Strategic Innovation and its Impact on Entrepreneurial Marketing (A Field Study of Saudi Telecom Company, 2025)

الابتكار الاستراتيجي وأثـــــره في التســـــــويق الريادي

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الملخّـــــص :

هدفت الدراســـة لتحديد تأثير الابتكار في تطـــوير التســـويق الريادي، وبيان العلاقة بين المخاطرة والتسويق الريادي، ومن ثم دراسة العلاقة بين الاستباقية في اقتناص الفرص والتسويق الريادي. تمثلت مشكلة الدراسة في أنه بالرغم من أهمية التسويق الريادي، وأهميته للشركات الصغيرة والمتوسطة، بصفة خاصة كونه يمكنهم من التواجد والاستمرار في الأسواق التنافسية ويمكنهم أيضاً من التنافس مع أكبر المنافسين في مجال صناعتهم، في ظل التحدي الأساسي الذي تواجهه المؤسسات الناشئة هو التنافس مع الشركات الأكبر والأكثر شهرة، إلا أنه ما زال هناك قصور وضعف في الاهتمام به، ولعل الأمر يعود إلى بعض الإستراتيجيات المتعلقة بالابتكار الإستراتيجي بصورة عامة في مجال التسويق، مما يؤثر على التسويق الريادي، وذلك من خلال تجاهل قياداته الإدارية لأهمية موجوداته الفكرية، وتركز اهتمامها فقط حول طرق تطبيقها للأنظمة والتعليمات بموجوداته المادية.

اتبعت الدراسة المنهج الوصفي التحليلي، بالإضافة للمنهج الاستدلالي. من أهم نتائج الدراسة اعتماد الشركات على خطط لتحسين وزيادة الابتكار أسهم في تطوير التسويق الريادي، إن تركيز الإدارة على زيادة الابتكار لدي العاملين له أثار إيجابية على التسويق الريادي، تطبيق أساليب الابتكار في جميع مراحل عمليات تقديم الخدمات المختلفة ينعكس إيجاباً على التسويق الريادي. أوصت الدراسة بعدد من التوصيات منها ضرورة التزام الإدارة بالشركات بإشراك العاملين في علميات اتخاذ القرارات المتعلقة بالتسويق، تشجيع العملين على إنشاء جلسات من أجل توليد أفكار إيجابية تفيد مسار العمل في مجال التسويق الريادي، ضرورة القيام بالتدريب والتأهيل اللازم لتطوير العاملين بما يتناسب أساليب التسويق الريادي.

الكلمات المفتاحيـــــــــة: الابتكار الاستراتيجي، التسويق الريادي.

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Abstract

The study aimed to determine the impact of innovation on the development of entrepreneurial marketing, to demonstrate the relationship between risk and entrepreneurial marketing, and then to examine the relationship between proactive opportunity seizing and entrepreneurial marketing. The study's problem was that despite the importance of entrepreneurial marketing, and its importance for small and medium-sized enterprises (SMEs), in particular, as it enables them to exist and survive in competitive markets and also compete with the largest competitors in their industry. Given the primary challenge facing startups is competing with larger and more established companies, there remains a lack of interest in it. This may be due to some strategies related to strategic innovation in general in the field of marketing, which impacts entrepreneurial marketing. This is due to administrative leaders ignoring the importance of its intellectual assets, focusing their attention solely on how to implement regulations and instructions with its physical assets.

The study followed a descriptive analytical approach, in addition to a deductive approach. One of the study's most important findings is that companies' reliance on plans to improve and increase innovation has contributed to the development of entrepreneurial marketing. Management's focus on increasing employee innovation has positive effects on entrepreneurial marketing. Applying innovation methods at all stages of the service delivery process has a positive impact on entrepreneurial marketing. The study made several recommendations, including the need for management to commit to involving employees in marketing-related decision-making, encouraging employees to hold sessions to generate positive ideas that benefit the course of work in the field of entrepreneurial marketing, and the need to provide the necessary training and qualifications to develop employees in line with entrepreneurial marketing methods.

Keywords: Strategic Innovation, Entrepreneurial Marketing.

Introduction:

Strategic innovation is a deliberate and systematic approach to developing and implementing new ideas, products, services, or processes that lead to significant organizational growth, competitive advantage, and long-term success. It involves aligning innovation efforts with the organization's overall strategic objectives and vision. Strategic innovation goes beyond incremental innovation improvements and focuses on transformative and disruptive innovation initiatives that can shape the future of the organization and its industry. The following are the key components for driving strategic innovation.

Entrepreneurial marketing is based on changing the marketing ethos of a company and what distinguishes it from conventional marketing practices. Startups abandon many of the core principles of marketing because they are designed for large corporations. Therefore, startups need different marketing tools and strategies to help them stand out in a crowded marketplace. Limited funding and a small team also prevent these companies from using expensive promotional tools such as television advertising. One of the most important reasons for the success of organizations in the current era is their ability to survive and continue in markets characterized by intense competition. This is not an easy task, especially for small or medium-sized enterprises, as they are unable to compete with larger organizations in these markets. Large organizations are distinguished by the strength of their name and brand in the market, as well as by the ability to launch large advertising campaigns and other advantages that emerging organizations cannot achieve. However, with the emergence of the concept of entrepreneurial marketing, emerging organizations have become able to survive, continue, and compete with larger organizations. Indeed, they have become capable of becoming leaders in the market and achieving a competitive advantage.

