The Impact of Marketing Innovation on Achieving the Competitive Advantage of Economic Institutions- A Case Study of Communication Institutions (Mobilis, Djazzy, Ooredoo) Agencies in Wilaya of El Oued-

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Abstract:

This study aims to highlight the reality of marketing innovation in economic institutions and its impact on achieving competitive advantage, through a field study in communication institutions (Mobilis, Djezzy, Oredoo) agencies Wilaya of El Oued, and in order to achieve this goal, the descriptive approach was relied upon in the theoretical aspect and the analytical approach in the field study, where a questionnaire was distributed to 66 employees and the SPSS v 25 program was relied upon in analyzing the results. It was found that the evaluation of employees of the institutions under study of marketing innovation and competitive advantage in their institutions is high, and there is a statistically significant impact of marketing innovation in achieving competitive advantage for the study sample at the significance level ($\alpha \leq 0.05$); We concluded with a set of recommendations, the most important of which are: a balance must be created in innovation between the various fields of marketing and not focus only on the product despite its importance and develop the skills and capabilities of employees in institutions, especially in the field of artificial intelligence, to enable them to provide more effective innovative ideas.

Keywords: Economic Institution, Innovation, Marketing Innovation, Marketing Mix, Competitive Advantage, Artificial Intelligence.

Jel Classification Codes : L1, O31, M31, D83, O33.

1. Introduction:

In light of the current competitive environment, and complex economic variables, economic institutions face many challenges, including the rapid change in information and communication technology, the rapid change in consumer tastes and the short life cycle of products, and failure to keep pace with this change reduces the ability of the institution (whatever its capabilities) to maintain its competitive position in the market if it adopts traditional methods and strategies, which means that its need to upgrade its products and services and occupy a competitive position in the market, whether local or global, is urgent and very urgent importance;
In this field, innovation is one of the important entrances to meet these challenges through the role it plays in renewal and development in various fields, and marketing innovation is a necessary factor to support the continuity of the institution and achieve a competitive advantage for it through its contribution to the development of products and services, and reliance on modern technology to find new pricing methods and promotion and distribution techniques, as well as through the innovation of individuals and innovation in all the operations of the institution and its physical evidence;

1.1. **The problem of the study:** In light of the above, this article came as an attempt to clarify the impact of marketing innovation in achieving and enhancing the competitive advantage of economic institutions in an environment characterized by complexity and turmoil, based on the following problem: **What is the impact of marketing innovation in achieving competitive advantage in communication institutions (Mobilis, djezzy, oredoo) in Wilaya of El Oued?** To outline the main question, we ask a set of sub-questions through which the main themes of the research can be formed as follows:

- What is the assessment of the employees of the institutions under study of the level of marketing innovation in their organizations?
- What is the assessment of the employees of the institutions under study of the level of competitive advantage in their institutions?
- Is there an impact of innovation in the traditional marketing mix on the competitive advantage of the institutions under study?
- Is there an impact of innovation in the new marketing mix on the competitive advantage of the institutions under study?

1.2. Study hypotheses: The hypotheses of the study proceed from an attempt to answer the main problem and its sub-questions, and on this basis came the following hypotheses:

❖ **Basic hypothesis:** There is a statistically significant effect of marketing innovation in achieving and enhancing the competitive advantage of communication institutions in Wilaya of El Oued at the significance level (α≤ 005);

❖ **Sub-hypotheses:**

- **First Sub-hypothesis:** the evaluation of marketing innovation by the staff of the institutions under study in their enterprises is high;
- **Second sub-hypothesis:** the assessment of the competitive advantage of their enterprises by employees of the institutions under study is high;
- **Third sub-hypothesis:** There is a statistically significant effect between innovation in the traditional marketing mix and the competitive advantage of communication institutions in Wilaya of El Oued at the significance level (α≤ 005);
- **Fourth sub-hypothesis:** There is a statistically significant effect between innovation in the new marketing mix and the competitive advantage of communication institutions in Wilaya of El Oued at the significance level (α≤ 005);

1.3. Objectives of the study: This study aims to:

- Provide a theoretical framework that encompasses all fundamental aspects of both marketing innovation and the competitive advantage of economic enterprises;
- Knowing the impact of marketing innovation and its various dimensions on the competitive advantage of the institutions under study.

1.4. The importance of the study: The importance of this study is highlighted by the status of each of its variables, as well as the increasing interest by economic institutions in marketing innovation due to its important role in developing institutions and facing various potential challenges, and enhancing competitive advantage enables institutions to grow and continue, and enhances their market shares and thus maximizes their profits, and the importance of the study lies in highlighting the value of all dimensions of marketing innovation and its role in enhancing the competitive advantage of the institutions under study.

1.5. Study Methodology: Due to the nature of the subject, the descriptive approach was relied on as an appropriate approach to such topics, so that it depends on the description of the two variables of the study as well as the analysis of their dimensions through the relationship between the components and their interpretation, and we also used the statistical method in the applied study on communication institutions and agencies of the Valley State based on the SPSS 25 program.

1.6. Study limits: The current study is determined within the following framework:

❖ **Objective limits:** The study includes a focus on marketing innovation in its various modern dimensions (innovation in service, innovation in pricing, innovation in promotion, innovation in distribution, innovation in people, innovation in processes and innovation in physical evidence), and competitive advantage in its dimensions (cost, price, quality, efficiency, flexibility and excellence), where the results of the study are based on the validity of the paragraphs of its tool and the accuracy of the respondents' response to it;

❖ **Spatial boundaries:** The field study was carried out at the level of communication institutions (Mobilis, Djezzy, Ooredoo) and the agencies of the Valley State;

❖ **Time limits:** The study occupied the time space from September 2024 to November 2024;

❖ **Human limits:** represented by the employees of each of the institutions of Mobilis, Djezzy and Ooredoo and the agencies of the Valley State.

