansoff, 1957). The Resource-Based View then explains why some agricultural companies are better positioned than others to implement this strategy, particularly when they possess valuable technological, human, relational, logistical, and reputational resources (Barney, 1991).

In the agricultural context, these strategic resources include cold-chain infrastructure, traceability systems, SPS-compliance knowledge, GLOBALG.A.P. certification, relationships with farmers, contract-farming arrangements, market information, skilled personnel, and reliable distribution channels. Agri-food export evidence confirms that the combination of organizational resources with communication, distribution, and product-development capabilities can improve branding advantage and export performance (Aghazadeh et al., 2022).

These sector-specific conditions provide a direct foundation for the Marketing Pyramid. Enabling capabilities provide the technology, infrastructure, knowledge, certification, and relationships required for agricultural production and trade. Marketing agility enables the firm to respond to price changes, seasonal supply, customer preferences, and evolving SPS requirements. Marketing excellence ensures consistent execution across quality assurance, branding, logistics, customer communication, cold-chain management, and distribution. Strategic impact occurs when these capabilities collectively support competitive advantage and successful new-market expansion.

Therefore, the main strategic issue is not merely whether an agricultural company identifies an attractive market. It is whether the company possesses and coordinates the organizational resources and dynamic marketing capabilities necessary to overcome perishability, compliance, supply-chain, and market-adaptation barriers.

The Marketing Pyramid Model

The Origin and Development of the Model

The Marketing Pyramid Model emerged from efforts to create an integrated framework linking marketing strategy, operational execution, and sustainable development. It evolved from earlier hierarchical marketing theories such as the Promotion Pyramid and the Hierarchy of Effects, yet it extends beyond communication or behavioral stages to address organizational marketing systems as a whole. Developed in response to globalization, digital transformation, and sustainability challenges, the model was refined through recent academic contributions that emphasize four interrelated dimensions—**strategic impact, marketing excellence, marketing agility, and enabling capabilities**. Its development reflects a shift from isolated marketing functions toward a comprehensive system that balances strategic vision and tactical performance across all organizational levels (Campita, M. C. F., Tokuda, H., & Sales, H. M., 2022).

The Theoretical Foundations on Which It Is Based

The model draws upon multiple theoretical roots: systems theory (integration of subsystems into a unified marketing structure), strategic management (alignment of planning and execution), and sustainability theory (linking marketing with economic, social, and environmental outcomes). It also incorporates concepts from the **Triple Bottom Line** and

Sustainability Pyramid, aligning marketing objectives with profitability, social responsibility, and environmental stewardship. This theoretical synthesis positions marketing as both a strategic and ethical function driving sustainable competitiveness (Reardon, T., Bellemare, M. F., & Zilberman, D. 2021).

The Marketing Pyramid Model



Figure 2: Marketing Pyramid

An Overview of Its Main Themes

The four layers of the pyramid represent progressive organizational capabilities:

- **Strategic Impact:** Long-term planning that aligns marketing goals with corporate strategy.
- **Marketing Excellence:** Performance-driven implementation ensuring quality and productivity.
- **Marketing Agility:** Rapid adaptation to environmental and technological changes.
- **Enabling Capabilities:** Foundational resources such as knowledge, innovation, and digital technology.

Together, these dimensions transform marketing into a dynamic system capable of sustaining growth and responding effectively to changing markets.

Theoretical Foundations of the Marketing Pyramid Model

The proposed Marketing Pyramid is primarily anchored in Dynamic Capabilities Theory, which explains how organizations integrate, develop, and reconfigure internal and external competencies in response to rapidly changing business environments (Teece, Pisano, & Shuen, 1997). The theory extends the Resource-Based View by moving beyond the possession of

valuable resources to explain how organizations renew and redeploy those resources as markets, technologies, customer requirements, and competitive conditions change (Barney, 1991; Teece, 2007)

Dynamic capabilities are commonly organized around three interrelated activities: sensing opportunities and threats, seizing emerging opportunities, and transforming or reconfiguring the organization's resource base and operational processes (Teece, 2007), these activities do not operate independently of the firm's ordinary resources and operational capabilities. Dynamic capabilities depend on a foundation of technological infrastructure, human competencies, organizational knowledge, market information, financial resources, and supply-chain relationships that enable the organization to recognize and act upon change.

Within the agricultural products sector, this theoretical perspective is particularly relevant because firms operate under conditions of price volatility, seasonality, perishability, demand uncertainty, changing food-safety requirements, and logistical disruption. Agricultural companies must not only possess resources such as production facilities, cold-chain systems, traceability technologies, skilled personnel, and market knowledge. They must also be able to mobilize and reconfigure those resources rapidly when market or regulatory conditions change.

Accordingly, the four layers of the proposed Marketing Pyramid represent an organizational progression from the firm's operational resource base to dynamic adaptation, executional transformation, and higher-order strategic outcomes.

Enabling Capabilities: Base Operational Resources and Infrastructure

Enabling capabilities constitute the foundational layer of the Marketing Pyramid. They include the tangible and intangible resources that allow an agricultural firm to conduct its current operations and develop higher-order adaptive capabilities. These resources include technological infrastructure, human competencies, market information systems, financial resources, product-development knowledge, innovation capacity, traceability systems, certification capabilities, relationships with farmers and distributors, and cold-chain facilities.

