Unlocking the Red Queen's Strategy: Nurturing Customer Hope for Lasting Success

Baqer Khudair Al-Hadrawi [1*], Ameer Rajeh Jawad [2]
[1-2] Al-Furat Al-Awsat Technical University, Iraq

* Corresponding Author: **Baqer Khudair Al-Hadrawi**

Article Info

ISSN (Online): 2582-7138
Impact Factor (RSIF): 7.98
Volume: 06
Issue: 06
November - December 2025
Received: 11-09-2025
Accepted: 14-10-2025
Published: 08-11-2025
Page No: 230-240

Abstract

This study delves into the symbiotic relationship between businesses and customers, emphasizing the pivotal role of hope in the Red Queen's strategy. Employing a multidisciplinary approach, merging psychology, marketing, and business strategy, the research aims to uncover how organizations can strategically nurture and sustain customer hope. Methodologically, the study combines surveys, focus group discussions, and in-depth case studies across diverse industries to identify the mechanisms influencing hope and its impact on loyalty, satisfaction, and overall business success. The investigation, centered around the "Noor Al-Kafeel Institution for Animal and Food Products, " seeks to offer actionable recommendations, highlighting best practices and pitfalls to avoid. In a rapidly evolving marketplace, fostering customer hope emerges as a novel avenue for businesses to adapt, survive, and thrive, akin to the Red Queen's strategy. The study aspires to contribute valuable insights to both academic research and practical business applications, aiding a deeper understanding of how to unlock the secrets of the Red Queen's strategy for enduring success amidst rapid change.

DOI: https://doi.org/10.54660/.IJMRGE.2025.6.6.230-240

Keywords: Red Queen Strategy, Customer Hope, Adaptation, Customer Satisfaction, Lasting Success.

1. Introduction

In the dynamic world of business and commerce, the pursuit of lasting success is often akin to a relentless race. To navigate this ever-changing landscape effectively, organizations like Noor Al-Kafeel Institution for Animal and Food Products are increasingly turning to a strategy known as the "Red Queen" principle. Originating from evolutionary biology, the Red Queen hypothesis suggests that organisms must continually adapt and evolve just to maintain their current position, much like the Red Queen's declaration in Lewis Carroll's "Through the Looking-Glass" that one must run just to stay in the same place (Van Valen, 1977) [45]. In the context of Noor Al-Kafeel Institution, the application of the Red Queen strategy has significant implications for enhancing customers' hope of achieving lasting success. This strategy encapsulates the idea that continuous adaptation and innovation are not only beneficial but essential for survival and success in competitive markets (Barnett & Hansen, 1996) [7]; (Derfus et al., 2008) [20]. For Noor Al-Kafeel, a company operating in the ever-evolving realm of animal and food products, the Red Queen strategy becomes a beacon of hope for both the institution and its customers. By proactively embracing change and relentlessly pursuing improvements in product quality, supply chain efficiency, and and customer satisfaction, Noor Al-Kafeel endeavors to not merely keep pace with the competition but to leap ahead. The problem of the current study lies in the following question How can the Noor Al-Kafeel Institution for Animal and Food Products employ strategies to nurture customer hope for lasting success, drawing inspiration from the Red Queen's evolutionary concept, to adapt and thrive in the dynamic and competitive marketplace of animal and food products?

In this study, we will explore how the Red Queen strategy's application within Noor Al-Kafeel Institution positively impacts customers, fostering a sense of hope for long-term success. We will delve into how this strategy drives innovation, sustainability, and customer-centric approaches to provide superior value to clients while simultaneously reinforcing the institution's position as a dynamic and resilient player in the animal and food products industry.

2. Review the Literature

2.1. Red Queen Strategy

The Red Queen Strategy is a theoretical concept drawn from evolutionary biology, which has been adapted and applied in various fields such as ecology, economics, and even social sciences (Voelpel et al., 2005) [46]. Coined by biologist Leigh Van Valen in 1973, it derives its name from Lewis Carroll's "Through the Looking-Glass, " in which the Red Queen tells Alice, "Now, here, you see, it takes all the running you can do, to keep in the same place (Paavola, 2023:139) [39]. This metaphor aptly captures the essence of the Red Queen Strategy, which essentially revolves around the idea of constant adaptation and competition (Hiscock & Sterelny, 2023) [27]. In biology, the Red Queen Strategy is primarily related to the concept of co-evolution between species. It posits that in a world where species are locked in a perpetual arms race, each species must continually evolve and adapt to survive and reproduce (Van Valen, 1977) [45]. If one species evolves an advantageous trait, its competitors must evolve in response, creating a never-ending cycle of adaptation and counter-adaptation (Sultan & Alhadrawi, 2015) [43]. This is reminiscent of the Red Queen's admonition that you must run as fast as you can just to stay in the same place (Barnett & Hansen, 1996:142) [7].

The Red Queen Strategy is essential in explaining the evolution of sexual reproduction (Cuthbertson et al., 2023) [17]. In most species, sexual reproduction requires finding and courting a mate, which consumes time and resources (Barnett, 2008) [6]. Asexual reproduction, on the other hand, can be more efficient and faster (Barlow, 2011; Alhadrawi et al., 2024) [5, 3]. However, the constant adaptation and co-evolution with other species favor sexual reproduction because it introduces genetic diversity. This genetic diversity helps a species cope with ever-changing environmental conditions and the evolving strategies of parasites and predators. Thus, sexual reproduction is like the Red Queen's race, where species are constantly running to stay competitive in a dynamic environment (Kauffman, 1995:120) [30] "See Figure 1".

