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Evaluation of the Paradigmatic Model of Marketing Ambidexterity Maturity in the Telecommunications Industry

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A B S T R A C T

In an era of rapid technological change and increasing market competition, organizations need the ability to simultaneously exploit existing capabilities and explore emerging opportunities in order to survive and progress; a concept known in management literature as " Marketing ambidexterity." The present study aims to investigate and evaluate the maturity of marketing ambidexterity in Iran's telecommunications industries based on a conceptual model approved by experts as the infrastructure for creating research tools and derived from research literature. This descriptive-survey study was conducted on a statistical sample of 384 employees of telecommunications organizations using convenient random sampling. Participants responded to a researcher-made questionnaire consisting of 118 items. Structural equation modeling with partial least squares (SEM-PLS) was used to fit the model and measure factor loadings. The fit indices were within the acceptable range and indicated the validity of the constructed tool for the application of the model in the telecommunications industry. This model emphasizes that achieving marketing ambidexterity requires simultaneously exploiting current capabilities and exploring future opportunities in a turbulent technology-driven environment.

Keywords: *Marketing ambidexterity, organizational maturity, exploratory marketing, exploitative marketing, telecommunications industries.*

1. Introduction

In the contemporary business environment characterized by rapid technological advancement, globalization, and constant market disruptions, organizations are compelled to adapt through strategies that allow them to simultaneously utilize existing capabilities while developing new ones. This dual capacity is referred to as ambidexterity and is increasingly recognized as a determinant of sustainable performance and competitive advantage in dynamic markets (Srikanth & Ungureanu, 2025). Within the marketing domain, ambidexterity entails balancing exploitation of current resources and processes with the exploration of innovative approaches to meet future market needs. Marketing ambidexterity, therefore, represents the integration of efficiency and adaptability into strategic and operational marketing practices, enabling firms to thrive in

both stable and turbulent environments (Sharififar et al., 2025).

The concept of ambidexterity in organizational theory was originally articulated as the capacity to balance exploration and exploitation, two distinct yet complementary learning orientations. Exploration refers to experimentation, innovation, and the pursuit of new opportunities, while exploitation emphasizes refinement, efficiency, and leveraging existing competencies (Sartipzade et al., 2025). In the marketing context, ambidexterity means that organizations must exploit proven methods such as brand equity and customer loyalty programs, while simultaneously exploring new techniques such as digital transformation, big data-driven decision-making, and emerging communication platforms. In industries such as telecommunications, which are highly sensitive to technological disruption, the ability to integrate both dimensions is not merely beneficial but necessary for survival and long-term growth (Rahman et al., 2025).

Marketing ambidexterity contributes directly to innovation and competitiveness by enabling firms to align their current strategies with evolving customer expectations while anticipating and shaping future market trends (Nazara, 2025). By embedding ambidextrous thinking into their organizational DNA, companies are able to adapt faster, capitalize on market discontinuities, and establish sustainable differentiation (Nasution et al., 2025). Ambidextrous firms excel not only because they innovate but because they do so while efficiently exploiting their current strengths, leading to enhanced overall performance (Marin Idarraga et al., 2025).

The imperative of ambidexterity has intensified with the rise of digital transformation, which accelerates innovation cycles and demands that organizations become more agile and adaptable. As digitalization reshapes industries, it blurs the boundaries between markets and creates opportunities for convergence across different domains (Kokubun, 2025). In such settings, ambidextrous strategies enable firms to manage paradoxical demands, allowing them to innovate without losing focus on efficiency. This is reinforced by the importance of paradoxical and adaptive leadership in encouraging teams to embrace both exploration and exploitation (Khan & Ullah, 2025).

