

**THE ROLE OF MULTICULTURAL MARKETING IN PROMOTING
MARKETING RECOVERY, THE MEDIATING ROLE OF MARKETING
AMBIDEXTERITY - AN ANALYTICAL STUDY - OF THE VIEWS OF A
SAMPLE OF CUSTOMERS OF BAB AL AGHA BAKERIES COMPANY IN
BAGHDAD**

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Abstract

Through the current study, the researcher aims to study the impact of multicultural marketing in enhancing marketing recovery in the presence of marketing ambidexterity as a mediating variable in the study population, customers of Bab Al Agha Bakeries Company. In addition, the current study diagnoses the importance of the study variables and their current dimensions in Bab Al Agha Bakeries Company. Based on the importance of the study variables and to achieve its objectives, to come up with a set of conclusions and recommendations that serve the company studied. This study was applied to a randomized sample, and the research sample whose opinions on the study's variables should be investigated was 246 questionnaires distributed to a group of customers from a sample of customers of the Bab Al Agha Bakeries Company. The study sample consisted of (239) customers. Accordingly, the problem of the study was formulated in terms of the relationship Among the variables included in the study, as a result of which the study's objectives were determined, represented in the hypothetical diagram. The text describes the process of formulating specific hypotheses and assessing them using statistical software packages, namely SPSS version 26 and AMOS version 27. The method employed is the method of least squares for modeling structural equations. The study administration utilized a range of statistical methods including confirmatory factor analysis, Cronbach's alpha coefficient, coefficient of determination (R²), normal distribution of data, and descriptive statistics such as marketing ambidexterity, standard deviation, and correlation coefficient.

The findings of the investigation showed that there is a clear and essential perception. Towards the relationship between multicultural marketing, marketing recovery, and marketing ambidexterity through descriptive analysis of the study variables, as well as There is a statistically significant favorable association between multicultural marketing, marketing recovery, and marketing ambidexterity, directly and indirectly, in a way that ensures a high level of competitiveness and enhances Marketing recovery and raising the efficiency and productive effectiveness of the studied company's products and services, thus achieving more significant attraction for customers to purchase the studied company's products. The study recommended developing appropriate funding for multicultural marketing and enhancing the commitment of senior management to pay attention to multicultural marketing.

The Introduction:

Ensuring customer happiness is vital for the longevity of any corporate entity. Nevertheless, service failure frequently occurs as a result of both human and non-human faults. Service performance issues invariably result in consumer discontent. The repercussions can be severe for the service provider. The dissolution of a relationship can lead to an increase in customer grievances, negative reputation, and customer attrition. Research has demonstrated that when a customer is unhappy with a service, they may link their negative experience with the service provider. Therefore, it is widely acknowledged that marketing recovery plays a vital role in service recovery. Service recovery refers to the steps taken by a service provider to address a service failure. It is crucial to effectively implement service recovery in order to minimize the harm to the customer-provider relationship and appease the dissatisfied customer. Furthermore, it has been suggested that efficient service recovery has resulted in increased satisfaction compared to a service performed correctly the first time. Research has indicated the importance of multicultural marketing campaigns (i.e., a campaign that includes more than one culture at a time). For example, some new advertising campaigns featured black and white models. , Different personal care brands followed, so companies follow different brands according to multiculturalism, and consumer reactions to these specific brands were very different. The present work adds perfectly to the burgeoning theme of diversity in the marketing and consumer behavior literature by showing the importance of cross-cultural marketing initiatives. Cultures of brands on customers. It is also necessary to highlight the importance of the mediating role represented by marketing ambidexterity, as companies must become proficient and attain exceptional results. An ambidextrous organization is capable of simultaneously concentrating on both exploitation and exploration tasks, while maintaining balance. Nevertheless, research on ambidexterity in the marketing domain remains constrained, and certain findings indicate varying impacts on company performance. This study focuses on examining cross-cultural marketing and the effects of marketing ambidexterity, which involves both marketing exploration and exploitation, on marketing recovery and service recovery. In order to accomplish the research goals, the study was partitioned into four distinct portions. The initial segment focused on the methods of scientific research. Conversely, the second section focused on the intellectual and theoretical framework pertaining to the research variables. The third section addressed the practical side of the research. Lastly, the fourth section included the researcher's primary results and suggestions.

1- Research methodology

1-1- The problem of the study and its questions:

The researcher identified a significant issue that needs to be addressed in the service recovery process at Al-Agha Bakeries Company in Baghdad. This issue is characterized by the inadequacy of the administrative procedures followed by the specialists and the lack of sufficient attention given to the service recovery process. Thus, the researcher must adhere to the multicultural marketing approach by focusing on creativity. Marketing is a method to address the deficiency occurring in the service recovery process. Through the above, the problem of the study and its questions can be crystallized as

follows:

The primary study question is: How can marketing recovery be enhanced by adopting a multicultural marketing strategy through ambidexterity?

Sub-questions for the study:

1. What is the organization's vision, a sample of the Research on multicultural marketing strategy?
2. To what extent are the principles of marketing recovery applied in the organization that is the research sample? Does the studied organization have a clear vision of marketing service recovery practices?
3. What is the level of marketing ambidexterity in the organization that is the study sample, especially concerning exploiting and exploring the marketing capabilities of the organization that is the research sample?
4. Is there a self-correlation relationship?
5. What is the moral significance between multicultural marketing and marketing recovery?
6. Does marketing ambidexterity have a notable association with marketing recovery?
7. Is there a relationship between the influence of multicultural marketing on marketing recovery and the mediation of marketing ambidexterity?

1-2- The importance of the study

The significance of the particular study is shown by the strategic role of multicultural marketing as a crucial factor in influencing marketing recovery. It acts as a responsive variable that enables the organization to enhance its present and future marketing capabilities. This is achieved by mediating marketing ambidexterity, which involves both exploratory and exploitative marketing capabilities. Additionally, research plays a major role in improving the service delivery process and identifying key methods in the service recovery process. Hence, the significance of the study is apparent by considering:

1. Identify the basic variables and their importance in enhancing marketing and service recovery.
2. Identify the most prominent capabilities and capabilities of the field (study community)
3. Benefiting from the nature of the relationship that links the variables in the current study.
4. Identify the modern strategies used in the field of marketing to enhance marketing recovery.
5. Providing scientific recommendations to the staff and bodies specific to the field (study community)

1-3- Objectives of the study

The objectives of the study are highlighted through the following:

1. Study and diagnose the multicultural marketing strategy and its most important concepts.
2. Study and diagnose marketing recovery, its most important associated practices, and the dimensions of its measurement.
3. Study and diagnose marketing ambidexterity and its related dimensions in the study sample organization.
4. Identifying the correlations of multicultural marketing and marketing recovery.
5. Identifying the correlations between marketing ambidexterity and marketing recovery.
6. Identifying the influence relationships between multicultural marketing in marketing recovery by

mediating marketing ambidexterity.

