

## The Impact of Strategic Vigilance on the Activation of the Marketing Innovation: A Field Study of a Group of Small and Medium Enterprises in the State of Batna

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### Abstract:

The study aimed to identify the impact of strategic vigilance on marketing innovation in small and medium enterprises (SMEs) in the State of Batna. To achieve this, a questionnaire was used to collect data from members of the study sample of 37 small and medium enterprises, where the SPSS program was used in statistical processing and data analysis.

The study found that the study organisations are interested in marketing innovation. Most of the innovations they make are changes and improvements in the form and characteristics of the product due to the high costs of creating new products, which are not borne by the organisations. The study also found that there is a statistically significant effect at the level ( $\alpha = 0.05$ ) of strategic vigilance on marketing innovation in the SMEs under study.

**Keywords:** information; Strategic vigilance; innovation; marketing innovation; SMEs.

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### Introduction

The adoption and implementation by SMEs management of a culture of innovation orientation in the marketing field, or what is called marketing innovation, creates a competitive advantage that is difficult for competitors to keep up with. The culture of marketing innovation leads the organisation to continuously gather information about various market variables and use that information in a way that ensures the creation of distinctive value for customers. It enables the organisation to innovate new products, improve existing products, or devise new or improved pricing, promotion or distribution methods. The innovation process depends on a thorough understanding of the needs of consumers in the target markets and working to satisfy them, as well as following and analysing the weaknesses, strengths and movements of competitors.

The success of SMEs in planning and making decisions related to innovative marketing depends to a large extent on the availability of internal and external information that helps make sound decisions. Decisions related to Marketing innovation are no longer taken until the most accurate information about markets, consumers, goods, competitors, etc. is available, so information has become an essential resource for organisations in the current era, and has become a primary material necessary for the organisation to perform its functions in the best way and can be said to be a factor of innovation, and its success depends on the extent of the validity and accuracy of this data and information. One of the biggest challenges facing the innovation process is obtaining fully credible and exploitable information. With the increasing importance of information, the development of



a strategic vigilance system has become a necessity for the organisation as it allows it to collect various information related to its external environment and leads it to develop and improve the various policies and procedures it operates with, especially marketing.

Based on the above, the following problem can be posed: What is the impact of strategic vigilance on the activation of the marketing innovation process in SMEs in the State of Batna? To answer this question, a set of questions were developed:

- What information do SMEs obtain from their external environment using strategic vigilance?
- Is the concept of marketing innovation applied in the SMEs under study?
- How does strategic vigilance information affect marketing innovation?

In order to address the study problem, the following hypotheses were put forward:

- The main hypothesis: There is no statistically significant effect of strategic vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

The following sub-hypotheses are derived from the main hypothesis:

- The first sub-hypothesis: There is no statistically significant effect of technological vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).
- The second sub-hypothesis: There is no statistically significant effect of competitive vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).
- The third sub-hypothesis: There is no statistically significant effect of commercial and environmental vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

The objectives of the study can be summarized in the following points: To shed light on the importance of marketing innovation and strategic vigilance in SMEs in the State of Batna; to identify the obstacles and areas of benefit from applying the concepts and techniques of strategic vigilance in SMEs; to identify the impact of strategic vigilance on the marketing innovation process with in SMEs in the State of Batna.

It is worth noting that academic studies on the intersection of strategic mindfulness and innovation marketing, especially in the context of SMEs, are still limited, which makes this study particularly important. It fills a clear gap in the literature and provides data that may be useful for the development of future research and management practices in this vital area.

Based on the nature of the study and the information to be obtained, and through the questions that the current study seeks to answer, the descriptive method was adopted in the theoretical part by collecting information, references and sources from previous studies such as: Articles, journals, and graduation theses that addressed the topic of the study, and the analytical approach to extract the relationship between the study variables through a field study to project the theoretical concepts on the ground.

## Literature review

### Strategic vigilance as a source of information

H. Lesca defines strategic vigilance as "a continuous collective process carried out by a group of individuals voluntarily, where they track and monitor anticipated information regarding potential changes in the external environment of the institution, aiming to create business opportunities and reduce risks and uncertainty in general"(Ouali&Ouali, 2024). It can be defined as the information race which the organisations can voluntarily through listen to the external environment in order to find opportunities to exploit it in the proper time, also to avoid or minimize threats effects after identifying it(Fadhiela Salman Dawood & Ali Fakhri Abbas, 2018). Strategic vigilance indicates attention and awareness of current events, internal and external experiences, continuous scrutiny of expectations and a desire to innovate(Alshaer, 2020).