Research Problem:

Despite the importance of entrepreneurial marketing, and its importance to small and medium-sized enterprises (SMEs), in particular, as it enables them to exist and survive in competitive markets and compete with the largest competitors in their industry, despite the primary challenge facing startups: competing with larger and more established companies. However, there is still a lack of attention to it. This may be due to some strategies related to strategic innovation in marketing in general, which impacts entrepreneurial marketing. This is due to administrative leaders ignoring the importance of its intellectual assets and focusing solely on how to implement regulations and instructions with its physical assets. Therefore, the research problem can be summarized by answering the following questions:

1- What is the impact of innovation on the development of entrepreneurial marketing?
2- Is there a relationship between risk and entrepreneurial marketing?
3- What is the relationship between creativeness in seizing opportunities and entrepreneurial marketing?

Significance of the Study:

The importance of the study lies in the importance of strategic innovation and entrepreneurial marketing in small and medium-sized enterprises (SMEs), a sector that requires development, change, and renewal. This type of marketing enables this sector to achieve the desired performance, excellence, and the ability to achieve a better position.

The topic of strategic innovation and entrepreneurial marketing is one of the most important topics currently, and its correct application is one of the goals sought by organizations. It has provided many opportunities for organizations to achieve progress.

The importance of this study from a practical perspective lies in the scarcity of scientific research in the local administrative library. It also highlights the role of applying strategic innovation in achieving entrepreneurial marketing in companies and contributes to establishing some foundations, recommendations, and proposals for company managers regarding the application of strategic innovation.

Objectives of the Study:

This study aims to achieve the following objectives:

1. Determine the impact of innovation on developing entrepreneurial marketing.
2. Explain the relationship between risk and entrepreneurial marketing.

3. Study the relationship between creativeness in seizing opportunities and entrepreneurial marketing.

Study Hypotheses:

The study tested the following hypotheses:

1. There is a statistically significant relationship between innovation and entrepreneurial marketing.
2. There is a statistically significant relationship between risk-taking and entrepreneurial marketing.
3. There is a statistically significant relationship between proactive opportunity seizing and entrepreneurial marketing.

Study Methodology:

The study used the descriptive analytical approach, in addition to the inferential approach.

Innovation Strategy:

The Concept of Innovation Strategies:

An innovation strategy is defined as the cornerstone of forward-looking organizations, guiding them in harnessing creativity to navigate the evolving landscape of their industry. Meticulously designed, it serves as a dynamic roadmap that coordinates the integration of resources, capabilities, and external collaborations to generate groundbreaking ideas. This strategic compass is not just a plan; it is a catalyst for continuous improvement and competitive advantage. At its core, an effective innovation strategy involves careful evaluation and selection of projects, striking a delicate balance between short-term gains and long-term vision. It strategically allocates resources and fosters a portfolio of innovations ranging from incremental improvements to revolutionary breakthroughs. This portfolio approach ensures flexibility and adaptability, propelling the organization to outperform competitors and fostering sustainable growth(Al-Baridi, 2018, p70).

The researcher demonstrates that by seamlessly integrating innovation into the fabric of operations, organizations unlock a constant wellspring of creativity, propelling them to the forefront of their industry. The strategic deployment of creativity leads to the development of products and services that resonate deeply with customers, set new standards, and reshape markets. In short, an innovation strategy is not just a roadmap; it is a transformative force that propels organizations toward excellence, shapes the future of industries, and redefines success .

Components of an Innovation Strategy:

An effective innovation strategy typically includes the following key components:

1. Vision and Objectives: The strategy begins with a clear vision that defines the desired future state of innovation within the organization. It defines the goals and objectives of innovation, such as developing advanced products, entering new markets, improving operational efficiency, or enhancing customer experiences.
2. Alignment with Business Strategy: The innovation strategy must be closely aligned with the organization's overall business strategy. It should complement and support the organization's broader strategic objectives and priorities. An innovation strategy ensures that innovation efforts are directed toward areas that create a strategic advantage and contribute to the organization's long-term success.
3. Innovation Portfolio Management: An innovation strategy involves managing a portfolio of innovation initiatives. It defines criteria for selecting and prioritizing projects, balances short-term and long-term goals, and allocates resources across different types of innovation (e.g., incremental, disruptive, and sustainable). The strategy provides a framework for evaluating and managing the entire portfolio to maximize the impact of innovation across the organization.
4. Resource Allocation: An important component of an innovation strategy is resource allocation. It determines the allocation of financial, human, and technological resources to support innovation initiatives. The strategy ensures that adequate resources are allocated to innovation, including R&D funding, technology infrastructure, talent acquisition, and training(Zidan, 2003, p29).
5. Innovation Culture and Leadership: Building a culture of innovation is critical to successful innovation. The strategy defines the values, behaviors, and practices necessary to foster a culture of innovation within the organization. It promotes a mindset of experimentation, risk-

taking, and continuous learning. Leadership plays a critical role in driving and supporting the innovation agenda, modeling desired behaviors, and creating an environment that encourages and rewards innovation.

6. Collaboration and Partnerships: Collaboration and partnerships can accelerate the pace of innovation by leveraging external expertise, resources, and networks. The innovation strategy includes approaches for collaborating with startups, research institutions, customers, and other stakeholders. It outlines mechanisms for open innovation, joint ventures, strategic alliances, or acquisitions of innovative companies.
7. Intellectual Property Strategy: Intellectual property protection is an important consideration in the innovation strategy. It outlines the organization's approach to identifying, protecting, and managing intellectual property assets generated by innovation activities. The strategy addresses appropriate mechanisms for patenting, copyrighting, trademarking, or maintaining trade secrets to secure the organization's competitive advantage. Metrics and Evaluation: The innovation strategy defines key performance indicators (KPIs) and metrics to measure and track the progress and impact of innovation initiatives. It establishes a system for evaluating the effectiveness of innovation efforts, monitoring project success, and making data-driven decisions. Regular evaluation and feedback loops enable continuous improvement of the innovation strategy and its implementation.

