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Research Paper

Entrepreneurial Innovation Mediating among Marketing Strategies and Venture Sustainability in Ethiopia's

Shashi Kant[1]*, Metasebia Adula[1], Fisseha Dejene Yadete[1], Kebede Asefa[1]
[1] Bule Hora University, Ethiopia

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Abstract

This research aimed to examine, in the context of an African company, the effects of its marketing approach predictors on enterprise sustainability as measured by organisation performance. The researchers developed several strategies and statistics that were both descriptive and inferential. The sampling approach incorporated both probabilities and non-probability components and used a simple random sampling procedure. The data for this study was provided by Oromia International Bank, a representative organisation in Ethiopia, by investigating 426 of its customer base, including those working in modern organisations and sectors at the Bule-Hora branch. The investigation's final findings demonstrate that organisational sustainability is deteriorating and fewer marketing tactics are being implemented. The leading causes of these findings are a lack of worker dedication, a hostile work atmosphere, weak leader competency, and slow adoption of new technology. Related predictors were one of the main problems when entrepreneurial breakthrough mediation was implemented. A leader's ability is one of the most promising strategies for promoting organisational sustainability in Ethiopia. The researchers provided the appropriate body with recommendations on how to handle the predictions, resolve the problems encountered during the execution of marketing strategies, and eventually provide effective marketing strategy compliance and strong organisation sustainability.

Keywords *Customers, Strategy Predicators, Organization Sustainability, organisation performance, Marketing Strategy*

INTRODUCTION

To improve market share and position in relation to competitors, strategic marketing methods have been employed. This was deemed crucial in the BCG matrix by the Boston Consulting Group (Garcia, 2022; Jain, 2004). Different marketing actions based on marketing theories are utilised in marketing strategies to reinforce the present marketing strategy and obtain a competitive edge through greater market share and profitability (Islam & Abd Wahab, 2022; Shane, 2000). Many companies standardise their products in order to more easily implement the globalised market plan, which is concentrated on a company's own region-specific market strategy, in order to achieve a competitive edge. The African company, known for its ethnocentric approach, often uses one more. Only African companies have an ethnocentric strategy, which implies they conduct business locally (Wakjira & Kant, 2022).

This worldview is based on the concept of cultural federalism. Due to an ethnocentric perspective, African enterprises in this region place more emphasis on sustaining market share than on developing a competitive edge (Dubihlela, 2013). In order to accomplish standardisation, African businesses have become more likely to create worldwide marketing strategies and international-level plans to put such goals into action. McCarthy claimed that a company needs to integrate the four Ps—producer, pricing, place, and promotion—to gain a competitive edge in his

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Corresponding author's email: skant317@gmail.com
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theory of the marketing mix (Nashwa, 2017).

The market decided on an approach to become more market-oriented and to influence the marketing dynamics in the marketing environment by integrating various consumer attraction strategies for various company categories (Kalkidan, 2019). Conventionally, businesses must pool their resources after conducting a SWOT analysis to identify the internal and external environments' advantages, disadvantages, chances, and dangers in line with fundamental theories like the resource-based perspective (RBV) and market-based view (MBV) (Hashem, 2015). When Dixit et al. (2021) looked at how marketing strategy predictors affected organisational sustainability in an African business context, they found that these predictors had a significant influence.

Arokodare & Asikhia's (2020) study on the application of strategic agility in getting the superior sustainability of a venture with the help of logical instrumentalism by foreseeing and forecasting the future. In every complex firm, marketing strategy is a key management tool. These elitist firms use marketing strategy as a complex ideological weapon to change the working environment to accommodate the changing needs of the business environment and the requirement to complete the same task more successfully across diverse business contexts (Oyewobi, 2022). The marketing strategy of a corporation is the result of the interaction between its internal and external environments, including its financial, technological, and human resources, as well as external environmental constraints, including threats and opportunities, that balances the issues the company encounters (Berwal et al., 2022).

Notwithstanding an unstable economic climate, and helps in getting competitive advantages when competing (Bag & Omrane, 2022; Haimanot, 2017). One of the main problems with entrepreneurship innovation mediation adoption was the reduction in marketing strategy implementation and the reduction in organisational sustainability, which are primarily related to poor leaders' capacity, work environment, employee commitment, and poor technology adoption (Islam & Munir, 2022; Tang et al., 2022; Mehralian, 2022; Wang, Mundorf & Salzarulo-McGuigan, 2022).