This level is supported by the Resource-Based View, which explains that valuable, rare, difficult-to-imitate, and non-substitutable resources can provide the basis for sustained competitive advantage (Barney, 1991). It is also consistent with Dynamic Capabilities Theory because sensing, seizing, and transformation processes cannot operate effectively without an adequate base of operational resources, knowledge, technologies, and organizational routines (Teece, Pisano, & Shuen, 1997; Teece, 2007).

In the agricultural context, enabling capabilities determine whether the firm can produce a consistent supply, preserve quality, meet sanitary and phytosanitary requirements, maintain traceability, access reliable market information, and transport perishable products to new markets. Therefore, enabling capabilities are not only supporting resources. They are the operational platform on which the remaining levels of the Marketing Pyramid depend.

Marketing Agility: Sensing and Seizing Capabilities

Marketing agility represents the sensing and seizing functions of Dynamic Capabilities Theory. Sensing involves collecting, interpreting, and applying information concerning customer demand, competitors, technological developments, price movements, regulatory changes, and emerging market opportunities. Seizing involves selecting suitable opportunities, making timely marketing decisions, allocating resources, and introducing appropriate market responses (Teece, 2007).

Marketing agility can consequently be defined as the organization's capacity to move rapidly between making sense of market developments and executing marketing decisions in response to those developments (Kalaighnam et al., 2021). It is not limited to speed. It also incorporates market interpretation, experimentation, organizational coordination, and timely decision-making.

In agricultural markets, sensing includes monitoring harvest conditions, commodity prices, seasonal demand, competitors, consumer preferences, food-safety regulations, distributor requirements, and sanitary and phytosanitary measures. Seizing includes adjusting product volumes, packaging, pricing, distribution channels, promotional activities, market selection, or entry arrangements before the identified opportunity disappears.

Marketing agility is therefore positioned above enabling capabilities because rapid market responses depend on the availability of market intelligence, skilled employees, technological systems, financial flexibility, and operational infrastructure.

Marketing Excellence: Process Reconfiguration and Execution

Marketing excellence represents the organization's ability to convert identified opportunities and strategic decisions into consistently superior marketing execution. It reflects the transformation or reconfiguration component of Dynamic Capabilities Theory because it requires the firm to redesign, coordinate, and implement marketing and operational processes in response to new-market requirements (Teece, 2007).

Marketing excellence depends on the integration of marketing capabilities, organizational structure, culture, leadership, human talent, incentives, metrics, and accountability systems. These components enable organizations to anticipate changes, adapt their strategies, align functions, activate implementation, manage marketing assets, and evaluate performance (Moorman & Day, 2016).

In the agricultural products sector, process reconfiguration may include modifying production schedules, changing product varieties, redesigning packaging, establishing cold-chain procedures, introducing digital traceability, coordinating with contract farmers, obtaining market-specific certification, or restructuring distributor relationships. Marketing excellence is achieved when these reconfigured processes deliver consistent product quality, customer value, communication effectiveness, regulatory compliance, and logistical reliability.

Thus, marketing excellence is broader than promotional quality. It represents the coordinated execution of market-facing and supporting activities across production, marketing, quality assurance, logistics, sales, and distribution.

Strategic Impact: Sustainable Competitive Advantage and Triple Bottom Line Outcomes

Strategic impact constitutes the highest level of the Marketing Pyramid. It represents the organizational outcomes generated through the coordinated operation of enabling capabilities, marketing agility, and marketing excellence. These outcomes include successful new-market entry, customer acquisition, market-share growth, stronger export performance, brand differentiation, improved profitability, resilience, and sustained competitive advantage.

From the Dynamic Capabilities perspective, firms achieve superior long-term performance when they can sense relevant opportunities, seize them effectively, and continuously reconfigure their assets and processes in response to environmental developments (Teece,

2007). Strategic impact therefore reflects the outcome of capability orchestration rather than the effect of one isolated marketing resource.

The strategic-impact level can also incorporate the Triple Bottom Line, which evaluates organizational outcomes through economic, environmental, and social dimensions. In agricultural markets, the economic dimension may include profitability, export growth, market diversification, and improved resource efficiency. The environmental dimension may include reduced post-harvest losses, responsible use of water and agricultural inputs, energy efficiency, and sustainable production practices. The social dimension may include rural employment, fair relationships with contract farmers, food safety, employee welfare, and the inclusion of smallholders in formal agricultural value chains.

However, new-market expansion success remains the primary dependent variable in the present empirical study. Triple Bottom Line outcomes should therefore be treated as broader strategic implications of the Marketing Pyramid unless they are measured directly through the questionnaire.

Integrated Theoretical Structure

The proposed theoretical structure can be summarized as follows:

Enabling Capabilities provide the operational resources and infrastructure required for organizational action.

Marketing Agility enables the firm to sense and seize market opportunities. Marketing Excellence reconfigures and executes marketing and operational processes. Strategic Impact reflects successful market expansion, competitive advantage, and wider economic, environmental, and social outcomes.

Conceptually, the Marketing Pyramid can therefore be expressed as:

Operational Resource Base → Sensing and Seizing → Process Reconfiguration and Execution → Strategic and Sustainable Outcomes

This progression provides a coherent theoretical rationale for arranging the four dimensions hierarchically. Nevertheless, the current empirical analysis treats the four dimensions as distinct and simultaneous predictors of new-market expansion success. Therefore, the study should describe the sequence as a theoretical hierarchy rather than claim that the full sequential pathway has been empirically validated. Testing the complete chain would require mediation analysis, path analysis, or structural equation modelling.