Strategic vigilance involves identifying, assessing and using weak signals to detect and warn of dangers and opportunities at an early stage. Weak signals come from a variety of sources. This activity of observing and monitoring the environment makes it possible to detect, analyse and follow up all signals likely to influence the strategy in place or the decisions taken, with the aim of acquiring a capacity for rational and anticipatory reading of events linked to the activities of any organisation. The aim of strategic vigilance is to enable the company to



reduce the uncertainty of the environment by detecting early warning signs, and to prepare for the event they herald.

In this respect, strategic vigilance can be thought of as an operation involving the collection, processing, analysis and dissemination of information. Its main mission is to listen to and monitor the company's environment in order to keep abreast of future strategic directions and priorities.

From this we can refer to the most important characteristics derived from the concept of strategic vigilance agencies:

a) Strategy: It is used to indicate that the information provided by strategic vigilance is not relevant to current and recurrent processes, and is concerned with the provision of decisions of a future nature and the evolution of the Organisation in the evolving social and economic environment.

b) Pre-eavesdropping: A method designed to provide information about the future, so that decisions can be made that show results over several months or years to come. Therefore, strategic alert information is early warning signals, not expectations derived from the past.

c) Environment: A concept consisting of several elements with different impacts (customers, suppliers, competitors, laws, governments).

d) Creativity: Given the information of strategic alertness, which represents the early warning signals, it is a reference to the concept of creativity, as it does not describe the events that actually occurred, but through which can be formulated hypotheses and vision pre-creative.

e) Voluntary Objective: Since the goal of strategic vigilance is creative, it can not be limited to mere monitoring of the environment, but requires the will to force the members of the organisation to activate and open good ears and eyes in order to capture proactive information (Fadhiela Salman Dawood & Ali Fakhri Abbas, 2018).

There are different types of vigilance to be put in place, but they are all linked and require the identification and constant monitoring of targeted sources of information, together with in-depth analysis and expertise.

**1. Technological Vigilance:** It indicates the organisation's ability to follow technological developments such as information systems, the Internet and software, which are considered to be one of the components of its external environment, in order to enhance its competitive capabilities. It is the vigilance that the organisation devotes to developing technology.

**2. Competitive Vigilance:** The process in which the organisation determines its potential & current competitors, by collecting, analyzing information to qualitative & quantitative to recognize competitors' strategies, abilities, goals, and performance. Further, to determine R& D efforts and all relations with products, markets, suppliers and new technology. Also, it called competitive inquiry, through which strengths and weaknesses are identified. It should be noted that competitive vigilance focuses on current competitors as well as on new entrants.

**3. Commercial Vigilance:** This type of vigilance relates to customers, and it relates to defining their needs and responding to them. On the other hand, it focuses on suppliers and building long-term relationships with them. It focuses on suppliers and customers to develop goods and services where market vigilance information intersects with competitive vigilance information.

**4. Environmental Vigilance:** It's also called "ocean vigilance", it can defined as comprehensive vigilance to monitor all developments (demographic, economic, social, cultural and legal) which affect the organisation's activities, also to follow up all relevant environmental events and changes (Alshaer, 2020).

Implementing environmental vigilance is a difficult task for the organisation because it concerns a wide aspect of the remaining environment, which requires the organisation to process carefully selected information in terms of analysis, processing and sending it to the decision-makers so that they can determine the basic information.

### Marketing innovation

The topic of innovation has been addressed within different scientific disciplines, and writers and researchers have differed on the concept of innovation, and for this reason, it is not easy to propose a unified definition that encompasses all forms of innovation.



According to the OECD Oslo Manual «An innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations»(OECD, 2005). As for Drucker «Innovation is the specific instrument of entrepreneurship. It is the act that endows resources with a new capacity to create wealth » (Drucker, 1985, p. 27)(Alum & Drucker, 1986).

Most definitions revolve around coming up with something new, a new idea, a new practice, a new theory, or combining existing elements in new ways to form a new format. Some also believe that the mere adoption of a new idea is in itself an innovation. There are many areas of innovation, such as innovation in the field of goods and services, innovation in the field of production and administrative processes, innovation in the field of organisational structure, and other areas of innovation.

The Manual of Oslo defines four types of innovations that encompass a wide range of changes in firms' activities: product innovations, process innovations, organisational innovations and marketing innovations.

Organisational innovations refer to the implementation of new organisational methods. These can be changes in business practices, in workplace organisation or in the firm's external relations. Marketing innovations involve the implementation of new marketing methods. These can include changes in product design and packaging, in product promotion and placement, and in methods for pricing goods and services.

