The Role of Performance Marketing in Achieving a Sustainable Competitive Advantage for Hotels

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ARTICLE INFO	Abstract
	This study aims at investigating the role of performance marketing in achieving a sustainable competitive advantage for hotels. The study focused on the performance marketing as an independent variable and sustainable competitive advantage as a dependent variable through its dimensions (innovation, quality, flexibility, and differentiation). The study was based on the quantitative method. Data was collected using a questionnaire to test the hypothesis of the study. Data was collected from (392) managers, supervisors, and employees working in these hotels in the greater Cairo governorate. Results and hypotheses have been analyzed and tested through SPSS V.16.0 and the partial least squares (PLS.3). The results indicated the significant relationship between performance marketing and sustainable competitive advantage. Furthermore, the results suggested important implications for hotels such as including the importance of maintaining the level achieved by the adoption of performance marketing, and further improving the sustainable competitive advantage of surveyed hotels.

1. Introduction

Marketing has increasingly gained force within organizations as a vital tool for surviving in the highly competitive market and the achievement of revenue. For an organization to survive in the competitive environment, it is required to improve its reputation, keep its customer base, and sustain its competitive advantage, among other business essentials. Marketing is one of the most important elements of a successful organization. Recently, marketing increased the competitiveness of businesses and increased the impact on the external environment, and contributes to business development to create new opportunities that lead to competitive excellence (Gregurec and Grd, 2012). According to Kotler and Keller (2012), performance marketing is designed to fully capture the return on investment from marketing programs and activities (financial like sales or non-financial like business ethics, laws and regulations) for the organization. Performance-based marketing is about understanding the importance of performance measurement as a result of various financial and non-financial marketing activities.

All organizations want to gain a competitive advantage distinguish them from competitors. The competitive advantage in recent years has attracted great attention on a global level, so the topic is currently the top priority list of interests of various countries in the world to keep up with the demands of developments, the competitive business environment around the world today and the factors and customer power are one of the hallmarks of today's business environment associated with the dynamism and complexity of markets. A way has to be found to survive, adapt to the challenging environment and have a suitable position in a competitive environment (Hakkak and ghodsi, 2015). The suitable marketing strategy for the organization depended on many factors, including the goals of the organization, its strategies, and targeted customers, in addition to the stage the product goes through during its life cycle, and lastly the marketing strategies of competitors (Scrinis, 2016).

2. Literature Review

2.1 Performance Marketing

Performance marketing is an activity and a method of capturing the activities of society, law, safety, and the environment and ethics. Performance marketing negotiation has been observed to be consistent with the concept of social accountability. There are some contemporary civilization practices such as to cause negotiations and related markets and other practices of social responsibility (Kotler and Keller, 2003). According to Sheth and Sisodia (2006), performance marketing contracted with the broader concerns and their legal, ethical, social, and environmental implications, as well as understanding performance marketing and the returns from marketing activities and programs.

In addition, Kotler and Keller (2007) stated that performance marketing is based on meeting consumer needs and wants, but tries to interact with the community that is more interested in the organization. according to Sisodia, Wolfe, and Jag (2007), performance marketing involved understanding the returns from marketing activities and programs, as well as considering the wider concerns and their legal, ethical, social, and environmental implications.

According to Kotler and Keller (2009), performance marketing is consistent and takes into account social considerations and ethics, as well as marketing practices. Organizations have to bombard conflicting standards of participation, profitability, consumer demand, and consensus the most, and these are contemporary inputs, as well as these contemporary inputs on social responsibility and the well-being of society as an agency.

In addition, Kotler, Keller, Brady, Goodman, and Hansens, (2009) defined performance marketing as the obligation of marketing organizations not to damage the social environment and to use their skills and resources as far as possible to develop the environment. This variable is measured using the following dimensions; ethics, environmental context, legal considerations, and social factors. Furthermore, Govindarajan (2009) added that performance marketing is a component of performance marketing that included a wide range of marketing activities for social, legal, environmental, and ethical activities and programs.