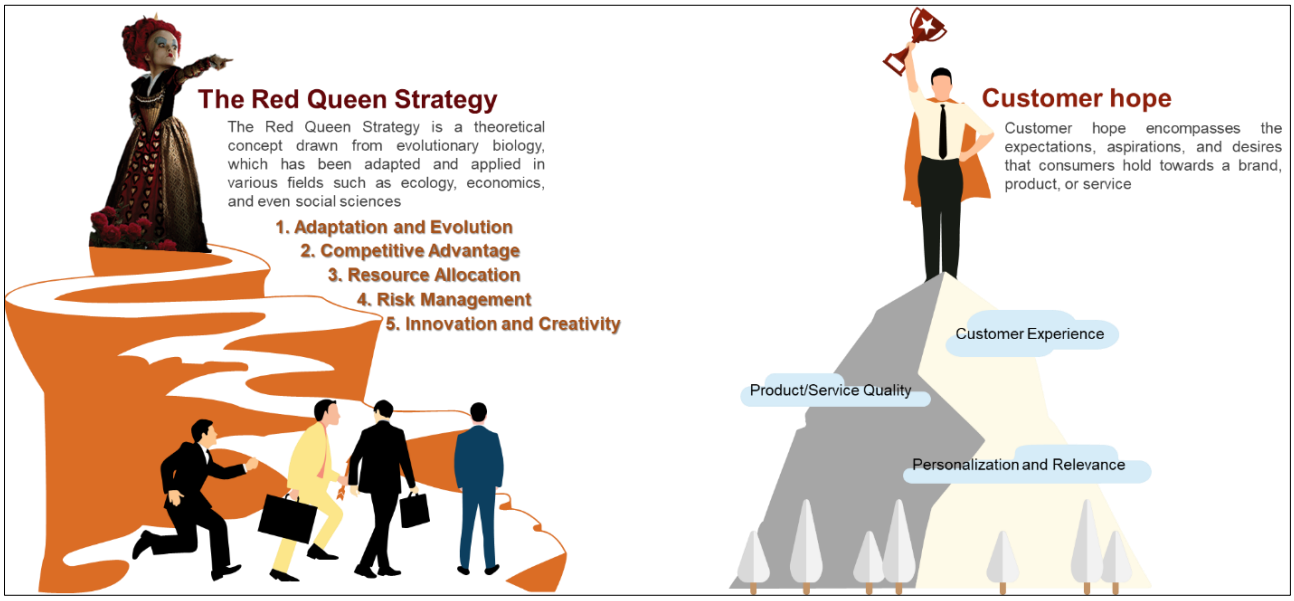

Fig 1: The impact of the red queen strategy

Beyond biology, the Red Queen Strategy has found applications in various domains. In ecology, it can explain the dynamics of predator-prey relationships and the co-evolution of host-parasite interactions (Barnett & Sorenson, 2002) [8]. In economics, it can be used to describe the competitive nature of markets, where businesses must continually innovate and adapt to maintain their position. It also applies to military strategy, where adversaries are constantly developing new tactics and technologies to gain an advantage (Cuevas et al., 2021) [16]. In the context of social sciences, the Red Queen Strategy can be applied to human society, describing how individuals and groups must continually adapt and evolve to remain competitive and relevant in areas such as technology, politics, and culture (Chen et al., 2019) [15]. For example, the rapid pace of technological innovation forces companies and individuals to keep updating their skills and knowledge to stay competitive in the job market (Derfus et al., 2008:63) [20]. the Red Queen Strategy is a powerful and versatile concept that underscores the perpetual cycle of adaptation and competition. It reminds us that in a world of ever-changing circumstances, staying in the same place is not an option (Ruhl & Salzman, 2002) [42]. To survive and thrive, whether in biology, economics, or any other field, one must run as fast as one can, just to keep up with the relentless Red Queen of change and competition (Liow et al., 2011) [35]. Here are five dimensions of the Red Queen strategy:

2.1.1. Adaptation and Evolution: The primary dimension of the Red Queen strategy is adaptation and evolution. In a rapidly changing environment, individuals, organizations, or species must continuously adapt and evolve to keep pace with their competitors or changing circumstances (Musiał, 2023) [38]. This could involve improving skills, processes, or technologies to stay competitive (Chakravorty & Hales, 2016:123) [14].

2.1.2. Competitive Advantage: The Red Queen strategy emphasizes the need for constant improvement to maintain or gain a competitive advantage (Giachetti et al., 2017, 1884) [26]. This dimension involves identifying what sets you apart from competitors and continually enhancing those attributes to stay ahead (Derfus et al., 2008:64) [20].

2.1.3. Resource Allocation: Efficient resource allocation is crucial in the Red Queen strategy. It involves allocating resources, such as time, money, and personnel, in a way that maximizes the ability to adapt and evolve. Being mindful of resource management helps ensure sustainability in a changing environment (De Onzoño & Carmona, 2012) [18].

2.1.4. Risk Management: Managing risks is another dimension of the Red Queen strategy. It involves anticipating and preparing for potential disruptions, uncertainties, or challenges (Burk & Kallberg, 2016) [13]. Being proactive in risk management can help minimize the impact of unexpected changes (Watts et al., 2015) [47] "See Figure 2".

Fig 2: Risk Management in the Red Queen's strategy

2.1.5. Innovation and Creativity: Innovation and creativity are integral aspects of the Red Queen strategy. Embracing new ideas, technologies, and approaches allows for continual growth and adaptation (Breznitz & Murphree, 2011) [11]. By fostering a culture of innovation, individuals and organizations can better position themselves to thrive in dynamic environments (Rammel, 2003:397) [40].

2.2. Customer Hope

In the realm of customer experience and relationship management, a rather subtle yet profound concept has begun to gain recognition: customer hope (Fazal-e-Hasan et al., 2018:103) [24].This notion, sometimes overlooked amidst the jargon of customer satisfaction and loyalty, holds the power to transform how businesses interact with their customers and build lasting relationships (Fazal-e-Hasan et al., 2019:86) [23].