1.7. Previous studies:

> **Study of Kebab Manal (2017): entitled "Marketing innovation as a strategic news to achieve competitive advantage in Algerian enterprises", Journal of Economic Sciences, Management and Commercial Sciences, Issue 17, 2017, University of Sétif, Algeria** (kabab, 2017).

The study aimed to highlight the importance of relying on marketing innovation as a basic tool in building and achieving the competitive advantages of the institution, relying on the descriptive analytical approach, and the study concluded that there is an importance of marketing innovation for institutions in achieving a competitive advantage by providing new, and considering marketing innovation as the most important way to achieve a sustainable competitive advantage;

> **Study of Abderrahmane Rais (2017): PhD thesis entitled "Marketing innovation and its impact on the competitiveness of the institution - a field study-", University of Batna, Algeria** (rais, 2017.

The study aimed to identify the impact of marketing innovation on the competitiveness of the institution by applying to a sample of mobile phone customers in Algeria, the questionnaire was relied upon and 240 forms were distributed in the field study, the study concluded several results, the most important of which are: the existence of a positive relationship between marketing innovation and the competitiveness of the institution due to the diversification of offers, price appropriateness, brand positioning and image improvement... etc., and the role of marketing innovation in increasing the competitiveness of the enterprise was also emphasized;

> **Study of Faisal Kamija (2018): PhD thesis entitled "The impact of marketing innovation on maintaining the market share gained: A case study of the milk and its derivatives sector in Algeria", University of Algiers 3** (Kamija, 2018)

This study aimed to identify the extent of the institution's ability to activate research and development activity to maintain its market share gained through innovation in the elements of the marketing mix, and this study was dropped on a sample of milk and dairy sector institutions in Algeria (Soumam, brood, Ramdi), and traced its results using a questionnaire, and one of the most prominent results of this study is a positive impact of marketing innovation in maintaining the market share of the institutions under study, and the determinants of the competitiveness of the milk and its derivatives sector in Algeria do not contribute sufficiently to increasing the competitiveness of this sector, and therefore the study recommends the need to activate research and development activity and adopt a marketing innovation approach to maintain the market share of the institutions under study and promote the milk and its derivatives sector in Algeria;

2. **Theoretical framework for marketing innovation:** Marketing innovation has become the focus of attention of marketing practitioners and marketing management at the enterprise level due to the intensification of competition, as it has become important to ensure the continued growth and development of economic institutions by introducing new ideas and innovations to satisfy customers and give the best product in the market and the best service for the customer.

2.1. **Definition of Innovation:**
- The Austrian economist Josef Shumpeter defined it as "the result resulting from the creation of a new method or method of production, as well as the change in all components of the product or how it is designed", and called the process that controls the movement of our society by innovative destruction, which means that the innovative enterprise creates for existence new products or the best technology that enters the economy, and thus leads to the destruction of static enterprises that do not respond to the innovative process (hawa, 2007, p 181);
- Defined by the OECD as: "the sum of the scientific, technical, commercial and financial steps necessary for the successful development and marketing of new or improved industrial products, or the introduction of a method of social service, and research and development is only one of these steps" (Ghayat and Bagamoum, 2009, p. 56);

Based on the definitions presented, innovation can be defined as the ability to embody new ideas in practice and transform them into new products and services or new means of producing them to meet the needs of target markets.

2.2. **Definition of marketing innovation:** Several definitions of marketing innovation were given, including the following:

- Strauss & Forst defines marketing innovation as: "the process by which creative ideas can be transformed into products or processes that contribute to delivering things that exceed customer expectations";

- It is defined as: "designing and implementing a set of creative and unconventional ideas and turning them into practical applications in one of the areas of the marketing mix" (Taher and Habbash, 2014, page 6);

- Mr. Naim Hafez Abu Jumaa believes that marketing innovation is the actual application of new or non-traditional ideas in marketing practices"and also defined it as: "the effective exploitation of marketing ideas";

Based on the above, we find that marketing innovation is characterized by a number of characteristics, the most important of which are the following:

- It does not stop at generating or creating a new idea, but goes beyond that to put that idea into practice;
- Marketing innovation must successfully exploit new ideas in order to be beneficial to the organization;
- Innovative marketing is not limited to a specific marketing field, but extends to any marketing practice (Jumaa, 2003, p. 4).

2.3. The importance of marketing innovation: The importance of marketing innovation is evident through the benefits it achieves at various levels, and the following is an explanation of this importance at each level.

❖ **At the organizational level:** Marketing innovation achieves a competitive advantage for the organization that applies it, and by continuing to use it, it works to sustain it, and achieving this advantage results in many positive results for the organization, represented in increasing and maintaining its market share, increasing its sales and profits, and its ability to reach the leadership position in the market, and gaining new customers while retaining existing customers;

❖ **At the customer level:** Marketing innovation can achieve many benefits for the customer, whether an individual or an institution, the most important of which is satisfying needs that were not satisfied or indifferent, or satisfying current needs better and saving the necessary time for marketing and many benefits related to the new characteristics of the commodity;

❖ **At the community level:** The benefits achieved by organizations and customers are reflected on society as a whole, through a contribution to raising the standard of living and increasing the national product, especially if it is applied in the field of international marketing, which helps the state to face competition in the international market (Nouria and Karbali, 2016, p. 104).