Kotler, Keller, Koshy, Jha, (2013) stated that performance marketing consisted of three major aspects. *First*, performance regarding customers (including intermediaries and regulators) in terms of satisfaction and delight. *Second*, performance regarding the company in terms of sales, profit, growth, brand equity, and customer acquisition and retention. *Third*, performance concerning society and environment in terms of equity, justice and sustainability. Major ethical marketing issues regarding the company seemed to be internal frauds, fudging of data, leaking company plans, and in some cases, major frauds.

According to Mone, POP, and Paina, (2013), performance marketing is a comprehensive process that encompasses all the activities and activities implemented by the organization, that is, the marketing philosophy that the organization goes through to gain a good reputation with the customer. It does not depend on their reports, but on the decisions and procedures that result from their use. Furthermore, Ikonen (2017) added that performance Marketing required understanding not only the financial but also the non-financial returns from marketing activities and programs for organizations and society.

2.1.1 Importance of Performance Marketing

According to Postma (1999); Kotler, Roberto, and Lee, (2002) and Lusch (2007), performance marketing has brought organizations many benefits. First, performance marketing can be a source of added value by creating new businesses and taking into account the needs and interests of beneficiaries, in addition to applying the moral concept of the consumer movement. Second, achieving organizational engagement: Building a good reputation and adhering to performance marketing practices, higher values, and ethical standards in relationships with various stakeholders can increase employee engagement with the organization and help attract and motivate skilled workers to work for sustainable development. Third, improving financial performance: Investing in intangible assets can affect the returns on the reputation and positive image of these practices and paints a bright picture of the organization. Fourth, social marketing helps businesses and corporations send a good message that they care about the environment. Fifth, performance marketing can be a sustainable source of competitive advantage. Finally, an environmentally friendly approach gives organizations a competitive advantage over your competitors. When an organization offers its customers environmentally friendly products and services, it increases the customer loyalty ratio.

2.2 Sustainable Competitive Advantage (SCA)

Sustainable competitive advantage (SCA) is the goal of every organizational strategy and can be achieved in a variety of ways. Higher performance is associated with a competitive advantage, and an advantage certainly leads to superior performance (Reed and Defillipi, 1990). According to Flamholtz (2003), SCA resulted from various variables of a successful organization, including markets, products, resources, operating systems, management systems, and corporate culture. Furthermore, Altenburg, Schmitz, and Stamm, (2006) defined SCA as a development that meets today's needs without impairing the ability of future generations to meet their own needs. SCA enabled the organization to maintain and improve its competitive position in the market. This is a benefit that allows the organization to outlast the competition for a long time.

Johnson and Scholes (2005) added that an SCA is a position that an organization has over its competitors. Regarding Esty and Winston (2009) organization's business advantage over its competitors is referred to as competitive advantage. They added that this benefit allowed the organization to generate more sales or net income and that it retained more of its existing customers. The organization needed to be able to stay competitive for some time and ensure that its strategies cannot easily be transferred to competitors.

According to Dirisu, Joy, Iyiola, and Ibidunni, (2013), an organization should have a SCA if existing or potential competitors cannot duplicate, or imitation would be too costly. While taking a strategic resource-based perspective, the organization should capitalize on resources and opportunities, or neutralize threats. There should be no bias to make equal chances for scarce, imperfect, inimitable, and sustainable human resources. Furthermore, Srivastava, Franklin, and Martinette, (2013) indicated that organizations gain SCA through a set of skills to develop core competencies so that they can serve their target customers better than their

competitors. Core competency refers to a set of unique competencies developed in the main areas of quality, customer service, innovation, flexibility, and responsiveness of an organization to outperform its competitors. An organization that differed from its competitors and remained superior to its consumers gained SCA. (Darcy; Hill; McCabe; McGovern, 2014; Khan, 2014).