The Importance of an Innovation Strategy at the Organizational Level:

Having an organizational innovation strategy is important for several reasons:

1. Strategic Direction: An innovation strategy provides a clear strategic direction for innovation efforts within an organization. It ensures that innovation activities are aligned with the organization's overall goals and objectives. By defining desired outcomes and focus areas, the strategy helps prioritize innovation initiatives and direct resource allocation toward the most impactful opportunities.
2. Competitive Advantage: An innovation strategy enables organizations to gain a competitive advantage in the marketplace. It helps identify and

seize opportunities for differentiation, whether through advanced products, unique customer experiences, process efficiencies, or revolutionary business models. By proactively driving innovation, organizations can stay ahead of competitors, attract customers, and capture market share.

3. Resource Optimization: An innovation strategy helps optimize resource allocation, including financial, human, and technological resources. It ensures that resources are directed toward initiatives with the greatest potential for success and impact. By aligning resource allocation with strategic innovation objectives, organizations can avoid waste and achieve the most efficient use of available resources.
4. Risk Management: Innovation involves uncertainty and risk. An innovation strategy provides a framework for managing the risks associated with innovation initiatives. It enables organizations to assess and mitigate potential risks, both internal and external, that could impact the success of innovation projects. By taking a strategic approach to risk management, organizations can make informed decisions, reduce potential risks, and increase the likelihood of achieving successful innovation outcomes(Al-Dhahabi, 2011, p32).
5. Organizational Alignment: An innovation strategy promotes alignment and coordination among various departments and stakeholders within an organization. It ensures that everyone is working toward shared innovation goals and objectives. By aligning efforts, breaking down silos, and fostering cross-functional collaboration, organizations can leverage diverse perspectives, expertise, and resources to drive innovation more effectively.
6. Innovation Culture: An innovation strategy helps foster a culture of innovation within an organization. It sends a strong message that innovation is valued, encouraged, and supported at all levels. By fostering a culture of innovation, creativity, risk-taking, and continuous learning, organizations can unleash the full potential of their employees and foster an environment conducive to generating and implementing innovative ideas.

7. Adaptability and Flexibility: In today's rapidly changing business environment, organizations need to be adaptable and flexible. An innovation strategy helps build these capabilities by encouraging agility, flexibility, and the ability to respond to evolving market conditions and customer needs. It fosters a continuous improvement mindset and a willingness to embrace change, enabling organizations to overcome disruption and remain relevant over the long term(Fawaz, 2014, p99).

Examples of Innovation Strategies:

Examples of innovation strategies abound among industry giants, each showcasing unique approaches to driving forward-thinking solutions and redefining their markets. Let's delve into some notable strategies:

1. Microsoft's Innovation Strategy: Microsoft's recent push toward radical innovation, particularly in healthcare, underscores its commitment to research and development as a catalyst for market advancement.
2. Google's Innovation Strategy: Google's multifaceted innovation initiatives, which include disruptive, radical, and architectural innovation, represent its dedication to pushing boundaries and exploring new frontiers.
3. Apple's Innovation Strategy: Apple's mastery of seamless integration between hardware, software, and services embodies excellence in innovation, setting standards for user experience and design in the technology space.
4. Samsung's Innovation Strategy: Samsung's journey from incremental to diversified innovation, encompassing artificial intelligence, the Internet of Things, and more, highlights its proactive approach to staying ahead in a rapidly evolving landscape.
5. Amazon's Innovation Strategy: Amazon's relentless pursuit of customer obsession permeates every aspect of its operations, driving innovation in areas such as e-commerce, supply chain, and digital services.
6. Tesla's Innovation Strategy: Tesla's groundbreaking innovations in electric vehicles, renewable energy, and autonomous driving embody value innovation, reshaping the automotive industry and paving the way for sustainable transportation solutions(Abu Talib, 2021, p79).

These examples illustrate how innovation strategies are tailored to each organization's unique strengths and objectives, ultimately driving sustainable growth and market leadership.

Below are some examples of innovation strategies implemented by organizations:

A. Disruptive Innovation Strategy:

Some organizations adopt an innovative innovation strategy aimed at creating new markets and challenging existing industry norms. For example, Tesla's innovation strategy focuses on developing electric vehicles and sustainable energy solutions to disrupt the automotive and energy sectors. This strategy includes investing in advanced battery technology, building a network of charging stations, and creating an innovative business model to accelerate the adoption of electric vehicles.

B. Open Innovation Strategy:

Open innovation strategies involve collaborating with external partners, such as startups, research institutions, and customers, to co-create and leverage innovative solutions. For example, Procter & Gamble (P&G) implemented an open innovation strategy by creating its Connect+ Develop program. P&G sought external partnerships to obtain new ideas and technologies, which led to successful collaborations for product development and market expansion.

C. Incremental Innovation Strategy:

Organizations can focus on continuous improvement and incremental innovation to enhance existing products, processes, or services. For example, Apple's innovation strategy has centered around incremental innovation, releasing regular updates and improvements to its product line. By continually improving its products and incorporating user feedback, Apple maintains its competitive edge and maintains customer loyalty.

D. Blue Ocean Strategy:

A blue ocean strategy aims to create new market spaces by offering innovative products or services that differentiate it from existing competitors. Cirque du Soleil adopted the blue ocean strategy in the entertainment industry by combining elements of circus and theater to create a unique, high-quality artistic performance experience. This strategy allowed Cirque du Soleil to attract new audiences and differentiate itself from traditional circuses.

E. Platform Innovation Strategy:

Some organizations focus on building platforms that enable third-party developers and companies to create and deliver value-added services. A prominent example is the Android operating system developed by Google. By creating an open platform, Google has facilitated innovation from a wide range of developers, resulting in a vibrant app ecosystem and widespread adoption of Android devices.