Statement of Problem

A study by Olson et al. (2022) found an advantageous and substantial correlation between Marketing Strategy Predictors and Organisation Sustainability. Similar findings were made by Lestari et al. (2020) that found a positive and significant relationship between marketing strategy predictors and organisational sustainability. In the other research, Papadas et al. (2019) found the same enormously positive and substantial association between Marketing Strategy Predictors and Organisation Sustainability when conducting a critical analysis of prevailing marketing strategies. Applies The identical conclusion—that Marketing Strategy Predictors have a positive and significant impact on marketing orientation—was particularly demonstrated with regard to the Digital Marketing Metaphor. Tufa & Kant (2020) reached the same conclusions after researching the Impact of Client Relationship Marketing on Perceived Predicators on Customer Loyalty in the Ethiopian Commercial Industry. According to the aforementioned research carried out in diverse situations, Marketing Strategy Predicators have a positive and significant impact on Organisation Sustainability.

Less marketing strategy implementation and declining organisational sustainability were the main problems when implementing mediation of entrepreneurship innovation (Islam & Munir, 2022; Tang et al., 2022). These problems are primarily related to poor leaders' ability, work environments with poor employee commitment, and poor adoption of technologies, as well as related predicators and related predicators. Le Roy and Czakon (2016), in contrast to the aforementioned research, looked at "Managing Cooperative Rivalries: The Lacking Link between

Management and Sustainability." Industrial Marketing Management found a weak negative association between the Organisation's Sustainability and the Marketing Strategy Predictors. In a similar vein, Guillaume (2017) found a weak and negligible link between Marketing Strategy Predictors and Organisation Sustainability. Dereso and Kant (2022) also showed an inverse and negligible correlation between the Strategy Predictors and Organisation Sustainability in their study at Bule Hora University in Ethiopia.

Furthermore, Dereso and Kant (2022) also showed an inverse and negligible correlation between the Strategy Predictors and Organisation Sustainability in their study at Bule Hora University in Ethiopia. The same promising finding was also discovered by Dereso et al. (2022) in their later study that conducted during the COVID-19 era at Bule Hora University in Ethiopia. Due to this contradicting evidence, the current analysis was able to verify this evidence gap in the literature under review (Negeri et al., 2023).

In a manner similar to this, many scholars from different countries have investigated a number of variables that affect marketing strategy. In Girma's (2016) study, the same determinants that affect the marketing strategy were assessed. These predictors include organisational structure and organisational system predictors. The focus of his study, however, is limited to highlighting the knowledge gaps that exist in the Ethiopian setting with regard to elements like employee perception, place of employment, technological advances, and customer attitude that influence the advertising approach of the banking industry. Because of this, the researchers made no particular mention of the various players who affect the marketing approach and organisational sustainability. Therefore, the purpose of this study was to determine whether and how predictors impact marketing strategy in modern organisations.

Objectives of The Study

1. To identify the critical factors influencing the marketing strategy in the study area.
2. To look into the relationship between marketing tactics and the long-term viability of business
3. To determine the extent to which a marketing strategy aspect influences a company's capacity for survival in the research sector

LITERATURE REVIEW

A large company's employment of promotional common sense to accomplish its overall advertising goals is referred to as a concept marketing strategy in business regulations (Varadarajan, 2010).

Predicators Of Marketing Strategy Affecting Venture Sustainability

Leadership Influence On Organisation Sustainability

The concept of leadership is the capacity to influence the behaviour of followers. In their study, Kant (2022) found a strong and positive association between leadership and organisational sustainability. A substantial and favourable link between organisational sustainability and leadership as a marketing strategy predictor was found by Kant and Tufa (2020) in their examination of the importance of leadership styles on leadership outcomes in their epistemological study. In the Scientific Review on Evaluating the Impact of Endogenous Culture, Local Resources, and Eco-Friendly Environment as Marketing Strategy Predicators and Organisation Sustainability, Kant (2022) found a strong and positive correlation between leadership and entrepreneurial development.

Employee Commitment

Mishra and Kasim (2022) used a multi-level analysis in their investigation into the team culture, employee commitment, and job sustainability in the public sector and found a positive and significant correlation between employee commitment as a marketing strategy predictor and organisational sustainability. Assisting an employee in achieving their entrepreneurial goals, commitment is a psychological participation known as an employee's affective commitment to the organisation's job (Mulugeta & Pandian, 2020). Building employee loyalty is crucial because failure to do so leads to disengagement among human resources (Bogale et al., 2019; Fugate, 2009; Brisco & Claus, 2008).