Marketing innovation is one of the important approaches that reflect the evolution of the organisation's vision towards innovation, as it is concerned with designing and marketing innovative products or services, which leads to the adoption of methods different from the traditional methods used in the field of marketing. It is defined as:

« Application of a new marketing method compassing important differences in product design and/or packaging, product placement, product promoting or pricing».(OECD, 2005), « Marketing innovation is the application of new marketing methods that involve significant changes in product or packaging design, product placement, product promotion or pricing»(Joueid&Coenders, 2018).

Marketing innovation is aimed at better meeting customer needs, opening new markets, or positioning the company's products on the market with the aim of increasing the company's sales.(Audita Nuvriasari et al., 2025).

Thus, it can be said that marketing innovation is the successful exploitation of new ideas, Arithmetic meaning accessing new marketing ideas that the company has not previously used and putting them into practice, whether in the field of product/service, pricing, promotion, distribution, or all of these areas at the same time. Thus, any distinctive and unique act in the field of marketing that makes the organisation different from others in the market enters the field of marketing innovation.

Marketing innovation include significant changes in product design that are part of a new marketing concept. Product design changes here refer to changes in product form and appearance that do not alter the product's functional or user characteristics. They also include changes in the packaging of products, where packaging is the main determinant of the product's appearance. New marketing methods in product placement primarily involve the introduction of new sales channels. Sales channels here refer to the methods used to sell goods and services to customers. New marketing methods in product promotion involve the use of new concepts for promoting a firm's goods and services. For example, the first use of a significantly different media or technique – such as product placement in movies or television programmes, or the use of celebrity endorsements – is a marketing innovation. Another example is branding, such as the development and introduction of a fundamentally new brand symbol which is intended to position the firm's product on a new market or give the product a new image. Innovations in pricing involve the use of new pricing strategies to market the firm's goods or services. Examples are the first use of a new method for varying the price of a good or service according to demand (e.g. when demand is low, the price is low) or the introduction of a new method which allows customers to choose desired product specifications on the firm's Web site and then see the price for the specified product(OECD, 2005)



### **The Role of Strategic Vigilance in Driving Marketing Innovation**

Marketing plays a pivotal role in enhancing the value of the sales interface and improving a firm's innovation performance. Market innovation primarily focuses on developing an appropriate mix for a target market while determining the most effective strategies to serve it. It is often described as progress in the marketing mix. Nevertheless, innovation and marketing must go hand in hand. Innovation reveals the buyer's needs beyond the product, while marketing innovation has to evaluate customer value perceptions and generate opportunities for unmet customer needs, based on which companies may provide new innovative products (Aksoy, 2017). Marketing innovation relies on an accurate understanding of the needs of consumers in target markets, and working to satisfy them in a way that suits the consumer's psychological, social and economic characteristics, in a way that increases their consumption rates of existing products. This requires applying a strategic vigilance system within the organisation to monitor competitors' trends, accurately analyse their weaknesses, strengths and movements, and anticipate technological shifts, so that organisations can retain existing consumers and try to attract competitors' consumers. Prevent existing consumers from switching to competitor products.

When we talk about strategic vigilance and its relationship to the innovation process, we can consider it as an organisational activity, through which information is sought and analysed through constant vigilance and continuous monitoring of the organisation's surroundings. Strategic vigilance is a tool and a Arithmetic means, which can contribute to the implementation of the innovation process. Strategic vigilance allows organisations to identify potential opportunities or threats and then stimulate ideas for new products or services. Once an actionable vision is discovered, the innovation process should begin immediately. In its various forms, strategic vigilance energises and feeds the innovation process by providing actionable information, either to validate existing ideas or inspire new ones. By :

- Conducting environmental scanning to understand opportunities and threats and thereby guide the innovation process.
- Securing ideas that contribute to the development of new products and processes.

There are different types of Strategic vigilance—technological, competitive, commercial, and regulatory—that collectively enhance firms' ability to anticipate change and innovate effectively. For example in an innovation context, competitive intelligence will be used to identify competitors' movements, their innovation intentions and the technological skills they possess. The aim is to establish a benchmark with a view to countering competitors' innovation strategies. Technological intelligence enables companies wishing to innovate to detect innovation opportunities by identifying new technological paradigms, generating new ideas, planning innovation, identifying technological partners and supporting open innovation.

Strategic vigilance must enter the entire innovation lifecycle, acting as a catalyst. Its role should facilitate the rapid development of ideas and promote sustainable growth. This approach requires not only monitoring weak and strong signals during the early stages of innovation creation, but also monitoring innovative products throughout their commercialisation cycle. The application of strategic vigilance requires the use of techniques tailored to each stage of the innovation process.

