

The Impact Of The Marketing Innovation Strategy On Achieving The Competitive Advantage For Saudi Telecom Companies During Covid-19

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Abstract: This study aimed to determine the effect of the marketing innovation strategy in achieving competitive advantage. This study was applied to Saudi telecom companies (Mobily, Zain Saudi Arabia, STC). The study used the descriptive and analytical approach in addition to a questionnaire tool. The tool was adopted to collect data from the sample and was distributed randomly to all mobile phone subscribers of the three companies. Therefore, (741) valid questionnaires were retrieved for analysis. In addition, the study (SBS) was used to analyze the data. Thereby, the results pointed out that the statistical analysis results showed a statistically significant impact of the marketing innovation strategy in achieving the competitive advantage of the Saudi telecom companies through the financial performance of the operational performance of the Saudi telecom companies.

Key word: Marketing Innovation Strategy; The Competitive Advantage; Saudi Telecom Companies; Covid-19.

1- Introduction

The development and innovation of marketing activities are considered a strategic necessity for every organization seeking success and survival in the market. However, the success of these institutions is related to the extent of their interest in marketing existing or new products and services. Besides, their tiring strategies tend to keep pace with changes in the surrounding environment, meet customer desires to improve their competitiveness and develop their market share. Consequently, the importance of this study lies in providing a theoretical and practical framework that highlights the importance of the innovative work approach in corporate marketing in achieving competitive sustainability.

On the one hand, adopting an innovation strategy has become imperative in all marketing policies. This trend has led to an increased interest in the marketing function, which plays a fundamental role in all innovation processes. In all cases, who cannot dispense marketing research within gathering information, customer suggestions are to provide in line with the desires of the target markets. On the other hand, the integration and overlap between marketing and innovation within the organization have resulted in many areas of innovation

that extend beyond products and services to the rest of the marketing mix elements and are mainly related to marketing activities, which is what the researcher termed as a strategy for marketing innovation (Chuwiruch et al., 2015).

On the other hand, the Corona pandemic has forced many establishments to temporarily close stores, which led to the elimination of a large part of sales during one quarter of the pandemic year. Despite their ability to continue selling online and reopening their stores last July, only Revenue was lower than last year's levels because shoppers were buying for the sake of essential goods and items for the home. Eventually, there has been a decrease in the enterprises affected by that pandemic (Al-Hurra, 2020).

One of the Saudi telecom companies said, "The impact of the precautionary measures of the Corona pandemic on the telecommunications sector was limited, but they expected an impact on the sector by the end of this year" (Argaam, 2020). Within this context, talking about the importance of relying on marketing innovation as a strategic option in increasing the market share of the competing institutions has led us to highlight the features of the problem by asking the question below:

- What is the level of application of the marketing innovation strategy in the Saudi telecom companies?
- What is the level of competitive advantage by Saudi telecom companies?
- Is there an impact of the marketing innovation strategy in achieving the competitive advantage of Saudi telecom companies?
- Which of Saudi telecom companies is the most implementing the marketing innovation strategy from the viewpoint of the sample?
- Which of Saudi Telecom companies is the most competitive advantage from the viewpoint of the sample?

2- Literature Review

2-1 Marketing Innovation Strategy

Marketing innovation strategy as marketing decisions is one of the activities related to generating competition between enterprises, preserving their advantages and increasing market share. This concept emphasizes some of the benefits for SMEs in post-coronavirus crisis markets. Jeanine and Harmeling (2011) explained that understanding marketing innovation strategies is critical to organizations' success, development, and long-term survival. In addition, the concept of marketing innovation strategy proposes a roadmap for enterprises to overcome their marketing problems by small and moderate enterprises to practice successful marketing activities. For instance, marketing innovation strategy means innovation in all aspects of marketing activity; therefore, it is not limited to a specific field. For example, the invention in the field of product, service, or advertising, but instead includes all other marketing areas (Sathana et al., 2018).

Undoubtedly, companies seek to build an integrated program for the marketing mix elements (Walker, 2011). Leading researchers explained that the marketing innovation strategy is a roadmap for how the company can allocate its resources and link them to its environment to achieve its goal to generate economic value and keep the company ahead of its competitors (Tantong et al., 2010). Therefore, innovation strategies significantly impact marketing in terms of an organization's efficiency and cost structure. In international marketing research, scholars have applied several dimensions to refer to the marketing innovation strategy (Pricing Innovation Strategy; Producing Innovation Strategy, Promoting Innovation Strategy and Place Innovation Strategy) (Moghad dam and Foroughi, 2012).