F. Customer-Centric Innovation Strategy:

Organizations can adopt a customer-centric innovation strategy that emphasizes understanding and meeting customer needs. Amazon is known for its customer-centric approach, continually improving its e-commerce platform and expanding its services based on customer feedback. This strategy includes innovations such as personalized recommendations, fast shipping options, and Amazon Prime membership benefits(Al-Shawarbi, 2016, p94).

The researcher finds that organizations can implement various innovation strategies to drive growth, differentiate themselves from competitors, and create value for customers. Innovation strategies should be tailored to the organization's unique context, objectives, and market dynamics to effectively leverage innovation as a strategic driver.

Innovation Strategy Framework:

The Innovation Strategy Framework provides a structured approach for organizations to develop and implement their innovation strategy. While the framework may vary from company to company, here is a wireframe of a widely used four-step innovation strategy framework:

Step 1. Analyze and Evaluate

The first step involves analyzing the internal and external factors that influence innovation. This includes assessing the organization's current innovation capabilities, identifying strengths and weaknesses, and understanding market trends, customer needs, and the competitive landscape. The goal is to gain insight into the organization's readiness for innovation and identify areas where innovation efforts can have the greatest impact.

Step 2. Set Strategic Direction

Based on the analysis, the next step is to set the organization's strategic direction for innovation. This involves setting clear goals and objectives aligned with the overall business strategy. The strategic direction should consider desired outcomes, areas of focus (e.g., product innovation, process innovation), and the balance between incremental and disruptive innovation. It also includes establishing key performance indicators (KPIs) to measure progress and success. Step 3. Action Planning and Implementation

In this step, the organization develops an action plan to implement the innovation strategy. This includes identifying specific initiatives, projects, and activities to achieve the defined objectives. The plan should outline the required resources, timelines, responsibilities, and budget allocation for each initiative. This may also include establishing dedicated innovation teams or innovation labs to drive and manage innovation efforts. Regular monitoring, feedback loops, and adjustments are critical during the implementation phase.

Step 4. Evaluation and Iteration

The final step ensures that the effectiveness of the innovation strategy is evaluated and necessary adjustments are made. It involves measuring results against defined key performance indicators and conducting periodic reviews to assess the progress and impact of innovation initiatives. Feedback from customers, stakeholders, and employees is valuable for identifying areas for improvement. Based on the evaluation, the organization can refine the strategy, reallocate resources, and update the action plan for subsequent iterations(Nassar, 2012, p. 57).

It is important to note that the innovation strategy framework can be customized and adapted to suit the specific needs and context of the organization. The framework provides a structured approach to developing and implementing an innovation strategy, helping organizations effectively navigate the complexities of innovation and increase their chances of achieving successful outcomes. Innovation Strategy Creation and Management Practices:

Creating and managing an innovation strategy requires a systematic approach and sustained effort. Here are some best practices to consider:

1. Set Clear Objectives: Define clear objectives for your innovation strategy that align with your organization's overall goals. These objectives should be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). Clear objectives provide a clear direction and focus for your innovation efforts.
2. Conduct a Comprehensive Assessment: Conduct a comprehensive assessment of your organization's internal capabilities, external market trends, customer needs, and the competitive landscape. This assessment will help identify gaps, opportunities, and potential areas for innovation. Consider conducting surveys, market research, and competitive analysis to gather relevant data.
3. Foster a Culture of Innovation: Create a culture of innovation where employees are encouraged to provide feedback, generate and share ideas, experiment with new approaches, and adopt a continuous learning mindset. Provide training, resources, and incentives to foster creativity, collaboration, and risk-taking.
4. Establish Innovation Processes and Structures: Define clear processes and structures to support innovation within your organization. Establish cross-functional innovation teams or departments responsible for leading innovation initiatives. Implement a systematic ideation, evaluation, and implementation process. Promote open communication and collaboration across teams and departments.
5. Collaborate Externally: Embrace external collaborations and partnerships to stimulate innovation. Collaborate with startups, research institutions, customers, and industry experts to leverage their knowledge, resources, and expertise. Engage in open innovation practices, such as walkathons, joint ventures, or strategic alliances, to tap into external creativity and accelerate innovation.
6. Allocate Resources Wisely: Allocate appropriate resources, including financial, human, and technological resources, to support your innovation strategy. Ensure resources are allocated based on strategic priorities and

potential impact. Develop a clear budget and resource allocation plan that aligns with the company's innovation objectives.

7. Encourage Experimentation and Risk-taking: Foster a culture of experimentation and risk-taking. Encourage employees to test new ideas, models, and approaches. Adopt a fail-fast mindset that views failures as learning opportunities. Provide a safe space for employees to take calculated risks and reward innovative efforts. 8. Measure and Track Progress

Establish metrics and key performance indicators (KPIs) to measure and track progress in the innovation strategy. Regularly review and analyze these metrics to assess the effectiveness of innovation initiatives. Use the insights gained to make informed decisions, adjust the strategy, and reallocate resources as needed(El-Sayed, 2020, p119).

9. Iterate and Learn: Embrace a continuous innovation mindset and regularly evaluate and reflect on the innovation strategy, its processes, and outcomes. Solicit customer, employee, and stakeholder feedback to gather insights and identify areas for improvement.

10. Leadership Support and Communication: Get leadership support and commitment to your innovation strategy. Ensure senior leaders communicate the importance of innovation, align goals and incentives with the strategy, and actively participate in driving innovation initiatives. Communicate regular updates, progress, and successes to keep employees engaged and motivated.