Work Environment

A study by Kassahun et al. (2022) on the working conditions for nurses in public referral hospitals in West Amhara, Ethiopia, discovered a strong and favourable relationship between the workplace and organisational sustainability. The assessment of an organisation's internal and external business environment is known as the work environment, and it shows how the workforce behaves in terms of the organisational culture and work attitude. The success of the venture is determined by the employee's involvement at work as well as his ethics, principles, and perspective towards his job (Panigrahi et al., 2022).

Hypothesis

H1a: There is a strong correlation between market strategy and venture sustainability.

H2a: Entrepreneurial innovation and market strategy are intertwined.

H3a: Innovation in entrepreneurship and the long-term viability of businesses are intertwined.

H4a: Entrepreneurial innovation has a substantial impact on how market strategies and venture sustainability are mediated.

Conceptual Framework

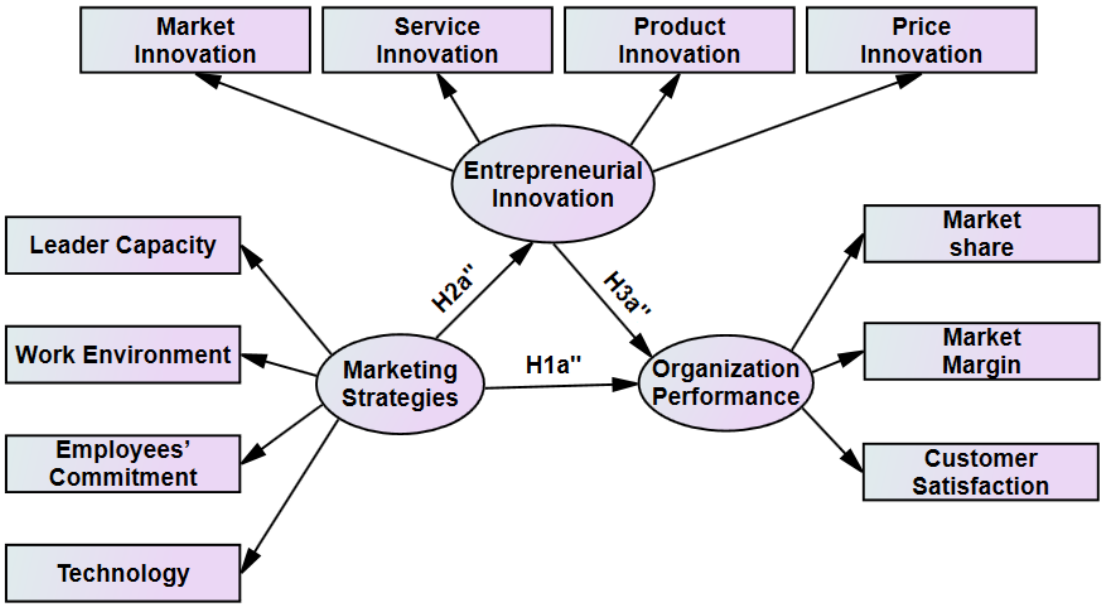

Figure 1. Conceptual Framework
Source: Researchers' own framework (2022)

RESEARCH METHOD

Study Area Description

The Guji Oromia Region, 464 kilometres northwest of Addis Abeba, is home to the Bule Hora city administration. According to the west Guji Zsingle report from 2012 E.C., BuleHora, the city administration, has various altitudes.

Research Design

The paper used a descriptive methodology to illustrate the respondent characteristics in the context of bank management as well as clients of contemporary organisations, including the participant position, year of organisational knowledge, level of education, financial status, group classification, the proportion of ownership, and other qualitatively measured traits common to bank employees.

Target Population of The Study

Employees and customers of the modern organisation, Bule Hora woreda, participated in the study. Information gathered from managements of modern enterprises and bank customers at the Bule Hora Branches in the Bule Hora woreda of Oromia. According to data acquired from the branch, 250 bank customers are served there, and 230 people are employed there.

Sampling Methods

Strata has been created within the sampling techniques. In this study, consumers and staff from the Bule Hora branch of a modern company were selected using purposive sampling, and heterogeneous groups were divided into homogeneous strata using stratified sampling.