### **The applied framework of the study**

#### **Study population and sample**

The study sample consisted of 50 small and medium-sized enterprises (SMEs) located in the province of Batna, Algeria. When we distributed the questionnaires to the enterprises, we were only able to obtain the answers of 37 out of 50 enterprises, as the owners of 13 enterprises did not want to go into the subject and answer the questionnaire. Thus, the study was conducted on 37 SMEs .

#### **Research tool**

The study relied on the questionnaire as a tool to collect information and data from the study sample. The questionnaire consisted of questions representing the different dimensions of the study variables. It included



two main axes, where the first axis deals with the information obtained using strategic vigilance through 29 paragraphs divided into 3 areas, while the second axis represents marketing innovation field through 33 paragraphs divided into four areas. It should be noted that data unloading, tabulation, analysis and interpretation were done using the statistical methods package SPSS version 22. A Likert scale was used to measure the respondents' responses to the questionnaire statements as per the following table

**Table 1: Likert Scale Scores**

Response	Strongly Agree	Acceptable	Neutral	Disagree	Strongly disagree
Degree	5	4	3	2	1

In the process of analysing the collected data, the arithmetic means of the individuals' responses were evaluated, where the scale was divided into three domains to determine the degree of agreement according to the following formula: The maximum value - minimum value of the answer alternatives divided by the number of levels. That is:  $(5-1)/3 = 1.33$ . Thus: Low agreement score from 1 to 2.33, medium agreement score from 2.34 to 3.67, and high agreement score from 3.68 to 5.

### Analysis of the results

#### The results of the descriptive analysis of the data of the study variables axes

Arithmetic means and standard deviations of the independent and dependent variables

#### Information provided by technological vigilance

**Table 2: Arithmetic means and standard deviations related to the information provided by technological vigilance**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	Recognise all developments and innovations that appear in the technical and technological fields.	4.44	0.602	2	high
02	Recognisetechnological innovations.	4.40	0.668	3	high
03	Recognise patents obtained in the field.	3.22	1.469	5	medium
04	Recognise the technology used by competitors.	4.22	0.763	4	high
05	Recognise the organisations that have developed in the activity sector.	4.77	0.542	1	high
	The overall arithmetic mean and overall standard deviation	4.2080	0.66397	/	/

Source: Prepared by the researchers based on the results of the spssprogramme

We note from the above table that the overall arithmetic mean was (4.2080) with a standard deviation of (0.66397), which confirms the agreement of the respondents with the contents of the statements shown in Table 03. They agree that by monitoring the technological environment, the study organisations were able to obtain



all the information related to this environment and learn about everything new in it. The arithmetic mean for statements 01, 02, 04 and 05 was greater than 4, which indicates the high agreement of the respondents that by monitoring the technological environment, the organisations under study were able to learn about all the developments in the technical and technological fields, identify technological innovations, learn about the technology used by competitors, and learn about organisations that have developed in the sector of activity. As for statement 03 (Identify patents obtained in the field), the agreement was moderate by the respondents, as a small percentage of them did not think that monitoring the technological environment helped them to track patents obtained in the field.

#### Information provided by competitive vigilance

**Table 3: Arithmetic means and standard deviations related to the information provided by competitive vigilance.**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	Recognise the current performance of the competitor.	4.77	0.539	2	high
02	Recognise the competitor's strategy.	4.70	0.679	4	high
03	Recognise the new goals of the competitor.	4.61	0.834	7	high
04	Recognise the capabilities of the competitor	4.57	0.879	8	high
05	Recognise the assumptions that govern the competitor's actions and decisions.	2.48	0.868	11	medium
06	Recognise the suppliers of competitors.	4.30	1.016	10	high
07	Recognise competitors' R&D areas.	4.30	1.038	10	high
08	Recognise the distribution channels used by the competitor.	4.68	0.685	5	high
09	Recognise new products of the competitor.	4.73	0.637	3	high
10	Recognise the potential moves of competitors.	2.48	0.868	11	medium
11	Recognise the type and degree of threats posed by competitors.	4.68	0.685	5	high
12	Studying and analysing the products of competing institutions.	4.43	0.811	9	high
13	A good understanding of competitors' plans.	4.64	0.759	6	high



14	Recognise the new competitors.	4.73	0.618	3	high
15	Recognise expected market characteristics.	4.86	0.432	1	high
	The overall arithmetic mean and overall standard deviation	4.3306	0.75653	/	

Source: Prepared by the researchers based on the results of the spssprogramme

At the level of the statements, we note that all respondents agreed that monitoring the competitive environment enabled the study organisations to identify the competitor's current performance, strategies, new objectives, capabilities, suppliers, R&D areas, distribution channels, new products, the quality and degree of threats posed by the competitor, identification of new competitors, and expected market characteristics. This is confirmed by the Arithmetic mean for statements 01, 02, 03, 04, 06, 07, 08, 09, 11, 12, 13, 14, and 15 which was greater than 4. The standard deviation for statements 5 and 10 (2.48) indicates moderate agreement with the contents of these two statements.