Customer hope encompasses the expectations, aspirations, and desires that consumers hold towards a brand, product, or service (Eisingerich et al., 2019:203) [22]. It goes beyond the transactional nature of business and delves into the emotional and psychological aspects of the customer-company relationship. Customer hope is born out of a blend of factors that include personal experiences, cultural influences, marketing messages, and the promises made by a company (Ahmadi et al., 2023) [1]. When a customer engages with a business, they do so with the hope of a positive outcome. This could be a sense of fulfillment, satisfaction, delight, or even a meaningful solution to their problems. Customer hope is the foundation upon which customer loyalty and trust are built, and it has the potential to either strengthen or shatter these relationships (Makhafola & Anning-Dorson, 2022:127) [36] "See Figure 3".

Fig 3: Customer Hope

Customer hope is a multidimensional construct in consumer psychology and marketing, encompassing elements like optimism, positive expectations, trust in the brand, and anticipation of beneficial experiences (Langevoort, 1996) [34]. Research has shown that customer hope is linked to various positive outcomes, including increased customer satisfaction, loyalty, and advocacy (Ahn, 2021:1959) [2]. Customer hope refers to the positive expectations and desires that customers have when interacting with a company, brand, or product (Rastgar et al., 2022) [41]. It's the anticipation of a positive outcome or experience based on the promises, marketing, and reputation of the business (Bapat & Khandelwal, 2023) [4]. Customer hope is significant for several reasons: When customers have high hopes and their expectations are met or exceeded, they are more likely to be satisfied with their experience (Budiwati, 2017) [12]. This satisfaction can lead to repeat business and positive word-of-mouth, which can be a powerful driver of growth for a company. When customers consistently have their hopes fulfilled by a brand, they tend to develop strong loyalty. This means they are more likely to choose that brand over competitors, even if they have alternatives (Kim et al., 2022:560) [31]. Loyal customers can be a consistent and valuable source of revenue. Satisfied customers are more likely to recommend a company or product to others. Positive word-of-mouth marketing can lead to new customers and increased revenue without the company having to spend heavily on advertising. When a company consistently meets or exceeds customer hopes, it can foster an emotional connection with its customers (Karatepe, 2014) [29]. These emotional connections can lead to long-term relationships and customer advocacy. Consistently fulfilling customer hope can enhance a company's reputation. A good reputation can attract new customers and partners and help a company weather occasional setback (Brewer, 1995:209) [10]. In competitive markets, meeting or exceeding customer hope can be a key differentiator. It sets a company apart from its competitors and can justify premium pricing. Understanding customer hope helps companies identify areas for innovation and improvement (Trivedi et al., 2021) [44]. It provides valuable feedback about what customers value and what they expect, which can guide product development and service enhancements. When customers have high hopes and those hopes are consistently fulfilled, they are less likely to be swayed by competitors or negative events (Kuziemko & Rapp, 2001) [32]. This can help mitigate the impact of economic downturns or external challenges. Companies that consistently fulfill customer hope tend to enjoy sustained growth and profitability. Happy customers often translate into steady revenue streams. Businesses that focus on fulfilling customer hope are more likely to be sustainable in the long term (Delacour & Liarte, 2012:315) [19]. They can adapt to changing market conditions and continue to thrive (Dewnarain et al., 2023) [21]. Here are three dimensions of customer hope:

2.2.1. Product/Service Quality: Customers hope for high-quality products or services that meet or exceed their expectations. They want items that are reliable, durable, and function as intended. Whether it's a physical product, a software application, a meal at a restaurant, or any other offering, customers hope for quality that ensures satisfaction and value for their investment (Maloney, 2002) [37].

2.2.2. Customer Experience: Customers hope for a positive and seamless experience throughout their interaction with a brand. This includes factors like friendly and responsive customer service, easy and efficient purchasing processes, clear and accurate information, and hassle-free returns or support when needed (Gentile et al., 2007) [25]. A great customer experience contributes to customer loyalty and repeat business (Becker & Jaakkola, 2020) [9].

2.2.3. Personalization and Relevance: Customers hope for personalized experiences and relevant recommendations. They expect businesses to understand their preferences, needs, and behaviors, using data and technology to tailor products, services, and communication to their individual

tastes (Huang & Lin, 2005) [28]. Personalization enhances the sense of being valued and understood, making customers more likely to engage and make repeat purchases. These dimensions of customer hope highlight the importance of delivering quality, positive experiences, and personalized solutions to meet the diverse expectations and desires of customers in today's competitive market (Kwon & Kim, 2012) [33].

Based on the information provided, hypotheses for the study can be stated as follows:

H1: There is a statistically significant positive impact relationship between Adaptation and Evolution and Customer Hope in "Noor Al-Kafeel Institution for Animal and Food Products."

H2: There is a statistically significant positive impact relationship between Competitive Advantage and Customer Hope in "Noor Al-Kafeel Institution for Animal and Food Products."

H3: There is a statistically significant positive impact relationship between Resource Allocation and Customer Hope in "Noor Al-Kafeel Institution for Animal and Food Products."

H4: There is a statistically significant positive impact relationship between Risk Management and Customer Hope in "Noor Al-Kafeel Institution for Animal and Food Products."

H5: There is a statistically significant positive impact relationship between Innovation and Creativity and Customer Hope in "Noor Al-Kafeel Institution for Animal and Food Products."

From the earlier discussion, we have formulated the following conceptual model (See Figure 4).