1-4- Study model

Following the introduction of the study's problem, significance, and goals, the subsequent stage involves formulating the study hypotheses. This entails constructing a hypothetical framework that articulates the nature and type of relationship between the variables. Constructing the theoretical framework for the study involves presenting a collection of prior cognitive endeavors, which in turn represent the outcome of a group of previous cognitive attempts (Hashem & Al-Rifai, 2011), as a starting point for the current study, the study model can be designed with an independent variable (multicultural marketing), which is (supporting multicultural diversification and creativity, evaluating the outgroup, and multicultural compensation), which in turn was adopted. A scale based on (James et al., 2017: 13) and the mediating variable (marketing ambidexterity), which is represented by two dimensions (marketing exploration and marketing exploitation), in turn was adopted (Munawaroh et al., 2023: 2796), while the dependent variable is represented by (Marketing recovery) with four dimensions: (compensation, apology, speed of response, assistance, and problem-solving), for which the scale (Msosa, 2019:85) and (Mattsson & Ramén, 2014:29) were adopted, and Figure (1) shows the chart. Hypothesis of the study.

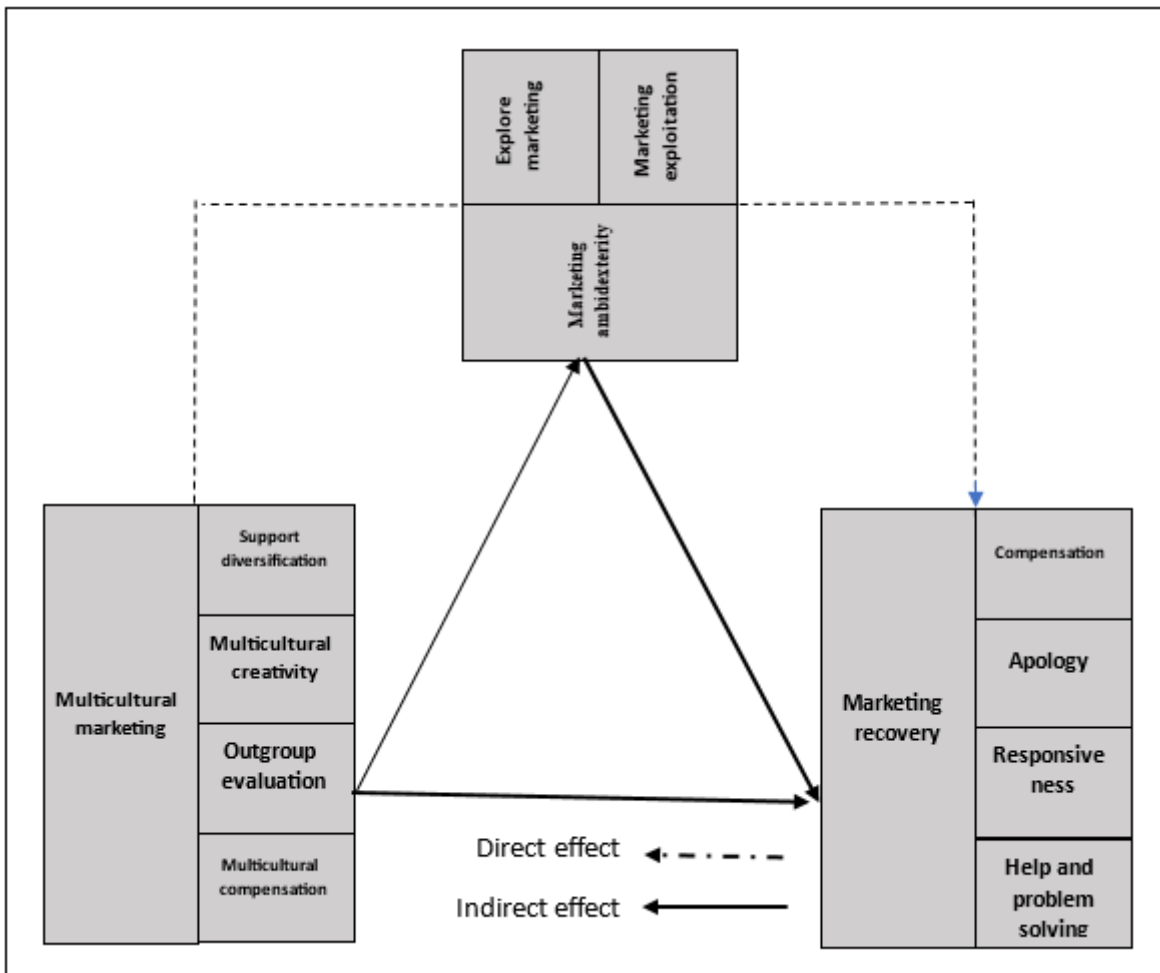


Figure (1) Hypothetical diagram of the study

1-4- Research hypotheses

The current study investigated the hypotheses derived from the relationships depicted in the hypothetical diagram presented in Figure (1) above. These hypotheses are as follows:

1. The primary conjecture (H1): Multicultural marketing significantly affects marketing ambidexterity.
2. The second main hypothesis (H2): Marketing ambidexterity significantly affects marketing recovery.
3. H3: Multicultural marketing has a favorable and large impact on marketing recovery through marketing ambidexterity.

2- the theoretical framework of the Research

2-1-Multicultural marketing concept

Marketing has witnessed tremendous growth in many societies, yet not enough light on multicultural marketing in marketing curricula has been highlighted. This topic (Multicultural Marketing) focuses on multiculturalism in marketing by putting forward a range of suggestions for a multicultural marketing course and identifying appropriate resources. Issues raised on this topic include identifying aspects of multiculturalism, such as ethnic groups and borders, models of acculturation and assimilation, multicultural marketing research, and integrating these multicultural issues into the marketing mix (Burton, 2005:151). Multicultural marketing is defined as a positive emotional, mental, physical, and social state of being experienced by culturally diverse actors in the marketplace that requires concerted efforts through marketing research, education, and practice to enhance marketing and is an important well-being-enhancing mechanism currently untapped in the marketplace (Kipnis et al., 2021:144). Multicultural marketing is also defined as focusing on indigenous and immigrant customers who develop their affiliations to one culture, two cultures, or multiple cultures, which leads to different types of cultural identities (Cantu & Cheetham, 2021:2).

It also refers to a multicultural market whose development reflects the social and political transformation of the country, and marketing translates nation-building discourses of reconciliation between cultures and people's lived experiences into representations by demonstrating the personal and social importance of the product or service offering (Vorster et al., 2020:2).