2.4. Areas of marketing innovation:

❖ **Innovation in the traditional marketing mix:**

- **Product innovation:** It is innovation that cares about all the characteristics of the product, and generally aims to improve the services provided to the customer (Abla, 2014, p. 8);
- **Innovation in price:** It is considered one of the important entrances to achieve marketing excellence and gain a competitive advantage, and depends on the philosophy of flexibility in pricing, in order to meet the requirements of a slowing or declining demand for the commodity (Dalhoum and Bouazza, 2020, p. 74);
- **Innovation in promotion:** It is the process of selecting and selecting indicative and thoughtful communication messages that form the positive relationship between the promoter and its promoter in a smart and distinct way that expresses the organization's ability to process innovation and creativity in direct and indirect communication with the consumer (Rumaila and Ben Abdeslam, 2015, p. 38);
- **Innovation in distribution:** OECD defined it as new marketing methods in product distribution, primarily requiring the introduction of new sales channels. Sales channels here refer to methods used to sell goods or services to customers rather than logistics methods that are mostly performed effectively (Transportation, storage, delivery of products) (Hamyoud and Shaoubi, 2014, p. 13).

❖ **Innovation in the new marketing mix:**

- **Innovation of people (service providers):** In order for the innovation process to be effective in the field of service providers, they must have competence, skill, belief in achieving the best and belief in the importance of excellence in quality and service, and among the innovative features enjoyed by innovative individuals are the following:
  - Strong character and self-confidence to communicate opinions and do business effectively;
  - Negotiation skills (influence and persuasion) and listening skills, i.e. focusing on what the person is saying and understanding it properly;
  - Creativity by evoking creative solutions to problems facing the marketer (Holly, 2018-2019, p. 119).
- **Process innovation:** "innovation that comes in a new way or technology that changes the way we work or produce in order to achieve higher productivity, use less materials or improve the physical or aesthetic properties of products" (Kashi and Leila, 2010, p. 177);
- **Innovation in the physical environment:** The physical environment includes all the tangible offers surrounding the service such as building design, business cards, signage and equipment, and innovation in this field is through taking care of the physical environment and making it attractive and comfortable and it is equipped with the latest technology (Bhargav, 2017, page 262).

3. Theoretical framework of competitive advantage:

3.1. The concept of competitive advantage:

- Michael M. Porter defines it as "once an organization has discovered new methods that are more effective than those used by competitors, its role is to materialize this discovery in the field" (Porter, 2000, page 8);

Through this definition, we find that the competitive advantage of the organization lies in its ability to find a way that enables it to excel and achieve superiority over competitors through innovation and creativity;

- Defined by James Zum and Perry Mulligan as "the ability to deliver a solution that the customer appreciates in a way that is not available through other sources. This solution can be in any one or in a combination of the following attributes : price, quality, service or ease of use. It is very important to remember that the feature must be determined by what the customer considers valuable" (Zurn & Perry, 2014, page 3) ;

- According to Berney, "an organization's competitive advantage is determined by the difference between the economic value that an organization can create and the economic value that its competitors can create." Thus, an organization has a competitive advantage when it is able to create more economic value than competing enterprises. Economic value is simply the difference between the perceived benefits gained by the customer purchasing an organization's products or services and the full economic cost of those products or services, so the magnitude of an organization's competitive advantage is the difference between the economic value that an enterprise can create and the economic value that its competitors can create" (Barney & Hesterly, 2015, page 30);

With the varying definitions of competitive advantage and its multiplicity, it can be said that it is the distinct value provided by the organization and realized by the customer, which is unique and unique and difficult for competitors to emulate and imitate, which gives the institution strength and resilience that makes it a leader in its field, and in turn leads to profitability and prosperity in the long term.

3.2. The importance of competitive advantage: Through the concepts presented to competitive advantage, its importance for the institution looking for the lead and achieving a competitive lead over the rest of the institutions operating in the same activity is highlighted through the following points:

- Creating value that meets customer needs, ensures loyalty and improves customer reputation;
- Achieve strategic excellence in strategies, services, resources and efficiencies over competitors;
- Gaining market share and a privileged position in the market under intense competition (Kahlout, 2017, p. 30);

3.3. Characteristics of competitive advantage: Based also on the concepts previously presented for competitive advantage, we find that it is characterized by a set of characteristics that can be summarized in the following points:

- To be continuous and sustainable in the sense that the institution achieves a head start in the long term and not only in the short term;
- competitive advantages are relative to competitors or compared over time periods;
- To be renewed according to the external environment on the one hand and the internal capabilities and resources of the institution on the other;
- Be flexible in the sense that competitive advantages can be easily replaced by others when the need arises;
- Their use should be commensurate with the objectives and results that the organization wants to achieve in the short and long term (Al-Ghalbi, 2009, p. 309); and build on difference rather than similarity;
- Established in the long term, as a concern for future opportunities (Rice, 2016-2017, p. 56).

3.4. Dimensions of competitive advantage: The dimensions of competitive advantage are:

❖ **Cost:** The enterprise can reduce costs through the efficient use of the production capacity available to it, as well as continuous improvement of product quality, creativity in their design and mastery of processes, and cost can be used as a basic dimension through which enterprises compete to maintain and continuity in determining market share and enjoy the advantages of economies of scale, the most important of which is to compensate for the low profit margin resulting from the reduction in price through a large volume of sales (Al-Serafi, 2009, p. 163);

❖ **Outstanding quality:** It is the ability of the institution to meet the needs and desires of consumers in a manner consistent with their expectations through a set of dimensions, represented in performance, durability, aesthetic

serviceability, and outstanding quality is one of the important competitive advantages that indicate the performance of things correctly (Farhan, Taleb, and Construction, 2012, page 164);

❖ **Outstanding efficiency:** Outstanding efficiency refers to the good use of various resources in providing outputs that exceed in value the value of the inputs used in the production of those outputs, and the efficiency of the institution is measured by the low amount of inputs required to produce certain outputs, efficiency is a long-term goal through which the continuity of the institution is through understanding and absorbing specific goals such as profit, productivity, creativity, etc., and the institution that aspires to be efficient must follow distinct strategies to add value to its business and achieve competitive advantage from by maximizing profitability by minimizing fixed costs and exercising control over the various stages of production (Mohsen and Najjar, 2006, p. 98);