2.2.1 Importance of Sustainable Competitive Advantage

SCA is an indicator of the organization's ability to achieve a leadership position, gain a larger market share than its competitors, and retain existing customers and attract more customers (Hill, 2009). The importance of SCA for organizations is necessary to gain an advantage over other organizations in the same sector. This leads to appropriate use of resources that sets the organization apart from other organizations. Various studies such as: Vinayan, Jayashree, and Marthandan, (2012); Huang, Dyerson, Wu, and Harindranath, (2015) identified the importance of SCA. *First,* SCA is an important factor for the long-term survival of organizations. *Second,* by achieving SCA, the organization can generate an above-average economic income or income. This focuses on how businesses get and maintain the benefits. *Third,* SCA leads to an increase in profitability and market share of the organization. *Fourth,* SCA is seen as long-term support of value creation, and not applied chronologically by a competing organization. *Fifth,* SCA helps the organization to take advantage of external environmental changes, create opportunities, and avoid threats. *Sixth,* the organization's sustained competitive advantage brought with it two main strengths: an internal strength of resources and capabilities and a power outside the market. *Finally*, SCA gives organizations a strong indicator to strengthen their control (market share) in the market more than their competitors. This can mean that the organization has control of many customers compared to other competitors.

2.3 Performance Marketing and Sustainable Competitive Advantage

Performance marketing could be a source of sustainable competitive advantage through the fact that social responsibility is an ethical principle and is necessary for the organization that could generate intangible assets. In addition, reduce operating costs by reducing or saving the cost of information technology and other equipment (Pride and Ferrell, 2001). According to McWilliams, Van Fleet, and Cory (2002), performance marketing has two broad aspects, namely, financial accountability and social responsibility marketing. Performance marketing strategies, when supported by political strategies, can be used to create sustainable competitive advantage. In terms of Kotler and Keller (2006) performance marketing required organizations to determine the needs, wants, and interests of target markets to satisfy them more effectively and efficiently than competitors to achieve sustainable competitive advantages, but in a way that preserves or improves the well-being society.

In addition, Nemec (2010) indicated that performance marketing searched for fully capture the return (financial, or nonfinancial) on the marketing programs and activities, for both the company and the society at large. Service firms play a constructive role in society by adopting performance marketing strategies to achieve sustainable competitive advantages. Furthermore, performance marketing is one of the ways the organization can achieve sustainable competitive advantage by focusing its marketing efforts within the organization on delivering the best to serve and protect the organization's customers (Gacsi and Zeman, 2013).

Therefore, the research aims to investigate the role of performance marketing in achieving sustainable competitive advantage for hotels. Therefore, the following hypothesis is proposed

H1: There is a significant relationship between performance marketing and sustainable competitive advantage.

3. Methodology

The study methodology was quantitative in nature and used to facilitate a deductive approach to exploring performance marketing practices in investigated hotels, and the effect of these practices on the SCA. The purpose of this research is to provide the logical basis for the methodological choices made during this research and to explain how the data were collected and analyzed. A descriptive and analytical approach was followed, which described the phenomenon and then analysis, and interpretation, based on the collected data. Greater Cairo hotels have been chosen as a prime case research area, because it is the most dominant economic, social and political city in Egypt.

3.1 Sampling and Data Collection

The questionnaire forms were distributed to 614 respondents of staff from various positions who worked in Greater Cairo hotels in a simple random sample. Data were collected from 21 June 2021 to 13 October 2021. A total of 448 forms were received, representing a response rate of 72.96 %. 56 forms were not reliable. Therefore, the reliable number of questionnaire forms was 392 for this study.

3.2 Measurements

In this study the questionnaire form is composed of three sections to facilitate the data analysis process. The first section contains the demographics of the respondents and other work-related information. The second one measures performance marketing. A total number of five items of performance marketing were used, which were adopted from Alhakeem (2019)[1] and Samawi and Salman (2019). The third section aims to measure sustainable competitive advantage through its dimensions (innovation, quality, flexibility, and differentiation) were measured through 17 items adopted from Al-Qurneh (2014)[2]; Alhawarni (2017)[3]; Alziyadat (2015)[4]; Auso and Nuree (2017); Al Farajani *et al.* (2018)[5] and Li *et al.* (2006). A 5 Likert scale was used, fixed from 1= strongly disagree to 5= strongly agree.

4. Results and Discussion

The conceptual model and the hypothesized relationships were tested using PLS-SEM through Smart PLS 3 software and SPSS v. 16 for descriptive statistics. The first step in evaluating the PLS-SEM results involved examining a set of criteria for the measurement model. The specifications of the reflective measurement model were applied, meaning that the direction of causality was from the constructs to their observed variables or claims. When the assessment of the measurement model was satisfactory, the next step was to assess the structural model.