The concept of multicultural marketing is closely linked to Millennials, who represent the most racially and ethnically diverse generational cohort. A significant number of individuals were born and reared in households that have a diverse ethnic background and a lineage of immigration. Millennials are known for their endorsement of diversity, exemplifying a fairer comprehension of race and ethnicity, tolerance, inclusiveness, and cosmopolitan mindset. They are more multicultural and globally diverse than any previous generational groups, and many speak multiple languages leading to values distinct to a more cosmopolitan and less ethnocentric global identity. Millennials are the largest generational group ever to exist in the United States, reaching over 80 million individuals with a combined buying capacity that has exceeded that of the baby boomer generation. Millennials exhibit a higher propensity to value and acknowledge multicultural marketing endeavors. Brands are continuously striving to create culturally inclusive messages that may resonate with the progressively youthful and diverse audience. Nevertheless, the scholarly literature lacks information on the sentiments of ethnic Millennials towards advertising messages that specifically target their need. While local literature has examined the analysis of young customers and their interpretations of local and global market appeals (Licsandru & Cui, 2019:1).

2-2-Dimensions of multicultural marketing

(James et al., 2017:13) adopted four dimensions of multicultural marketing, which are (supporting diversification, multicultural creativity, evaluating the outgroup, and multicultural compensation).

1. Multiculturalism: Diversity is a trait of groups that pertains to demographic distinctions, such as gender, ethnicity, or nationality, which can give rise to a cultural identity resulting from belonging to socially and culturally distinct demographic groupings. Individuals belonging to these groups typically exhibit common perspectives, standards, principles, objectives, preferences, and socio-cultural

background. Cultural markers can be identified by examining similarities in communication style, syntax, meaning, and language. These markers are shared within cultural identity groups but differ between them, and they play a crucial role in the exchange of knowledge (Hajro et al., 2017:4). Marketing investment decisions rely on reliable marketing research and sales data, which is often lacking for numerous ethnic groups. The scarcity of research and absence of reliable data have posed significant obstacles to gaining a comprehensive understanding of the intricacies of marketing in the multicultural market. Insufficient understanding and simplistic presumptions about ethnic buyers have resulted in a multicultural marketing error among numerous marketers. Consulting firms have responded to the organization's need for multicultural marketing by focusing on racial and ethnic consumer insights, in order to prevent mistakes when targeting the multicultural customer (James et al., 2017:21).

2. Multicultural Experiences: With globalization becoming a prominent concern for both business and society, there has been an increase in research exploring the impact of multicultural experiences on many psychological and organizational results. Multicultural experiences refer to the act of being exposed to or engaging with aspects or individuals from a culture(s) that is different from one's own. The literature examines the impact of cross-cultural experiences on various aspects such as creativity, psychological adjustment, intergroup bias, trust, morality, leadership effectiveness, and individual or company performance. It also investigates the underlying mechanisms and conditions that play a significant role in these effects. According to Maddux et al. (2021:345), more profound multicultural experiences lead to transformative cognitive processes at the individual level, whereas wider multicultural encounters trigger comparative processes that affect personal attitudes and behaviors. Two-tier firms in multicultural marketing management analyze the many forms of alliances and resources that enable them to create favorable returns on investment. The employment of a multicultural staff within an enterprise enhances creativity and innovation. Organizations that possess a significant degree of organizational diversity have a greater advantage when it comes to marketing to consumers from diverse cultural backgrounds (James et al., 2017:17).

3. Assessing the Outgroup: Marketing to various consumers within a geographical area requires a long-term commitment to understanding and meeting the distinct needs and preferences of different ethnic groups. An instance of a firm that dedicated effort to comprehending multicultural marketing is that it took 3 years to be inclusive and aware regarding diverse consumers (James et al., 2017:18). Understanding the impact of cultural identity on consumption preference and choice has long been a central task for international marketing segmentation for successful brand positioning: "In a world where commoditization is an ever-present threat, the ability to associate your brand with a particular type of consumer culture is seen as an important way to differentiate yourself." This task is becoming more complex as the cultural diversity of most markets continues to increase (Kipnis et al., 2019:3).

4. Multicultural creativity: Multicultural advertising is the strategic execution of multicultural marketing, with the goal of effectively reaching a varied target audience by adapting to different cultures and incorporating subtle elements such as symbols, traditions, beliefs, values, attitudes, and objects from diverse cultural backgrounds. The ultimate objective is to enhance the business outcomes of the organization. Consumers from different backgrounds exhibit brand loyalty and have a greater ability to identify and understand the culturally significant content in targeted marketing communications compared to the general public. The proliferation of multicultural advertising agencies demonstrates that organizations are willing to invest in advertising knowledge from outside their own cultural group in order to mitigate the common challenges that can arise during marketing planning and implementation (James et al., 2017:19).

2-3-The concept of marketing ambidexterity

Ambidexterity, which encompasses both exploitation and exploration, pertains to a company's capacity to attain diverse objectives such as efficiency and flexibility, incremental and radical innovation, or

alignment and adaptability. Implementing the ambidexterity strategy in marketing is recommended due to empirical evidence demonstrating its good impact on performance. Ambidexterity, in the marketing context, enables organizations to maximize revenues by using their current products and markets, while also achieving superior long-term performance through the exploration of new opportunities, such as the development of new products, inside the market (Adiwijaya et al., 2020:1). Marketers are confronted with the challenge of simultaneously improving their current business and generating new prospects. Individuals have the option to select either exploitation or exploration, or to choose between adaptation and invention. Hence, the execution of an appropriate strategy is frequently challenging. The business development team may be eager to market innovative items that are still during the research process. Research and development (R&D) has the potential to generate novel product concepts, although it may struggle to successfully bring them to market (Prange & Schlegelmilch, 2009:215).

The term "savviness" in marketing refers to using marketing techniques and strategies to maintain a company's long-term viability and competitive position in the market. Exploitation is "refining and extending existing competencies, techniques, and models" whose returns are positive and contiguous. Still, the essence of exploration is "experimentation with new alternatives," which has discrete, unpredictable returns. "Furthermore, market exploitation is the use and improvement of pre-existing knowledge and skills in an existing market, while market exploration is the search and pursuit of 'completely new knowledge and skills in' a new or emerging market. Marketing exploitation is the process of enhancing and improving processes and skills." and existing marketing capabilities to create "a more competitive position in the current market" by creating "value" linked to "current markets" (Munawaroh et al., 2023: 2791).

Marketing ambidexterity combines a company's exploitation of current competencies and exploration of future capabilities in strategic marketing activities. This dynamic capability is vital in achieving superior performance (Josephson et al., 2016: 1). Marketing ambidexterity is "the combination of a company's exploitation of existing competencies and exploration of future capabilities in strategic marketing activities." It is an important and dynamic capability of a company's marketing strategy. However, its potential impact on the value of the sales function is poorly understood (Keshavarz & Gölgeci, 2023:1).

2-4-Dimensions of marketing ambidexterity

(Munawaroh et al, 2023: 2796) Identified two dimensions of marketing ambidexterity, namely (marketing exploration and marketing exploitation).