The Importance of Strategic Innovation Planning in the Modern Business Environment:

Strategic innovation planning is a comprehensive process aimed at defining a long-term vision for achieving innovation and developing well-thought-out action plans to achieve this vision. This approach relies on the use of analytical tools and techniques to identify priorities and opportunities, while ensuring that innovation aligns with the government entity's strategic objectives. Strategic innovation planning goes beyond simply implementing individual initiatives or projects. It focuses on building an integrated innovation system that can sustainably impact all aspects of government performance, including policies, operations, and infrastructure. Strategic innovation planning represents an effective way to view the project as a system, thus preventing the downgrading of parts (the system) at the expense of the entire organization. It helps the organization describe expected growth, enabling it to assess important future goals. It represents a method for identifying the returns and benefits that will accrue to the company's stakeholder groups, whether economic or non-economic, justifying the organization's survival. It also represents a working method at the board of directors and executive management levels that defines and distinguishes the contribution and function of each level within the company. However, it is important to ensure that the strategic objectives and ambitions of shareholders and senior management are linked to the interests of the organization's members. It is also important to ensure that the organization's mission and objectives are aligned with the policies, rules, and operating systems that are in place. This will then identify and meet the requirements for improving performance and achieving growth and progress (Saber, 2019, p111).

Objectives of Strategic Innovation Planning:

The objectives of strategic innovation planning are as follows:

1. Improving the quality of public services: by developing innovative solutions that effectively respond to citizens' needs.
2. Enhancing operational efficiency: by using modern technology and innovative processes to reduce waste and increase productivity.
3. Engaging citizens: opening channels for communication and interaction with the public to define priorities and develop joint solutions.

Supporting resource sustainability: innovating in resource management to ensure their sustainability for future generations(Bani Hamdan, 2009, p. 60).

Techniques and tools for strategic innovation planning:

Techniques and tools for strategic innovation planning can be identified as follows:

1. Big data analysis and artificial intelligence: These technologies help government agencies analyze massive amounts of data to understand patterns and identify challenges and opportunities.

For example, AI can be used to anticipate future population needs and improve service planning.

2. Design Thinking: A tool that focuses on placing citizens' needs at the core of the innovation process.

Design thinking helps understand users' challenges and develop innovative solutions that fit their daily experiences.

3. Open Collaboration and Crowd Innovation: Encourage collaboration between government agencies, the private sector, and civil society to develop innovative solutions. Create digital platforms that facilitate the sharing of ideas and suggestions from various parties.
4. Prototyping: Allows the development and testing of new solutions on a small scale before deployment, reducing risks and accelerating the adoption of successful innovations(Ali ,2010, p29).

How to Use Strategic Planning to Improve Government Services:

Employing strategic planning for innovation in government agencies requires a comprehensive and systematic approach that incorporates a set of practical steps and modern technologies to achieve a real and sustainable impact in improving the quality of government services. Below is a detailed breakdown of each of the key steps that can contribute to achieving this goal:

1. Develop a clear and comprehensive vision for innovation: Define the vision and objectives: The process begins by defining a clear vision for innovation that is directly linked to the national strategic objectives. For example, the vision could be "enhancing the quality of life through digital and smart government services."
2. Focus on community priorities: The objectives must be linked to realistic community priorities such as health, education, infrastructure, and the environment.
3. Engage stakeholders: All stakeholders, including citizens and the private sector, must be involved in formulating the vision to ensure its adoption and support.
4. Build innovation capabilities within government agencies: Training and professional development: Organize specialized training programs for government employees on innovation skills such as design thinking, creative analysis, and innovative project management. Develop

integrated training curricula in collaboration with universities and innovation centers.

5. Establish specialized innovation units: Establish "innovation labs" within government agencies that focus on developing new solutions to the challenges they face. Provide these units with adequate resources, including technological tools and human expertise.
6. Appointing Innovation Leaders: Selecting visionary and experienced leaders who can motivate teams and encourage them to be creative(Harrison , 2017, p50).
7. Develop a Regulatory Environment Supportive of Innovation Reform policies and procedures: Update government regulations and procedures to make them more flexible and responsive to innovation needs. Eliminate bureaucratic red tape that can hinder the implementation of new ideas. Encourage innovation through incentives: Provide financial and moral incentives to employees and teams that contribute to the implementation of innovative projects. Launch funding programs for government agencies seeking to adopt modern technology. Ensure learning from experience: Adopt the philosophy of "learning from failure" by creating platforms to document lessons learned from previous projects. Activate partnerships between different sectors. Cooperation with the private sector: Establish partnerships with technology companies to develop advanced solutions such as artificial intelligence platforms and predictive analytics systems. Encourage joint business models that support the provision of innovative services. Cooperation with universities and research centers: Direct academic research toward addressing government challenges by developing new technology or improving existing processes. Establish fellowship programs for researchers to work with government agencies to innovate new solutions. Community engagement: Open communication channels with citizens to receive their ideas and suggestions through digital applications or electronic platforms.

Adopting modern technology in service delivery Digital transformation: Digitizing government services so they are easily accessible online, reducing wait times and improving user experience. Using smart phone applications to provide personalized services to citizens. Using artificial intelligence: Developing AI-based solutions to improve resource allocation and deliver personalized services to each citizen. For example, AI can be used to provide personalized health recommendations or improve public transportation efficiency. Big data analysis: Collecting and analyzing data on citizen behaviors and needs to improve planning and decision-making. Using data to identify emerging challenges and make clear evidence-based decisions.

Designing citizen-centric services Design thinking: Adopting design thinking as a method for service development, focusing on citizen needs and experiences. Conducting field studies to understand citizens' expectations and daily challenges. Prototyping and testing solutions: Designing prototypes of innovative services and testing them on a small scale to determine their effectiveness before full-scale implementation. Involving citizens in evaluating prototypes to ensure they are appropriate for their needs. Personalization and adaptation: Providing flexible services that adapt to the needs of individuals, such as services for the elderly or people with special needs(Al-Din, 2012, p6).

Measuring Impact and Continuous Improvement Key Performance Indicators (KPIs): Establish clear performance indicators to measure the impact of innovation on improving government services. For example, measuring the speed of response to citizen requests or the level of satisfaction with services. Periodic Evaluation: Conduct periodic reviews to assess the success of innovation strategies and make necessary adjustments. Share Results: Publish periodic reports highlighting achievements and successful innovations to enhance transparency and motivate teams to be more creative.