At the same time, organizational culture, leadership, and structure play significant roles in shaping ambidexterity outcomes. Research has shown that organizational embeddedness, psychological ownership, and emotional intelligence can mitigate counterproductive behaviors that obstruct ambidextrous efforts (Dehghanizadeh et al., 2025). Moreover, organizational agility has been highlighted as a critical mediator between ambidexterity and performance, ensuring that firms not only balance exploration and exploitation but also do so with the responsiveness needed to compete in fast-moving markets (Ardabili et al., 2025). Strategic orientations aligned with environmental dynamics, especially in digital economies, also determine whether adaptive marketing capabilities translate into genuine ambidexterity (Al Jabri & Lahrech, 2025).

The integration of communication and management structures is another factor influencing ambidexterity. Effective communication fosters the trust and collaboration necessary for balancing opposing demands. In this context, the integration of communication professionals into managerial decision-making processes enhances organizational responsiveness and ambidextrous capacity (Adama et al., 2025). Similarly, research on internal communication in paramilitary organizations has demonstrated its catalytic role in employee engagement and performance, underscoring the significance of communication for ambidextrous organizations more broadly (Maiwada & Oshionebo, 2024).

Ambidexterity is also deeply tied to innovation, and studies consistently demonstrate its role in fostering creativity and competitive advantage. For instance, ambidextrous strategies have been found to strengthen organizational agility, enabling firms to pursue excellence even under uncertainty (Waseel et al., 2024). Entrepreneurial leadership further amplifies this effect by cultivating innovative behaviors that drive sustainable advantages (Ercantan et al., 2024). Similarly, research on frugal innovation in emerging markets has underscored the role of strategic orientations in enabling ambidexterity and thereby promoting innovation in resource-constrained environments (Sengura et al., 2024).

The cultural and learning dimensions of organizations also determine ambidextrous performance. Human resource practices that foster learning, creativity, and quality contribute significantly to the development of an ambidextrous culture, which strengthens long-term sustainability (Moreno-Luzon et al., 2024). At the same time, an innovative organizational culture mediates the relationship between organizational learning and ambidextrous innovation, underscoring the fact that ambidexterity is as much a cultural outcome as it is a structural one (AlSaied & Alkhoraif, 2024). Organizational innovation capacity, therefore, depends not only on

leadership and strategy but also on the ability to institutionalize cultural values that promote experimentation and adaptability (Alateeg & Alhammadi, 2024).

The increasing role of digital technologies highlights the importance of ambidextrous innovation in ensuring sustainability. For example, information technology capabilities, when combined with data-driven cultures, significantly enhance ambidextrous innovation and support long-term business performance (Lee et al., 2024). This is consistent with findings that show how organizations can thrive amidst geopolitical or economic turbulence by developing strategies rooted in ambidextrous adaptability (Krantz & Brusberg, 2024). Maturity models, such as those proposed for ambidextrous innovation management, further provide structured approaches to evaluate organizational readiness and developmental progress in ambidexterity (Niewöhner et al., 2021). Such models emphasize gradual progression toward higher maturity levels, recognizing that ambidexterity is a developmental process rather than an instant capability (Azhang & Shakeri, 2021).

Despite the promise of ambidexterity, research findings suggest that its relationship with performance is complex and contingent. A systematic review found that ambidexterity must be managed at multiple organizational levels, as firms often struggle to align exploration and exploitation effectively (Saleh et al., 2023). The role of digital technologies has emerged as a powerful enabler in resolving these tensions, with IT-driven innovations such as big data analytics enhancing consumer understanding and facilitating ambidextrous marketing strategies (Putra et al., 2023). Yet, ambidexterity often arises in ambivalent, interdisciplinary contexts, requiring careful institutionalization to ensure effectiveness (Parthey, 2022). Leadership styles and motivation also influence the degree to which ambidexterity translates into outcomes. Ambidextrous leadership, supported by a culture that values voice behavior and innovation, enhances both individual and organizational capacity for ambidexterity (Ouyang et al., 2022). Cross-functional collaboration likewise plays a critical role, as integration across departments is necessary to enable exploration and exploitation simultaneously (Fachrial & Agusinta, 2022).