Pricing is one of the most urgent marketing decisions to make. If the price is too high, it might scare customers away. But, on the other hand, if it is too low, you can also raise doubts about the quality of the product. In addition, it is more challenging to launch an innovative product because the criteria for determining the value are not clear (Geisel and Hansen, 2015).

Importantly, every organization should define an innovation strategy around its products or services. In some organizations, the innovation mindset extends across the entire organization from business offices to the store floor (Kebap, 2017). There are two main strategies for success in product innovation. They first determined the relationship between technology development and product development in the organization and how they can work together with the best. Second, following the best practices in matching technology and product development priorities with customer needs (Chang et al., 2011).

With the help of the Innovation Promotion Strategy, companies can give their businesses a decisive impulse and ensure their long-term survival in the much-contested market. Every new development starts with an idea. However, the development of innovations consists only to a small extent of initial inspiration since the usability of ideas, in particular, is often associated with a great deal of effort (Sergeeva and Zanello, 2018).

Schmidt (2019) outlined ten steps that enable organizations to build an innovative marketing strategy. These steps are in sequence: Discover new markets, Diversity is the key, Input from outside, creating free space, taking up ideas, promoting motivation, Clear rules regarding the development of ideas, preparing statements well, preparing your company for innovations and finally Control is essential.

Place Innovation Strategy includes identifying customer needs, current and future market needs and exploring potential market potentials. This can be achieved through five criteria, as mentioned by Farooq (2019). First, Size: What's cool? How many members? What kind of financing? Second, Openness: How open is it to other societies? For city dwellers? For clients? For business me? Third, Interdisciplinary: What areas do these places work on? Fourth, Partnerships: How many organizations are clustered at the home of innovation? Last, Evaluation: What is the follow-up for innovations in different places.

2-2 Competitive Advantage

Many definitions of competitive advantage have been mentioned in the literature, as it is defined as the ability of the institution to achieve higher achievement that exceeds what other institutions earn. This is because competitive advantage produces goods and desirable services with higher efficiency than other institutions (Willie, 2010). In addition to this, it is known that a property or a group of properties in the institution can be kept for an extended period so that the institution benefits from it. It can also outperform its competitors as it is presented to customers (Al-Zyadaat, 2012). That ability in the organization by which the cost of value activities can be lowered or the value provided to customers higher than competitors (Hadj, 2020).

The benefit of the competitive advantage in marketing, which is considered one of the most prominent benefits of the company's competitive advantage, is the ability of that company to retain its customers and get new customers in exchange for the products it provides to them. This will distinguish it from competitors and achieve their aspirations (Alsanosy, 2016). According to its strategic plans, if consumer satisfaction is reached, the company can increase its market share (Wang et al., 2011). Moreover, if consumer satisfaction is achieved and market share increases, the company's profits will continue to increase. As a result, it eventually earned rewarding financial returns and net earnings at the end of each year (Essa et al., 2016).

However, the advantage must be rare and confined to the company and stand out from its competitors. For example, the US company Apple is the first to innovate in the tablet device market. So, what guarantees a company to survive in a bustling market? Nothing, but for that company to be different from all its competitors and to have a suitable innovative marketing method to attract customers. The thing which means that it must have a competitive advantage that allows it to survive.

2-3 The Relationship of Marketing Innovation Strategy to Competitive Advantage

Numerous previous studies have been conducted on the innovation process in marketing strategies, and competitive advantage has confirmed a relationship between marketing innovation strategy and the competitive advantage of companies. This is what the researchers demonstrated in the study of Quaye and Mensah (2019). Its purpose was to determine how small and moderate enterprises (SMEs) in water, beverage, soap, detergent, metal manufacturing, wood and furniture industries could continue or improve both their competitive advantage through strategic marketing innovation and guidance to SMEs regarding how innovative marketing practices and dynamic marketing capabilities combine to create sustainable market advantage. This study used a quantitative systematic research model through a stratified random sample of (591) small and moderate-sized manufacturing companies in Ghana. Thus, I concluded that innovative marketing practices, such as new and modified product designs and packages, new retail and promotion strategies, and pricing schemes, are the primary key to sustaining competitive market advantage.