❖ **Outstanding response to customer needs:** Responding to customers and meeting their needs is one of the most important indicators to measure the performance of institutions, considering obtaining customers and maintaining their loyalty as the goal of competing institutions, profitability and development, and to achieve a superior response to customers, the institution must be able to perform tasks better than competitors in identifying and satisfying the needs of customers, and then customers will pay more value to its products, which leads to creating excellence (Mohamed and Ahmed Abdel Motaal, 2001, p. 200);

❖ **Excellence and creativity:** It is the uniqueness and excellence of the services provided by the institution and the speed of new development, and the success and superiority of institutions is considered as it refers to everything that is new or modern, and related to the way the institution or its products are managed and therefore it is every development achieved in the types of products and production processes and includes management, organizational structures and strategies adopted by the institution, so creativity represents one of the most important structural foundations of competitive advantages (Collier & James, 2007, page 124).

❖ Flexibility: It means the ability of the institution to change operations to other methods, and this may mean changing the performance of operations as well as changing the method and time of performing operations, the customer needs to change operations to provide four requirements:

- **Product flexibility:** the ability of operations to introduce new or modified products;
- **Mix flexibility:** means the capacity of processes to produce a mix of products;
- **Volume flexibility:** means the ability of processes to change in the output level or in the level of production activity to deliver different volumes of products;
- **Delivery flexibility:** refers to the ability of processes to change product delivery times (Plizac, 2018, p. 120).

  ❖ **Market share:** The market share of the institution expresses the efficiency of its marketing activities, which is reflected in its impact on the volume of its sales in the market compared to the total sales of the same industry in that market, also defined as "the percentage of sales compared to the total general sales of the institution and its direct competitors, and the market share is based on three basic factors: acquiring new customers, retaining existing ones, as well as increasing the demand for purchases from existing customers" (Faisal, 2018, p. 270).

From the above, we conclude that marketing innovation in both parts (the traditional marketing mix and the new marketing mix), is one of the important factors in achieving and enhancing the competitive advantage of economic institutions, through its contribution to product development, improving pricing strategies, strengthening distribution channels, and innovating effective promotional methods, and it also has a significant impact on enhancing the ability of institutions to distinguish their products, improve customer satisfaction, and increase their market share, this impact that we will try to research through our field study in communication institutions (Mobilis, djezzy, oredoo) wilaya of el-oued agencies.

4. **The impact of marketing innovation on achieving a competitive advantage for the communication institutions under study in wilaya el- oued:**

4.1. **Study Tool:** To achieve the objectives of the study, the questionnaire was relied upon, where 75 questionnaires were distributed to a sample of employees of the branches of communication institutions (Mobilis, djezzy, oredoo) in the state of the valley, 66 questionnaires were recovered valid for analysis by 88% of the total number of questionnaires distributed, and the questionnaire included two main parts represented as follows:

❖ **The first part:** contains the personal data of the study sample through 5 paragraphs:

Table N°1: **General characteristics of the study sample.**

Variables		Number of iterations	Percentages
Sex	male	47	%72.2
	Female	19	%28.8
Age	Less than 30 years	05	%7.6
	30-39 years	18	%27.3
	40-49 years	28	%42.4
	50 and above	15	%22.7
Practical qualification	Secondary or less	0	%0
	Technician / High Technician	04	%6.1
	Bachelor	19	%28.8
	Master/Engineer	35	%53
	Graduate	08	%12.1
Years of experience	1-2 years	04	%6.1
	3-5 years	12	%18.2
	5-10 years	29	%43.9
	10-15 years	15	%22.7
	More than 15 years	48	%72.7
Organization Name	Mobilis	10	%15.2
	Djezzy	08	%12.1
	Oredoo	48	%72.7
Totale		66	%100

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

From the above table we note:

- The percentage of males was estimated at 72.2%, reaching 47 employees, which is the largest percentage compared to females, because there are only female employees in commercial interests other than technical interests;

- The age group from 40 to 49 years was the largest percentage, reaching 42.4%, followed by the group from 30 to 39 years at 27.3%, and these two groups, i.e. from 30 to 49 years, are considered at the top of their job giving, so they constitute the majority for the study sample;

- As for the academic qualification variable, the largest percentage was for holders of master's degrees and engineers, as their number reached (35) employees of the total number of sample members, which is (53%) of the total percentage, and this explains that the institutions under study depend in the recruitment process on the selection of holders of university degrees in the first place, especially engineers and holders of master's degree and to a lesser extent holders of a bachelor's degree, and also explains the lack of holders of higher degrees because they go to other sectors such as scientific research, and also explains the small number of technicians that The technical services of the institutions under study also require during employment a bachelor's degree or above;

- The variable of years of professional experience indicates that more than (75%) of the sample members have professional experience of more than 5 years, where we find that the number of employees with experience from 5 to 10 years amounted to (29) employees, which represents (43.9%), while the number of employees who have years of experience between 10 to 15 years (15) employees, which represents (22.7%) of the total percentage, and this means that most of the employees of the institutions under study have experience Significant professionalism, due to the strategy of institutions in maintaining competencies and providing all the necessary capabilities for their training and development of their capabilities, which positively returns to the institutions as a whole;

- The most employed members of the sample were employees in Mobilis Foundation, where their number reached (48) employees out of the total number of sample members, which is (72.7%), while the number of employees of Jazzy Foundation reached (10) by (15.2%) of the total percentage, and the number of employees of Ooredoo Foundation was (08) employees out of the total number of sample members, which represents (12.1%) of the total ratio, The difference in the number of employees between institutions is explained by the number of departments covered by the distribution of the questionnaire, as it was distributed in Mobilis in the commercial and technical

service, while the distribution of the questionnaire in the institutions of Djazzy and Ooredoo was at the level of commercial interests only.