Sample Size Determination

The sampling size has been determined by applying Yamane's (1967) statistical approach to compute sample size. Based on this approach, the sample size was calculated using the following formula:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{480}{1 + 380(0.03)^2}$$

$$= 426$$

FINDINGS AND DISCUSSION

Data Analysis

The data were examined using the IBM SPSS 26 model version. 9 out of a total sample size of 435 respondents failed to return the surveys due to various reasons. A total of 426 questionnaires were actually collected, with a response rate of 92.7%. As a result, the analysis was conducted using 426 surveys that were fully completed.

Reliability Test Result

Cronbach's Alpha is one of the most often used dependability metrics.

Table 1. Reliability Test

Item	Number of items	Cronbach's Alpha test
Capable leaders	6	0.929

Work environment	3	0.734
Employees commitment	7	0.802
Technology	3	0.681
Cronbach's Alpha for the entire questionnaire	19	**0.826667**

Source: SPSS OUTPUT, 2022.

All variables' reliability in the aggregate values of all related items was shown by Cronbach's Alpha, which ranged from 0.681 to 0.929.

Descriptive Statistical Analysis

Table 2. Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leader's capacity	426	1	5	4.66	0.4356
Working environment	426	1	5	4.42	0.866
Employees commitment	426	1	5	4.52	0.64525
Technology	426	1	5	4.38	0.4356
Valid N (list-wise)	426				

Source: SPSS Output. 2022

The level of the various marketing strategy predicators affects an organisation's sustainability

Table 3. Frequency Distribution of the Level of Effects

Leaders capacity	**Frequency**	**Percent**	**Level of Chi-square**	**Significance Level**
Low	13	11.3	7.315	< 0.05* 0.026
Moderate	16	13.9		
High	86	74.78		
Total	426			
Work Environment	Frequency	Percent	**Level of Chi-square**	**Significance Level**
Low	14	12.1	7.399	< 0.05* 0.025
Moderate	68	59.1		

High	33	28.6		
Total	426			
Employees commitment	Frequency	Percent	**Level of Chi-square**	**Significance Level**
Low	13	11.3		
Moderate	17	14.7	4.545	0.103
High	85	73.9		<0.05*
Total				
Technology predicators	Frequency	Percent	**Level of Chi-square**	**Significance Level**
Low	17	14.7		
Moderate	59	51.3	3.645	<0.05*
High	39	33,9		0.108
	426			

Source: SPSS 20 output (2022)
Note: The scale of values for the perspective's evaluation, as shown in the table, included Chi-square values and P values. Key=3-high, 2- moderate, 1-low

In Table 3, the Chi-square test for goodness of fit equality of the degree of effects of different predictors is shown. Since the level of significance was less than.05., the alternative hypothesis was accepted, and the null hypothesis was rejected. It is therefore emphasised that the distribution of predictors of organisational sustainability is not uniform. According to percentages, the level of leaders' capacity predictors and the overall commitment factor of employees both stand at a high level (73.9 and 74.78%, respectively). The level venture predictors had an equal distribution because the alternative hypothesis was accepted, and the null hypothesis was rejected because the level of significance was below.05. This shows that the use of marketing methods in modern businesses acts as the foundation of a nation's economy, leading to a drop in GDP.

Inferential Statistics Analysis

Correlation results on the relationship between independent variables and venture sustainability (DV).

Table 4. Pearson Correlation (zero ordered matrix n=426)

Correlation	**Venture Sustainability**	
Leader's capability predicators	Pearson Correlation	.933
	Sig. (2-tailed)	.000

	N	426
Work Environments predicators	Pearson Correlation	.917
	Sig. (2-tailed)	.000
	N	426
Employees-commitment predicators	Pearson Correlation	.910
	Sig. (2-tailed)	.000
	N	426
Technology predicators	Pearson Correlation	.925
	Sig. (2-tailed)	.000
	N	426

****. Correlation is significant at the 0.01 level (2-tailed).**

Source: SPSS (20) Output, 2022

In the African business scenario, there is a strong positive correlation between leader capability and organisation sustainability (r=0.933**, p0.001), work environments as a factor of organisation sustainability (r=0.917**, p0.001), and employee commitment as a factor of marketing strategy (r=0.910**, p0.001).