Previous Studies

The reviewed studies were reorganized into a Structured Literature Synthesis Matrix to provide a consistent comparison of their sectoral contexts, methodologies, findings, and alignment with the four dimensions of the Marketing Pyramid. The synthesis also distinguishes between firm-level capability studies and consumer-level marketing studies.

Table 1: Structured Literature Synthesis Matrix

Study	Author and year	Sector context and	Methodology	Key findings	Alignment with Marketing Pyramid
1	Qureshi, Aziz, and Mian (2017)	Small and medium new technology-based firms operating in the METU Technopark in Turkey	Quantitative survey of 253 firms; PLS structural equation modelling	Early development of marketing capabilities had a significant effect on firm performance. Entrepreneurial orientation strengthened market orientation and marketing capabilities, contributing to competitive advantage and performance.	Enabling Capabilities: development of marketing knowledge and functional capabilities. Marketing Agility: entrepreneurial and market orientations support opportunity recognition and proactive response. Strategic Impact: improved competitive advantage and firm performance.
2	Moi and Cabiddu (2021)	Spotahome, an international digital company operating in the online home-rental market	Qualitative exploratory single-case study using interviews and documentary and digital data	Agile Marketing Capability included adaptability, collaboration, continuous innovation, and monitoring of market needs. It allowed the firm to identify changes, respond rapidly, and modify marketing processes during digital transformation.	Marketing Agility: strong alignment with sensing and seizing opportunities. Marketing Excellence: collaboration and process adaptation support execution. Strategic Impact: agility enhances customer value and international digital competitiveness.
3	Shaban (2024)	Jordanian universities	Quantitative online survey; 438 valid responses; PLS-SEM	Strategic sensitivity, strategic response, resource fluidity, and technological capabilities had positive effects on organizational excellence. The findings show that sensing change and reallocating resources contribute to superior organizational outcomes.	Enabling Capabilities: technological capabilities and resource availability. Marketing Agility: strategic sensitivity and response. Marketing Excellence: organizational excellence as an execution-related outcome. The non-agricultural context limits direct generalization.
4	Kyengo, Muathe, and Kinyua (2019)	Food-processing firms in Nairobi City County, Kenya	Explanatory and descriptive design; multistage sampling; 31 firms and 155 functional managers; questionnaires and descriptive and inferential analysis	Marketing capability had a positive effect on the performance of food-processing firms. The authors recommended acquiring and allocating adequate resources to marketing activities.	Enabling Capabilities: marketing resources, advertising, distribution, and market-research capabilities. Marketing Excellence: effective application of marketing activities. Strategic Impact: improved organizational performance. This is one of the most contextually relevant studies because it involves the food-processing sector.
5	Melović, Cirović, Backović-Vulić, Dudić, and Gubiniova (2020)	Consumers of organic agricultural products	Survey of 559 green consumers; exploratory factor analysis, Relative Importance Index, and logistic regression	Eleven factors influenced organic purchasing decisions. Health benefits were the most important motive, while certification, producer information, packaging, product availability, and distribution channels affected purchase decisions.	Marketing Agility: market sensing through understanding green consumer preferences. Marketing Excellence: product certification, packaging, communication, and distribution. Strategic Impact: sustainable organic-market growth. Its consumer-level design means it provides market intelligence rather than direct evidence of firm-level dynamic capabilities.
6	Kanellos, Karountzos, Giannakopoulos, Terzi, and Sakas (2024)	Five established agri-food companies with high market capitalization	Web-analytics data; linear regression, correlation analysis, and fuzzy cognitive mapping	Search-source traffic and stronger website engagement were associated with lower advertising costs. Heavy reliance on social-media	Enabling Capabilities: digital analytics and decision-support infrastructure. Marketing Agility: interpretation and rapid use of website data. Marketing Excellence:

				advertising was connected with higher expenditure and increased website-abandonment rates.	optimization of digital campaigns and customer experience. Strategic Impact: advertising efficiency, profitability, and resource efficiency.
7	Abdul Jabbar (2022)	Managers in a Ministry of Commerce context	Descriptive-analytical survey of 136 managers; questionnaire; correlation and effect analysis using SPSS	Pricing, distribution-channel management, marketing communication, and market planning were significantly related to customer prosperity. The study recommended strengthening awareness and implementation of marketing strategies.	Enabling Capabilities: managerial knowledge and marketing-planning resources. Marketing Excellence: pricing, distribution, and communication execution. Strategic Impact: improved customer-related outcomes. Its weak sectoral alignment and unclear publication details limit its evidential weight.
8	Qaid (2023)	Consumers evaluating brands employing green, viral, pink, and sensory marketing	Descriptive field survey of 400 respondents	Perceptions of innovative marketing strategies were correlated with brand loyalty at 57.5%, while attitudes toward these strategies were correlated with repeat purchasing at 61%. Approximately 66% of participants demonstrated high brand loyalty.	Marketing Excellence: innovative communication and customer-engagement practices. Strategic Impact: brand loyalty and repeat purchasing. This is primarily a consumer-level study and does not examine organizational sensing, resource reconfiguration, or market-entry capabilities.
10	Al-Mansouri (2025)	Conceptual organizational-marketing context	Inductive approach and theoretical analysis	The study proposed a four-level Marketing Pyramid to integrate marketing practices with strategic objectives. It recommended stronger coordination, human-resource development, technological adoption, innovation, ethical marketing, and strategic flexibility.	All four tiers conceptually: enabling resources, flexibility and adaptation, integrated execution, and strategic outcomes. However, the model was proposed theoretically and was not empirically tested in the agricultural products sector.