Although the concept of marketing ambidexterity is increasingly well established, its evaluation within specific industries such as telecommunications remains underexplored. In Iran's telecommunications sector, where technological development and regulatory challenges converge, a maturity model is essential to assess the current state and identify pathways toward ambidexterity (Sharififar et al., 2025). Research highlights that the mediating roles of business intelligence, innovation ambidexterity, and dynamic capabilities are particularly critical in linking ambidexterity to firm performance (Sartipzade et al., 2025). Furthermore, studies on organizational culture, multicultural marketing, and adaptive strategies demonstrate the importance of tailoring ambidexterity frameworks to sector-specific contexts (Al-Janabi et al., 2024).

This study is thus motivated by the need to examine the maturity of marketing ambidexterity in Iran's telecommunications industry, a sector where rapid technological change and intense competition make the dual pursuit of exploitation and exploration a strategic imperative. The aim is to evaluate whether the paradigmatic maturity model of marketing ambidexterity provides an effective framework for understanding the current capabilities of telecom firms and for guiding their progression toward ambidextrous maturity.

2. Methods and Materials

The present study, which is exploratory in nature, sought to conduct a field study of the paradigmatic model obtained in the research of Sharififar et al. (2025). Given the acceptable validity of this model, which was approved by selected telecommunications industry marketing experts in the country, it was distributed among all employees of selected telecommunications companies in the country for localization and review among real users and to identify its strengths and weaknesses. 384 subjects were randomly selected and conveniently located and responded to an online questionnaire on the Porsline website. To confirm the validity of the questionnaire derived from the model, content validity and construct validity were used. First, the content validity of the questionnaire was ensured by defining the research constructs and the measurement criteria for each construct. Also, the construct validity of the questionnaires was confirmed with structural equations. To calculate the reliability and internal consistency of the questions, Cronbach's alpha coefficient was used in a sample of 30 employees Table (1). In examining the natural distribution of the data using the skewness and kurtosis indices, it was determined that the natural distribution of the data was not normal, so version 3 of the Smart Pls software was used. Also, structural equation modeling with a partial least squares approach was used to examine the fit of the research model.

Table 1

Composite reliability and Cronbach's alpha of research variables

Concepts	Number of items	Cronbach's alpha	Composite reliability
Casual condition	64	0.87	0.90
Contextual condition		0.85	0.88
Intervening condition		0.83	0.88
strategies	34	0.91	0.93
outcomes	20	0.88	0.90
The emergence of maturity	10	0.82	0.89

According to Table (1), since Cronbach's alpha is a traditional criterion for determining the reliability of variables, composite reliability was also examined to calculate the correlation of variables with each other. The results showed that the composite reliability of all variables was higher than 0.7, which indicates appropriate reliability of the model, and the hypotheses can be examined using structural equations, and the results can be generalized to the entire population.

3. Findings and Results

In order to accurately describe the statistical population and better understand the respondents, the demographic characteristics of telecommunications company employees who responded to the research questionnaire have been examined in Table (2).

Table 2

Distribution of demographic characteristics of telecommunications company employees

Variable	Classes	Abundance	Percentage
Gender	Man	227	59%
	Woman	157	41%
Education	Bachelor	158	41.1%
	Master	169	44%
	PhD	57	14.8%
Work Experience (Years)	Less than 5 years	71	18.5%
	5 to 10 years	124	32.3%
	More than 10 years	189	49.2%
Age Range	Under 30 years old	64	16.7%
	30 to 45 years old	207	53.9%
	Over 45 years old	113	29.4%
Job position	Expert	242	63%
	Middle Manager	89	23.2%
	Senior Manager	53	13.8%

As can be seen in Table (2), 59% of respondents were male and 44% had master's degrees. Also, about 81.5 percent of employees have work experience between 5 and 10 years, and more than half of them are between the ages of 30 and 45. Most respondents also work in the "expert" job position. This distribution indicates that the statistical sample has the appropriate experience and education to evaluate the research concepts and could provide valid data for analyzing the marketing ambidexterity maturity model.