#### Information provided by commercial and environmental vigilance

**Table 4: Arithmetic means and standard deviations of the information provided by commercial and environmental vigilance**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	Recognise consumer requirements and needs.	4.86	0.432	2	high
02	Identify the direction of changes in their consumption behaviour.	4.40	0.633	6	high
03	Recognise customer reaction to the new product.	4.86	0.458	2	high
04	Learn more about suppliers.	4.82	0.535	3	high
05	Recognise new suppliers.	4.82	0.535	3	high
06	Identify supplier threats to the organisation.	4.50	0.842	5	high
07	Identify all possible sources of supply.	4.82	0.577	3	high
08	Familiarise with the various government legislations, laws and regulations in the sector in which the organisation operates.	4.89	0.383	1	high
09	Familiarise with all the information about inflation rates and resource constraints.	4.77	0.618	4	high
	The overall arithmetic mean and overall standard deviation	4.7487	0.44460	/	/

Source: Prepared by the researchers based on the results of the spssprogramme



We can see from the results of the above table that all the statements had high arithmetic mean values, which confirms the agreement of the respondents on the contents of these statements, which Arithmetic means that monitoring the commercial and environmental environment has helped the studied organisations to identify the various government legislations, laws and regulations in the sector in which they operate, accurate understanding of consumer requirements, gathering more information about suppliers, linking suppliers to the organisation, identifying all possible sources of supply, identifying all information about inflation rates and lack of resources, avoiding suppliers' risk towards the organisation, and anticipating the changes that will take place.

#### Innovation in product

**Table 5: Arithmetic means and standard deviations for product innovation**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	There is a wide and varied range of products.	4.86	0.344	4	high
02	The organisation provides material and moral incentives for innovative ideas.	2.15	1.270	9	Weak
03	The organisation is working on modifications and improvements to its existing products.	4.98	0.302	1	high
04	Product modifications and improvements meet the needs and expectations of customers.	4.64	0.743	5	high
05	Product designs are attractive and different from what competitors are offering.	3.28	1.273	8	medium
06	Product characteristics and specifications are favourable to consumer desires and requirements.	4.55	0.755	6	high
07	The organisation has a powerful brand.	4.86	0.432	4	high
08	The organisation's products are characterised by packaging that is both personalised and attractive.	4.89	0.412	3	high
09	The organisation's products are differentiated and diversified compared to competitors' products.	4.49	0.748	7	high



10	The organisation cares about the quality of its products.	4.93	0.364	2	high
	The overall arithmetic mean and overall standard deviation	4.5557	0.31509	/	/

Source: Prepared by the researchers based on the results of the spssprogramme

From the results of the table above, we can see that the overall Arithmetic mean of the statements related to product innovation was (4.5557) with a standard deviation of (0.31509), which indicates the high agreement of the respondents that the study organisations are interested in product innovation. It is also clear from the results of the table that the Arithmetic mean of statement 05 is (3.28), which indicates the moderate agreement of the respondents that the product designs are attractive and different from what competitors offer. As for statement 02, it received low agreement from the sample members, as most of the studied organisations do not provide material and moral incentives for innovative ideas and do not encourage their employees to innovate. As for the rest of the statements, their Arithmetic mean value was greater than 4 with low standard deviations, which confirms the agreement of the respondents with the contents of these statements. This Arithmetic means that the organisations under study are working to make adjustments and improvements to their current products, and are concerned with quality when introducing their products, and are keen to ensure that their products have packaging that is appropriate to their nature and attractive at the same time. They strive to maintain a strong brand, offer a wide variety of products, ensure that the modifications and improvements in their products meet the needs and expectations of their customers, and always endeavour to make their products distinctive and diverse compared to competitors' products. MEDITOOL received the third national innovation award in 2011, organised by the Ministry of Industry, Small and Medium Enterprises and Investment Promotion. MEDITOOL is one of the most innovative organisations, always working to develop its products and use technologically advanced equipment. SOMACBA has a variety of building materials and has produced a new product, which is a different pavement edge from the old one, in addition to developing the bag in which the gypsum is placed due to the rapid rupture of the old bag. It has also acquired new and advanced production equipment to produce higher quality products. As for TOMACO, it was able to enter the world of production in 2013 after it was able to set up a special unit to manufacture plates and rolls of welded mesh used in construction. The Unité les Moulins DesAurès Groupe SMID has also contacted organisations to support the establishment of a Quality Management System (QMS) and an Environmental Management System (EMS) to obtain ISO quality certification, created secondary activities to expand the product range, renovated the mill equipment to obtain higher quality products, and produced small-weight products such as farina (1kg, 2kg, 5kg and 10kg) and semolina (5kg and 10kg) with new paper packaging. SCIMAT/La Société des Ciments de AinTouta is ISO 14001 certified, demonstrating its interest in providing high quality products.