Analytical Discussion of Previous Studies

The reviewed literature provides substantial support for the proposition that marketing capabilities contribute to organizational performance. Qureshi et al. (2017) showed that the early development of marketing capabilities, combined with entrepreneurial and market orientation, improves the performance of technology-based firms. Similarly, Kyengo et al. (2019) reported that marketing capabilities positively affect the performance of food-processing firms, providing direct support for the importance of foundational marketing resources in an agri-food setting.

These findings align primarily with the enabling-capabilities tier of the Marketing Pyramid. They indicate that market knowledge, distribution capacity, communication resources, advertising capabilities, and product-development competencies provide firms with an operational foundation for performance. However, these studies largely assess marketing capability as a broad or aggregated construct. They do not clarify how foundational resources are transformed into agility, executional excellence, and market-expansion outcomes through a hierarchical process.

A second group of studies emphasizes organizational agility. Moi and Cabiddu (2021) conceptualized Agile Marketing Capability through adaptability, collaboration, innovation,

and the monitoring of market needs. Shaban (2024) similarly found that strategic sensitivity, strategic response, resource fluidity, and technological capabilities contribute to organizational excellence. Together, these studies support the sensing and seizing logic of Dynamic Capabilities Theory.

Nevertheless, the contexts of these studies differ from the agricultural products sector. Moi and Cabiddu (2021) examined an international digital-platform company, while Shaban (2024) examined universities. These organizations do not face the complete combination of seasonality, biological production cycles, perishability, cold-chain dependence, sanitary and phytosanitary requirements, and short product shelf lives that characterizes agricultural market expansion. Consequently, their findings support the general importance of agility but do not establish how agricultural firms coordinate agility with production, compliance, quality assurance, and logistics.

The studies by Melović et al. (2020) and Qaid (2023) emphasize consumer preferences, innovative marketing practices, and customer outcomes. Melović et al. identified health benefits, certification, producer information, packaging, product availability, and distribution as important factors in organic-product purchasing. Qaid reported significant associations between innovative marketing approaches, brand loyalty, and repeat purchasing.

These studies provide useful evidence for market sensing and customer-facing marketing excellence. However, their level of analysis is predominantly consumer-side. They do not explain how agricultural firms develop the internal resources, routines, technologies, and cross-functional processes necessary to turn consumer information into successful market entry. Therefore, they should be used as supporting evidence for customer-value design and market intelligence rather than as the principal theoretical foundation of the Marketing Pyramid.

Kanellos et al. (2024) provide stronger evidence concerning the integration of digital resources with marketing execution in the agri-food industry. Their analysis showed that search traffic and website engagement can improve advertising efficiency, while excessive reliance on social-media advertising may increase costs and website abandonment. This study demonstrates how digital analytics can function simultaneously as an enabling resource, a sensing mechanism, and a means of improving marketing execution. The study focused primarily on digital traffic, advertising costs, and website performance. It did not examine the wider agricultural market-entry system, including production capacity, farmer coordination, traceability, certification, cold-chain logistics, regulatory compliance, and distributor relationships. Its contribution therefore relates mainly to digital enabling capabilities, marketing agility, and campaign efficiency.

The study attributed to Al-Mansouri (2025) is the closest to the present research conceptually because it proposes a hierarchical Marketing Pyramid that links multiple marketing practices with organizational strategy. However, based on the information available in the original document, it is presented as a theoretical contribution rather than an empirically validated model. Its applicability to agricultural products, market-entry barriers, and new-market expansion has not yet been established.

Research Gap

The reviewed studies demonstrate that marketing capabilities, strategic agility, technological resources, digital analytics, marketing execution, and innovative customer-facing practices can contribute to organizational performance, customer loyalty, advertising efficiency, and

competitive advantage. Nevertheless, these capabilities are generally examined as separate or loosely connected constructs. Some studies focus on foundational marketing resources, while others concentrate on agility, consumer response, digital marketing, organizational excellence, or performance outcomes.

A clear theoretical gap therefore remains in explaining how these different capabilities operate together as an integrated firm-level hierarchy. Existing studies do not sufficiently explain how operational resources and infrastructure support market sensing and opportunity seizure, how agile decisions are converted into reconfigured and effectively executed marketing processes, and how these processes collectively generate strategic impact and successful new-market expansion.

The contextual gap is equally significant. Only a limited number of the reviewed studies were conducted in agricultural or food-processing settings, and those studies generally examined individual capabilities or specific outcomes rather than an integrated market-entry framework. They did not combine enabling capabilities, marketing agility, marketing excellence, and strategic impact within a single hierarchical model addressing the distinctive characteristics of agricultural products, such as perishability, seasonal supply, price volatility, cold-chain dependence, traceability requirements, and sanitary and phytosanitary compliance.

Accordingly, the present study addresses the following research gap:

Existing studies provide fragmented evidence concerning individual marketing resources, agility mechanisms, execution practices, and performance outcomes. However, they do not provide an empirically tested hierarchical framework that integrates enabling capabilities, marketing agility, marketing excellence, and strategic impact to explain successful new-market expansion in the agricultural products sector.

The present research addresses this gap by applying the Marketing Pyramid as an integrated firm-level framework grounded in Dynamic Capabilities Theory. It examines whether the coordinated presence of operational resources, sensing and seizing capabilities, process reconfiguration and execution, and strategic impact contributes to successful new-market expansion among agricultural product companies.