❖ **The second part:** It includes the paragraphs of the study, which are estimated at 43 paragraphs, which were divided into two main axes that reflect the variables addressed by the study as follows:

- **The first axis:** related to the independent variable, which is marketing innovation, and includes seven dimensions (innovation in service, innovation in price, innovation in promotion, innovation in distribution, innovation in people, innovation in processes, innovation in physical evidence) measured in total in 25 items;

- **The second axis:** It is specific to the dependent variable (competitive advantage) and includes six dimensions (cost, price, quality, efficiency, flexibility, excellence) measured in total by 18 items.

4.2. **Data output analysis:** The Licart pentathlon scale was relied upon to identify the point of view of the community's vocabulary on the subject of the study, and this can be illustrated through the following table:

Table N°2: Licart pentagonal scale.

Answers	Strongly disagree	Disagree	neutral	Agree	Strongly agree
Degree	1	2	3	4	5

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

The length of the cells of the Likart scale was also determined for the five-gradient (lower and upper limits), where the range was calculated and then divided by the largest value in the scale to obtain the cell length, i.e. (4/5 = 0.8) and then this value was added to the beginning of the scale, which is one, in order to determine the upper limit of this cell, and the length of the cells can be clarified in the following table:

Table N°3: Length of cells of the Licart pentameter.

Category	Weighted Average	Degree of Agreement	Significance
First Class	From 1 to less than 1.80	Strongly disagree	Very Low
Second Class	From 1.80 to less than 2.60	Disagree	Low
Third Class	From 2.60 to less than 3.40	neutral	Medium
Fourth Class	From 3.40 to less than 4.20	Agree	High
Fifth Clas	From 4.20 to less than 5	Strongly agree	Very High

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

4.3. **The stability of the study tool:** It means the extent to which the same results or close results were obtained if the research was repeated in similar circumstances using the same tool, and in this research the stability of the research tool was measured using the Cronbach alpha coefficient, which determines the level of acceptance of the measurement tool by 0.60 or more, where the results were as follows:

Table N°4: Alpha Cronbach test for measuring resolution stability.

Questionnaire axes	Paragraph number	Number of paragraphs	Reliability coefficient	Validity coefficient
Axis 1: Marketing Innovation	paragraphs 1-25	25	0.738	0.859
Axis 2: Competitive Advantage	paragraphs 26-43	18	0.575	0.758
Total Questionnaire	paragraphs 1-43	43	0.815	0.903

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

In order to ensure the stability and consistency of the study tool, the Alpha Cronbach's test was used, and the alpha coefficient of the questionnaire as a whole reached (0.815), which is a positive and high value indicating the compatibility of the paragraphs of the questionnaire, where whenever the alpha coefficient approaches the one, it indicates a high stability, and in order to know the sincerity of the study tool, we calculated the square root of the stability, which amounted to (0.903), so the study tool generally has a very high stability coefficient that allows it to achieve the objectives of the study and the possibility of stability of the results that yield it.

4.4. Presentation and discussion of the results of the study: The following axes will be analyzed based on the statistical program (SPSS), and the arithmetic mean criteria were used to know the degree of approval for each axis, and the standard deviation to know the extent of dispersion of the answers of the study sample.

➤ **Marketing innovation axis:** The first axis of the study tool dealt with marketing innovation in the institutions under study, where the sample members agreed on the existence of marketing innovation for their institutions, as the arithmetic mean was (4) and the standard deviation (0.321), so this result indicates that the level of this variable is high and falls in an agreeable field, and this is shown in the following table:

Table N°5: Arithmetic averages and standard deviations of the marketing innovation axis.

Independent variable	Arithmetic Mean	Standard Deviation	Significance Level	Degree of Agreement
Marketing innovation	4	0.321	High	Agree

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

Despite the consensus of the sample under study of the employees of communication institutions and the agencies of the Valley State of the existence of marketing innovation in the institutions under study, but we have seen a weakness of the activity of institutions in this aspect, mainly due to the weak knowledge of employees of modern artificial intelligence techniques and the ambiguity of many of their vocabulary, which requires awareness institutions and intensive training courses in this aspect.

➤ **The axis of competitive advantage:** where the second axis of the study tool dealt with the competitive advantage of the institutions under study, in general, the arithmetic average of the dimension of excellence as a whole has reached (4.43), which is very high and the degree of approval strongly agrees according to the five-pointed Licart scale, and a standard deviation of (0.561), which indicates harmony and non-dispersion in the answers of the study sample to the dimension statements, and from it it can be said that most of the sample members agree that the institutions under study have the distinction that gives them a competitive advantage; In general, the sample members agree on the paragraphs of the axis of competitive advantage of their institutions, as the arithmetic mean was (3.93) and the standard deviation (0.327), so this result indicates that the level of this variable is high and falls in an agreeable field, and this is shown in the following table:

Table N°6: Arithmetic averages and standard deviations of the competitive advantage axis.

Dependent Variable	Arithmetic Mean	Standard Deviation	Significance Level	Degree of Agreement
Competitive Advantage	3.93	0.327	High	Agree

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

5. Analysis of the results:

5.1. Test the main hypothesis: The main hypothesis of the study states that there is a statistically significant relationship between marketing innovation and competitive advantage in communication institutions (Mobilis, djezzy, oredoo) in wilaya of El Oued;

▪ **Null hypothesis H0:** There is no statistically significant effect between marketing innovation and competitive advantage among communication institutions in the Valley State at the significance level ($\alpha \leq 005$);

▪ **Alternative hypothesis H1:** There is a statistically significant effect between marketing innovation and competitive advantage among communication institutions in the Valley State at the significance level ($\alpha \leq 005$); To confirm the validity of this hypothesis, we analyzed the relationship between the marketing innovation variable and the competitive advantage variable of communication institutions in the Valley State through the simple linear regression equation and based on the SPSS V 25 program, where we obtained the results shown in the table below:

Table N°7: Results of simple regression analysis of the impact of marketing innovation on competitive advantage.