Fig 4: Hypothetical Study Framework

3. Data and Method

In accordance with the survey and research conducted at "Noor Al-Kafeel Institution for Animal and Food Products, " and through the collection of opinions from a group of employees in the mentioned institution, a questionnaire was utilized for this purpose, consisting of 117 questionnaires. Out of these, 113 questionnaires were retrieved, with 4 questionnaires being excluded due to significant data deviation from the rest of the dataset. Additionally, an outlier data test was performed, revealing the presence of 2 extreme questionnaires, which were also excluded as they contained values that were either very high or very low compared to the rest of the data. Consequently, the final number of valid questionnaires for statistical analysis was 107, representing 94.69% of the total.

Statistical analysis was conducted using various statistical tests and the software SMARTPLS3. The questionnaire was divided into three sections. The first section included all basic demographic information about the respondents, such as age, gender, educational level, and years of service.

The second part was dedicated to measuring the Red Queen Strategy variable, using a scale developed by (Rafferty et al. in 2004). It consisted of 25 items distributed across five dimensions: Adaptation and Evolution (4 items), Competitive Advantage (5 items), Resource Allocation (6 items), Risk Management (5 items), and Innovation and Creativity (5 items). It's important to note that this scale was developed based on the requirements of work and the various environmental conditions surrounding the organizations under study. A Likert five-point scale was used to measure

the statements, allowing individuals to express their level of agreement or disagreement with a statement or a set of statements. The Likert scale had the following options: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree).

The third part focused on measuring the Consumer Hope variable, relying on a scale developed by Silva et al. in 2020. It consisted of 13 items distributed across three dimensions: Product/Service Quality (5 items), Customer Experience (4 items), and Reliable Relationships Personalization and Relevance (4 items). The Likert five-point scale was also used to measure these statements, with the following response options: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). None of the items in both variables were excluded, as they demonstrated high reliability and were not considered outliers based on the outlier data test (Hair et al., 2021).

3.1. Factor analysis and model construction: In order to strive for ensuring the construction of concepts and understanding the internal consistency of scale items, the fundamental step includes calculating the latent factor and developing the structural model. This work is considered essential for enhancing the credibility of the study. "See Figure 5".

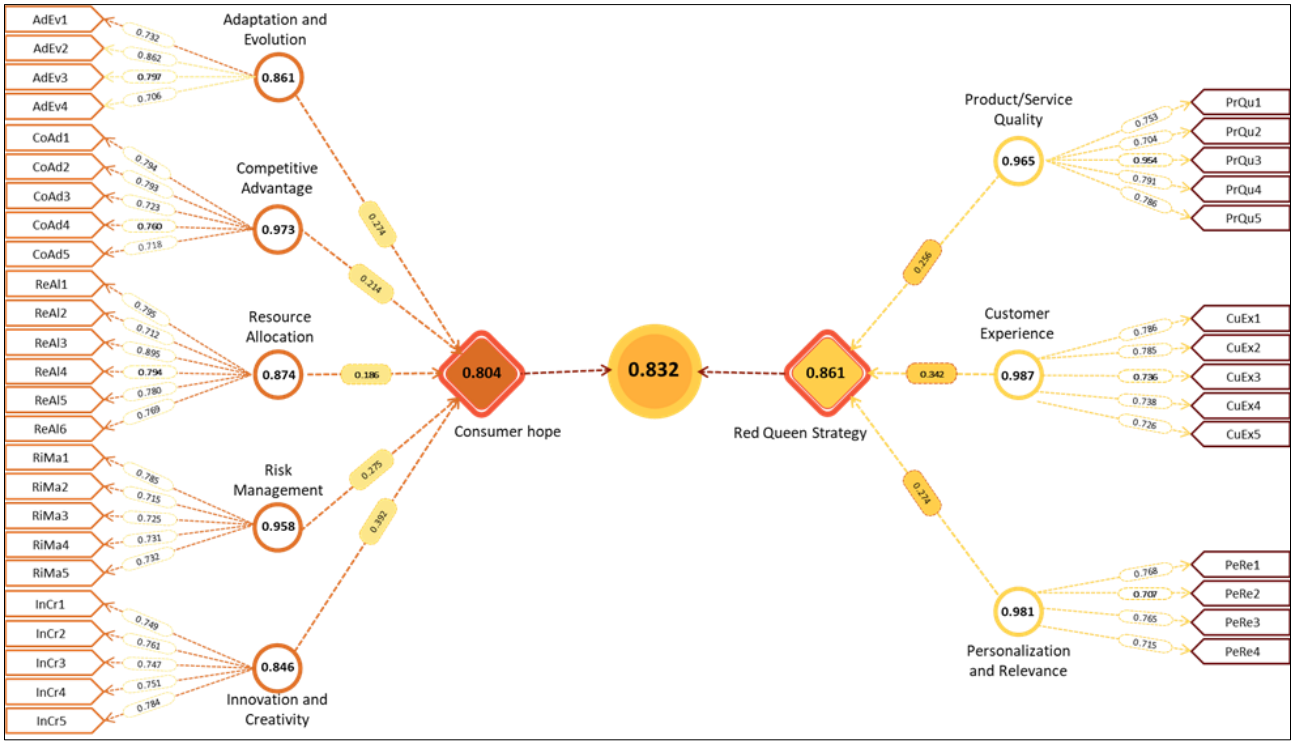

Fig 5: Model illustrating the relationship between the red queen's strategy variable and customer hope

The results presented in Table (1) and Figure (5) indicate that the data successfully achieved the necessary structural validity. This means that the measurement items for both the Red Queen Strategy and the Consumer Hope variable reached the intended saturations, greater than 0.7, showing a high level of internal consistency and reliability. Achieving structural validity is a significant and crucial milestone in the research process because it confirms the integrity of the data and establishes the required confidence in subsequent analysis stages of the study. It also underscores that the measures accurately represent the theoretical data, which is of utmost importance for deriving accurate and meaningful results.