The Agricultural Products Sector

Its Role and Economic and Social Importance

Le secteur des produits agricoles constitue un pilier stratégique des économies, qu'elles soient développées ou en développement. Sa portée dépasse la simple production alimentaire, car il influence directement la croissance économique, la stabilité sociale et le développement durable. Les fonctions économiques, sociales et environnementales de ce secteur sont interdépendantes et essentielles pour assurer la sécurité alimentaire, la prospérité rurale et la compétitivité nationale.

Contribution économique majeure

L'agriculture est un moteur de croissance économique pour de nombreux pays, représentant souvent une part importante du produit intérieur brut (PIB) et contribuant directement à l'emploi rural. Elle alimente l'industrie agroalimentaire, la transformation industrielle, la distribution et le commerce, créant ainsi une chaîne de valeur complexe qui génère des revenus à chaque niveau.

De plus, le secteur agricole constitue une source clé de devises étrangères via l'exportation de produits alimentaires, de matières premières ou de produits transformés. Cette capacité d'exportation permet aux pays de diversifier leurs revenus, de renforcer leur balance commerciale et d'améliorer la stabilité macroéconomique. Dans certains pays émergents, l'agriculture représente jusqu'à 20-30 % de l'emploi total, jouant ainsi un rôle crucial dans la réduction du chômage et l'amélioration du niveau de vie.

Impact social et développement rural

Dans le cadre de la Vision saoudienne 2030, l'agriculture évolue d'un secteur limité par la rareté de l'eau vers un modèle fondé sur l'innovation, l'efficacité et la durabilité. Le Royaume soutient l'agriculture de précision, l'intelligence artificielle, les serres intelligentes, l'hydroponie et l'agriculture verticale afin d'améliorer la productivité tout en réduisant la consommation d'eau. L'hydroponie peut économiser jusqu'à 90 % d'eau. Parallèlement, les programmes AgriTech, notamment Sunbolah, accompagnent les entreprises émergentes grâce à l'incubation, au financement et au mentorat. Ces initiatives renforcent la sécurité alimentaire, les compétences nationales et la compétitivité des produits agricoles saoudiens sur les marchés.

Sécurité alimentaire et résilience économique

La production locale de denrées alimentaires réduit la dépendance aux importations et protège les populations contre les fluctuations des marchés mondiaux. Une agriculture productive et diversifiée contribue à la stabilité des prix alimentaires et à la résilience face aux crises économiques, climatiques ou politiques. Elle joue un rôle stratégique dans la prévention des pénuries alimentaires et la gestion des risques liés à la volatilité des marchés internationaux.

Création d'emplois et inclusion sociale

Au-delà de la production directe, le secteur agricole crée de nombreuses opportunités d'emploi indirectes dans la transformation, la commercialisation, la logistique et les services associés. Il favorise l'inclusion sociale en offrant des opportunités pour les femmes, les jeunes et les populations marginalisées dans les zones rurales. La formation et le développement des compétences dans ce secteur permettent également de renforcer l'employabilité et la mobilité sociale des populations locales.

Innovation, compétitivité et durabilité

Le secteur agricole est un vecteur d'innovation et de compétitivité. L'introduction de nouvelles techniques culturales, la mécanisation, la transformation agroalimentaire et l'adoption des technologies numériques permettent d'améliorer les rendements, la qualité des produits et l'efficacité des chaînes de production.

La durabilité constitue un enjeu central. Une agriculture respectueuse de l'environnement protège la biodiversité, limite l'érosion des sols, optimise l'usage de l'eau et réduit l'empreinte écologique. Les pratiques agricoles durables, combinées à la responsabilité sociale des entreprises (RSE), permettent de renforcer la réputation des producteurs et de répondre aux exigences des consommateurs et des régulateurs internationaux.

Rôle stratégique dans la diversification économique

L'agriculture offre la possibilité de diversifier l'économie nationale, en soutenant le développement de secteurs connexes comme l'agro-industrie, le tourisme rural, l'artisanat ou la bioénergie. Cette diversification améliore la résilience des économies face aux chocs

extérieurs et crée des synergies entre différents secteurs, augmentant ainsi la compétitivité globale du pays.

The Challenges Facing It at the Local and International Levels

The agricultural sector, although central to food security and economic growth, faces numerous challenges that vary depending on the national and international context. These obstacles influence the productivity, competitiveness, and sustainability of the sector.

Challenges at the local level: the case of Saudi Arabia

Saudi Arabia faces specific constraints related to its arid climate, limited water availability, and high dependence on imports for certain food products (Sabri, Abdel Azim Ihab, & Anani, Dina Farouk. 2023).

a. Limited natural resources

The scarcity of fresh water and extreme climatic conditions constitute a major constraint for local agriculture. The intensive irrigation required for certain crops leads to water stress and high production costs. Furthermore, soil degradation and desertification reduce the available arable land.

b. Technological dependence and innovation

The Saudi agricultural sector largely depends on imported technologies for production, processing, and irrigation. Local adoption of advanced technologies remains a challenge, particularly in agricultural robotics, precision agriculture, and digital solutions adapted to crops in a desert environment.

c. Workforce and skills

The shortage of skilled labor, particularly for specialized jobs in high-tech agriculture, is an obstacle to the sustainable development of the sector. Reliance on foreign labor or limited training can slow down innovation and the efficiency of farms.

d. Policies and regulation

Regulation, subsidies, and support policies for farmers strongly influence local competitiveness. Inadequate incentives or complex administrative procedures can hinder investment and the expansion of agricultural operations.