1. Explore marketing

Marketing research capabilities are necessary when fundamental assumptions about customers and rivals are not substantiated. Hence, the brand management and marketing capabilities required to address these market developments must yield outcomes that are distinct from the outcomes achieved by current capabilities. Companies can prevent the oversight of market potential by utilizing marketing exploration skills. Prior Studies have shown that the skills and abilities associated with marketing research are crucial for a company to prevent becoming too comfortable with their current markets and talents. Companies lacking such competencies are more prone to overlooking market possibilities, leading to reduced performance, diminished competitive advantage, and heightened company risk. Marketing exploration is the process of using new knowledge to improve brand management and enhance marketing effectiveness (Vorhies et al., 2011:740).

2. Marketing exploitation

Marketing exploitation strategies refer to tactics that focus on enhancing and improving current abilities and procedures linked with existing marketing strategies, including existing market segments. Marketing, positioning, distribution, and other techniques related to the marketing mix. Simultaneously

increasing all of these aspects results in a higher level of marketing exploitation for a firm compared to solely focusing on improving one aspect. The overall impact of these improvements, therefore, determines marketing exploitation. Therefore, exploitation strategies work on a company's existing learning curve by enhancing its routines, core competencies, and capabilities. An example of a pure exploitation strategy is the experience curve in which a firm generates a low price through cumulative production (Kyriakopoulos & Moorman, 2004:221).

2-5-The concept of marketing recovery

From a practical perspective for managers, the overall challenge of the recovery phase is to return operations to normal, but there is increasing evidence of more radical strategic thinking in recovery (Scott et al.,2008;2). Recovery has been a popular topic since the emergence of COVID-19 (Wen et al.,2021:1). An essential component of successful marketing is maintaining customer satisfaction over the long term. Many papers have been written Within the domain of relationship marketing. The essence of relationship marketing lies in cultivating, sustaining, and augmenting the dynamics of client relationships. The outcome is expected to be a consumer who remains faithful and committed. Scientists have identified various crucial aspects of relationships, including caring, support, loyalty, trustworthiness, the ability to trust people, providing assistance when necessary, and resolving conflicts. The absence of a highly multicultural service can be viewed in terms of relationship development, as an essential aspect of creating relationships involves addressing and managing differences and expectations (Durvasula et al.,2000:2).

Marketing recovery refers to the measures implemented by a service provider to address any issues that arise as a result of a service failure. Some examples of service recovery include compensation, discounts, free service, promotion, and apology. In addition, service recovery is a multidimensional construct. It refers to a complaints management system that seeks to address service failures when they occur as well as monitor the service delivery process to identify problems as soon as they occur (Msosa, 2019:68). Marketing recovery, also referred to as the process of corporations taking steps to compensate for losses resulting from service mistakes, aims to rebuild consumer confidence. Marketing recovery management is a systematic procedure for identifying inconsistencies and serves as a valuable resource for firms to enhance the quality of their services. As consumer knowledge of self-defense and rights protection grows, customers now anticipate organizations to implement "emergency measures" that go beyond regular service standards. When a service provider fails to meet its service commitment or adequately address a customer's complaint, the speed of dealing with customer complaints positively impacts verbal communication by customers. Therefore, whether the service provider can quickly implement service correction directly affects the perceived service recovery (Xu et al.,2021:4).

2-6-Dimensions of marketing recovery:

Many researchers have pointed to four dimensions of marketing recovery, which are (compensation, apology, speed of response, assistance, and problem-solving) (Msosa, 2019:85) and (Mattsson & Ramón, 2014:29).

1. Compensation

The need for service providers to compensate for consumer losses after errors occur in the service To address unfavorable consumer assessments and alter consumer perceptions of the organization. Service recovery is a procedural approach implemented by management. Companies must be aware of service failures, identify the reasons behind these losses, assess their consequences, and implement suitable management strategies to address them. From this standpoint, service recovery refers to the activities taken by an organization in reaction to a service failure or throughout the process of handling errors. Implementing efficient service recovery following a service outage does not inevitably result in unfavorable consequences. Customers typically anticipate that compensation for losses incurred during a service outage will entail the principles of justice. Multiple academics have identified many

techniques that firms can employ to bounce back from service failures. These strategies encompass engaging in communication with customers to offer feedback and elucidating the reasons behind the losses incurred (Gao et al., 2022:2).

2. Apology

When there is a failure and the client is not satisfied, it indicates that the customer's expectations have not been fulfilled. Once the firm acknowledges the occurrence, the most appropriate course of action is to provide a sincere apology to the client and provide a clear explanation for the failure. Implementing a no-blame culture is equally crucial. The customer expects an apology for the organization's failure to achieve the requirements, rather than hearing any excuses. The apology should be sincere and not insincere. If the apology is sincere, the consumer will see that they are valued and not neglected. If the apology is not sincere, the opposite outcome may occur. There are numerous ways in which an apology can manifest. An instance of addressing the issue would be to dispatch an email to the customer containing a sincere expression of regret. The organization is capable of initiating a telephone conversation. The most effective technique to apologize to the affected consumer is to offer a face-to-face apology directly to the individual (Mattsson & Ramén, 2014:6).

3. Speed of response

Given the inevitability of service failures in most situations, it is crucial to prioritize service recovery, which might lead to a paradoxical effect in the process of service recovery. It is essential for a company to have a response plan for consumer complaints and create a work climate where workers are empowered and trained to promptly address service recovery issues, even before customers lodge formal complaints. Hence, it is imperative for enterprises to integrate a service recovery management system into their cultural framework that promotes the idea that "mistakes are bound to happen - but unsatisfied customers should not." (Michel & Meuter, 2008:14).

4. Help and solve the problem

In order to fully address service failure, the corporation must rectify the issue and may also opt to provide compensation to the affected individual. The organization provides compensation to customers as a means of redressing the initial failure that caused customer dissatisfaction. Compensation could align with a coupon or free service on your next purchase. The compensation should reflect the problem the customer had to go through when the failure occurred. He says the customer must be compensated fairly to be content with the remuneration. Based on the extent of the failure, the business must determine the appropriate compensation to provide the consumer with equitable restitution. The organization must conduct an assessment to determine the impact of the failure on the consumer (Mattsson & Ramén, 2014:7).

3-Practical framework

3-1- Study sample and description of demographic factors of respondents:

The customers of Bab Al Agha Bakeries Company were selected as a group for the current study. The sample represented a random sample selected from a group of customers under study. Therefore, (246) questionnaires were distributed to a random sample, After retrieving (239) surveys, it was determined that the number of questionnaires eligible for analysis The statistician obtained 239 questionnaires that were appropriate for statistical analysis.