4.1 Descriptive Statistics of Performance Marketing

Table (1) indicates that the total mean of perception of respondents of the performance marketing was 4.27 with a standard deviation value of 0.652. Thus, there was a general strong agreement among the respondents regarding their perception of performance marketing.

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[1] In Arabic references

Table (1): Descriptive statistics for performance marketing

Items		1	2	3	4	5	Mean	SD	Result
Performance marketing							4.27	.652	**Strongly agree**
1	The hotel improves the effectiveness of its marketing operations to increase financial benefits.	0.8	1.8	6.6	43.6	47.2	4.35	.748	**Strongly agree**
2	The hotel works to improve the performance of its employees to improve and develop competition with others.	0.8	2.8	8.4	42.9	45.2	4.29	.797	**Strongly agree**
3	The hotel is working on introducing advanced mechanisms and technologies that contribute to improving staff performance.	1.3	2.6	11.7	43.6	40.8	4.20	.839	**Strongly agree**
4	The hotel encourages customers to provide feedback to help evaluate staff performance.	0.8	1.5	10.5	40.3	46.9	4.31	.780	**Strongly agree**
5	The hotel is concerned with the social, ethical, healthy, and legal environments within the community.	0.8	3.6	10.2	44.3	41.1	4.21	.825	**Strongly agree**

❖**Strongly disagree = 1. Disagree = 2. Neutral = 3. Agree = 4. Strongly agree = 5**

4.2 Descriptive Statistics of Sustainable Competitive Advantage

Table (2) indicates that SCA achieved a total mean value of 4.16 with a standard deviation value of 0.632, thus this confirms a general agreement from the majority of respondents about sustainable competitive advantage. Regarding its dimension, the total mean value of Innovation was 4.04 with a standard deviation value of 0.788, which can be considered as a general agreement from respondents. In addition, quality had a total mean value of 4.30 with a standard deviation value of 0.699, which reflects a general strong agreement among the most respondents about quality. Furthermore, flexibility had a total mean value of 4.09 and a standard deviation value of 0.707, indicating general agreement among the majority of respondents. Furthermore, differentiation had a total mean value of 4.23 and a standard deviation value of 0.659, which indicates a general strong agreement among most respondents about differentiation.

Table (2): Descriptive statistics for sustainable competitive advantage

Items		1	2	3	4	5	Mean	SD	Result
2. Sustainable Competitive Advantage							4.16	.632	**Agree**
a. Innovation							4.04	.788	**Agree**
1	The hotel provides full support for creative individuals.	2.3	4.3	25	37.8	30.6	3.90	.964	**Agree**
2	The hotel evaluates the performance of the staff using modern methods.	2.1	5.1	16.3	40.3	36.2	4.04	.956	**Agree**
3	The hotel focuses on creating new products and services.	1.3	4.1	12	49.2	33.4	4.09	.852	**Agree**
4	The hotel can devise advanced methods and tools that help persuade customers to purchase hotel products and services.	1.3	3.6	11.5	46.9	36.7	4.14	.849	**Agree**

b. quality						4.30	.669	**Strongly agree**
1	The hotel has a clear and documented quality policy.	1	2.5	9.2	41.1	46.2	4.29	.816	**Strongly agree**
2	The hotel can compete on quality.	0.8	4.1	7.6	39.5	48	4.30	.837	**Strongly agree**
3	The rate of customer complaints about the quality of services and products decreases.	1	2	13.5	45.7	37.8	4.17	.812	**Agree**
4	The hotel takes care of customers' problems and finds appropriate solutions to them.	0.5	0.8	4.6	38.8	55.3	4.48	.671	**Strongly agree**
c. flexibility						4.09	.707	**Agree**
1	The hotel can reduce the time required for customers to obtain products and services.	0.5	2.3	7.4	43.6	46.2	4.33	.754	**Strongly agree**
2	The hotel's appliances and equipment are multipurpose.	0.8	3.3	16.3	48	31.6	4.06	.824	**Agree**
3	The hotel seeks to develop the skills of its employees, enabling them able to perform more than one job or business.	2.6	6.1	13	46.4	31.9	3.99	.962	**Agree**
4	The hotel is flexible enough in production processes in terms of changing machines and equipment and any other requirements.	1.3	3.6	16.8	50.5	27.8	4.00	.840	**Agree**
d. differentiation						4.23	.659	**Strongly agree**
1	The hotel can change its product and service offerings to satisfy customers.	0.8	2.1	11.2	52	33.9	4.16	.760	**Agree**
2	The hotel can provide products and services as requested by clients.	0.8	2	7.9	51.5	37.8	4.23	.744	**Strongly agree**
3	The hotel has a clear tendency to work towards Excellence Awards.	1	3.1	10.7	43.4	41.8	4.22	.833	**Strongly agree**
4	The hotel strives to provide distinguished products and services.	0.8	2	4.9	45.9	46.4	4.35	.735	**Strongly agree**
5	The hotel offers products and services to customers at affordable prices.	0.5	3.1	11.2	48	37.2	4.18	.788	**Agree**