Multiple Regression Analysis

Table 5. Regression model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.939a	.882	.880	.1.135	.880	831.498	2	112	.000	.200

a . Predictors: (Constant), Technology, Employees' Commitment, Leader Capacity, Work Environment

b . Dependent Variable: Organisation Sustainability

Source: SPSS (20) Output, 2022

R is used to show the correlation in the table above. The above regression model's R-value, which shows a high correlation between marketing strategy predictors and organisational sustainability in the African business scenario, was 0.939. The value of the R-square, or R multiplied by R, is 0.882. The cumulative effect of all investigated variables on the explained variable, which is 88.2%, is shown by the R-square.

Table 6. ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1096.527	4	274.132	229.358	.000[b]
	Residual	131.473	110	1.195		
	Total	1228.000	114			

A. Dependent Variable: Organisation Sustainability

B. Predictors: (Constant), Technology, Work Environment, Leader Capacity, Employees' Commitment

Source: SPSS (20) Output 2022

The combined significance of all studied variables on the explained variable is shown by the ANOVA value's p-value, which is below the 0.05 threshold. The value of 0.000 is below this level, indicating the combined significance of all explored variables on the explained variable.

Table 7. Coefficients of the regression model (saturated model with all IV)

Coefficients [a]						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.223	.451		9.365	.000
	LEADER CAPACITY	.272	.083	.451	3.281	.001
	WORK ENVIRONMENT	.203	.095	.242	2.136	.001
	EMPLOYEES' COMMITMENT	.133	.102	.179	1.296	.001
	TECHNOLOGY	.408	.103	.446	3.960	.000

a. Dependent Variable: Organisation Sustainability

Source: SPSS (20) Output 2022

Analysis

It is anticipated that, while all other variables are held constant, a leader's effectiveness will result in a 0.451 Standardised Coefficients single unit change in organisational sustainability. When organisational sustainability increases in standardised work contexts, it is anticipated that there will be a 0.242 single unit change while the variables remain constant. Change in organisational sustainability at a single unit Employee commitment is predicted to have a 0.179 standard deviation single unit change on the organisation's sustainability when the other variables are maintained constant. According to estimates, a single unit change in technology will have a 0.446 standard deviation on an organisation's ability to remain sustainable when all other aspects remain constant.

Normality Assessment

The estimated value of Distance Mahal, as shown in Table 8, lies between the range of.011 to 6.912. Given that it is between.011 and 6.912 miles to the Taj Mahal, the figures are less than the allowed range of 0 to 7. It demonstrated that the collection of data was normal and error-free. According to Table 8, the distance between cooks should have been between.000 and.075. It became clear that the results fell below the allowed range of 0 to 1, given that the distance between the cookers was between.000 and.075. It demonstrated that the data were normal and that normality was not in question.

Table 8. Normality Assessment

Statistics[a] Residuals					
	Least	High	Mean	Deviation Std.	N
Value Predicted	2.6376	4.4376	3.7311	.41590	426
Predicted Std. Value	-2.629	1.699	.000	1.000	426
Predicted Error Value	.036	.102	.049	.015	426
Adjusted Predicted Value	2.5980	4.4417	3.7308	.41629	426
Error Term	-2.68760	2.02904	.00000	.73712	426
Residual Std.	-3.642	2.749	.000	.999	426
Residual Stud.	-3.646	2.776	.000	1.002	426
Residual Deleted	-2.69418	2.06866	.00026	.74242	426
Deleted Stud. Residual	-3.702	2.799	-.001	1.006	426
Distance Mahal.	.011	6.912	.998	1.467	426
Distance Cook's	.000	.075	.004	.009	426
Leverage Centered Value	.000	.017	.002	.004	426
a. Dependent Variable: TCoD					

Source: SPSS, 2022 Output

Measure of Sampling Adequacy

The measure of Sampling Adequacy's appearance as a result of the addition is depicted in Table 9 (Kaiser-Meyer-Olkin). It is clear that the Kaiser-Meyer-Olkin test's result confirms sampling adequacy because the estimated value of the test's measure of adequacy (.762) falls between the range of.7 and 1. Additionally, according to the accept table, the Chi-Square (Approx.) value was 695.684 and the significance value was.000, which is less than.05, suggesting a degree of significance that was acceptable.