The current research distributed a questionnaire to multiple respondents who were distinguished by various demographic factors, including gender, age, educational attainment, and years of service. These factors were analyzed to determine the respondents' level of awareness and ability to accurately answer the questionnaire items. The table provides a description of the demographic factors of the respondents who are customers of Bab Al Agha Bakeries Company in Baghdad.

Table (1) Description of the sample of respondents from customers of Bab Al Agha Bakeries Company in Baghdad

Gender									
Male					Females				
155		64.9%			84		35.1%		
the total					239				
the age									
30 فأقل		31-40		41-50		51-60		60 فأكثر	
82	34.3%	77	%32.2	44	%18.4	23	%9.6	13	%5.4
the total					239				
marital status									
Married					single				
167		69.87%			72		30.13%		
the total					239				
Years of service									
from 1-5 Years		from 6-10 Years		from 11-20 Years		from 21-30 Years		from 31-40 Years	
30	13%	65	27%	75	31%	36	15%	33	14%
the total					239				

Source: Prepared by the researcher.

3-2- Descriptive statistics / describing, diagnosing, and analyzing the data of the study variables

This paragraph includes the presentation of data. They are analyzed according to their variables (multicultural marketing, marketing ambidexterity, marketing recovery) and are then extracted. The marketing ambidexterity represents statistical indicators, Dispersion coefficient, and standard deviation, where the mean was adopted. The hypothesis of (3), since each dimension obtains a hypothetical marketing ambidexterity higher than (3), is acceptable. Otherwise, it is considered rejected, and the dimensions were differentiated based on obtaining the lowest Dispersion coefficient and the highest level of relative value, as it indicates high consistency/high responsiveness, as well as identifying the level of availability, practice, interest, and harmony on the part of the researched company for the main dimensions and variables, as well as identifying the level of stability. The Cronbach's Alpha coefficient, whose value is considered reliable whenever it is equal to or greater than 0.70 based on (Nunnally & Bernstein, 1994), as well as identifying the type of distribution followed by the research variables is a basis for adopting parametric statistics methods according to (Kolmogorov- Smirnov) when the probability value of the data is greater than the significance level of 0.05 (Hair et al., 2017).

Table 2: Interpretation of means compared to five-point Likert scales

Strongly agree	I agree	neutral	I do not agree	I strongly disagree
4.21-5	3.41-4.20	2.57-3.40	1.81-2.56	1-1.80
very high	high	Moderate	weak	Very weak

Source: Akadiri O. P. (2011). Development of Multi-Criteria Approach for Wolver Hampton, U. K.

3-2-1- Multicultural Marketing

The multicultural marketing variable achieved The marketing ambidexterity is 3.65, indicating a favorable rate. The standard deviation is 0.812, and the Dispersion coefficient is 22.3%.and a significance of (72.9%). This indicates the homogeneity and consistency of the sample's answers and their confirmation that multicultural marketing, in general, is available. At a good rate, but not at the required level.

To clarify the dimensions of multicultural marketing variables, we relied on the Dispersion

coefficient/relative value to determine the importance of multicultural marketing variables and comparisons between dimensions, as shown in the table and Figure below. The multicultural creativity dimension occupies first place, as the marketing ambidexterity is (3.92) and the standard deviation is (0.653), which corresponds to the lowest Dispersion coefficient of (16.7%) and the highest relative value of (78.4%). It is also clear that after evaluating the outgroup, it came in last place because it obtained an marketing ambidexterity of (3.34) with The unit of standard deviation of (1.001), which corresponds to the largest Dispersion coefficient of (30.0%) and the lowest relative value of (66.8%).

Table (3): Statistical description of the dimensions of the multicultural marketing variable

	Dimensions of multicultural marketing	Mean	S.D	C.V	Importance	Kolmogorov-Smirnova		Cronbach's alpha	Sequence
						Df	Sig.		
1	Multiculturalism	3.54	0.871	24.6%	70.8%	393	0.390	%82.0	3
2	Multicultural experiences	3.78	0.721	19.1%	75.6%	393	0.390	%87.6	2
3	Outgroup evaluation	3.34	1.001	30.0%	66.8%	393	0.390	%98.0	4
4	Multicultural creativity	3.92	0.653	16.7%	78.4%	393	0.390	%93.1	1
Total Multicultural Marketing		3.65	0.812	22.3%	72.9%	393	0.39	0.390	

The researcher was using the findings from the statistical tool SPSS.27 as their source.

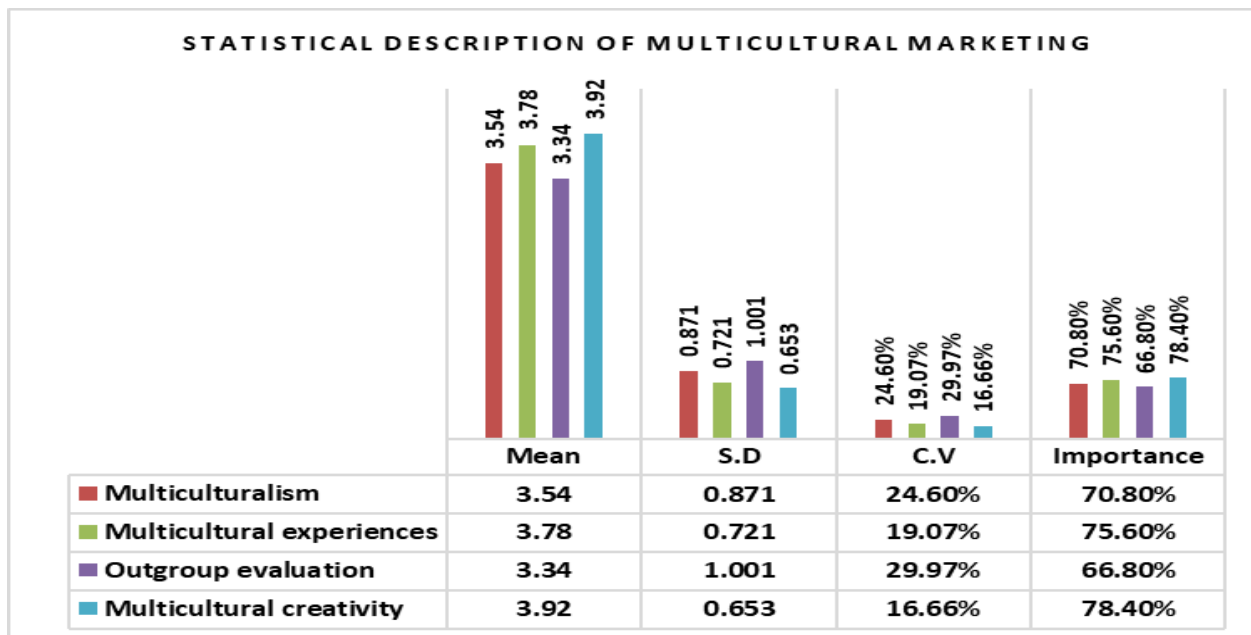


Figure (2): Statistical description of the dimensions of the multicultural marketing variable

3-2-2- Marketing ambidexterity

The marketing ambidexterity variable achieved an marketing ambidexterity of (3.83), with a good rate, and The unit of standard deviation of (0.771), with a Dispersion coefficient of (20.1%), and a significance of (76.6%). This indicates the homogeneity and consistency of the sample’s answers and their confirmation that marketing ambidexterity, in general, is available and at a good rate. But not at the desired level.