Challenges at the international level

Globally, the agricultural sector faces challenges related to international competition, climate change, and fluctuations in global markets (Hilmi, M. 2022).

a. Market volatility and international prices

Producers must cope with the variation in prices of agricultural commodities on international markets. This volatility can affect farmers' incomes and long-term planning, particularly for countries dependent on food exports or imports.

b. Global Competition

International competition puts farmers in competition with producers who have lower production costs or more advanced technologies. This forces local producers to improve their productivity, quality, and capacity for innovation to remain competitive.

c. Climate Change and Sustainability

Rising temperatures, droughts, floods, and extreme weather events are affecting agricultural production worldwide. Resilience to climate change is becoming a key condition for ensuring food security and economic stability.

d. International Standards and Sanitary Requirements

Producers must comply with strict international standards, particularly regarding quality, food safety, and labeling. Failure to comply with these standards can limit access to foreign markets and reduce export opportunities.

e. Logistics and Supply Chains

Globalization involves long and complex supply chains, which are susceptible to delays, high costs, customs disruptions, and health or geopolitical crises. Ensuring the availability and quality of products becomes a major challenge.

Strategic Bridge between Agricultural Market Barriers and the Marketing Pyramid

Agricultural market expansion is constrained by perishability, seasonal supply, price volatility, cold-chain dependence, and compliance with sanitary and phytosanitary standards. These characteristics require an integrated organizational response rather than isolated marketing activities. The Marketing Pyramid provides this strategic bridge by connecting sector-specific barriers with complementary firm-level capabilities.

- **Enabling capabilities** provide the technological and operational foundation required for market entry, including cold-chain facilities, traceability systems, market information, certification expertise, skilled employees, and relationships with farmers and distributors. **Marketing agility** enables firms to sense changes in prices, demand, regulations, and supply conditions and to seize opportunities through rapid adjustments in pricing, packaging, production volumes, and distribution.
- **Marketing excellence** converts these responses into reliable execution by coordinating production, quality assurance, SPS compliance, branding, logistics, and customer communication. International agricultural standards, including GLOBALG.A.P., support product safety, responsible production, and supply-chain traceability, which can strengthen buyer confidence and market access.
- Finally, **strategic impact** emerges through reduced spoilage, regulatory acceptance, stronger customer trust, competitive advantage, and successful new-market expansion. Thus, the pyramid explains how agricultural firms transform operational resources and adaptive capabilities into coordinated market-entry performance.

METHODOLOGY

The study adopted a descriptive analytical approach. The study population consists of all marketing professionals working in the agricultural sector in the Kingdom of Saudi Arabia, including those in agricultural companies, agricultural cooperatives, institutions producing and distributing agricultural products, and companies supporting agricultural activities such as those providing fertilizers, seeds, and agricultural machinery. Convenience sampling method was used, involving the electronic distribution of the questionnaire to agricultural marketing professionals via email and professional platforms such as LinkedIn. The sample size was 75. Data was collected using questionnaires. Secondary data was collected using books, courses,

publications, and previous studies on the same topic. The researcher analyzes the information collected through the responses of interested parties. Data was analyzed using SPSS.

Descriptive Statistics (Composites)

Composite	Mean	Std Dev	Non-missing N
Strategic_Impact_H1	4.285	0.789	75
Marketing_Excellence_H2	4.203	0.875	75
Marketing_Agility_H3	4.115	0.851	75
Enabling_Capabilities_H4	4.133	0.865	75
Market_Success	3.996	0.858	75

Reliability (Cronbach's Alpha)

- Strategic_Impact_H1: Cronbach's alpha = 0.895
- Marketing_Excellence_H2: Cronbach's alpha = 0.935
- Marketing_Agility_H3: Cronbach's alpha = 0.934
- Enabling_Capabilities_H4: Cronbach's alpha = 0.953
- Market_Success: Cronbach's alpha = 0.910

Multiple Regression Analysis

Dependent variable: Market_Success. Sample size: 75

Predictor	Coefficient (B)	Std. Error	t	P
Intercept	0.2238	0.3011	0.743	0.4598
Strategic_Impact_H1	0.2336	0.1468	1.592	0.1160
Marketing_Excellence_H2	0.3323	0.1543	2.153	0.0347
Marketing_Agility_H3	-0.1013	0.1689	-0.600	0.5506
Enabling_Capabilities_H4	0.4334	0.1409	3.077	0.0030

R-squared = 0.721; Adjusted R-squared = 0.705

Interpretation of Results (Hypotheses)

- **Strategic_Impact_H1:** correlation with Market_Success = 0.767. Interpretation: Positive association; higher scores on the independent variable are associated with higher market expansion success.
- **Marketing_Excellence_H2:** correlation with Market_Success = 0.804. Interpretation: Positive association; higher scores on the independent variable are associated with higher market expansion success.
- **Marketing_Agility_H3:** correlation with Market_Success = 0.761. Interpretation: Positive association; higher scores on the independent variable are associated with higher market expansion success.
- **Enabling_Capabilities_H4:** correlation with Market_Success = 0.824. Interpretation: Positive association; higher scores on the independent variable are associated with higher market expansion success.

Regression results indicate the relative contribution of each dimension to Market Success while controlling for others. Use coefficients and p-values to determine significance.

Hypothesis testing using statistical methods (correlation and regression analysis).