❖**Strongly disagree = 1. Disagree = 2. Neutral = 3. Agree = 4. Strongly agree = 5**

4.3 The Measurement Model (Outer Model)

An outer or a measurement model reflects the relationship between each latent variable that needs to be predicted, and the indicators that are also referred to as manifest variables (Ringle, Sarstedt, and Mooi, 2010). To evaluate the reliability of the measurement model, which is particularly done in reflective models, internal consistency reliability and indicator reliability have been tested. Validity refers to the extent of the accuracy of the assessment in which the nominated assessment measurement items correspond to a particular construct or LV as predicted by a theory. To assess the validity of the measurement model, the convergent and discriminant validity are tested (Henseler; Ringle; Sinkovics, 2009).

Convergent validity is measured by the Average Variance Extracted (AVE), which reflects the proportion of the explained variance that is captured for a particular LV about the amount of variance due to measurement error. An AVE above 0.5 means that, on average, LV can explain

more than half of the variance of its indicators. If the AVE is less than 0.5, then the variance due to measurement error is greater than the variance due to the construct. The convergence validity of the construct in this case, is questionable. Discriminant Validity refers to the level of correlation between measurement items of another unrelated construct with measurement items of other unrelated construct(s), which should not be correlated with one another. There are two ways for testing the discriminant validity, the Fornell -Larcker-Criterion performed on the construct level and cross-loadings performed on the indicator level (Henseler *et al.*, 2009).

Table (3): The assessment criteria to determine the reliability and validity of the measurement model

criterion	Description
Cronbach's alpha	The minimum acceptable threshold is 0.7, and preferably is more than 0.8.
Composite reliability	The composite reliability must not be less than 0.7.
Factor loading	Absolute standardized outer loads should be significant at the 0. 5 level and higher than 0.7.
AVE	The average variance extracted should be greater than 0.5.
Cross-loadings	The item loading of each indicator is highest for its designated construct.
Fornell– Larcker criterion	The square root of the AVE of a construct should be higher than the correlations between the construct and other constructs.

Table (4): The results of measurement model reliability and convergent validity

Construct	Dimension	Items	Factor Load	VIF	AVE	CR	Cronbach's Alpha
Performance marketing		Pm 1	0.728	1.599	0.669	0.909	0.875
		Pm 2	0.884	2.985			
		Pm 3	0.882	2.948			
		Pm 4	0.799	1.876			
		Pm 5	0.786	1.826			
Sustainable competitive advantage	**Innovation**	Inv 1	0.886	2.807	0.758	0.926	0.894
		Inv 2	0.874	2.662			
		Inv 3	0.885	2.644			
		Inv 4	0.838	2.076			
	Quality	Qua 1	0.878	2.618	0.727	0.914	0.874
		Qua 2	0.884	2.688			
		Qua 3	0.841	2.024			
		Qua 4	0.804	1.820			
	Flexibility	Flex 1	0.791	1.665	0.699	0.903	0.856

		Flex 2	0.844	2.142			
		Flex 3	0.839	2.002			
		Flex 4	0.867	2.318			
	Differentiation	Diff 1	0.821	2.155	0.731	0.931	0.908
		Diff 2	0.883	2.978			
		Diff 3	0.872	2.779			
		Diff 4	0.903	2.944			
		Diff 5	0.794	2.002			

As shown in table (5) the square root AVE is greater than the intercorrelations as the AVE value for all constructs is higher than other constructs and thus, demonstrating discriminant validity.