Récapitulatif des modèlesb

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,824a	,679	,674	,18680

a. **Prédicteurs : (Constante),** Marketing innovation

b. **Variable dépendante :** Competitive Advantage

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

Looking at the above table, we note that the correlation coefficient R between the independent and dependent variable has reached (0.824), which is (82.4%), and the coefficient of determination R^2 is equal to (0.679), i.e. its percentage (67.9%) at a significant level of less than 5%, meaning that the marketing innovation variable explains the competitive advantage of the institutions under study by (67.9%), and the remaining percentage is for other variables that explain the competitive advantage, which indicates a positive statistically significant relationship between marketing innovation and competitive advantage, and from This model is expected to be a good combination of the competitive advantage variable as a dependent variable and the marketing innovation variable as an independent variable;

Table N°8: Analysis of varianc

ANOVAa

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	**Régression**	4,716	1	4,716	135,136	,000b
	de Student	2,233	64	,035		
	Total	6,949	65			

a. **Variable dépendante :** Competitive Advantage

b. **Prédicteurs : (Constante),** Marketing innovation

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

The above table shows that the calculated value of F = 135.136 is greater than the tabular value at the degrees of freedom (66, 1), which means that the simple linear regression model is significant, and since the significance level sig=0.000, which is less than 0.05 ($\alpha \leq 005$), the level of statistical significance adopted, from which we conclude that there is a statistically significant positive impact of marketing innovation on competitive advantage;

Table N°9: Testing the parameters affecting the model.

\Coefficientsa

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Erreur standard	Bêta		
1	(Constante)	,581	,289		2,008	,000
	Marketing innovation	,839	,072	,824	11,625	,000

a. **Variable dépendante :** Competitive Advantage

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

From the above table, we find that the tendency of the competitive advantage variable is positive, which reflects the direct relationship between its achievement and marketing innovation, and this is theoretically acceptable, because the more innovation is worked in the marketing mix developed in the institution, the more competitive advantage it has; Accordingly, based on the above, we reject the null hypothesis, which states that there is no statistically significant effect

between marketing innovation and competitive advantage among communication institutions in wilaya of El-oued at the level of significance ($\alpha \leq 005$), and we accept the alternative hypothesis that states that there is a statistically significant effect between marketing innovation and competitive advantage among communication institutions (Mobilis, djezzy, oredoo) in wilaya of El-oued at the level of significance ($\alpha \leq 005$).

5.2. Sub-hypothesis testing:

➢ **First sub-hypothesis test:** the hypothesis states that the evaluation of the marketing innovation of their organizations by employees of the institutions under study is high;

- **Null hypothesis H0:** Evaluation of marketing innovation by employees of the enterprises under study is low;
- **Alternative hypothesis H1:** the evaluation of marketing innovation by employees of the institutions under study is high; This hypothesis can be answered by setting the following table, which shows the arithmetic averages and standard deviations for each dimension of marketing innovation:

Table N°10: Analysis of respondents' responses regarding the dimensions of the marketing innovation axis:

Dimension	Arithmetic Mean	Standard Deviation	Significance Level	Degree of Agreement
Service Innovation	0.667	3.67	High	Agree
Pricing Innovation	0.747	3.54	High	Agree
Promotion Innovation	0.571	4.03	High	Agree
Distribution Innovation	0.682	3.98	High	Agree
People Innovation	0.889	4.02	High	Agree
Process Innovation	0.663	4.33	High	Agree
Physical Evidence Innovation	0.504	4.68	High	Agree

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

Through the above table, we note that the degree of approval of the members of the study sample about marketing innovation was all high, which means that employees agree with marketing innovation in the institutions under study, and this is confirmed by the following calculations: Innovation in physical evidence ranked first with an arithmetic mean of (4.68) and standard deviation (0.504), then in second place innovation in operations with an arithmetic mean (4.33) and standard deviation (0.663), innovation in promotion ranked third with an arithmetic mean (4.03) and standard deviation (0.571), in fourth place was innovation of people with an arithmetic mean (4.02) and standard deviation (0.889), innovation in distribution ranked fifth with an arithmetic mean (3.98) and standard deviation (0.682), and sixth place was occupied by service innovation with an arithmetic mean (3.67) and a deviation Standard (0.667) and last place was innovation in pricing with an arithmetic mean (3.54) and standard deviation (0.747), as assessed by the staff of the institutions under study; All the arithmetic averages of the dimensions of the marketing innovation axis came with a high level of significance and a degree of approval OK, except for the dimensions of innovation in physical evidence and innovation in operations, which were at a very high level of significance and a degree of approval strongly agree according to the five-point Licart scale, and therefore we reject the null hypothesis and accept the alternative hypothesis, which states that the evaluation of employees of communication institutions and agencies of the Valley State for marketing innovation is high.

➢ **Second sub-hypothesis test:** the hypothesis states that the assessment of the competitive advantage of their enterprises by employees of their institutions is high;

- **Null hypothesis H0:** The assessment of competitive advantage by employees of the institutions under study is low;

- **Alternative hypothesis H1:** The evaluation of competitive advantage by employees of the institutions under study is high;

This hypothesis can be answered by setting the following table, which shows the arithmetic averages and standard deviations for each dimension of competitive advantage:

Table N°11: Analysis of respondents' responses regarding the dimensions of the competitive advantage axis.