In addition, Abdul Hamid's study (2018) aimed to uncover the effect of the marketing mix elements, viz. product, pricing, promotion and distribution, on the competitive advantage

in the industrial plastic factories in Amman. Besides, the study was conducted on the plastic industry companies in Amman Governorate. Proportional randomness consisting of (140) questionnaires valid for analysis. This study reached several results, the most important of which is a statistically significant effect of the dimensions of the marketing mix represented by (product, pricing, promotion, distribution) on the competitive advantage in industrial companies.

The study of Essa et al. (2016) highlighted the impact of marketing innovation in achieving the competitive advantage (functional performance, operational performance) because it was on the Algerian economic institutions. For the sake of the study mentioned above, a sample of managers of Algerian financial institutions in the sectors of activity was selected, with a volume of 64 managers. The study reached several results, the most prominent of which is a statistically significant effect of marketing innovation. The study also presented several recommendations, the most important of which is applying the principles and concepts of the invention to achieve competitive sustainability.

3- The Study Methodology

This research paper adopted the descriptive (quantitative) approach because it was more appropriate to the nature and objectives of the study. This approach described the level of the marketing innovation strategy of the three telecommunications companies (Mobily, Zain Saudi Arabia, and STC), their competitive advantage. It investigated the existence of a correlation between the study variables.

3-1 Study Population and Sample:

The size of the study population reached (3) Saudi companies providing telecommunications services. Moreover, the number of subscribers to the three companies reached (41) million subscribers, according to statistics (Saudi Communications Commission, 2018). Therefore, given the large size of the community, a random sample was taken that included (741) subscribers of the three Saudi telecom companies (Mobily, Zain Saudi Arabia, and STC) in different regions in the Kingdom of Saudi Arabia. Table (1) shows the distribution of dragons on the time zone of the demographic variables.

Table No. (1): Distribution of the normal distribution of demographic variables

Variable	Rating	Frequency	%
gender	Male	156	21.1
	Female	585	78.9
	Total	741	100.0
Education level	Diploma	86	11.6
	Bachelor	623	84.2
	Master	16	2.1

The company that deals with	PhD	16	2.1
	Total	741	100.0
	Zain Saudi	47	6.4
	Mobily	249	33.6
	STC	445	60.0
	Total	741	100.0

3-2 Data Collection Sources:

Tool: The questionnaire was used as a tool in achieving the objectives of this study, which aims to find out the impact of the strategic innovation strategy on the competitive advantage of Saudi telecom companies (Mobile, Zain Saudi Arabia, and STC).

This study was accomplished by relying on two of data necessary for this study, namely:

Initial Data: A questionnaire was designed according to the dimensions of the independent and dependent variable through the development of the scale (Eisa and others, 2016). The questionnaire included (26) items distributed into two groups: the first had paragraphs of the independent variable (Marketing Innovation Strategy); The second included the sections of the competitive advantage, which was measured through (financial performance and operational performance). The five-point (Likert scale) was used according to the following hierarchy: (5) points strongly agree, (4) points in the agreement, (3) points to Zayed, (2) means to agree, (1) point to agree strongly. The three Saudi Arabia (Mobily, Zain Saudi Arabia, and STC).

Secondary Data: The following sources were relied upon: * Newspapers, magazines and technical articles related to the study variables. * Studies and research, directly and indirectly, related to the study variables. * The global information network (internet) to track and follow the latest scientific developments and studies that dealt with the Corona crisis.

3-3 Statistical Analysis Tools

For the purposes of statistical analysis, some statistical methods have been used, as follows:

- Stability coefficient (Cron bach alpha), to ensure the internal consistency of the statements that make up the scale of the study.
- The arithmetic means and standard deviation in order to identify the extent of focus or dispersion of the study sample responses on the phrases related to the elements of the marketing innovation strategy and the dimensions of the competitive advantage of the three companies (Mobily, Zain Saudi Arabia, and STC).
- Simple linear regression to see the extent of the impact of the marketing innovation strategy on the level of competitive advantage of the three companies (Mobily, Zain Saudi Arabia, and STC).

- Multiple regression, in order to identify the extent of the impact of the marketing innovation strategy on the level of competitive advantage of the three companies (Mobily, Zain Saudi Arabia, and STC).

3-4 The Validity and Reliability of The Questionnaire:

Validity the scale (the study tool) was presented to arbitrators who are professors in marketing at the University of Jeddah. Their comments were taken on the scale and the paragraphs of the questionnaire were modified.

Reliability of the study tool: Reliability, in order to ensure the stability of the study tool, the tool stability equation (Cronbach Alpha) and the repetition stability coefficient using the Pearson correlation coefficient were applied to all areas of the study, and Table (2) show this.