To clarify the dimensions of the marketing ambidexterity variables, we relied on the Dispersion

coefficient/relative value to determine the importance of the marketing ambidexterity variables and comparisons between the dimensions, as shown in the table and Figure below. The marketing exploration dimension ranks first, as the marketing ambidexterity is (3.98) and the deviation is. The standard is (0.699), which corresponds to the lowest Dispersion coefficient of (17.6%) and the highest relative value of (79.6%). It is also clear that the marketing exploitation dimension came in last place because it obtained an marketing ambidexterity of (3.68) and The unit of standard deviation of (0.842), which corresponds to the largest Dispersion coefficient of (22.9%) and the lowest relative value of (73.6%).

Table (4): Statistical description of the dimensions of the marketing ambidexterity variable

	Dimensions of marketing ambidexterity	Mean	S.D	C.V	Importance	Kolmogorov-Smirnova		Cronbach's alpha	Sequence
						Df	Sig.		
1	Exploring marketing	3.98	0.699	17.6%	79.6%	393	0.390	%92.0	1
2	Exploit marketing	3.68	0.842	22.9%	73.6%	393	0.390	%89.6	2
Total marketing ambidexterity		3.83	0.771	%20.1	%76.6	393	0.390	%90.8	

The researcher was using the findings from the statistical tool SPSS.27 as their source.

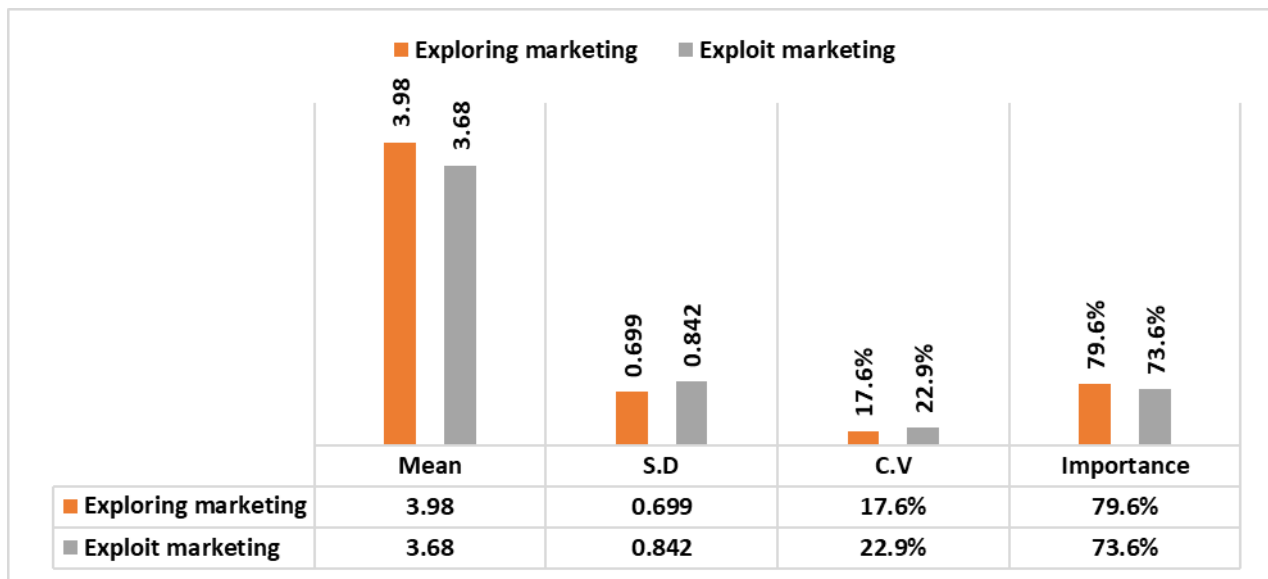


Figure (3) Arrangement of the dimensions of the marketing ambidexterity variable

3-2-3- Marketing recovery

The marketing recovery variable achieved an marketing ambidexterity of (3.72), with a good rate and The unit of standard deviation of (0.956), with a Dispersion coefficient of (25.7%), and a significant value of (74.5%). This indicates the homogeneity and consistency of the sample’s answers and their confirmation that marketing recovery, in general, is available at a good rate but not at the desired level.

To clarify the dimensions of the marketing recovery variables, we relied on the Dispersion coefficient/relative value to determine the importance of the marketing recovery variables and comparisons between the dimensions, as shown in the table and Figure below. The speed of response dimension ranks first, as the marketing ambidexterity is (4.17) and the deviation of The standard is (0.761), which corresponds to the lowest Dispersion coefficient of (18.2%) and the highest relative value of (83.4%). It is also clear that the compensation dimension came in last place because you get an

marketing ambidexterity of (3.21) and The unit of standard deviation of (3.21). 1.112), which corresponds to the largest Dispersion coefficient of (34.6%) and the lowest relative value of (64.2%).

Table (5): Statistical description of the dimensions of the marketing recovery variable

	Dimensions of marketing recovery	Mean	S.D	C.V	Importance	Kolmogorov-Smirnova		Cronbach's alpha	Sequence
						Df	Sig.		
1	Compensation	3.21	1.112	34.6%	64.2%	393	0.390	92.13%	4
2	Apology	3.61	1.032	28.6%	72.2%	393	0.390	91.00%	3
3	Responsiveness	4.17	0.761	18.2%	83.4%	393	0.390	90.30%	1
4	Help and solve the problem	3.90	0.920	23.6%	78.0%	393	0.390	89.07%	2
Aesthetic recovery marketing		3.72	0.956	%25.7	%74.5	393	0.390	%90.63	

The researcher was using the findings from the statistical tool SPSS.27 as their source.

