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The Effect of Marketing Agility on Perceived Service Desirability: A Case Study of Pazargad Non-Industrial Operations Company

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Abstract

The evolution of communication and digital technologies has fundamentally transformed the way customers interact with organizations, positioning marketing agility as one of the essential capabilities of service-oriented firms. this study aims to examine the impact of marketing agility on perceived service desirability within Pazargad Non-Industrial Operations Company, operating in the Pars Special Economic Energy Zone.This research is applied in purpose and descriptive–survey in method. The required data were collected through two questionnaires (one researcher-made and one standardized) administered in the field. The statistical population consisted of all contracting companies collaborating with Pazargad Non-Industrial Operations Company, including end-users of the services (families of employees of the contracting firms). Using a Simple probability sampling method, a total of 260 valid questionnaires were obtained. Data analysis was conducted using SMART PLS and Excel software at both the descriptive and structural equation modeling levels. A direct and significant relationship was found between marketing agility and the perceived desirability of services among service recipients. All three dimensions of agility-internal, interactive, and external-significantly enhance the indicators of perceived service desirability. marketing agility can serve as an effective approach to enhancing perceived service quality and improving customer experience in service organizations. It is recommended that service companies invest in employee training and empowerment, and in improving internal and communicative processes to increase adaptability and responsiveness. Due to the use of a questionnaire tool to collect data from a specific number of customers of a specific company in a specific geographical area, greater caution should be exercised in generalizing the results of this study to other industries and geographical areas.

Keywords: Marketing, Agility, Perceived Desirability, Service.

JEL Classification: (M31, M10, M15, L80)

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INTRODUCTION

Recent research demonstrates that marketing agility—through accelerating market-sensing processes, aligning marketing strategies with technology, and adopting short-cycle decision-making—leads to the formation of a more favorable perceived value of services (Haverila et al., 2025). This approach primarily emphasizes enhancing simultaneity and connectivity between marketing units and customers. The findings indicate that higher levels of marketing team flexibility are associated with increased perceived service favorability. This relationship is further amplified when customer-derived knowledge is utilized in real-time within marketing decision-making processes (Oltra et al., 2025). Moreover, recent empirical evidence reveals that intra-organizational knowledge sharing between service providers and end-users generates perceptual synergy, resulting in a more positive customer perception of service quality. Consequently, marketing agility is not merely a tool for rapid response but is conceptualized as a strategic mechanism for the perceptual re-creation of service value. The evolution of communication and digital technologies has fundamentally reshaped customer-organization interactions, establishing marketing agility as a critical capability for service-oriented organizations. The present study aims to investigate the effect of marketing agility on perceived service favorability at Pasargad Non-Industrial Operations Company, operating within the Pars Special Economic Energy Zone.

METHODOLOGY

This study is applied in terms of purpose and descriptive-survey in terms of method. The required data were collected through field research using two questionnaires: one researcher-developed and one standardized. The statistical population consisted of all contracting companies of Pasargad Non-Industrial Operations Company and the respondents to the questionnaire—namely, the end recipients of services (families of employees of the contracting companies). A total of 260 valid questionnaires were collected using simple random probability sampling. Data analysis was performed using SMART PLS and Excel software at two levels: descriptive statistics and structural equation modeling.

RESULTS

The findings confirm that all three dimensions of marketing agility contribute to enhancing customers' perceived favorability of services; however, the contribution of internal agility exceeds that of the other dimensions. The results indicate that all three dimensions of marketing agility have a significant positive effect on perceived service favorability. Among these, internal agility demonstrated the strongest impact, underscoring the importance of an organization's capability for rapid decision-making, efficient resource management, and intra-organizational learning. The high impact of the interactive dimension further suggests that bidirectional and active communication with customers serves as a reinforcing factor in perceived favorability. The difference in effect size between internal agility (0.648) and external agility (0.366) may be attributable to the strategic gap between the company's operational capabilities and market expectations. A composite analysis of the results revealed that the marketing agility structure of Pasargad Company has significantly improved perceived service favorability. The three main pillars for enhancing perceived favorability are a focus on internal agility, bidirectional customer interactions, and the deployment of rapid response mechanisms.

CONCLUSION

Marketing agility can be regarded as an effective approach for enhancing perceived quality and improving service experience in service-oriented companies. It is recommended that service companies invest in employee training and empowerment, as well as in the improvement of internal and communication processes, to enhance their adaptive capacity and rapid responsiveness.

Accordingly, as a final conclusion of the study, it can be asserted that in today's competitive and dynamic environment, organizations are inevitably required to possess marketing agility in order to maintain their competitive position and respond effectively to environmental changes. Such agility encompasses the ability to rapidly perceive market changes, engage flexibly with customers, and adapt in a timely manner to environmental demands.

Research Limitations

Due to the use of a questionnaire instrument for data collection from a specified number of customers of a particular company within a specific geographical zone, caution must be exercised in generalizing the findings of this study to other industries and geographical regions.

Contribution of Authors

All stages of this research—including conceptualization, development of the theoretical framework, data collection and analysis, synthesis of findings, and the writing of the manuscript—were carried out by the authors.

Ethical Approval

This research was conducted in full compliance with the principles of research ethics.

Sponsor

This research received no external funding.

Conflict of Interest

The author declares no conflict of interest.

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