Correlation Analysis

- Pearson correlation between Strategic_Impact_H1 and Market_Success = 0.767
- Pearson correlation between Marketing_Excellence_H2 and Market_Success = 0.804
- Pearson correlation between Marketing_Agility_H3 and Market_Success = 0.761
- Pearson correlation between Enabling_Capabilities_H4 and Market_Success = 0.824

Visualizations

Bar chart: mean scores by composite dimension

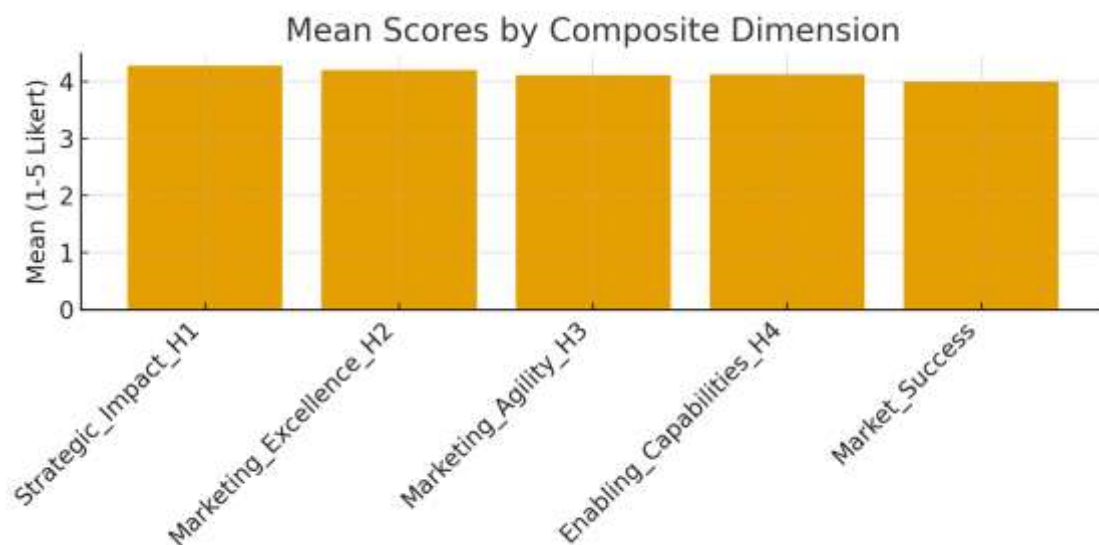
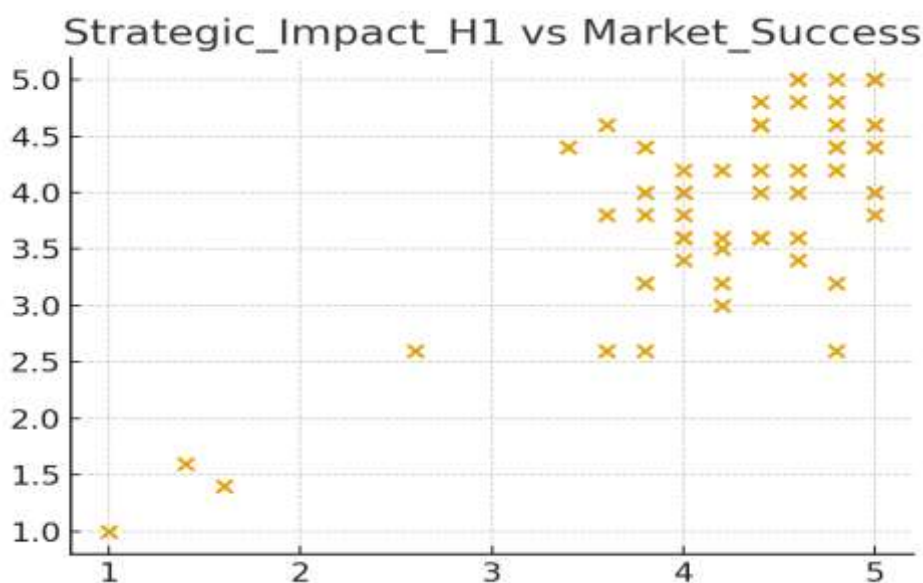
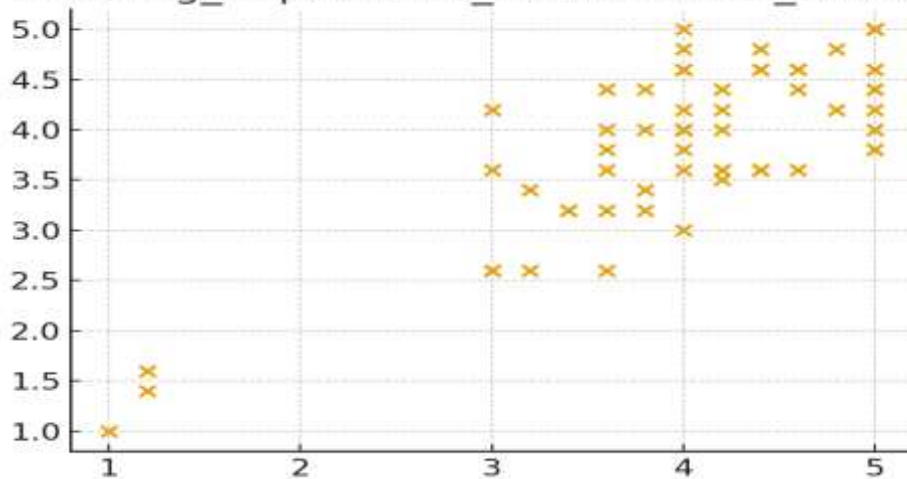


Figure 3: Scatter plots: each independent composite vs Market_Success (if available)





Conclusion

A) The Marketing Pyramid is a validated and effective model

The results prove that the Marketing Pyramid is a powerful strategic approach for expanding into new agricultural markets. All four marketing dimensions recorded high means above 4.1, demonstrating strong practitioner endorsement. Their strong correlation with market success indicates that well-developed marketing activities translate directly into tangible expansion. This shows that agricultural market growth is not random; it is architected by structured marketing capabilities.