Table (5): The Fornell-Larcker-riterion measurement model results

	Quality	Differentiation	Flexibility	Performance	Innovation
Quality	**0.853**				
Differentiation	0.715	**0.855**			
Flexibility	0.725	0.755	**0.836**		
Performance	0.731	0.707	0.730	**0.818**	
Innovation	0.712	0.728	0.777	0.758	**0.871**

4.4 The Structural Model (Inner Model)

The structural model is a set of directed paths reflecting a causal chain between constructs (Henseler *et al.* 2009); where the relationship originated from one construct and pointed to another construct. According to Ringle *et al.* (2010), a structural model is usually a theoretical model hypothesized. In addition, Mateos-Aparicio (2011) stated that in the structural model, a path analysis approach is applied to analyze the parameters. Therefore, the values that appear on the paths between each of the constructs in the structural model are called "path coefficients". Regarding Hair, Sarstedt, Hopkins, and Kuppelwieser, (2014) when evaluating the structural model, there are five criteria were used. *First,* path coefficient must be of least (0.100) and at significance (at least 0.05). *Second,* values of coefficient of determination (**R²**) were approximately 0.67, 0.33, and 0.19 are considered substantial, moderate, and weak, respectively (Hair; Sarstedt; Ringle; Mena, 2012). *Third,* effect size (**F²**) the predictor variable values of .02, 0.15, and 0.35 reflect a low, medium, and large effect, respectively (Henseler and Chin, 2010). *Fourth,* the proposed threshold value for a tested model is predictive relevance (**Q²**) should be > 0, where a higher Q² reflects a higher predictive relevance (Urbach and Ahlemann, 2010). *Finally,* goodness of fit (**GoF**) is the geometric mean of both the extracted average variances extracted (AVE) and the average of R² of the endogenous variables. The calculation formula of GoF is as follow:

$$GoF = \sqrt{(\overline{R^2} \times \overline{AVE})}$$

If GoF is less than 0.1, it means the model is no fit, if GoF is between 0.1 and 0.25 it means the model is a small fit, if GoF is between 0.25 and 0.36 it means the model is a medium fit, and when GoF is greater than 0.36 it means the model is large fit (Tenenhaus; Vinzi; Chatelin; Lauro, 2005; Wetzels; Odekerken-Schröder; Oppen, 2009).

As shown in Fig. 1 and Table (6) the results of the structural model show that performance marketing explains 66% for Sustainable competitive Advantage; this result indicates a moderate