Table (2): Cronbach's alpha coefficients and the repetition stability factor of the study domains

NO.	variable	Number of paragraphs	Cronbach Alpha Coefficient	Repetition constancy coefficient
1	Marketing innovation strategy	20	0.95	0.80
2	Financial performance	3	0.69	0.75
3	Operating performance	3	0.76	0.79
The whole questionnaire		26	0.94	0.92

Table (2) shows that the Cronbach alpha coefficients for the study fields ranged between (0.69-0.95), the highest was in the field of "marketing innovation strategy", and the lowest was in the field of "financial performance", and the Cronbach alpha coefficient for the questionnaire as a whole reached (0.94). The values of the return stability coefficients for the fields of study were between (0.75-0.80), the highest was for the field of "marketing innovation strategy", and the lowest was for the field of "financial performance". The stability factor (Cronbach Alpha) is acceptable if it exceeds (0.60).

4- The Results

The first question: What is the level of application of the marketing innovation strategy in the Saudi telecom companies?, To answer this question, arithmetic averages and standard deviations were calculated for the paragraphs of the marketing innovation variable, and Table (3) show this.

Table (3): Means and standard deviations for each item of marketing innovation strategy paragraphs arranged in descending order

Order	NO.	Statement	Mean	SD	Importance
1	10	The company uses new methods in the advertising such as the Internet and mobile applications.	4.04	1.04	High
2	4	The company offers new and modern methods for payment.	4	1.19	High
3	11	The company provides its services in an easy and uncomplicated modern way.	3.85	1.04	High
4	13	The company has the competencies of human service with distinction.	3.81	1.18	High
5	16	The company has modern and advanced equipment.	3.8	0.98	High
6	9	The company's advertisements are characterized by modernity and distinction.	3.75	0.98	High
7	2	The company offers products of fine cows.	3.71	0.97	High
8	8	The company offers new facilities in the delivery of service or product to the customer.	3.67	1.17	High
9	12	The company uses modern means of communication to facilitate the provision of services.	3.67	0.96	High
10	3	The company is keen to constantly present new and modern.	3.65	1.02	Moderate
11	5	The company is constantly introducing new facilities to pay for services by voice.	3.62	1.11	Moderate
12	15	The processor provided by the main company.	3.58	0.98	Moderate
13	1	The company offers new and innovative services.	3.56	0.96	Moderate
14	20	The company's new services are characterized by a high level of quality	3.56	1.22	Moderate
15	14	The company is distinguished from competitors by the ease and clarity of procedures	3.55	1.12	Moderate
16	18	The company's services are always distinct from the rest of its competitors	3.43	1.12	Moderate
17	7	The company introduces new ways of presenting products and providing services compared to competitors	3.42	1.02	Moderate
18	19	The prices of the company's services and products are appropriate to the capabilities of the customers.	3.31	1.21	Moderate
19	6	The company offers new benefits through discounts and free services.	3.28	1.13	Moderate

Order	NO.	Statement	Mean	SD	Importance
20	17	The company offers new services at lower prices than competitors.	3.04	1.25	Moderate
Total			3.62	.77	Moderate

Table (3) shows that the arithmetic averages of the variable paragraphs of the marketing innovation strategy ranged between (3.04 -4.04), the highest of which was paragraph No. (10), which states that “the company uses new methods of advertising such as the Internet and mobile phone applications,” with an arithmetic average of (4.04) and a high degree. And in last place, Paragraph No. (17), which states that “the company provides new services at lower prices than competitors,” with an arithmetic average (3.04) and a Moderate degree, and the arithmetic average of the overall field is (3.62) and with a **Moderate** degree.

The Second Question: What is the level of competitive advantage that Saudi Telecom companies have?, To answer this question, the researcher calculated the arithmetic means and standard deviations of the paragraphs of the competitive advantage variable, as follows:

First: The Financial Performance Variable

Table (4): Means and standard deviations for each item of the Financial Performance paragraphs arranged in descending order

Order	NO.	Statement	Mean	SD	Importance
1	1	Management is concerned with the investment portfolio to achieve financial returns and gains.	3.49	1.11	Moderate
2	3	The company presents future plans in its annual reports.	3.18	1.18	Moderate
3	2	Management is concerned with distributing dividends to shareholders.	3.05	1.26	Moderate
Total			3.22	0.89	Moderate

Table (4) shows that the arithmetic averages of the paragraphs of the financial performance variable ranged between (3.05-3.49), the highest of which was for paragraph No. (1), which states that “management is concerned with the investment portfolio to achieve returns and gains” with an arithmetic average of (3.49) and a **Moderate** degree, and in the last rank. Paragraph No. (2), which states that “management is interested in distributing dividends to shareholders,” with an arithmetic average (3.49) and a Moderate degree, and the arithmetic average of the overall field is (3.22) with a **Moderate** degree.