Dimension	Arithmetic Mean	Standard Deviation	Significance Level	Degree of Agreement
Cost	0.746	3.63	High	Agree
Price	0.698	3.61	High	Agree
Quality	0.637	3.70	High	Agree
Efficiency	0.741	3.94	High	Agree
Flexibility	0.674	4.25	Very High	Strongly agree
Excellence	0.561	4.43	Very High	Strongly agree

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

Through the above table, we note that the degree of approval of the members of the study sample about the competitive advantage was all high, which means that the employees agree about the competitive advantage in the institutions under study, and this is confirmed by the following calculations: After excellence, it ranked first with an arithmetic mean of (4.43) and a standard deviation (0.561), then in second place after flexibility with an arithmetic mean (4.25) and a standard deviation (0.674), and third place after efficiency with an arithmetic mean (3.94) and a standard deviation (0.741), and in fourth place After quality with an arithmetic mean (3.70) and standard deviation (0.637), fifth place after price with an arithmetic mean (3.61) and standard deviation (0.698), and sixth place last after cost with an arithmetic mean (3.63) and standard deviation (0.746), as assessed by the staff of the institutions under study; All the arithmetic averages of the dimensions of the axis of competitive advantage came with a high level of significance and a degree of approval OK, except for the dimensions of flexibility and excellence, which were at a very high level of significance and a degree of approval strongly agree according to the five-pointed Licart scale, and therefore we reject the null hypothesis and accept the alternative hypothesis, which states that the evaluation of employees of communication institutions agencies of wilaya el-oued of the competitive advantage in their institutions is high.

- ➤ **Third sub-hypothesis test:** The hypothesis states that there is a statistically significant relationship between innovation in the traditional marketing mix and the competitive advantage of communication institutions (Mobilis, djezzy, oredoo) in Communication institutions (Mobilis, Djezzy, Ooredoo) in the Wilaya of El Oued.
  - • **Null hypothesis H0:** There is no statistically significant effect between innovation in the traditional marketing mix and the competitive advantage of communication institutions in the Valley State at the significance level ($\alpha \leq 005$);
  - • **Alternative hypothesis H1:** There is a statistically significant effect between innovation in the traditional marketing mix and the competitive advantage of communication institutions in the Valley State at the significance level ($\alpha \leq 005$);

To confirm the validity of this hypothesis, we analyzed the relationship between the innovation variable in the traditional marketing mix and the competitive advantage variable of communication institutions in the Valley State through the simple linear regression equation and based on the SPSS V 25 program, where we obtained the results shown in the table below:

Table N°12: Results of simple regression analysis of the impact of innovation in the traditional marketing mix on competitive advantage.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,690a	,476	,468	,23853

a. **Prédicteurs : (Constante), Traditional marketing mix**

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

Looking at the above table, we note that the correlation coefficient R between the independent and dependent variable has reached (0.690), which is (60%), and the determination coefficient R^2 is equal to (0.476), i.e. (47.6%) at a significant level of less than 5%, meaning that the innovation variable in the traditional marketing mix explains the competitive advantage of the institutions under study by (47.6%), and the remaining percentage is for other variables that explain the competitive advantage, which indicates a positive statistically significant relationship between innovation in Traditional marketing mix and competitive advantage, and this model is expected to be a good reconciliation between the competitive advantage variable as a dependent variable, and the innovation variable in the traditional marketing mix as an independent variable;

Table N°13: Analysis of variance.

ANOVAa

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	3,308	1	3,308	58,132	,000b
	de Student	3,641	64	,057		
	Total	6,949	65			

a. Variable dépendante : competitive advantage

b. Prédicteurs : (Constante), Traditional marketing mix

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

The above table shows that the calculated value of F = 58.132 is greater than the tabular value at the degrees of freedom (66, 1), which means that the simple linear regression model is significant, and since the significance level sig=0.000, which is less than 0.05 ($\alpha \le 005$), the level of statistical significance adopted, from which we conclude that there is a statistically significant positive impact of innovation in the traditional marketing mix on competitive advantage;

Table N°14: Testing the parameters affecting the model.

Coefficientsa

Modèle		Coefficients non standardisés		Coefficients standardisés		
		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	1,576	,311		5,071	,000
	Traditional marketing mix	0,620	,081	0,690	7,624	,000

a. Variable dépendante : : competitive advantage

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

From the above table, we find that the tendency of the competitive advantage variable is positive, which reflects the direct relationship between achieving it and innovation in the traditional marketing mix, and this is theoretically acceptable, because the more innovation works in the traditional marketing mix in the organization, the more competitive advantage it achieves;

Accordingly, based on the above, we reject the null hypothesis, which states that there is no statistically significant effect between innovation in the traditional marketing mix and the competitive advantage of communication institutions in the state of the valley at the level of significance ($\alpha \le 005$), and we accept the alternative hypothesis that states that there is a statistically significant effect between innovation in the traditional marketing mix and the competitive advantage of communication institutions (Mobilis, djezzy, oredoo) in the state of the valley at the level of significance ($\alpha \le 005$).

- **Fourth sub-hypothesis test:** The hypothesis states that there is a statistically significant relationship between innovation in the new marketing mix and the competitive advantage of communication institutions (Mobilis, djezzy, oredoo) in the Wilaya of El Oued;
  - **Null hypothesis H0:** There is no statistically significant effect between innovation in the new marketing mix and the competitive advantage of communication institutions in the Valley State at the significance level ($\alpha \le 005$);

- **Alternative hypothesis H1:** There is a statistically significant effect between innovation in the new marketing mix and the competitive advantage of communication institutions in the Valley State at the significance level ($α≤$ 005);

To confirm the validity of this hypothesis, we analyzed the relationship between the innovation variable in the new marketing mix and the competitive advantage variable among communication institutions in the Valley State through the simple linear regression equation and based on the SPSS V 25 program, where we obtained the results shown in the table below:

Table N°15: Results of simple regression analysis of the impact of innovation in the new marketing mix on competitive advantage.