#### Innovation in pricing

**Table 6: Arithmetic means and standard deviations for pricing innovation**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	Product prices are commensurate with product quality.	4.42	0.560	2	high
02	The prices of the organisation's products are favourable to its customers. (aligned with capabilities).	4.55	0.755	1	high
03	The prices of the organisation's products allow them to be preferred over competitors' products.	4.08	1.134	3	high



04	The organisation lowers its prices from time to time (depending on the market).	4.05	1.519	4	high
05	The organisation relies on a luxury pricing strategy (high prices) for some of its products.	1.78	1.214	7	Weak
06	The organisation sets attractive prices for the consumer.	3.61	0.874	5	medium
	The overall arithmetic mean and overall standard deviation	<b>3.5195</b>	<b>0.55325</b>	/	/

Source: Prepared by the researchers based on the results of the spssprogramme

We can see from the results of the above table that the total arithmetic mean of the statements related to innovation in the field of pricing was (3.5195) with a standard deviation of (0.55325), which indicates the high agreement of the respondents that the study organisations are interested in innovation in the field of pricing. We also note that most of the statements related to innovation in the field of pricing received high approval by the members of the study sample, as the organisations under study offer appropriate prices to their customers in accordance with their Arithmetic means, and are interested in offering prices commensurate with the quality of their products. The study organisations also reduce their prices from time to time (depending on the market). They always strive to offer attractive prices that allow their products to be preferred over competitors' products. However, most of the studied organisations do not rely on a luxury pricing strategy (high prices) in the pricing of some of their products. Unité les Moulins Des Aurès Groupe applies low prices compared to competitors, while TOMACO adopts prices close to those of its competitors and discusses the price with customers according to the quantity sold, and grants them facilities and privileges such as accepting purchases through loans.

#### Innovation in promotion:

**Table 7: Arithmetic means and standard deviations for promotion innovation**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	The organisation is keen to introduce its products and provide all information and data about them when they are introduced to the market.	4.55	0.755	2	high
02	The organisation's adverts are attractive, compelling, simple, fresh and encouraging to buy.	4.43	0.942	3	high
03	The size, time and manner of the adverts are relevant and trendy.	3.52	0.881	6	medium
04	The organisation offers gifts and price reductions from time to time.	2.88	0.722	7	medium
05	The organisationorganises competitions and awards	2.23	0.560	8	Weak



	prizes to participating customers.				
06	The organisation relies on a variety of Arithmetic means to promote its products (TV, radio, print, press conferences, etc.).	4.32	0.849	4	high
07	The organisation has a website.	4.59	0.809	1	high
08	The organisation's website is modern and user-friendly.	4.17	0.744	5	high
09	The organisation provides the necessary information about its new products via the Internet.	4.43	0.989	3	high
	The overall arithmetic mean and overall standard deviation	<b>3.9015</b>	<b>0.46612</b>	/	/

Source: Prepared by the researchers based on the results of the spssprogramme

We can see from the results of the above table that the total arithmetic mean of the statements related to innovation in promotion was (3.9015) with a standard deviation of (0.46612), which indicates the high agreement of the respondents that the study organisations are interested in innovation in the field of distribution.

The results of the table show that the Arithmetic mean for statements 03 and 04 were (3.52) and (2.88), respectively, indicating the average agreement of the respondents that the size, time and method of advertisements are appropriate and modern, and that the organisations under study give gifts and price reductions from time to time. Regarding statement 05, it received a low level of agreement from the respondents, as most of the organisations do not organise competitions and give prizes to their participating customers. As for the rest of the statements, their Arithmetic mean value was greater than 4 with low standard deviations, which confirms the agreement of the respondents with the contents of these statements. Unité les Moulins Des Aurès Groupe participates in salons (les foires), allocating a budget to promote products and present the best image of them. MEDITOOL promotes its products through television interviews, and most of the organisations under study have a website that contains all the information about their products in detail.