A Sustainable Culture of Innovation in Government Performance:

Embedding innovation as a sustainable culture in government performance is a strategic goal that all government entities must strive to achieve. The primary challenge is to ensure that innovation is an integral part of daily values and operations, rather than just temporary initiatives or individual projects. Through a combination of institutional practices and cultural transformations, governments can foster innovation as a fundamental part of their sustainable approach to performance improvement(Shaheen,2010, p138).

1. Integrate Innovation into Organizational Values

Redefine Corporate Values: Government entities must incorporate innovation as a core value in their corporate vision and mission. This can be expressed through inspiring slogans or policies that reflect a commitment to continuous improvement.

2. Focus on Positive Change: Foster a culture that believes innovation is not just about improving operations, but also about achieving a lasting positive impact on society.
3. Promote Transparency and Accountability

Share Successes and Challenges: Document innovation projects, both successful and unsuccessful, and share the results with employees and the public. This enhances transparency and motivates other entities to learn from the experiences.

4. Providing periodic reports: Creating annual or periodic reports that highlight progress in innovation, including key achievements and future challenges.
5. Motivating and celebrating achievements
   Establishing innovation awards programs: Launching dedicated awards to honor innovative initiatives and teams that achieve tangible improvements in government performance.
6. Motivating employees to innovate: Offering financial or moral rewards to individuals or teams that present innovative, actionable ideas.
7. Success stories: Sharing success stories within the organization to motivate and inspire employees to develop new solutions.
8. Creating a work environment that supports innovation

Encouraging creative thinking: Fostering a work environment that motivates employees to brainstorm ideas without fear of failure. This can be achieved through periodic brainstorming sessions and interactive workshops.

Providing the necessary tools: Investing in technological tools and collaboration platforms that help employees develop and implement ideas.

Diversity and inclusion: Engaging employees from different backgrounds and fields to provide diverse perspectives that enhance the quality of innovative ideas.

9. Building a Continuous Learning System for Innovation

Learning from Others: Establishing partnerships with other governments and international organizations to share knowledge and expertise in the field of innovation.

10. Developing Training Programs: Designing specialized training courses and programs that help government employees acquire the skills necessary for innovation.

Knowledge Management: Building knowledge management platforms that provide employees with access to resources and information that support their innovation endeavors. And Strengthening the Role of Leaders in Disseminating a Culture of Innovation.

Leading by Example: Government agency leaders must set an example in embracing innovation. This requires them to support new ideas, listen to their employees, and participate in innovative initiatives.

Involving Leaders in Innovation Decisions: Agency leaders must be part of the decision-making process related to innovation projects to confirm their commitment to supporting them.

11. Using Performance Indicators to Measure Innovation

Defining Key Performance Indicators (KPIs): Developing specific indicators to measure the success of innovation, such as: the number of new ideas developed, the percentage of improvement in the efficiency of services provided, and the level of citizen satisfaction with new services.

Continuous Evaluation: Conducting periodic evaluations of innovation initiatives to ensure their alignment with long-term goals(Shaheen, 2010, p. 141).

12. Enhancing Citizen Participation in Innovation

Collaboration Platforms: Launch online platforms that allow citizens to submit their ideas and suggestions for improving government services.

13. Leveraging Feedback: Gathering user opinions on current services and using them as a source of inspiration for future innovation initiatives.

Citizen Empowerment: Offering programs that encourage citizens to contribute to innovative solutions, such as national competitions or community brainstorming campaigns.

14. Ensuring Sustainability Through Continuous Improvement

Regularly Updating Strategies: Periodically reviewing innovation strategies to ensure they are aligned with technological, economic, and social changes.

Environmental and Social Innovation: Focusing on innovative projects that contribute to achieving environmental and social sustainability, such as improving energy efficiency or providing innovative waste management solutions.

Entrepreneurial Marketing:

The Concept of Entrepreneurial Marketing:

The term "entrepreneurial marketing" was coined to describe marketing activities undertaken through bold and innovative practices, both at the same time and through various marketing organizations. This contemporary marketing approach contributes significantly to fostering creativity and economic growth, as it is based on engaging in new and innovative businesses. This activity is not limited to large organizations in the market, but also includes small organizations, regardless of their size, as long as they have the ability to engage in bold and effective marketing activities. This is due to their proximity to the market and their ability to more accurately perceive customer needs and desires. In accordance with this concept, entrepreneurial marketing has been defined as "the marketing adopted by small organizations that are capable of growing through entrepreneurship(Al-Najjar,2016, p40).

It has also been defined as "the activity that is used in various ways, often freely and without restrictions." This definition can be translated as an approach to dealing with different and undefined methods in signaling the organization's reciprocal relationship with the market it deals with (Anwar, 2010, p63).

It has also been defined in more detail as "the activities of supporting and capitalizing on opportunities to gain and retain customers through an organization-approved methodology for achieving innovation, managing risk, creating value, and maximizing resources." This definition is, in fact, the most widely adopted by researchers and writers in defining the concept of entrepreneurial marketing, which also defines the basic dimensions of entrepreneurial marketing, which will be discussed later. Finally, in line with the latter definition and to give the definition a comprehensive dimension and consistency with the tasks and objectives sought by the organization in adopting entrepreneurial marketing, it has been defined as "an organizational function and a set of processes that contribute to generating ideas, communicating with customers, and achieving value for them in a manner that serves the organization's orientations toward innovation and leadership, without falling into the trap of risk.(Ibrahim, 2015, p279).

Entrepreneurial marketing has been defined as: "The proactive identification and exploitation of opportunities to acquire and retain profitable customers through innovative methods of managing risk, leveraging resources, and creating value."