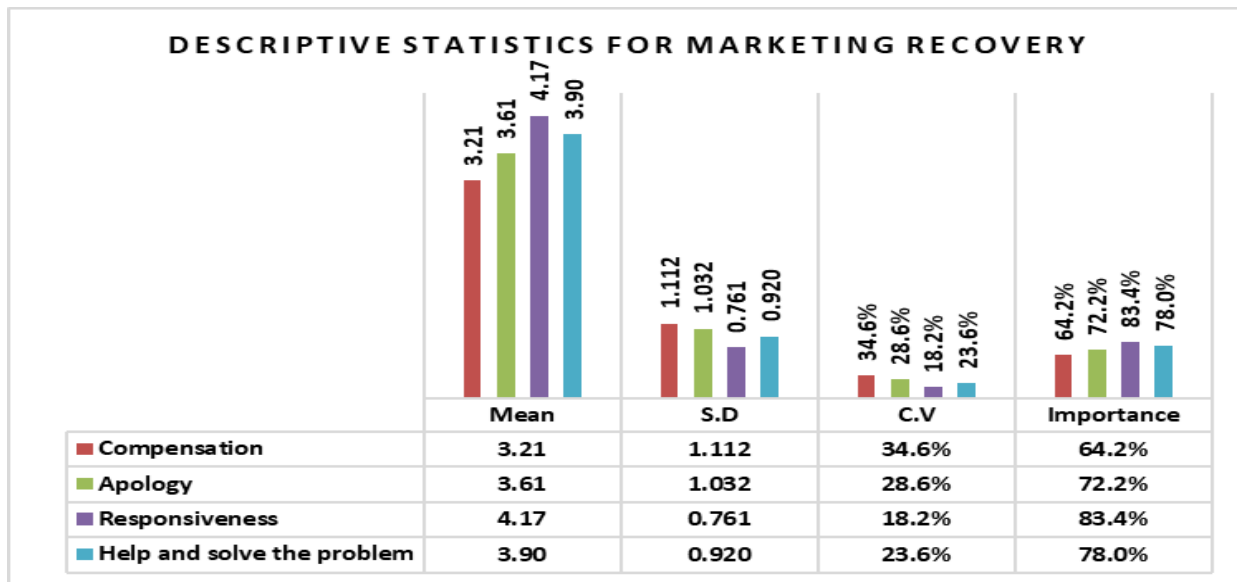


Figure (4) Arrangement of the dimensions of the marketing recovery variable

The research variables obtained a Cronbach’s alpha coefficient of more than (0.70). Thus, they are valid for measurement and give the same results if the questionnaire is redistributed multiple times and for different periods. This is evident from the significance value of the research variables, greater than the significance level (0.05). This indicates that the data follows a normal distribution.

3-3-Testing the impact hypotheses

In this paragraph, we will discuss and test the effect hypotheses in a sequential manner:

3-3-1- First, we will test the hypothesis that multicultural marketing has an effect on the marketing ambidexterity axis. The following hypotheses were tested by the researcher using a structural model:

The marketing ambidexterity axis is affected by multicultural marketing. The researcher's structural model is shown in the following figure:

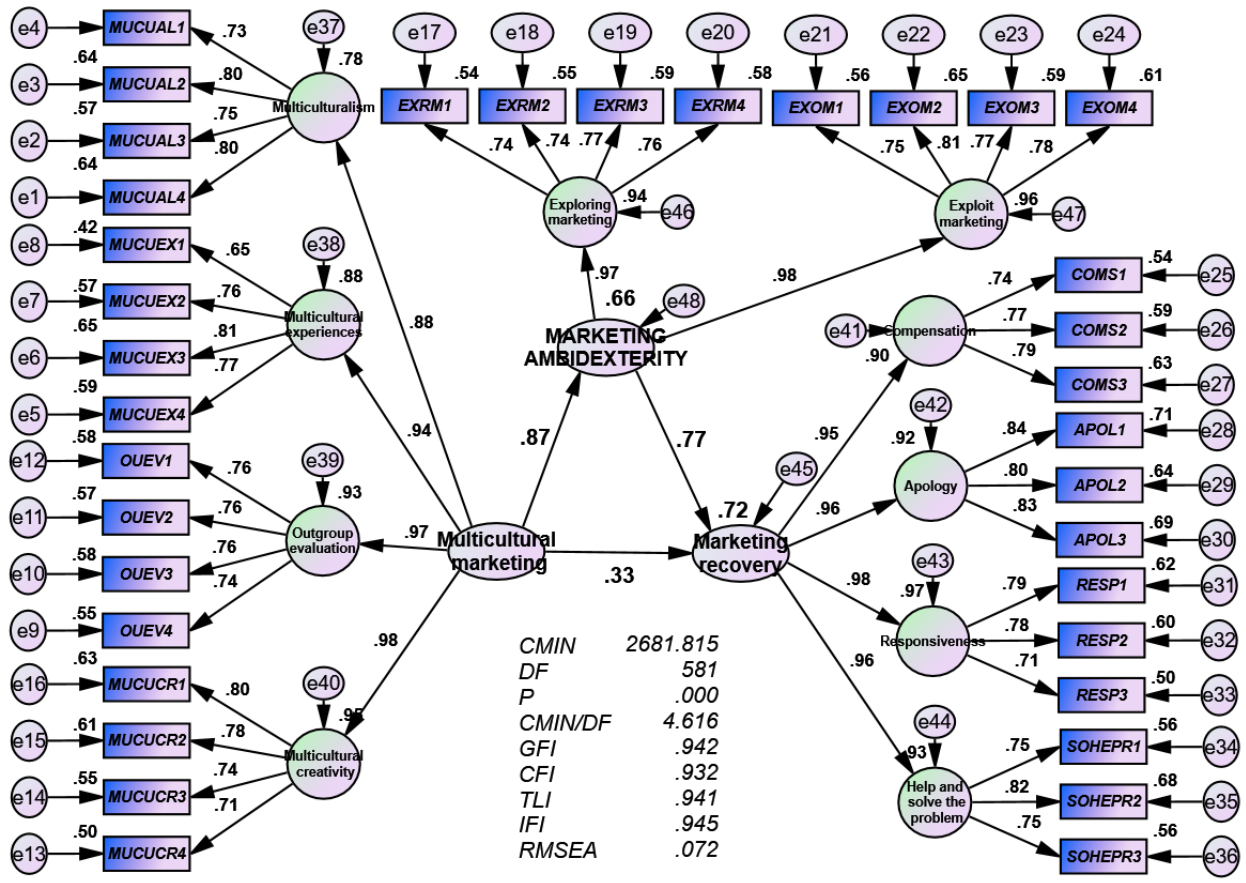


Figure (5) Regression model between multicultural marketing and marketing recovery by way of the intermediary position of marketing ambidexterity

Statistical investigation pertaining to the impact model's acceptance or rejection criteria yielded the following results, which are presented in the following table:

Table (6) The impact of cross-cultural advertising on and marketing recovery by way of the intermediary position of marketing ambidexterity

Path		Prevalent estimation	Standard error	Crucial worth	R2	Sig.
Multicultural marketing	→ marketing ambidexterity	0.871	0.141	7.234	0.661	0.000
Marketing ambidexterity	→ Marketing recovery	0.767	0.097	10.104	0.68	0.000
Multicultural marketing	→ Marketing recovery	0.331	0.243	3.435	0.22	0.020
Multicultural marketing	→ marketing ambidexterity → Marketing recovery	0.669	.4230	33.154	0.722	0.000
The amount of improvement brought about by marketing ambidexterity						
Multicultural marketing	→ marketing ambidexterity → Marketing recovery	0.338	0.18	29.719	0.502	0.000

The researcher prepared the source based on the (AMOS.V.26) program results.