#### Innovation in distribution

**Table 8: Arithmetic means and standard deviations for distribution innovation**

Number	Phrases	Arithmeticmean	Standard deviation	Rank	Degree of approval
01	The organisation uses modern sales methods (Internet, TV).	2.48	0.868	8	medium
02	The organisation cares about time when delivering its products.	4.52	0.814	1	high



03	The organisation's distribution outlets (points of sale) are many and varied.	3.43	1.388	6	medium
04	The organisation is interested in increasing and developing its distribution channels.	4.26	0.717	2	high
05	The organisation is seeking new brokers to increase its coverage.	4.10	0.677	4	high
06	The organisation is constantly looking for new brokers to increase its coverage.	4.03	0.732	5	high
07	Innovation and renovation in product distribution methods are hallmarks of the organisation	3.28	1.273	7	medium
08	The organisation endeavours to design new distribution channels to suit new market entry requirements.	4.13	0.656	3	high
	The overall arithmetic mean and overall standard deviation	3.7791	0.63846	/	/

Source: Prepared by the researchers based on the results of the spssprogramme

We notice from the results of the above table that the overall Arithmetic mean of the statements related to innovation in the field of distribution was (3.7791) with a standard deviation of (0.63846), which indicates the high agreement of the respondents that the study organisations are interested in innovation in the field of distribution.

We also note that most of the statements related to innovation in the field of distribution received high approval by the study sample members, as the study organisations are concerned with the time aspect when delivering their products, as they are keen to build the necessary loyalty to their products by their customers, and are always keen to move towards entering new markets by increasing and developing new distribution channels that suit the requirements of entering these markets, and seek to use new intermediaries to increase their coverage and are continuously looking for them.

We also note that the distribution outlets of the studied organisations are multiple and diverse, and innovation and renovation in product distribution methods are characteristic of the studied organisations. However, most of the studied organisations do not use television and the Internet as modern sales methods. Unité les Moulins Des Aurès Groupe has acquired new Arithmetic means of transport (large and small) and opened new points of sale within and outside the state. TOMACO is delivering the product to the customer with the organisation's



capabilities and opening new points of sale. SOMACBA acquires new Arithmetic means of transport but transports its products at the expense of the customer.

### The results of testing hypotheses of the study

#### Testing the main hypothesis:

In order to test the second major hypothesis, we need to develop two hypotheses: The null hypothesis and the alternative hypothesis, given that the null hypothesis is subject to testing, i.e. it may not be true, which requires the alternative hypothesis.

- **The Nothingness Hypothesis H0:** There is no statistically significant effect of strategic vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

- **Alternative Hypothesis H1:** There is a statistically significant effect of strategic vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

**Table 10: ANOVA regression variance analysis**

	ss Sum of Squares	df degrees of freedom	MS Mean Square	F-value	Significance (Sig.)
<b>Regression</b>	6.969	3	2.323	38.395	<b>0.000</b>
<b>Residual</b>	10.406	172	0.060		
<b>Total</b>	17.374	175			

Source: Prepared by the researchers based on the results of the spssprogramme

It is clear from the above table that the F-value is estimated at (38.395) and the value of the corresponding calculated significance level is (0.000), which means rejecting the null hypothesis and accepting the alternative main hypothesis based on the existence of a statistically significant effect of strategic vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

Fisher's test may be misleading as it tests the overall model's significance, so a t-test was adopted to test the significance of each of the model's parameters separately, at a significance level of ( $\alpha = 0.05$ ), and the table below illustrates this.

**Table 11: Significance Test of Regression Coefficients Using t-statistics**

Variable	Standardise d Beta Coefficient	Correlatio n Coefficient	Coefficient of Determinatio n	Ddl Degrees of Freedom	t-value	Significanc elevel
<b>Constant</b>	2.392				11.622	
<b>Technological Vigilance</b>	0.093	0.410	0.168	0.196	2.966	<b>0.003</b>
<b>Competitive Vigilance</b>	0.136	0.492	0.242	0.251	3.494	<b>0.001</b>
<b>Commercial &amp; Environmental Vigilance</b>	0.243	0.575	0.330	0.343	4.389	<b>0.000</b>

Source: Prepared by female researchers

In order to interpret the results of the above table, the sub-hypotheses to be tested must be carefully detailed, which will be presented below :

#### The first sub-hypothesis:

-**H0:** There is no statistically significant effect of technological vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

-**H1:** There is a statistically significant effect of technological vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).