Analyzing the conceptual model of research using the PLS method requires going through three basic steps and confirming all indicators and criteria in order for the model to be valid. The first step is to examine the measurement models, the second step is to examine the structural model, and the third step is to examine the general or general model.

In the first step, factor loadings are calculated by calculating the correlation value of the questions of a variable with that construct. If this value is equal to or greater than 0.4, it confirms that the variance between the variable and its questions is greater than the variance of the measurement error of that construct and the reliability of that measurement model is acceptable. Therefore, in the research

model, the factor loading coefficients of the main variables were examined (Table 3).

Table 3

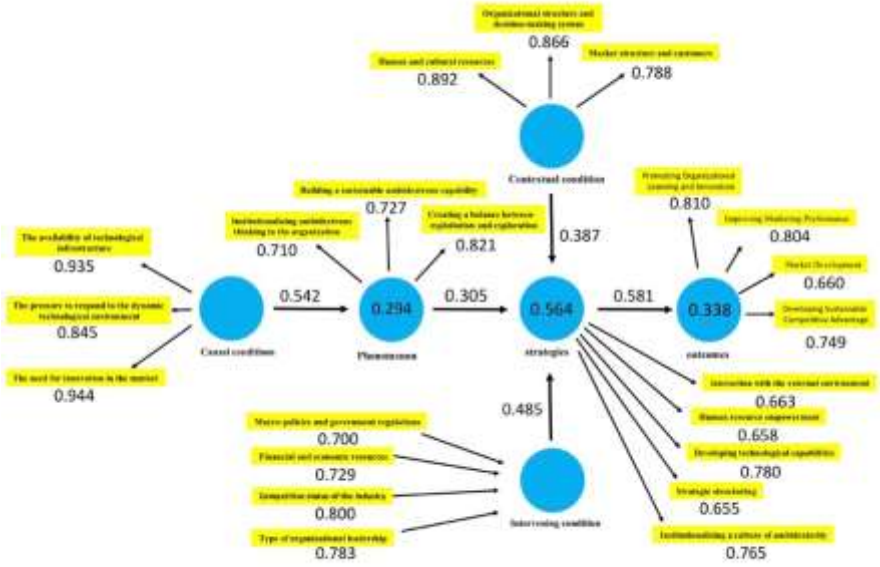
Examination of factor loading coefficients of research components

	Casual Conditions	Main Phenomenon	Intervening Condition	contextual condition	Strategies	Outcomes
The need for innovation in the market	0.950					
Availability of technological infrastructure	0.926					
Pressure to respond to the dynamic technology environment	0.881					
Formation of sustainable ambidextrous capability		0.630				
Balancing exploitation and exploration		0.699				
Institutionalizing ambidextrous thinking in the organization		0.908				
Macro policies and government regulations			0.924			
Financial and economic resources			0.872			
Type of organizational leadership			0.869			
Competitive situation of the industry			0.840			
Organizational structure and decision-making system				0.784		
Human and cultural resources				0.815		
Market structure and customers				0.873		
Development of technological capabilities					0.862	
Institutionalizing a culture of ambidexterity					0.85	
Strategic structuring					0.706	
Human resource empowerment					0.806	
Interaction with the external environment					0.744	
Improve marketing performance						0.782
Market development						0.699
Promoting organizational learning and innovation						0.758
Developing sustainable competitive advantage						0.712

The results from Table (3) showed that all items have factor loading coefficients greater than 0.4 at the $p \geq 0.05$ level, which indicates the suitability of this criterion. Therefore, we can proceed to analyse the structural model (Figure 1).