Table 1: Coefficient of Stability

Construct	Items	Loading	CR	AVE	Alpha
Adaptation and Evolution	AdEv1	0.732	0.87	0.604	0.861
	AdEv2	0.862			
	AdEv3	0.797			
	AdEv4	0.706			
Competitive Advantage	CoAd1	0.794	0.704	0.594	0.973
	CoAd2	0.793			
	CoAd3	0.723			
	CoAd4	0.760			
	CoAd5	0.718			
Resource Allocation	ReAl1	0.795	0.741	0.699	0.874
	ReAl2	0.712			
	ReAl3	0.895			
	ReAl4	0.794			
	ReAl5	0.780			

	ReAl6	0.769			
Risk Management	RiMa1	0.785	0.815	0.531	0.958
	RiMa2	0.715			
	RiMa3	0.725			
	RiMa4	0.731			
	RiMa5	0.732			
Innovation and Creativity	InCr1	0.749	0.864	0.621	0.846
	InCr2	0.761			
	InCr3	0.747			
	InCr4	0.751			
	InCr5	0.784			
Product/Service Quality	PrQu1	0.753	0.876	0.761	0.965
	PrQu2	0.704			
	PrQu3	0.954			
	PrQu4	0.791			
	PrQu5	0.786			
Customer Experience	CuEx1	0.786	0.865	0.661	0.987
	CuEx2	0.785			
	CuEx3	0.736			
	CuEx4	0.738			
	CuEx5	0.726			
Personalization and Relevance	PeRe1	0.768	0.764	0.673	0.981
	PeRe2	0.707			
	PeRe3	0.765			
	PeRe4	0.715			

3.2. Scale Stability Test: The results of the scale stability test indicate that all scale items achieved values greater than 0.7, thus showing a high level of internal consistency. Furthermore, more than one item achieved values greater than 0.8, indicating even higher consistency, as demonstrated in Table 1 and Figure 6.

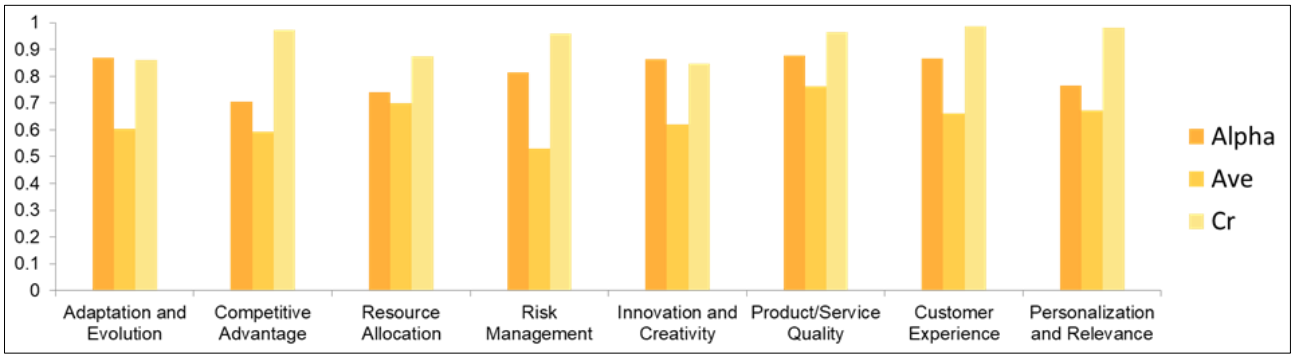

Fig 6: History of the Red Queen's strategy

From the above results, when calculating Composite Reliability (CR), it is evident that there is a clear internal consistency, as all scale items achieved values greater than 0.7. Moreover, most items scored between 0.9 and 0.8, indicating a high level of internal consistency. In other words, these results suggest that all items of the Red Queen Strategy and Consumer Hope scales reliably measure the underlying construct.

When calculating Cronbach's Alpha, it is noted that all values are greater than 0.7 and close to 0.8. This signifies high internal consistency reliability among the items of the scales and a strong correlation between the scale items.

Upon computing the Average Variance Extracted (AVE), it becomes evident that all values are greater than 0.5. This means that the scales explain more than 50% of the latent structure, indicating a substantial correlation among the scale items and precise representation of these items within the study.

3.3. Outlier Test: In order to obtain representative scale items for the study and ensure that the data is free from extreme and outlier data points, we removed data points that significantly deviated from the majority of the dataset. An outlier test was conducted to identify these outlier data points. The tests revealed that 25% of the Red Queen Strategy data points were outliers and were subsequently excluded. Additionally, 30% of the Consumer Hope data points were identified as outliers and were also removed, as shown in Figure 7.

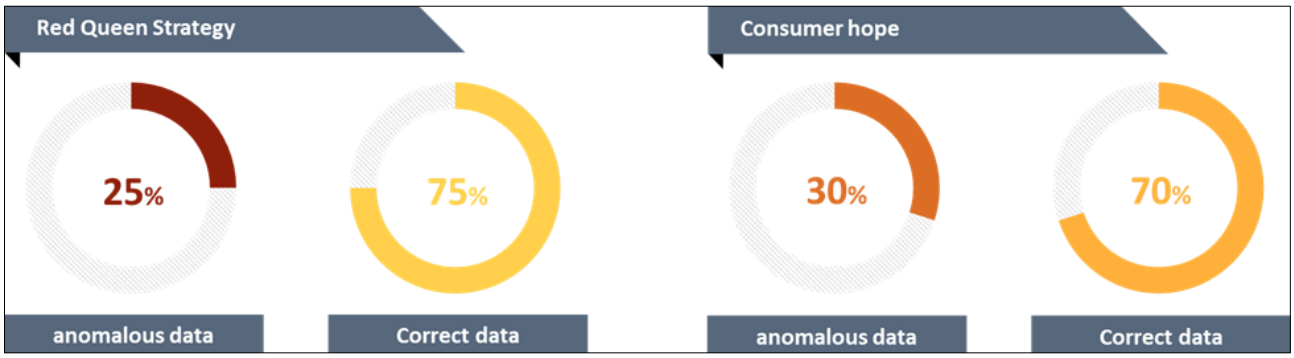

Fig 7: Outlier Test

3.4. The Discriminant Validity of the Measurement Model: This is an important metric that indicates the extent to which variables in the measurement model differ from each other, implying that they do not measure the same underlying concept. Using the Larcker Fornell criterion, which is a useful tool for assessing whether the measurement model adequately discriminates between different constructs, is essential to ensure that the latent variables in the scale measure distinct aspects of the phenomena under study and do not simply reflect the same core concept (Henseler et al., 2015).