Table 9. Measure of Sampling Adequacy

Bartlett's and KMO's Test		
Measure of Sampling Adequacy (Kaiser-Meyer-Olkin)		.762
Sphericity Test of Bartlett's	Chi-Square (Approx.)	695.684
	df	3
	Sig.	.000

Principal Component Analysis

Table 10 demonstrates that the explained Total Variance with the Eigen-values (Initial) was larger than 1, or 1.455, with a variance of 72.774% and a cumulative percentage of 72.774 for all components considered together. The sums of Squared Extraction Loadings Cumulative% revealed

that the cumulative influence of all components on the dependent variable was 72.77%, according to Principal Component Analysis.

Table 10. Explained Total Variance

Explained Total Variance							
Component		Eigenvalues (Initial)			Sums of Squared Extraction Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	1.455	72.774	72.774	1.455	72.774	72.774
	2	.545	27.226	100.000			
Extraction Method: Principal Component Analysis.							

Confirmatory Factor Analysis

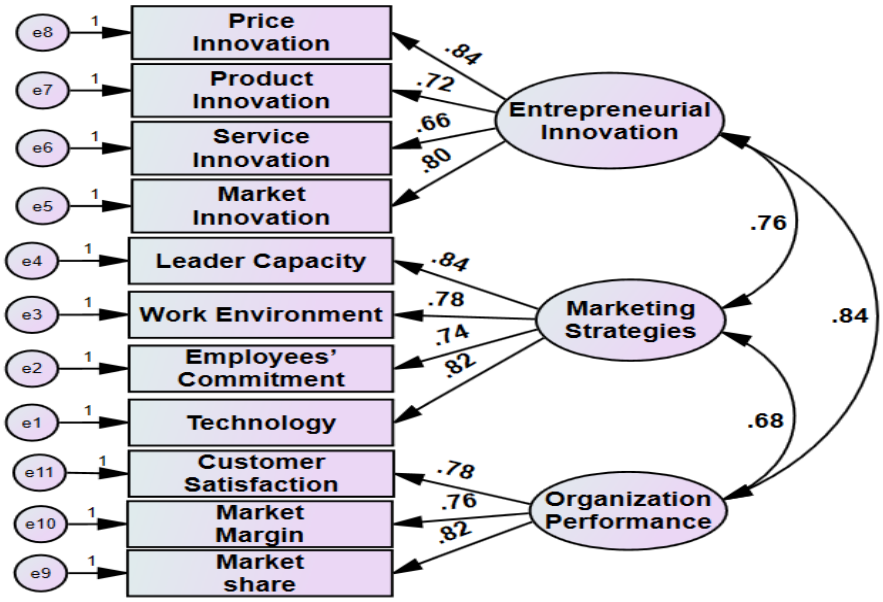

Figure 2. Confirmatory Factor Analysis

Confirmatory factor analysis showed that all items had factor loadings over 0.5, indicating that all items contain sufficient reflective constructs and can support discriminative validity.

Structural Equation Modeling

The model fit sheet offers a summary of the SEM model fitness results together with their approved values, as seen in the table above. Researchers discovered that the model fitness was represented by the Chi-Square (CMIN), Goodness of Fit Index (GFI), Baseline Comparisons in Model Fit, Parsimony-Adjusted Measures, Root Mean Square Error of Approximation (RMSEA), Standardised Root Mean Squared Residual, Comparative Fit Index, and Critical N values when they compared the SEM model fit indices with the standardised values. This led to the discovery of partial mediation with a value of 40.67.