Figure 1

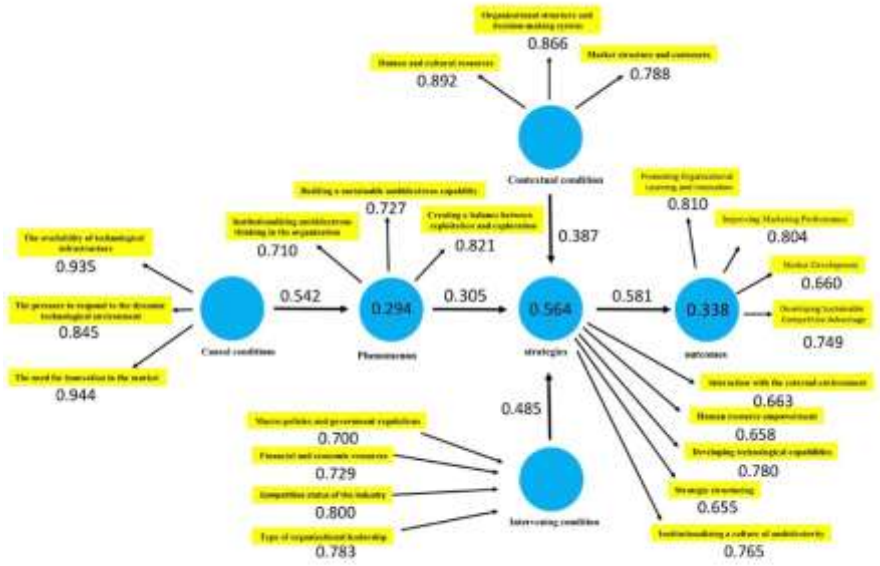
Structural model fitting



To examine the fit of the structural model of the research, the criterion of significant coefficients t or t-values is used. If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the variables and, as a result, the confirmation of the research hypotheses at a confidence level of 0.95.

Figure 2

Significance coefficients t-values



According to Figure (2), the t-value of the relationships between the research variables was greater than 1.96, so it can be concluded that at a significance level of 95 percent, all paths are significant. Therefore, the evaluation indices of the overall model were examined (Table 3).

Table 4

Overall model evaluation indicators

	R^2	Q^2	Redundancy	Communality	GOF
Main Phenomenon	0.294	0.745	0.475	0.765	0.587
Strategies	0.564	0.656	0.653	0.784	0.692
Consequences	0.338	0.712	0.588	0.792	0.494

The overall factor model generality evaluation indices indicate that the data fit the model well. All the indicators for evaluating the generality of the factor model, by considering the desired values for these indicators, indicate the desirability of the factor model of the conceptual units of the general model. In particular, the GOF values, which control the overall fit of the model, indicate an average value of more than 0.25 for the main phenomenon and more than 0.36 for the other two variables, indicating a strong overall fit of the model. Therefore, it was determined that the research model has a good fit.

4. Discussion and Conclusion

The findings of this study highlight that the maturity of marketing ambidexterity in the Iranian telecommunications industry is shaped by a combination of organizational, cultural, and technological factors. The results demonstrated that three conditions—market innovation needs, availability of technological infrastructure, and pressures from the dynamic technological environment—serve as primary drivers of ambidextrous maturity. These findings are consistent with the broader literature, which has long emphasized that ambidexterity emerges as a critical response to environmental dynamism and uncertainty (Srikanth & Ungureanu, 2025). In highly turbulent industries such as telecommunications, the simultaneous pursuit of exploration and exploitation becomes the most effective strategy for maintaining competitiveness, ensuring resilience, and driving innovation (Sharififar et al., 2025).

One of the most significant contributions of this research is its confirmation that marketing ambidexterity does not exist in isolation but rather depends on enabling structures such as organizational agility, communication effectiveness, and leadership support. The finding that agility mediates the relationship between ambidexterity and performance supports earlier claims that responsiveness to change is a prerequisite for sustaining ambidextrous strategies (Ardabili et al., 2025). This reinforces the view that ambidexterity is not a static capability but a dynamic one that evolves in response to environmental challenges. Similarly, the role of leadership emerged as crucial, as adaptive and paradoxical leadership styles were shown to strengthen the integration of exploration and exploitation. This aligns with research indicating that leaders who balance contradictory demands foster innovation and creativity at both team and organizational levels (Chughtai et al., 2024; Khan & Ullah, 2025).