Table (2) presents the results of the Larcker Fornell criterion, and the results indicate that the shared variance among items is lower than the variance explained by the items themselves. This suggests that all items in the scales used in the study are suitable for use. This demonstrates the validity of the measurement model and that the scales in the study are distinct and not confounded with each other.

Table 2: The results of the Larcker Fornell criterion

	AdEv	CoAd	ReAl	RiMa	InCr	PrQu	CuEx	PeRe
AdEv	0.805	—	—	—	—	—	—	—
CoAd	—	0.797 *(not shown but diagonal)*	—	—	—	—	—	—
ReAl	0.163	0.231	0.854	—	—	—	—	—
RiMa	—	—	—	0.826 *(diagonal)*	—	—	—	—
InCr	0.328	0.214	0.261	0.218	0.801	—	—	—
PrQu	0.053	0.274	0.231	0.277	0.111	0.892	—	—
CuEx	0.123	0.143	0.326	0.069	0.288	0.254	0.811	—
PeRe	0.243	0.298	0.239	0.054	0.218	0.361	0.049	0.869

3.5. Cross Loading: This is a measure that indicates the extent to which variables in the study's model are correlated with each other. As observed in Table (2), all dimensions of the variables achieved values greater than 0.7 when compared within their respective constructs, and they achieved values lower than 0.7 or negative values when compared with dimensions of other constructs. This suggests that the study's variables are not highly correlated or redundant. In other words, the results indicate that the dimensions of the study's variables are not strongly interrelated, which is a sign of the validity of the variables for the study (Musyaffi et al., 2022).

4. Results and Discussion

Testing the influence relationships between variable: This is a test that illustrates the relationship between variables and tests their significance. These tests aim to understand how one variable can be influenced by another and whether there are strong statistical relationships between them, as well as the suitability of the variables for the study.

First Hypothesis Test (H1): The results of the analysis revealed a positive relationship between the variable "Adaptation and Evolution" and the variable "Consumer hope." The T statistics value was found to be 1.729, indicating that the variable "Adaptation and Evolution" has statistical significance in predicting "Consumer hope." The P-value was 0.002, suggesting a strong direction of the relationship, meaning that an increase in "Adaptation and Evolution" is associated with an increase in "Consumer hope."

Furthermore, the results showed that the F2 value was 0.184, signifying that the model incorporating the variable "Adaptation and Evolution" provides a better fit, and the model is suitable for the analysis. The value of 2R, which was 0.232, represents the proportion of variance in "Consumer hope" that can be explained by the variable "Adaptation and Evolution." In this case, "Adaptation and Evolution" explains 23.2% of the variation in "Consumer hope." This value provides insight into how successful the variable "Adaptation and Evolution" is in explaining significant changes in "Consumer hope."

Additionally, the value of 2Q, which was 0.818, assesses the predictive suitability of the model, indicating the extent to which the variable "Adaptation and Evolution" effectively predicts the dependent variable "Consumer hope." A 2Q value greater than 0 suggests that the model has predictive power, meaning that the variable "Adaptation and Evolution" can effectively predict "Consumer hope." This suggests that the hypothesis has been supported.

Hypo	Relationship	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.50%	97.50%	VIF	F^2	R^2	Q^2
H1	AdEv → Con-hop	0.274	0.375	0.165	1.729	0.002	0.064	0.564	1.075	0.184	0.232	0.181
H2												
H3	ReAl → Con-hop	0.186	0.362	0.042	1.332	0.006	-0.012	0.598	1.045	0.177		
H4												
H5	Incr → Con-hop	0.392	0.265	0.118	1.953	0.031	0.006	0.546	1.088	0.099		

Second Hypothesis Test (H2): The results of the analysis indicated a positive relationship between the variable "Competitive Advantage" and the variable "Consumer hope." The T statistics value was found to be 2.645, indicating that the variable "Competitive Advantage" has statistical significance in predicting "Consumer hope." The P-value was 0.005, suggesting a strong direction of the relationship, meaning that an increase in "Competitive Advantage" is associated with an increase in "Consumer hope."
Furthermore, the results showed that the F2 value was 0.127, signifying that the model incorporating the variable "Competitive Advantage" provides a better fit, and the model is suitable for the analysis. This provides support for the hypothesis, indicating that it has been confirmed.

Third Hypothesis Test (H3): The results of the analysis indicated a positive relationship between the variable "Resource Allocation" and the variable "Consumer hope." The T statistics value was found to be 1.187, indicating that the variable "Resource Allocation" has statistical significance in predicting "Consumer hope." The P-value was 0.006, suggesting a strong direction of the relationship, meaning that an increase in "Resource Allocation" is associated with an increase in "Consumer hope."
Furthermore, the results showed that the F2 value was 0.177, signifying that the model incorporating the variable "Resource Allocation" provides a better fit, and the model is suitable for the analysis. This provides support for the hypothesis, indicating that it has been confirmed.