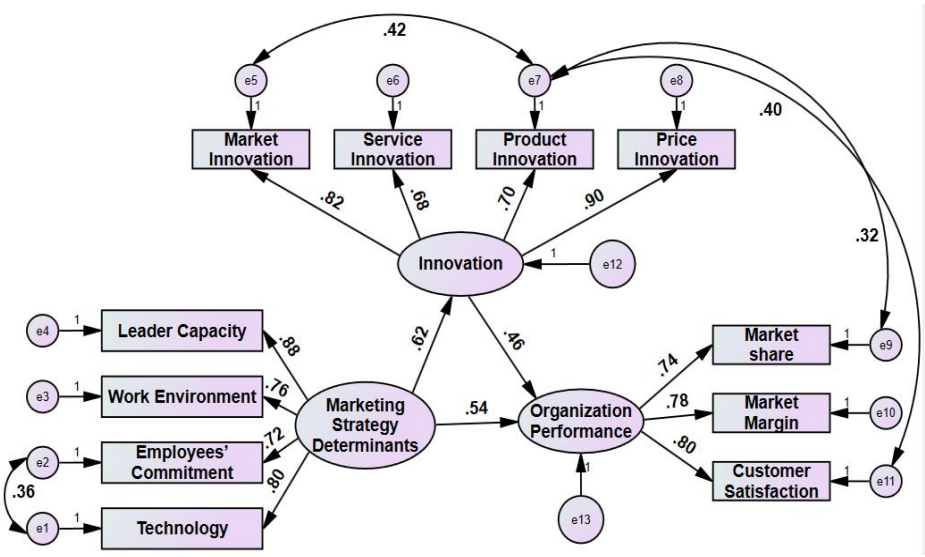

Figure 3. The result of Structural Equation Modeling

Table 11. Result Explanation

Acronym	Explication	Accepted fit	Result
Likelihood Ratio	P-value	**≥ 0.05**	0.07
Relative X2	(X2/df)	**≤ 2** = adequate fit	1.806
CMIN/DF	Chi-square divided by Degree of Freedom	**≤ 3** = adequate fit **≤ 5** = reasonable fit	1.908
GFI	Goodness of Fit Index	**1** = perfect fit **≥ 0.95** = excellent fit **≥ 0.9** = adequate fit	0.91
AGFI	Adjusted Goodness of Fit Index	**≥ 0.90** = adequate fit	0.92
CFI	Comparative Fit Index	**1** = perfect fit **≥ 0.95** = excellent fit **≥ .90** = adequate fit	0.94
RMSEA	Root Mean Square Error of Approximation	**≤ 0.05** = reasonable fit	0.034
RMR	Root Mean Squared Residual	**≤ 0.05** = adequate fit **≤ 0.07** = adequate fit	0.006
SRMR	Standardised Root Mean Squared Residual	**≤ 0.05** = adequate fit	0.04
CN	Critical N	**≥ 200** = adequate fit	254

Source: AMOS output (2022)

CONCLUSIONS

According to the responses of the majority of respondents, who fell within the strongly agree ranges, the commitment of employees, work environments, leadership capabilities, and technology predictors all have a significant impact on the organisational sustainability of the banking industry business sector. In addition to the study area, limitations on several variables (employee

commitment, work circumstances, leadership capability, and technology predicators) put the organisational sustainability of the banking industry business sector in danger. The results of the correlation analysis show a significant and positive relationship between the organisation's sustainability of the implementation of bank marketing strategies and the four study variables—employee commitment, work environments, leadership capability, and technology predicators—that determine the organisation's sustainability of the banking industry business sector.

Regression analysis was performed after confirming the organisation's viability and the pre-model fitting assumptions, such as the variables' normality, linearity, and multi-co linearity. According to the study, the four independent variables (employee commitment, work environments, leadership capability, and technology predictors) can affect the variation in an organisation's ability to survive in the banking industry. The regression analysis's (R-square) value of 0.882 also supports this idea. The study's findings show that the four criteria have a strong, significant relationship with the banking industry's organisational sustainability in the modern BuleHora branch. The results of the correlation study show a significant and favourable association between the organisation's capacity to adapt bank marketing tactics and the many research factors, including dedication and hard work. This notion is further supported by the regression analysis's (R-square) score of 0.882. These findings are primarily the result of a lack of employee dedication, a hostile work environment, poor leader competency, and a sluggish uptake of new technology. Related predictors were one of the primary issues when entrepreneurial innovation mediation was put into practice. One of the most effective methods for encouraging organisational sustainability in Ethiopia is a leader's abilities. The researchers offered suggestions to the appropriate body on how to handle the forecasts, deal with issues that arose throughout the implementation of marketing strategies, and ultimately deliver successful marketing strategy implementation and solid organisational sustainability.

LIMITATION & FURTHER RESEARCH

Due to the limitations of quantitative research, researchers are only able to pursue specific statistical links, which causes them to ignore more general themes and connections between the variables they are using. The main issue with the current research was that it took too long. Another problem was the interpretations' limitations. Knowledge and personal experience informed observations and evaluations. The ability of a leader is one of the most promising strategies for promoting organisational sustainability in Ethiopia. The researchers provided the appropriate body with recommendations on how to handle the predictions, resolve the problems encountered during the execution of marketing strategies, and eventually provide effective marketing strategy implementation and strong organisation sustainability.

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