explanatory power of performance marketing on Sustainable competitive advantage. In addition, Table (6) indicates that performance marketing had a large/ strong appositive effect on the sustainable competitive advantage as the value of f^2 value is 1.969 **which is > 0.35**. As shown in Fig. 1 and Table (6) the result of the structural model shows that the value of Q^2 for the sustainable competitive advantage **>Zero** which means that there is Predictive Relevance, and these results support the claim that this study model has adequate predictability. Furthermore, the result of the GoF for The Structural model is 0.6893 **which is >0.36**, this result means that the model is a large fit.
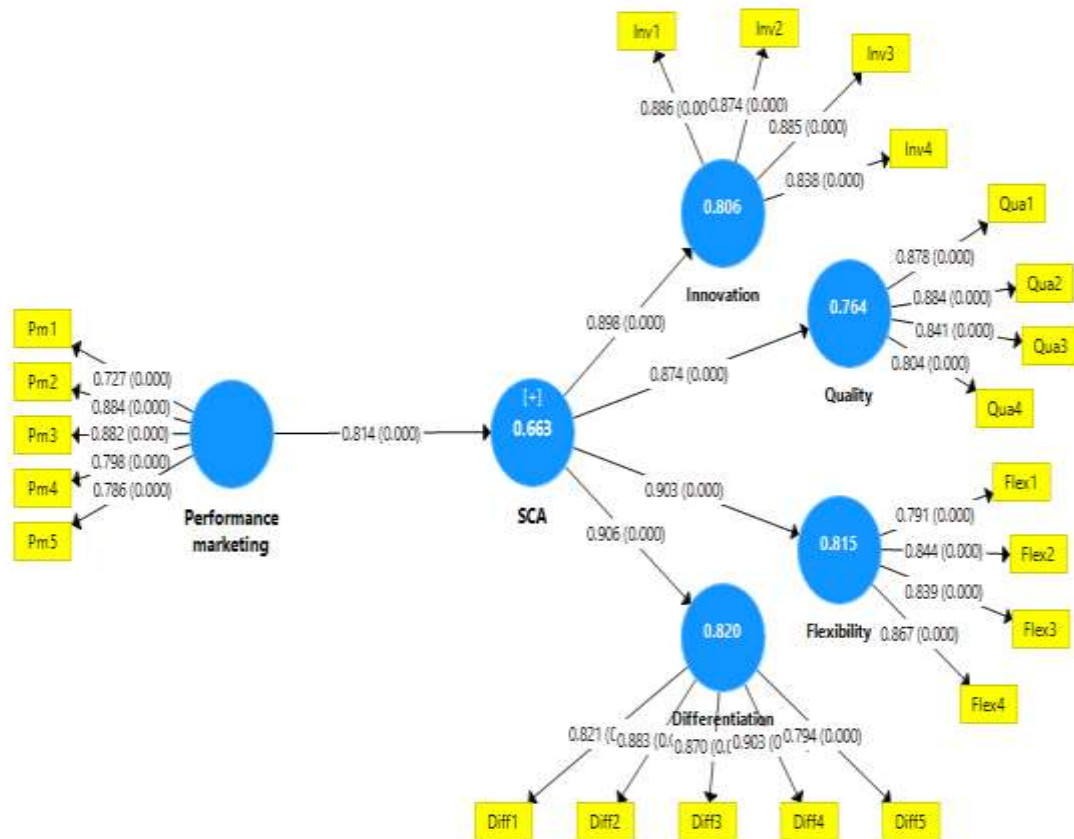

Figure (1): Structural model (Path coefficient, significance, and R^2)

Table (6): The results of the structural model

Construct	Effect Size (f^2)	coefficient of determination (R^2)	Prediction relevance (Q^2)	Goodness of Fit (GoF)
Performance Marketing -> Sustainable competitive advantage	1.969 (large)	0.663 (moderate)	0.382 (There is a Predictive Relevance)	0.6893 (Large fit)

As indicated in Fig. 1 and Table (7) the result of the structural model shows that performance marketing had a positive relationship with a sustainable competitive advantage as ($\beta = 0.815$, p-value = 0.000); therefore, this result supported **H1** [There is a statistically significant relationship between performance marketing and sustainable competitive advantage]. This

result emphasized the dynamic relationship between performance marketing and sustainable competitive advantage stated by Keller and Kotler (2015) which argued that performance marketing required that organizations determine the needs, wants, and interests of target markets to satisfy them more effectively and efficiently than competitors to accomplish sustainable competitive advantages, but in a way that preserves or enhances customers' and society's well-being. Marketers can engage in cause marketing and other socially responsible marketing programs that provide mutually beneficial outcomes in that regard. In addition, this result is consistent with McWilliams, Siegel, and Wright (2006) and Kotler *et al.* (2009) indicated that performance marketing strategies, when supported by political strategies, may be used to create sustainable competitive advantage. Therefore, performance marketing expects a marketer to evaluate the effect of marketing decisions on the customer, the company, society, and the environment.

Furthermore, (Bhattacharya and Sen, 2003; Nemec, 2010; and Kotler and Keller 2012) agreed with the result and confirmed that performance marketing searched for fully capture the return (no matter if financial, such as sales revenues, or non-financial, such as relations with the community, business ethics, laws, and regulations) on the marketing programs and activities, for both the company and the society at large. Service firms play a constructive role in society by adopting performance marketing strategies to achieve sustainable competitive advantages. Additionally, (Yulianto, 2010) confirmed that performance marketing is key to business success and sustain competitive advantage as a result of market strategy for customers, the market, and these benefits financially for the organization, its marketing performance such as sale, growing market share.