Entrepreneurial marketing is not linked to a single marketing strategy, but rather to marketing practices that distinguish themselves from traditional marketing practices. Entrepreneurial marketing excludes many of the fundamentals of traditional marketing; Because traditional marketing is typically designed for large organizations, entrepreneurial marketing uses a range of unconventional marketing practices to help startups thrive in crowded markets. Some startups may have only a few people, or even just one person, working on their marketing efforts. They may operate within limited budgets and have limited resources compared to those of their larger competitors. They must find new and innovative ways to maximize customer impact with limited resources, which can be achieved through the most common elements of entrepreneurial marketing among researchers.

The Importance of Entrepreneurial Marketing:

Because entrepreneurial projects and startups are inherently different from traditional companies, they require entirely different marketing approaches. Startups face significant challenges due to their limited financial and human resources, the risks they face, and the intense competition from established companies.

Characteristics of Entrepreneurial Marketing:

Entrepreneurial marketing is characterized by innovation, risk-taking, initiative, and proactive actions. Therefore, startups focus on their best strengths, emphasizing their value to customers and highlighting the innovative features of their products and services. They use inexpensive tools to implement their marketing strategies, such as short videos that spread on social media, marketing campaigns on social media, email, and chat apps.

Dimensions of Entrepreneurial Marketing:

Entrepreneurial marketing includes seven dimensions:

1. Customer density.
2. Resource mobilization: This process involves choices related to resources, whether using existing resources, identifying the need for additional resources, or creating new resources.
3. Value creation: This can be achieved through the following: introducing new products, developing and improving existing products, and reducing costs for the company and customers.
4. Innovation.

Proactively: Anticipating customer demands and being ahead of competitors in identifying opportunities(Al-Maamari, 2009, p29).

5. Risk tolerance.
6. Focusing on opportunities.

The difference between entrepreneurial marketing and traditional marketing:

There are many differences between entrepreneurial marketing and traditional marketing, the most prominent of which is that entrepreneurial marketing focuses on customers, targeting the market first and then discovering ways to market a product that customers are interested in. In contrast, entrepreneurial marketing focuses on innovation and moves from the product to the target audience. Many researchers agree that the elements of entrepreneurial marketing are:

1. Innovation: Startups must focus on innovations that will enable them to differentiate themselves from their competitors through the products or services they offer to their target audience. Innovation is defined as: the

process of translating an idea or invention into a product or service that creates value for the customer.

2. Risk Management: Startups must be able to manage risks through the ability to plan for risks before they occur.
3. Proactively seizing opportunities: by discovering, evaluating, and exploiting them before competitors.
4. Entrepreneurial marketing campaigns focus on highlighting the greatest strengths of startups, emphasizing their value to the customer and focusing on innovative products or exemplary customer service. This is a way to differentiate themselves from competitors. They create this offer using inexpensive tools such as social media, email, or any other means. It is considered a marketing strategy as long as it leads to positive results. Entrepreneurial marketing has many strategies, including:

A. Relationship marketing strategy: This refers to retaining customers for as long as possible by creating a strong bond between the company and the customer.
B. Exploration marketing strategy: This refers to the company becoming a market leader by developing a new and unique idea.
C. Viral marketing strategy: This refers to disseminating marketing messages online so that customers can share them.
D. Digital marketing strategy: This refers to marketing via email and social media.

Based on the above, it has become possible for small and medium-sized enterprises (SMEs) to compete with larger companies in competitive markets by utilizing the concept of entrepreneurial marketing(Yassin, 2009, p52).

Field Study:

Study Population:

The study population consists of employees in various departments at Saudi Telecom Company.

Study Sample:

The study sample refers to the group selected for the study. It must be representative of the study population in a concise and concise manner. A simple, convenient random sample was chosen, allowing all members of the research population to participate. A pilot sample was selected from the company's employees. 210 questionnaires were distributed to the respondents, and 200 were returned.

Table (1) Sample adequacy test

Test value (KMO	Sig
0.625	0.02

We note from the table above that the probability value (Sig) is (0.02), indicating that the test is significant, and that the Kaiser-Meyer-Olkin (KMO) test value for assessing sample adequacy is (0.625), which is greater than (0.50), and therefore the sample is sufficient for conducting statistical analysis.

Personal data analysis:

Table (2) Frequency distribution of sample members according to the age variable

Age	Repetitions	%
Les than 30 years	27	13.5
30 years old and under 40 years	30	15.0
40 years old and under 50	70	35.0
50 years old and under 60	62	31.0
60 years old and above	11	5.5
Total	200	100

The table above shows that sample members aged 40 to less than 50 years comprised 35.0%, while those aged 30 to less than 40 years comprised 15.0%, those aged 50 to less than 60 years comprised 31.0%, those aged less than 30 years comprised 13.5%, and those aged 60 years and above comprised 5.5%. This indicates that the highest percentage of sample members were aged 40 to less than 50 years. This means that the highest percentage of sample members possess experience and practice in their fields, enabling them to answer the questionnaire questions and comprehend the contents of the questionnaire.

Table (3) Frequency distribution of sample members by years of experience variable:

Years of experience	Repetitions	%
Less than 5 years 5	22	11.0
5 years and less than 10	42	21.0
10 years and less than 15	61	30.5
15 years 20 years	75	37.5
Total	22	100

The table above shows that the percentage of sample members with 20 years of experience or more was (37.5%), those with 10 years of experience and less than 15 years was (30.5%), those with less than 5 years of experience was (11.0%), and those with 5 years of experience and less than 10 years was (21.0%). It is clear from this that the highest percentage of sample members, which represents (37.5%), have practical experience, and this means that the highest percentage of sample members have high practical experience in their specializations that enables them to answer the questionnaire questions objectively and accurately through their practical experience.