B) Enabling Capabilities are the key to unlocking expansion potential

The highest correlation with market success (0.824) and strongest regression significance ($p=0.0030$) show that tools, data, technology, and resources are the backbone of successful market entry. In agriculture, where logistics and quality control are crucial, strong enablers ensure promises made in marketing are fulfilled in real-time delivery. Organizations with digital strength are better positioned to conquer demanding markets.

C) Marketing Excellence operationalizes success

Marketing Excellence's statistical validation ($p=0.0347$) confirms that professional execution drives higher revenues and market coverage. Excellence in branding, customer communication, and campaign performance supports agriculture organizations in differentiating their products in crowded local and global markets. Quality marketing transforms fresh produce into trusted brands.

D) Agility helps navigate rapidly changing market conditions

Although its regression impact was not statistically significant, Agility recorded a positive, strong correlation with success (0.761). This means adaptability alone does not guarantee success but magnifies the benefits of excellence and capability. In agriculture, market demand, weather conditions, and regulatory shifts require agility for survival. It is a catalyst, but not the main ingredient.

E) Strategic Impact needs stronger conversion mechanisms

Despite a high perception score ($M=4.285$) and strong correlation (0.767), its regression insignificance suggests that strategy must be converted into operational behavior to influence actual market outcomes. Strategic plans cannot remain confined to documentation; they must drive daily actions, incentives, and investment priorities in expansion initiatives.

F) A capability-performance gap reveals missed opportunities

All internal marketing dimensions exceed the score of Market Success (3.996), indicating agricultural institutions are theoretically ready but not fully exploiting expansion advantages. There is a gap between what they can do and what is being achieved. The Marketing Pyramid highlights where that execution leap must happen.

G) The model explains market success remarkably well

The regression model's $R^2=0.721$ means the Marketing Pyramid predicts more than 70 percent of market success outcomes, proving high strategic relevance for the agricultural context. This reduces uncertainty for decision-makers and supports policy and investment planning grounded in evidence, not intuition.

H) Strong internal marketing culture in the agricultural sector

The consistently high responses demonstrate that agricultural marketers embrace modern marketing methods and believe strongly in their ability to drive market growth. This suggests a rising marketing maturity in Saudi Arabia's agricultural sector, aligned with national economic diversification goals.

I) Integrated application is crucial

High inter-correlations between all variables indicate that the Marketing Pyramid functions as a unified ecosystem. Enhancing one dimension naturally elevates others. Partial implementation does not achieve the same impact. True market breakthroughs occur only when strategy, excellence, agility, and capabilities work together like synchronized gears.

J) The model fits Saudi Arabia's agricultural transformation vision

The analysis confirms the Marketing Pyramid is contextually suitable for Saudi agriculture's ambitious market expansion goals, including food security, export initiatives, and global competitiveness. This alignment gives policymakers a scientifically supported model to guide the agriculture sector's marketing evolution.

Recommendations

- It is recommended that agricultural product companies adopt the marketing pyramid model as an integrated strategic framework that assists them in planning and implementing market entry strategies in a systematic manner. This model links strategic vision with operational execution and market outcomes, thereby increasing the likelihood of success in both local and international expansion.
- It is recommended to adopt the marketing pyramid model because it provides a strong foundation for building marketing capabilities, such as the use of technology and market data analysis. This enhances the ability of agricultural companies to meet the requirements of new markets and achieve a sustainable competitive advantage.
- Agricultural product companies should implement the marketing pyramid model due to its significant role in improving marketing performance quality through developing the agricultural brand, enhancing customer communication methods, and delivering distinctive value that meets the needs of target markets. This contributes to facilitating entry into new markets and increasing market share.
- It is recommended to adopt the marketing pyramid model because it helps agricultural companies improve their marketing flexibility and ability to adapt to changes in international market requirements, such as quality standards and food safety regulations, thereby increasing the likelihood of acceptance of agricultural products in new markets.
- The implementation of the marketing pyramid model helps agricultural product companies improve the efficiency of marketing resource utilization by directing investments toward activities that have the greatest impact on entering new markets. This reduces the risks associated with market expansion and increases return on investment.

- It is recommended to adopt the marketing pyramid model because it provides a framework that supports marketing decision-making based on scientific analysis and the study of target markets. This enables agricultural companies to select appropriate markets and determine optimal entry strategies, such as exporting, partnerships, or international expansion.
- The marketing pyramid model contributes to strengthening the competitiveness of agricultural product companies by developing their organizational and technological capabilities, enabling them to compete with global firms and access markets with high requirements.
- Adopting the marketing pyramid model helps agricultural companies improve coordination between production, marketing, and logistics activities, ensuring the provision of agricultural products with the required quality and at the appropriate time, which is a critical factor for success in new markets.
- It is recommended to implement the marketing pyramid model due to its role in supporting innovation in agricultural product marketing by developing new products or improving their presentation methods in line with consumer preferences across different markets.
- The marketing pyramid model contributes to achieving sustainable growth for agricultural product companies by enabling expansion into new markets, increasing export volumes, and diversifying revenue sources, thereby enhancing financial stability and ensuring the long-term sustainability of the organization.

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