Table (7): Results of the research hypothesis

Relationship	Std. Beta	Std. Error	T-Value	P-Value	Result
Performance Marketing -> Sustainable competitive Advantage	0.815	0.021	38.949	**0.000**	Supported**

❖ **Significance at (0.05)**

5. Conclusion
The results of the study show that performance marketing explains 66% for Sustainable competitive Advantage; this result indicates a moderate explanatory power of performance marketing on Sustainable competitive advantage. In addition, performance marketing had a large appositive effect on the sustainable competitive advantage. Furthermore, the results of the study show that performance marketing has a positive relationship with SCA as (β = 0.815, p-value = 0.000). This result emphasized the dynamic relationship between performance marketing and sustainable competitive advantage.

6. Implications of the Study
This study explored important results and contributed theoretically and practically to the importance of performance marketing and its positive impact on SCA. In addition, this study has contributed to the body of knowledge in the marketing of hotels in several ways. ***First,*** the study has proved through empirical testing that incorporating performance marketing into hotels would strongly improve their SCA. Therefore, implies hotels should incorporate marketing in all aspects of their operations. ***Second,*** the study developed a broader model of performance marketing and SCA that incorporates the variables. As shown in Fig. 1 the model

holds the view that if hotels adopted this broader view, they would greatly improve their SCA over competitors in the hospitality industry.

The findings of this study, when connected to the review of literature, resulted in major recommendations that have to be directed to hotel management in the area of performance marketing application and SCA.

- Activating marketing decisions in organizations because of their impact in supporting strategic decisions and achieving SCA.
- Increasing hotels interest of the types of marketing strategy as it is one of the basic tools that help it in introducing new products and services. Especially performance marketing, as it is through the results has a large effect on the SCA.
- Hotels management should pay more attention to innovation, quality, flexibility, and differentiation. Especially innovation and flexibility as the respondents' feelings of this dimension were lower than their feelings to the other dimensions.

7. Limitations of the Study

This study contained some limitations. *First,* the population of this study is composed of respondents from five-star hotels. Due to the nature of the hotel industry, the results may not be generalizable to other different categories. *Second,* this study was confined to five-star hotels in Greater Cairo geographic area in Egypt, so the findings may not be generalizable to other areas or countries. *Third,* the results derived from the data collected within a specific time period "During June, 2021". Therefore, other empirical longitudinal studies are needed to give more reliable implications.

8. Direction for Future Research

Performance marketing research must be updated to reflect the experiences of organizations that have applied it. Furthermore, this study can be used to derive many ideas for possible future research. *First,* it is possible to apply performance marketing in new presidential projects such as the New Administrative Capital, The New Suez Canal, and many other projects. *Second,* it is also possible to apply performance marketing in social projects such as a Good Life Project and encourage citizens to participate in such service social projects.

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دور تسويق الأداء في تحقيق ميزة تنافسية مستدامة للفنادق

ملخص البحث	معلومات المقال
تهدف هذه الدراسة إلى التعرف على دور تسويق الأداء في تحقيق ميزة تنافسية مستدامة للفنادق. ولذلك ركزت الدراسة على تسويق الأداء كمتغير مستقل والميزة التنافسية المستدامة كمتغير تابع من خلال أبعادها (الابتكار والجودة والمرونة والتميز). اعتمدت الدراسة على المنهج الكمي. وتم جمع البيانات من خلال الإستبانة لاختبار فرضية الدراسة. وتم جمع البيانات من (٣٩٢) فرد من المدراء والمشرفين والموظفين العاملين بهذه الفنادق بمحافظة القاهرة الكبرى. تم تحليل النتائج والفرضيات واختبارها من خلال برنامج التحليل SPSS V.16.0 وأيضا برنامج (PLS.3). أشارت النتائج إلى وجود تأثير كبير لتسويق الأداء على الميزة التنافسية المستدامة. علاوة على ذلك ، تحمل هذه النتائج آثارًا مهمة نظريًا وعمليًا للفنادق. كما قدمت الدراسة عددًا من التوصيات ، بما في ذلك أهمية الحفاظ على المستوى الذي تم تحقيقه من خلال اعتماد تسويق الأداء ، وزيادة تحسين الميزة التنافسية المستدامة للفنادق الخاضعة للدراسة.	**الكلمات الدالة:** تسويق الأداء الميزة التنافسية المستدامة الإبداع الجودة التميز المرونة