Fourth Hypothesis Test (H4)*:* The results of the analysis indicated a positive relationship between the variable "Risk Management" and the variable "Consumer hope." The T statistics value was found to be 1.332, indicating that the variable "Risk Management" has statistical significance in predicting "Consumer hope." However, the P-value was 0.074, which suggests a weaker level of statistical significance compared to the previous hypotheses, meaning that the relationship is less strongly supported.
The results also showed that the F2 value was 0.043, signifying that the model incorporating the variable "Risk Management" provides a better fit and is suitable for the analysis. While the hypothesis is partially supported, the weaker statistical significance (higher P-value) suggests that the relationship between "Risk Management" and "Consumer hope" may be less robust compared to the previous hypotheses.

Fifth Hypothesis Test (H5)*:* The results of the analysis indicated a positive relationship between the variable "Innovation and Creativity" and the variable "Consumer hope." The T statistics value was found to be 1.953, indicating that the variable "Innovation and Creativity" has statistical significance in predicting "Consumer hope." The P-value was 0.031, suggesting a moderate level of statistical significance, meaning that an increase in "Innovation and Creativity" is associated with an increase in "Consumer hope."
Furthermore, the results showed that the F2 value was 0.099, signifying that the model incorporating the variable "Innovation and Creativity" provides a better fit and is suitable for the analysis. This provides support for the hypothesis, indicating that it has been confirmed, albeit with a moderate level of statistical significance.

5. Conclusion

The Red Queen strategy has demonstrated its significant potential in enhancing customer hope within the context of Noor Al-Kafeel Institution for Animal and Food Products. This strategy, inspired by the evolutionary arms race analogy, highlights the importance of continuous adaptation and innovation in order to thrive in a dynamic and competitive environment. The findings of this study have shown that by applying the Red Queen strategy, organizations like Noor Al-Kafeel can actively respond to changing market conditions, customer preferences, and technological advancements. This adaptability not only allows them to survive but also thrive.
In the context of enhancing customer hope, this strategy helps build a sense of trust and optimism among customers. The consistent effort to improve and innovate communicates a commitment to their well-being, fostering a sense of hope that their needs will be met effectively. Furthermore, the Red Queen strategy encourages ongoing engagement with customers, as organizations must remain attentive to their evolving expectations. This interaction creates a feedback loop that not only improves product or service offerings but also strengthens the relationship between the institution and its customers. As customers witness the institution's dedication to their satisfaction and success, their trust and hope in the brand grow.
In practice, the Red Queen strategy involves a commitment to adaptability, innovation, and customer-centricity. These factors collectively contribute to creating an environment in which customers have hope for a lasting and mutually beneficial relationship with the institution. It's not merely about staying ahead of the competition but about continually meeting and exceeding customer expectations. In the context of Noor Al-Kafeel Institution for Animal and Food Products, the Red Queen strategy has the potential to serve as a driving force for lasting success and the nurturing of customer hope. By implementing this strategy effectively and consistently, organizations can foster an environment where customers have faith in the institution's ability to adapt, thrive, and, most importantly, fulfill their needs and desires. As markets continue to evolve and customer expectations change, embracing the principles of the Red Queen strategy can be a powerful means of ensuring that the institution remains not only relevant but also a source of hope and satisfaction for customers.