Second: Operating performance variable

Table (5): Means and standard deviations for each item of the Operating performance paragraphs arranged in descending order

Order	NO.	Statement	Mean	SD	Importance
1	1	The company is concerned with continuously improving production processes to achieve competitive advantage.	3.34	1.14	Moderate
2	2	The company seeks to adhere to the quality of production in accordance with international standards and specifications.	3.18	1.25	Moderate
3	3	The company targets its internal operations to find points of excellence for it.	3.06	1.21	Moderate
Total			3.20	.99	Moderate

Table (5) shows that the arithmetic averages of the operating performance variable items ranged between (3.06-3.34), the highest of which was paragraph No. (1) which states: "The company is interested in continuously improving production processes to achieve competitive advantage" with an arithmetic average of (3.34) and to a moderate degree. In the last rank, Paragraph No. (3), which states, "The company targets its internal operations to find its distinction points," with an arithmetic average (3.06) and a moderate degree, and the arithmetic average of the overall field is (3.20) and with a moderate degree.

The third question: Is there an impact of the marketing innovation strategy in achieving the competitive advantage of the Saudi telecom companies?

To answer this question, the main hypothesis of the study was analyzed, which states: "There is no effect of the marketing innovation strategy at the level of statistical significance $\alpha \leq 0.05$ in achieving the competitive advantage of the Saudi telecom companies." In order to know the effect of the marketing innovation strategy in achieving the competitive advantage of the Saudi telecom companies, a simple regression analysis was used, and Table (6) shows that.

Table (6) Multiple linear regression analysis to know the impact of the marketing innovation strategy in achieving the competitive advantage of Saudi Telecom companies.

Independent variable	Regression coefficient β	T	Significant level Sig.*t	Correlation R	R ²	F	F Sig*	Constant
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Marketing Innovation Strategy	.504	5.385	.000	.490 ^a	.240	29.003	.000 ^b	1.402
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Table (6) shows the impact of the marketing innovation strategy on achieving the competitive advantage of Saudi telecom companies. The results of the statistical analysis showed a statistically significant effect of the marketing innovation strategy in achieving the competitive advantage of Saudi telecom companies, as the correlation coefficient R reached (0.490) at a significance level ($\alpha \leq 0.05$). As for the determination coefficient R², it was (0.240), meaning that the marketing innovation strategy explains 24% of the changes in the competitive advantage of the Saudi telecom companies. This confirms the validity of rejecting the null hypothesis, which states: "There is no significant impact of the marketing innovation strategy in achieving the competitive advantage of Saudi telecom companies at the significance level (0.05)." The value of the impact degree was β (0.504), which means that a one-degree increase in the level of marketing innovation strategy leads to an increase in achieving competitive advantage for Saudi telecom companies with a value of (0.504).

The first sub-hypothesis: "There is no effect of the marketing innovation strategy at the level of statistical significance $\alpha \leq 0.05$ on the financial performance of Saudi telecom companies." To find out the effect of the marketing innovation strategy on the financial performance of Saudi telecom companies, a simple regression analysis was used, and Table (7) shows that.

Table (7) Multiple linear regression analysis to know the impact of the marketing innovation strategy in the financial performance of Saudi Telecom companies.

Independent variable	Regression coefficient β	T	Significant level Sig.*t	Correlation R	R²	F	F Sig*	Constant
Marketing Innovation Strategy	.559	5.335	.000	.484 ^a	.234	28.46	.000 ^b	1.199

Table (7) shows the impact of the marketing innovation strategy on the financial performance of Saudi telecom companies. The results of the statistical analysis showed a statistically significant effect of the marketing innovation strategy on the financial performance of Saudi telecom companies, with the correlation coefficient R (0.484) at a significance level ($\alpha \leq 0.05$). As for the determination coefficient R², it reached (0.234), meaning that the marketing innovation strategy explains 23.4% of the changes in the financial

performance of the Saudi telecom companies, and the significance of this effect confirms the value of F, which amounted to (28.46), which is a function of the level of significance ($\alpha \leq 0.05$). This confirms the correct rejection of the null hypothesis, which states: "There is no significant impact of the marketing innovation strategy on the financial performance of Saudi telecom companies at the significance level (0.05)." The value of the impact degree was β (0.559), which means that a one-degree increase in the level of the marketing innovation strategy leads to an increase in the financial performance of Saudi telecom companies by (0.559).