The results of the statistical analysis showed that the correlation coefficient was  $R = 0.410$  at the significance level of  $\alpha = 0.05$ , the coefficient of determination was  $R^2 = 0.168$  as 0.168 of the changes in marketing innovation is due to the change in the level of technological Vigilance, the value of the degree of influence was  $\beta = 0.093$ , which means that a one degree change in the level of technological Vigilance leads to a 9.3% change in marketing innovation. The sig value is 0.003, which is less than the value of the significance level  $\alpha = 0.05$ , which means rejecting the null hypothesis and accepting the alternative hypothesis that there is a statistically significant effect of technological alertness on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

#### The second sub-hypothesis

**-Ho:** There is no statistically significant effect of competitive vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

**-H1:** There is a statistically significant effect of competitive vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

The results of the statistical analysis showed that the correlation coefficient was  $R = 0.492$  at the significance level of  $\alpha = 0.05$ , the coefficient of determination was  $R^2 = 0.242$  as 0.242 of the changes in marketing innovation is due to a change in the level of competitive vigilance, the value of the degree of influence was  $\beta = 0.136$  which means that a one degree change in the level of competitive vigilance leads to a 13.6% change in marketing innovation. and the sig value is 0.001 which is less than the value of the significance level  $\alpha = 0.05$ , which means accepting the alternative hypothesis and rejecting the null hypothesis, which states that there is a statistically significant effect of competitive vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

#### The third sub-hypothesis

**-Ho:** There is no statistically significant effect of commercial and environmental vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

**-H1:** There is a statistically significant effect of commercial and environmental vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

The results of the statistical analysis showed that the correlation coefficient was  $R = 0.575$  at the significance level of  $\alpha = 0.05$ , the coefficient of determination was  $R^2 = 0.330$  as 0.330 of the changes in marketing innovation is due to a change in the level of Commercial and environmental vigilance, the value of the degree of influence was  $\beta = 0.243$  which means that a one degree change in the level of Commercial and environmental vigilance leads to a 24.3% change in marketing innovation. and the value of sig 0.000, which is less than the value of the significance level of  $\alpha = 0.05$ , which means rejecting the null hypothesis and accepting the alternative hypothesis that there is a statistically significant effect of commercial and environmental vigilance on marketing innovation in the SMEs under study at the level ( $\alpha = 0.05$ ).

From the above, the linear regression model can be modelled as follows:

$$\text{Marketing innovation} = 2.942 - 2.942 (\text{technological vigilance}) + 0.117 (\text{competitive vigilance}) + 0.116 (\text{Commercial and environmental vigilance}).$$

#### The results

The ability of the SMEs under study to marketing innovation is highly dependent on the extent to which they follow and monitor the various changes and developments in their external environment and respond to them in a timely manner. In this context, they show a clear interest in customer feedback on their products and seek to address shortcomings in order to preserve their market reputation. They keep track of technological developments in their environment to develop design methods and optimise production processes. However, achieving marketing innovation requires the latter to be a continuous process rather than a circumstantial one, in addition to the need to create a favourable climate for innovation within the organisation, starting with the presence of distinguished individuals capable of generating innovative ideas, through the general awareness of the importance and benefits of marketing innovation, and the provision of the necessary capabilities and



resources for its implementation. Taken together, these factors will maximise the chances of effective marketing innovation and sustainable competitive advantage. Despite the critical importance of strategic vigilance, the SMEs in the study do not have a dedicated unit to gather information about the external environment, but rather practice this activity spontaneously and unstructuredly under the name of 'perimeter monitoring'. The results of the study also show that most of the managers of these organisations tend to be individualistic and reject the principle of participation, cooperation, teamwork and information exchange, which leads to poor internal communication between members of the organisation and hinders the exchange of information between different levels. This issue is further complicated by the vast amount of information available in the external environment and its rapid obsolescence, as well as the lack of experience and competence in collecting and sorting information, which weakens their ability to track and make use of it in a timely manner. This negatively affects the effectiveness of marketing innovation and misses valuable opportunities to strengthen the organisation's competitive position.

### Conclusions

In the light of the findings, it is clear that the ability of organisations to marketing innovation is highly dependent on the extent to which they react to environmental and technological changes, respond quickly to customer requirements, and continuously improve production processes. Continuous innovation and a supportive organisational climate, including the availability of creative human talent and resources, are critical to achieving a sustainable competitive advantage. However, SMEs face significant challenges to effective marketing innovation, most notably the lack of formalised structures for strategic vigilance, individualism and poor teamwork, as well as poor internal communication and difficulty in managing environmental information due to lack of expertise. Together, these factors reduce the ability of organisations to exploit opportunities and innovate efficiently.

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