The results also underscore the critical role of culture and communication in institutionalizing ambidexterity. Respondents highlighted that conservative organizational structures and resistance to change are barriers to achieving ambidextrous maturity. This is consistent with findings that emphasize the role of innovative cultures and learning organizations in promoting ambidextrous innovation (AlSaied & Alkhoraif, 2024; Ouyang et al., 2022). Effective communication channels likewise act as catalysts for engagement, integration, and alignment of exploration and exploitation activities, echoing studies that point to the strategic importance of integrating communication functions into management teams (Adama et al., 2025; Maiwada & Oshionebo, 2024).

From a technological perspective, this study found that advanced IT systems and data-driven tools are enablers of ambidextrous maturity, as they provide firms with the capacity to analyze market data, identify consumer needs, and respond effectively. This finding resonates with research demonstrating that IT capabilities, combined with data-driven cultures, significantly enhance ambidextrous innovation (Lee et al., 2024). Similarly, the capacity to integrate big data into marketing strategies has been shown to optimize consumer understanding and strengthen ambidexterity (Putra et al., 2023). The results therefore

confirm that digital transformation is not just a technological shift but a strategic enabler of ambidextrous marketing in fast-moving industries (Nasution et al., 2025).

The study also revealed that external conditions, such as government regulations, financial resources, and competitive environments, act as intervening factors in the development of ambidextrous maturity. Respondents noted that regulatory uncertainty and resource constraints slow down innovation and discourage exploratory activities. These findings align with previous research showing that inconsistent policy environments and unstable economic conditions undermine ambidexterity and innovation performance (Krantz & Brusberg, 2024; Saleh et al., 2023). At the same time, the research confirms that sustainable financial support and consistent regulatory frameworks are critical for enabling firms to sustain ambidextrous strategies (Kokubun, 2025; Marin Idarraga et al., 2025).

Another important insight from the results is that marketing ambidexterity maturity directly enhances marketing performance through better targeting, reduced error, and improved responsiveness to consumer needs. This finding is consistent with earlier studies which concluded that ambidextrous firms leverage exploration and exploitation to achieve superior marketing and financial outcomes (Nazara, 2025; Waseel et al., 2024). Furthermore, market development and entry into new segments were shown to be outcomes of ambidextrous maturity, which supports the view that ambidextrous organizations expand their markets more effectively than firms that pursue only exploitation or only exploration (Srikanth & Ungureanu, 2025).

The research also provides evidence that ambidextrous maturity contributes to the formation of sustainable competitive advantage by embedding adaptability and responsiveness within organizational processes. Respondents reported that ambidextrous maturity enables telecommunications firms to adjust strategies more rapidly than their competitors, thereby achieving differentiation in dynamic markets. This finding is aligned with studies emphasizing that ambidexterity creates sustainable advantages in highly competitive digital economies only when firms establish clear strategic orientations (Al Jabri & Lahrech, 2025; Ardabili et al., 2025). In this regard, ambidexterity serves not merely as a survival mechanism but as a long-term strategic capability that transforms firms into proactive shapers of market trends rather than reactive followers.

A noteworthy contribution of this study is its confirmation that ambidexterity maturity requires conscious management and deliberate investment. Contrary to traditional views that suggest ambidexterity emerges naturally as organizations grow, the data indicate that deliberate leadership action, resource allocation, and cultural transformation are required. This observation supports findings that highlight the importance of systematic ambidexterity maturity models in guiding organizations through staged development processes (Niewöhner et al., 2021; Sharififar et al., 2025). Maturity models provide roadmaps that help organizations identify gaps, prioritize resources, and institutionalize ambidextrous behavior over time.

Furthermore, the study demonstrates the mediating role of business intelligence and dynamic capabilities in linking ambidexterity to performance. This reinforces the argument that ambidexterity's benefits cannot be realized without complementary capabilities that translate exploration and exploitation into tangible outcomes (Sartipzade et al., 2025). Similarly, the importance of cross-functional integration was highlighted, as ambidexterity is strengthened when marketing functions collaborate effectively with other units (Aripin et al., 2024; Fachrial & Agusinta, 2022). Such integration facilitates the alignment of internal and external approaches to innovation and supports the successful execution of ambidextrous strategies.