Table (4) Frequency distribution of sample members according to the practical qualification variable

Practical qualification	Repetitions	%
intermediate Diploma	14	7.0
Bachelor's	62	31.0
Higher Diploma	44	22.0
Master's	57	28.5
Doctorate	23	11.5
Total	200	100

It is clear from the table above that the majority of the sample members have a bachelor’s degree, which represents (31.0%) of the total sample members, while the percentage of those with a higher diploma is (22.0%), the percentage of those with a master’s degree is (28.5%), the percentage of those with a doctorate is (11.5%), and the percentage of those with an intermediate diploma is (7.0%).

Hypothesis Testing:

First Hypothesis: There is a statistically significant relationship between innovation and entrepreneurial marketing development.

Table (6) Regression analysis, correlation coefficient, and chi-square for the first hypothesis:

Statement	Significance value
Regression coefficients (B)	0.23
Pearson correlation coefficient value (R)	0.87
Pearson correlation coefficient significance	0.02
Chi-square value (2)	57.39
Chi-square significance value (Sig)	0.00
F-test value	31.37
Value (Sig) Chi	0.01

The table above shows the following:

1. The Pearson correlation coefficient (R) value was (0.87), which is a high and positive value. The correlation degree was significant (0.02), and the regression coefficient (B) value was (0.23), indicating a strong direct effect.
2. There is a significant relationship according to the chi-square value (2) and the F test value at a significance level of (5%). The calculated chi-square value (2) for the relationship coefficient was (57.39) at a significance level of (0.00), and the calculated F test value was (31.37) at a significance level of (0.01). All values at the significance level were below the significance level of (5%). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates the existence of a statistically significant relationship between innovation and innovative marketing.

Hypothesis 2: There is a statistically significant relationship between risk and innovative marketing.

Table (8) Regression analysis, correlation coefficient, and chi-square for the second hypothesis:

Statement	Significance value

Regression coefficients (B)	0.19
Pearson correlation coefficient value (R)	0.89
Pearson correlation coefficient significance	0.01
Chi-square value (2)	53.28
Chi-square significance value (Sig)	0.00
F-test value	34.15
Value (Sig) Chi	0.00

The table above shows the following:
1. The Pearson correlation coefficient (R) value was (0.89), which is a high and positive value. The correlation degree was significant (0.01), and the regression coefficient (B) value was (0.19), indicating a strong direct effect.
2. The existence of a statistically significant relationship according to the chi-square (2) value and the F test value at a significance level of (5%). The calculated chi-square (2) value for the correlation coefficient was (53.28) at a significance level of (0.00), and the calculated F test value was (34.15) at a significance level of (0.00). All values at the significance level were lower than the significance level of (5%). Therefore, the hypothesis is accepted, indicating the existence of a statistically significant relationship between innovation and innovative marketing.

Hypothesis 3: There is a statistically significant relationship between proactive opportunity seizing and innovative marketing.

Table (10) Regression analysis, correlation coefficient, and chi-square for the third hypothesis:

Statement	Significance value
Regression coefficients (B)	0.21
Pearson correlation coefficient value (R)	0.88
Pearson correlation coefficient significance	0.00
Chi-square value (2)	55.37
Chi-square significance value (Sig)	0.02
F-test value	36.62
Value (Sig) Chi	0.00

The table above shows the following:

1. The Pearson correlation coefficient (R) value was (0.88), which is a high and positive value. The correlation degree was significant (0.00), and the regression coefficient (B) value was (0.21), indicating a strong direct effect.
2. There is a significant relationship according to the chi-square (2) value and the F test value at a significance level of (5%). The calculated chi-square (2) value for the relationship coefficient was (55.37) at a significance level of (0.02), and the calculated F test value was (36.62) at a significance level of (0.00). All values at the significance level were below the significance level of (5%). Therefore, the hypothesis indicating the existence of a statistically significant relationship between proactive opportunity seizing and innovative marketing is accepted.

Conclusions:

Through theoretical and field research, the study yielded the following results:

1. There is a statistically significant relationship between innovation and the development of innovative marketing.
2. There is a significant relationship between proactively, opportunity seizing, and entrepreneurial marketing.
3. Companies' reliance on plans to improve and increase innovation has contributed to the development of entrepreneurial marketing.
4. Management's focus on increasing employee innovation has a positive impact on entrepreneurial marketing.
5. Innovation is considered one of the foundations and rules of work that contribute to the development of entrepreneurial marketing.
6. The application of innovation methods in all stages of the various service delivery processes has a positive impact on entrepreneurial marketing.
7. Management's commitment to ensuring risk avoidance is a development in entrepreneurial marketing.
8. Companies' awareness of performance goals for employees leads to increased entrepreneurial marketing efficiency.
9. Management's commitment to forming work teams to ensure opportunities are utilized plays a role in entrepreneurial marketing.

10. Management encourages employees to discuss work problems and take advantage of market opportunities, which are key pillars of entrepreneurial marketing.

Recommendations:

Based on the previous findings, the researcher recommends the following:

1. Management should commit to involving employees in marketing-related decision-making processes.
2. Employees should be encouraged to hold sessions to generate positive ideas that benefit the workflow in the field of entrepreneurial marketing.
3. The necessary training and qualifications should be provided to develop employees in line with entrepreneurial marketing methods.
4. Conduct customer feedback surveys to improve service and develop entrepreneurial marketing.
5. Emphasize the application of the foundations of innovation strategies to ensure the development of entrepreneurial marketing.
6. The need to adopt modern management systems and a modern approach that accommodates the changes occurring in the field of marketing.
7. Increased focus on educating employees about the concepts and importance of entrepreneurial marketing.
8. Increased focus on tools and methods that ensure the sustainability of innovation strategies and entrepreneurial marketing applications.

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