Récapitulatif des modèlesb

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,672a	,451	,443	,24408

a. Prédicteurs : (Constante), New marketing mix

b. Variable dépendante : competitive advantage

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

Looking at the above table, we note that the correlation coefficient R between the independent and dependent variable has reached (0.672), which is (67.2%), and the coefficient of determination R^2 is equal to (0.451), i.e. (45.1%) at a significant level of less than 5%, meaning that the innovation variable in the new marketing mix explains the competitive advantage of the institutions under study by (45.1%), and the remaining percentage is for other variables that explain the competitive advantage, which indicates a positive statistically significant relationship between innovation in The new marketing mix and competitive advantage, and this model is expected to be a good reconciliation between the competitive advantage variable as a dependent variable, and the innovation variable in the new marketing mix as an independent variable;

Table N°16: Analysis of variance.

ANOVAa

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	3,136	1	3,136	52,645	,000b
	de Student	3,813	64	,060		
	Total	6,949	65			

a. Variable dépendante : competitive advantage

b. Prédicteurs : (Constante), New marketing mix

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

The above table shows that the calculated value of F = 52.645 is greater than the tabular value at the degrees of freedom (66, 1), which means that the simple linear regression model is significant, and since the significance level sig=0.000, which is less than 0.05 ($α≤$ 005), the level of statistical significance adopted, from which we conclude that there is a statistically significant positive impact of innovation in the developed marketing mix on competitive advantage;

Table N°17: Testing the parameters affecting the model.

Coefficientsa

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Erreur standard	Bêta		
1	(Constante)	1,714	,308		5,572	,000
	New marketing mix	,511	,070	,672	7,256	,000

a. Variable dépendante : competitive advantage

Source: Prepared by researchers based on the outputs of the SPSS v25 program.

From the above table, we find that the tendency of the competitive advantage variable is positive, which reflects the direct relationship between its achievement and innovation in the new marketing mix, and this is theoretically acceptable because the more innovation works in the marketing mix developed in the institution, the more competitive advantage it has; Accordingly, based on the above, we reject the null hypothesis, which states that there is no statistically significant effect between innovation in the new marketing mix and the competitive advantage of communication institutions in the Valley State at the level of significance ($\alpha \leq 005$), and we accept the alternative hypothesis that states that there is a statistically significant effect between innovation in the new marketing mix and the competitive advantage of communication institutions (Mobilis, djezzy, oredoo) in the Wilaya of El Oued at the level of significance ($\alpha \leq 005$).

6. **Conclusion:** Through this study, many aspects that fall within the framework of marketing innovation and competitive advantage were addressed, where the study dealt with marketing innovation, its importance and fields, as we also touched on the concept of competitive advantage, its importance, characteristics as well as its various dimensions in order to familiarize themselves with the theoretical side of the study and the following main problem was posed: What is the impact of marketing innovation on achieving competitive advantage in communication institutions (Mobilis, djezzy, oredoo) in Wilaya of El Oued?

   The applied aspect of the study is a case study of communication institutions (Mobilis, djezzy, oredoo) in the state of the valley, and this was through the distribution of a questionnaire form to the employees of the institutions under study, and we used a set of statistical methods and methods for the purpose of analyzing and processing the questionnaire data in addition to determining the direction of the response of employees through the analysis of SPSS data to know the impact of marketing innovation on achieving competitive advantage in the institutions under study.

6.1. **Study results:** we were able to answer the main problem related to the impact of marketing innovation on achieving competitive advantage in communication institutions (Mobilis, djezzy, oredoo) in the state of the valley, and the most important results of the study can be extracted in the following points:

   + The results of the statistical study proved the validity of the first sub-hypothesis, which states that the evaluation of employees of communication institutions (Mobilis, djezzy, oredoo) in Wilaya of El Oued for marketing innovation in their institutions is high;
   + The results of the statistical study proved the validity of the second sub-hypothesis, which states that the evaluation of employees of Communication institutions (Mobilis, djezzy, oredoo) in Wilaya of El Oued because the competitive advantage of their institutions is high;
   + The results of the statistical study proved the validity of the third sub-hypothesis, which states that there is a statistically significant effect between innovation in the traditional marketing mix and the competitive advantage of communication institutions in Wilaya of El Oued at the level of significance ($\alpha \leq 005$);
   + The results of the statistical study proved the validity of the fourth sub-hypothesis, which states that there is a statistically significant effect between innovation in the new marketing mix and the competitive advantage of communication institutions in Wilaya of El Oued at the level of significance ($\alpha \leq 005$);
   + The results of the statistical study proved the validity of the main hypothesis that states that there is a statistically significant effect between marketing innovation and competitive advantage among communication institutions in Wilaya of El Oued at the significance level ($\alpha \leq 005$);

Through the results of the applied study, which proved the validity of the sub-hypotheses as well as the basic hypothesis, and despite the high evaluation of the sample members of marketing innovation and competitive advantage, but we have seen shortcomings in several aspects related to these variables, given the marketing innovation, we noticed that there is not enough knowledge of the new marketing mix, due to the failure of most employees to study it and their sufficiency with knowing the most famous traditional marketing mix known as 4P, and we also heard that the competitive advantage does not receive sufficient attention, which reflects its importance in institutions Service in particular and economic in general, despite the presence of many indicators of interest in them, but without knowing that these indicators are directly reflected on the competitive advantage.

6.2. **Study recommendations:** Based on the above, recommendations have been developed that can help organizations apply marketing innovation and achieve competitive advantage through it, and they are as follows:

   + Training staff and conducting training courses aimed at familiarizing them with all the latest developments in marketing innovation and enhancing competitive advantage;

✚ Instilling a culture of innovation and excellence among employees of enterprises and allocating sufficient funds for innovation and commercialization research;

✚ Striking a balance in innovation between different areas of marketing and not focusing only on the product despite its importance;

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