In addition to internal enablers, the findings confirm that external market orientation, multicultural strategies, and customer-centered approaches enhance ambidexterity. For example, firms that adopt multicultural marketing strategies have been shown to recover more effectively in volatile markets through ambidextrous practices (Al-Janabi et al., 2024). This aligns with evidence that customer-oriented and strategically oriented firms are more capable of developing ambidextrous innovation and sustaining performance (Nazara, 2025; Sengura et al., 2024). Collectively, these results reinforce the view that ambidexterity is a holistic organizational capability influenced by multiple internal and external contingencies.

The findings of this study are also aligned with meta-analytic evidence demonstrating that ambidexterity positively influences performance, but only under specific contextual conditions (Marin Idarraga et al., 2025). For example, in industries characterized by high technological change, ambidexterity yields stronger benefits than in relatively stable environments. This study confirms that the telecommunications sector exemplifies such a context,

where the need for constant adaptation amplifies the value of ambidextrous maturity. The results also support the claim that ambidexterity's effect on performance is conditional and requires the presence of enabling mechanisms such as leadership, culture, and dynamic capabilities (Saleh et al., 2023).

In summary, this research confirms that marketing ambidexterity maturity in the Iranian telecommunications industry enhances organizational performance, market development, and sustainable competitiveness. It demonstrates that ambidexterity is not an inherent or automatic outcome of organizational growth but a consciously developed capability that requires supportive structures, cultural transformation, technological integration, and strategic alignment. By integrating internal and external enablers, telecommunications firms can institutionalize ambidexterity and establish it as a core organizational competency capable of driving long-term success.

This study is subject to several limitations that should be acknowledged. First, the research was limited to the Iranian telecommunications industry, which may restrict the generalizability of the findings to other sectors or geographic contexts. Differences in regulatory environments, cultural characteristics, and technological infrastructures may influence how ambidexterity is developed and operationalized. Second, the data collection relied on self-reported measures, which may be subject to response bias and social desirability effects. Although statistical methods were used to validate the constructs, future studies may benefit from triangulating these findings with objective performance data. Third, the study employed a cross-sectional design, which limits the ability to capture the dynamic and evolving nature of ambidexterity over time. Longitudinal studies would provide more robust insights into how ambidexterity maturity develops and impacts performance across different phases of organizational growth.

Future research should consider extending the analysis of ambidexterity maturity beyond the telecommunications sector to industries such as finance, healthcare, and manufacturing, where digital transformation and market dynamism also play critical roles. Comparative studies across industries and countries would provide valuable insights into the universality or contextual specificity of ambidextrous maturity models. Researchers should also explore longitudinal designs to examine how ambidexterity evolves and interacts with changing market environments. Furthermore, future studies could investigate the role of emerging technologies such as artificial intelligence, blockchain, and green innovations in strengthening ambidextrous capabilities. Another promising avenue is examining employee-level perspectives, particularly how individual skills, motivations, and leadership interactions contribute to or hinder ambidexterity within organizations.

From a practical standpoint, managers in the telecommunications sector should prioritize the development of hybrid strategies that balance exploitation and exploration. This involves investing in advanced IT systems, fostering a culture of innovation, and encouraging cross-functional collaboration. Leadership should play an active role in institutionalizing ambidextrous thinking by rewarding creativity, supporting risk-taking, and maintaining openness to change. Organizations should also adopt maturity models as diagnostic tools to evaluate their current capabilities and design roadmaps for progression toward higher levels of ambidexterity. Finally, firms must recognize that ambidexterity is not achieved through isolated initiatives but through systemic integration of structures, cultures, and strategies that collectively enable them to adapt, innovate, and sustain competitive advantage in dynamic environments.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

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Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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