The results of the table above show the presence of a direct effect with significant significance below the 5% significance level for the multicultural marketing axis in the marketing ambidexterity axis, where The magnitude of the impact achieved (0.871), with a critical ratio of (7.234), This holds great

importance since the A p-value of zero was obtained. and thus is It is less than the at the 5% significance threshold. Based on that, we may say that there is a positive relationship. To rephrase,, a growth in worth of the multicultural marketing rotating the axis by a single unit results in a in the marketing ambidexterity axis by (0.871), in addition to the fact that multicultural marketing explains a percentage of (66.1%) of the variance occurring in Marketing ambidexterity. The rest of the sum (33.9%) is because the study model didn't include other factors. This means that the more multicultural marketing increases through funding multicultural marketing appropriately in my organization, the commitment of senior management to multicultural marketing, and setting a budget for marketing. Multicultural placing multicultural marketing within the company's future vision increases the marketing ambidexterity in developing new marketing processes that did not previously exist in Bab Al Agha Bakeries Company.

3-3-2- The second main hypothesis (H2): Testing the effect of the marketing ambidexterity axis on the marketing recovery axis

The results of the table above show the presence of a direct effect with significant significance below the 5% significance level for the marketing ambidexterity axis in the marketing recovery axis, where The magnitude of the impact achieved (0.767), with a critical ratio of (10.104), This holds great importance since the A p-value of zero was obtained. and therefore less. From the at the 5% significance threshold, we conclude that there is a direct effect relationship. To rephrase,, a growth in worth of the marketing ambidexterity rotating the axis by a single unit results in a in the marketing recovery axis (0.767). In addition to that, marketing ambidexterity explains (68%) of the variance occurring in marketing recovery. The rest of the sum (32%) is because the study model didn't include other factors. This means that the more marketing ambidexterity increases by regularly examining data from various initiatives or previous Research to adjust various marketing procedures, develop new marketing processes, and Systematically implement many well-established marketing operations throughout time, the greater the marketing recovery Bab Al Agha Bakeries Company.

3-3-3- The third sub-hypothesis (H3) (There is a statistically significant effect of multicultural marketing on marketing recovery through marketing ambidexterity.).

The table above shows that the more Bab Al Agha Bakeries Company in Baghdad realizes the importance of multicultural marketing through the commitment of senior management to multicultural marketing and funding multicultural marketing appropriately in the presence of marketing ambidexterity, the better the marketing recovery. In other words, multicultural marketing increases in the presence of prowess. Marketing recovery by one unit leads to an improvement in marketing recovery by one standard weight of (0.669), a critical value (33.154), and a standard error (0.022).

The table above results also show that multicultural marketing contributes to explaining an amount of (0.722) of the variance occurring in marketing recovery in the presence of marketing ambidexterity, while the remaining value is due to factors not included in the study.

Based on what has been said, we can say that marketing ambidexterity made the relationship between multicultural marketing and marketing recovery stronger. This is shown by the fact that the standard estimates got better (0.338) and the standard error got smaller (0.018). The critical value went up by some money, to 29.719, which means that there was less risk that could help the company return from its marketing problems. The findings also showed a clear improvement in how marketing recovery was interpreted when marketing ambidexterity was taken into account, accounting for (0.502) of the variation in marketing recovery.

As you can see in the figure above, the saturation numbers for multicultural marketing (the independent variable), marketing ambidexterity (the mediating variable), and marketing recovery (the dependent variable) all had a saturation percentage greater than 0.40. They were also significant. The researcher checks to see if the conditions for confirmatory factor analysis have been met. The items' saturation

percentages were greater than 0.40 and proved to be important. The factors for goodness of fit were checked against each other, and all of them met the requirements. Another thing that was found was that all of them were higher than the critical value (CR) of 1.96. This means that the measurement is a good fit.

Table (7): Standard indicators of quality of conformity

Indicator		القاعدة العامة
Goodness of fit		
1.	The percentage χ^2 and the degrees of freedom of	Less than 5
2.	Comparative Fit Index (CFI)	CFI>0.9
3.	Goodness of Conformity Index (GFI)	GFI>0.9
4.	Torquer Lewis Index (TLI)	TLI>0.9
5.	Root Mean Square Error of Approximation (RMSEA) indicator	0.8<RMSEA>0.5
Standard regression weights (regression saturations)		Regression weights for paragraphs greater than or equal to (0.40)

Source prepared by the researcher based on Hair et al. (2010)

4- Discussing the results

The interest in the components of multicultural marketing (supporting diversification, multicultural creativity, evaluating the external group, and multicultural compensation) It was average to good because most of the people who answered went from neutral to agreed. In this case, it shows how interested the average customer of a bakery business is in multicultural marketing. At Bab Al Agha in Baghdad, the parts of marketing revival were easy to get (compensation, apology, speed of response, assistance, and problem-solving) among the customers of Bab Al Agha Bakeries Company in Baghdad, where most of the people who took part in the study agreed, which is a good sign. These two aspects of marketing ambidexterity (marketing exploration and marketing exploitation) are available to customers of Bab Al Agha Bakeries Company in Baghdad, as most of the answers from the study group agreed. This is a good sign.

The study of the connections between multicultural marketing and marketing recovery made it clear that the connection was strong, good, and important. This shows that the better the marketing recovery is for Bab Al Agha Bakeries Company in Baghdad, the more attention is paid to the international marketing parts of their customers.

Also, the study of the connections between multicultural marketing and marketing ambidexterity made it clear that the connection was strong, good, and important. This shows that the more the international marketing aspects of the Bab Al Agha Bakeries Company's customers are studied, the better the company's marketing skills become.

It is clear from the study of the relationships between multicultural marketing and marketing recovery when marketing ambidexterity was present that the effect was strong, good, and important. This shows that the more the multicultural marketing parts of Bab Al Agha Bakeries Company's customers are thought about, the better the marketing recovery for workers when superior skills are present. Marketing at the company that was studied. So, the researcher suggests that the company be studied should stress the different aspects of multicultural marketing by making managers promise to properly fund multicultural marketing. The company needs to be serious about supporting the things that make marketing recovery happen because it will have good long-term effects, like building trust among employees by giving them a clear picture of the company's practices and goals. The organization needs

to pay attention to the idea of marketing recovery because it has positive effects on the individual, which show up in his sense of belonging and his drive to live by putting in his best effort at work. Getting employees to take part in professional dialogues and meetings where they can give advice and comments on choices that affect their work in the company. He asked the school being studied to make senior management a part of multicultural marketing. Using big consulting firms for multicultural marketing needs and outside experts from other multicultural advertising firms.

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