6. References

1. Ahmadi A, Namamian F, Ghobadilemoki T. Phenomenology of customer hope for banking services in Agricultural Bank (mixed approach: phenomenology-structural equation modeling). Political Sociology of Iran. 2023;5(11):3007-40.
2. Ahn J. Role of hope and compulsion for CSR activities in hotel customers' engagement. Curr Issues Tour. 2021;24(14):1958-64.
3. Alhadrawi AKA, Ezzerouali S, Jawad AR, Saleh AB, Al-Hadrawi BK, Al-hadrawi KK. Unveiling extremism: leveraging digital data mining strategies. J Ecohumanism. 2024;3(7):492-502.
4. Bapat D, Khandelwal R. Antecedents and consequences of consumer hope for digital payment apps services. J Serv Mark. 2023;37(1):110-27.
5. Barlow J. Dan Breznitz and Michael Murphree, Run of the Red Queen. Interface: the journal of education, community and values. 2011;11.
6. Barnett WP. The Red Queen among organizations: how competitiveness evolves. Princeton: Princeton University Press; 2008.
7. Barnett WP, Hansen MT. The Red Queen in organizational evolution. Strateg Manag J. 1996;17(S1):139-57.
8. Barnett WP, Sorenson O. The Red Queen in organizational creation and development. Ind Corp Change. 2002;11(2):289-325.
9. Becker L, Jaakkola E. Customer experience: fundamental premises and implications for research. J Acad Mark Sci. 2020;48:630-48.
10. Brewer J. Focus on customer service. Libr Adm Manag. 1995;9(4):207-18.
11. Breznitz D, Murphree M. Run of the Red Queen: government, innovation, globalization, and economic growth in China. New Haven: Yale University Press; 2011.
12. Budiwati H. Commercial banks versus BPR: advantages based on perception, hope and customer interest. J Ilmu Manaj Advantage. 2017;1(2):102-12.
13. Burk RA, Kallberg J. Bring on the cyber attacks–the increased predatory power of the restrained Red Queen in a nation-state cyber conflict. Cyber Def Rev. 2016;1(2):61-72.
14. Chakravorty SS, Hales DN. Sustaining process improvement: the Red Queen effect. Prod Plan Control. 2016;27(7-8):621-36.
15. Chen YJ, Liou WC, Chen YM, Wu JH. Fraud detection for financial statements of business groups. Int J Account Inf Syst. 2019;32:1-23.
16. Cuevas S, Patel N, Thompson C, Petticrew M, Cummins S, Smith R, et al. Escaping the Red Queen: health as a corporate food marketing strategy. SSM Popul Health. 2021;16:100953.
17. Cuthbertson R, Rusanen OA, Paavola L, editors. The Red Queen retail race: an innovation pandemic in the era of digitization. Oxford: Oxford University Press; 2023.
18. De Onzoño SI, Carmona S. A Red Queen approach to the fading margins of business education. J Manag Dev. 2012;31(4):386-97.
19. Delacour H, Liarte S. The Red Queen effect: principle, summary and implications for strategy. M@n@gement. 2012;15(3):314-31.
20. Derfus PJ, Maggitti PG, Grimm CM, Smith KG. The Red Queen effect: competitive actions and firm performance. Acad Manag J. 2008;51(1):61-80.
21. Dewnarain S, Mavondo F, Ramkissoon H, Shaalan A. A profile deviation approach to enhancing relationship marketing outcomes. J Hosp Mark Manag. 2023;1-20.
22. Eisingerich AB, Marchand A, Fritze MP, Dong L. Hook vs. hope: how to enhance customer engagement through gamification. Int J Res Mark. 2019;36(2):200-15.
23. Fazal-e-Hasan SM, Ahmadi H, Kelly L, Lings IN. The role of brand innovativeness and customer hope in developing online repurchase intentions. J Brand Manag. 2019;26:85-98.
24. Fazal-e-Hasan SM, Ahmadi H, Mortimer G, Grimmer M, Kelly L. Examining the role of consumer hope in explaining the impact of perceived brand value on customer–brand relationship outcomes in an online retailing environment. J Retail Consum Serv. 2018;41:101-11.
25. Gentile C, Spiller N, Noci G. How to sustain the customer experience: an overview of experience components that co-create value with the customer. Eur Manag J. 2007;25(5):395-410.
26. Giachetti C, Lampel J, Pira SL. Red Queen competitive imitation in the UK mobile phone industry. Acad Manag J. 2017;60(5):1882-914.
27. Hiscock P, Sterelny K. Red Queen in Australia. J Anthropol Archaeol. 2023;70:101499.
28. Huang EY, Lin CY. Customer-oriented financial service personalization. Ind Manag Data Syst. 2005;105(1):26-44.
29. Karatepe OM. Hope, work engagement, and organizationally valued performance outcomes: an empirical study in the hotel industry. J Hosp Mark Manag. 2014;23(6):678-98.
30. Kauffman SA. Escaping the Red Queen effect. McKinsey Q. 1995;(1):118-30.
31. Kim J, Yang K, Min J, White B. Hope, fear, and consumer behavioral change amid COVID-19: application of protection motivation theory. Int J Consum Stud. 2022;46(2):558-74.
32. Kuziemko IM, Rapp GC. Customer racial discrimination in Major League Baseball: is there no hope for equal pay. Tex Hisp JL & Pol'y. 2001;7:119.
33. Kwon K, Kim C. How to design personalization in a context of customer retention: who personalizes what and to what extent? Electron Commer Res Appl. 2012;11(2):101-16.
34. Langevoort DC. Selling hope, selling risk: some lessons for law from behavioral economics about stockbrokers and sophisticated customers. Calif Law Rev. 1996;84:627.
35. Liow LH, Van Valen L, Stenseth NC. Red Queen: from populations to taxa and communities. Trends Ecol Evol. 2011;26(7):349-58.
36. Makhafola K, Anning-Dorson T. Ithemba lila nyuka (hope is rising): responding to customer emotions during uncertainties. In: Marketing communications in emerging economies, volume II: conceptual issues and empirical evidence. Cham: Palgrave Macmillan; 2022. p. 125-40.
37. Maloney WF. Construction product/service and customer satisfaction. J Constr Eng Manag. 2002;128(6):522-9.
38. Musiał K. Relativity of environmental sustainability

illustrated by the Red Queen hypothesis. Probl Ekorozwoju. 2023;18(1).
39. Paavola L. Implementing strategies to win the Red Queen retail race. In: Cuthbertson R, Rusanen OA, Paavola L, editors. The Red Queen retail race: an innovation pandemic in the era of digitization. Oxford: Oxford University Press; 2023. p. 137-57.
40. Rammel C. Sustainable development and innovations: lessons from the Red Queen. Int J Sustain Dev. 2003;6(4):395-416.
41. Rastgar AA, Taheri G, Bagheri Garbollagh H, Solati Nejad O. Antecedents and consequences of consumer hope for the brand of Hydroderm with the moderating role of brand charisma. Cent Eur Bus Rev. 2022;11(3).
42. Ruhl JB, Salzman J. Mozart and the Red Queen: the problem of regulatory accretion in the administrative state. Georget Law J. 2002;91:757.
43. Sultan YATH, Alhadrawi BKAAA. The chameleon organization assumptions and futures digital age organization. 2015.
44. Trivedi V, Banerji D, Yadav M. Expecting the surprises: role of hope in consumer repurchase intentions in an online shopping environment. J Strateg Mark. 2021;1-23.
45. Van Valen L. The Red Queen. Am Nat. 1977;111(980):809-10.
46. Voelpel S, Leibold M, Tekie E, Von Krogh G. Escaping the Red Queen effect in competitive strategy: sense-testing business models. Eur Manag J. 2005;23(1):37-49.
47. Watts T, Bowrey G, McNair-Connolly CJ. Red Queen takes white knight: the commercialisation of accounting education in Australia. Australas Account Bus Finance J. 2015;9(3):3-26.

How to Cite This Article
Al-Hadrawi BK, Jawad AR. Unlocking the Red Queen's Strategy: Nurturing Customer Hope for Lasting Success. Int J Multidiscip Res Growth Eval. 2025;6(6):230-240. doi:10.54660/IJMRGE.2025.6.6.230-240.