The second sub-hypothesis: "There is no impact of the marketing innovation strategy at the level of statistical significance $\alpha \leq 0.05$ on the operating performance of Saudi telecom companies." To find out the effect of the marketing innovation strategy on the operational performance of the Saudi Telecom Company, a simple regression analysis was used, and Table (8) shows that.

Table (8) Multiple linear regression analysis to know the impact of the marketing innovation strategy in the operational performance of Saudi Telecom companies.

Independent variable	Regression coefficient β	T	Significant level Sig.*t	Correlation R	R ²	F	F Sig*	Constant
Marketing Innovation Strategy	.437	3.480	.001	.341	.116	12.11	.001	1.617

Table (8) shows the impact of the marketing innovation strategy on the operating performance of Saudi telecom companies. The results of the statistical analysis showed a statistically significant effect of the marketing innovation strategy on the operational performance of Saudi telecom companies, as the correlation coefficient R reached (0.341) at a significance level ($\alpha \leq 0.05$). As for the determination coefficient R², it reached (0.116), meaning that the marketing innovation strategy explains 11.6% of the changes in the operational performance of the Saudi telecom companies. The significance of this effect confirms the value of F, which amounted to (3.480), which is a function of the level of significance ($\alpha \leq 0.05$). This confirms the validity of rejecting the null hypothesis, which states: "There is no significant impact of the marketing innovation strategy on the operational performance of Saudi telecom companies at the significance level (0.05)." The value of the impact score was β (0.437), which means that a one-degree increase in the level of marketing innovation strategy leads to an increase in the operational performance of Saudi telecom companies with a value of (0.437).

5- Discussion

This study aimed to show the impact of the marketing innovation strategy in achieving the competitive advantage of the three Saudi telecom companies, viz. (Mobily, Zain Saudi Arabia and STC). In addition, this research paper aimed to find out the extent of the three telecom companies' interest in the marketing innovation strategy on their businesses and the importance of the competitive advantage of those companies. As a consequence, from the viewpoint of the sample (clients of the three companies) and in light of these goals, the following results have been revealed:

First: The level of application of the marketing innovation strategy in the Saudi telecom companies is moderate. This is because it is said that the companies use new methods to advertise their products. Also, it is said that the human competencies that the companies possess are somewhat moderately efficient, and it is scarce for the companies to provide new payment facilities. What is more is that the companies' services are rather traditional, and the prices of the company's services and products do not suit the capabilities of all classes of customers.

Second, the level of competitive advantage that the three Saudi telecom companies have measured through financial and operational performance came at a moderate level. There are three reasons for that. Firstly, the improvement in the production processes of the three companies is not essential in the first degree. Secondly, the quality of production is according to what the local customer requires and not international standards and specifications. Thirdly, the companies' points of distinction are not targeted, nor are they interested in distributing investors' profits.

Third: The statistical analysis results showed a statistically significant effect of the marketing innovation strategy in achieving the competitive advantage of the Saudi telecom companies. The marketing innovation strategy explains 24% of the changes in the competitive advantage of the Saudi telecom companies. It also explains 23.4% of the changes in the financial performance through any change in the marketing innovation strategy, in addition to 11.6% of the changes in the operating performance of the Saudi telecom companies.

6- Conclusion

This study aimed to show the impact of the marketing innovation strategy in achieving the competitive advantage of the three Saudi telecom companies (Mobily, Zain Saudi Arabia and STC). It was found that the clients of the three companies mainly were females who have a bachelor's degree. Furthermore, it was found that the majority of the targeted sample was from STC customers. This indicated that this company was the most competitive advantage among the three companies, i.e., the most application of the marketing innovation strategy. The statistical analysis results showed a statistically significant impact of the marketing innovation strategy in achieving the competitive advantage of the Saudi telecom companies through the financial performance of the operational performance of the Saudi telecom companies.

7- Recommendations

After showing the results, the study highly recommends the following. First, and the most important, the three companies (Mobily, Zain Saudi Arabia, and STC) should adopt a marketing innovation strategy in order to raise the level of their competitive advantage. Moreover, it is necessary to work on the same variables for a different society in order to generalize the results.

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