

The Innovation In Marketing Communication Activities of Saudi Services' Organizations

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Abstract: This study aims at determining the impact of four determinants: market intelligence, competitors intelligence, technological intelligence and strategic intelligence on the innovation of marketing communication activities in Saudi service organizations. These determinants called competitive intelligence. Determining the statistical differences in the levels of innovation and competitive intelligence in the survived organizations are objectives of this study. The research population consists all of large Saudi companies working in the service sector in the year 2016 which are commercial banks, telecom companies, insurance companies and private hospitals. The full survey method is used. The number of survived companies reached to 67 companies. The study approved that the competitive intelligence and its determinants are key sources of innovation in marketing communication activities. The study also find that there are no statistical differences in the level competitive intelligence while the differences in the level of innovation is approved. Finally, the study recommended some implications to improve the levels of competitive intelligence and innovation in Saudi economy.

Keywords: Innovation, Marketing Communication, Services Organizations, Saudi Arabia.

INTRODUCTION

The concept of competitive intelligence has grown as a marketing practice during the 1960s, and the mid-1970s was the real growth period of this concept [1].

The evolution of businesses has a key role in increasing the level of saturation in the market, and the trend of businesses to work outside their countries of origin is considered, beside the increases in local and external demand on their products. The diversification in the customers' needs and desires, the customers search of leadership and excellence, the technological and technical development, and the diffusion of social media and the Internet; all of this changes have played an important role of businesses to adapt their activities and to collect the needed information about competitors, customers and other market forces as well.

The rapid changes and developments have become a key feature of the businesses environment in this century, so the management of such businesses constantly thinking and planning about the mechanisms and strategies that will be used in the highly competitive market. The continuous monitoring of the external marketing environment become a necessary and sufficient procedure to achieve the best performance of the company. The highly monitored of marketing environment will decrease level of uncertainty and generate high market values of business, so these will lead to achieve the competitive edge, which ensures the working in a competitive and profitable environment [2].

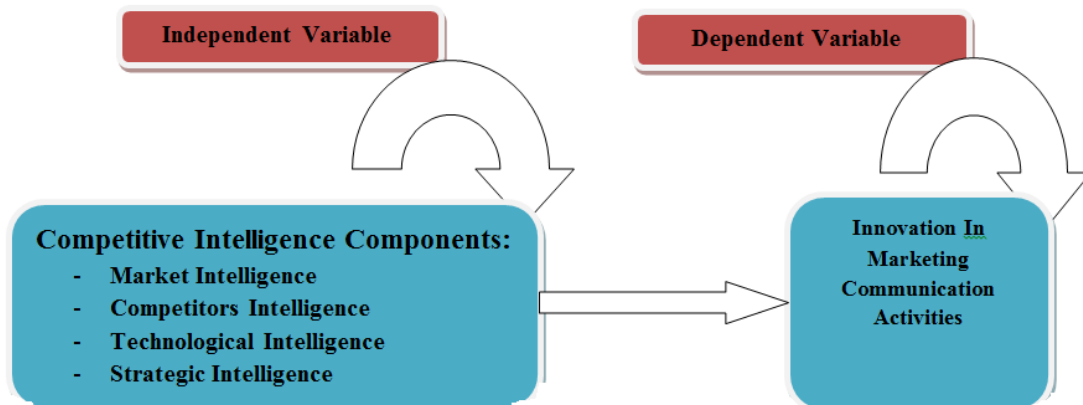
The competitive intelligence is a source of obtaining the needed information about the overall changes and developments happen in the market, and analyzing these information enables the business to face and control all changeable trends in the environment, in order to make correct strategic decisions paid to more growth and achieve the market missions. Forecasting and guessing market changes and developments is one of the most important goals of competitive intelligence, in which organizations can act and be able to take the right reaction at the right time of any change may occur in the working environment. They may also make the business able to work with other organizations as a market leader impose and determine the market rules and basics, and this role of organization making them maker of its future rather than a receiver of uncontrollable events or changes.

The competitive situation has a dominant on all types of markets that business deals with, so it will be permanently communicated and interacted with the external environment, and the organization called competitive

oriented. This means the continuous needs to predict or forecast the changes that may occur in the market and understanding the factors affected on the marketing environment. Therefore, the strategic decision-making, and try to develop the appropriate and effective marketing plans and strategies; represents the core of competitive intelligence process , in addition to the customers satisfaction , and achieve the objectives of the organization such as the survival , continues and making profits as well [3].

Research Model

The following figure represents the model used in this study, which was developed from previous studies. It aims at determining the direction of the relationship between independent and dependent variables.



To achieve the research objectives and using the literatures, the following hypotheses were formulated:

- There is a statistically significant impact of competitive intelligence on the innovation in the marketing communication activities in Saudi service organizations at the level of statistical significance 0.05.
- There are statistically significant differences in the level of using the competitive intelligence among the Saudi service organizations at the level of statistical significance 0.05.
- There are statistically significant differences in the level of innovation in the marketing communication activities among the Saudi service organizations at the level of statistical significance 0.05.

LITERATURES REVIEW

Competitive Intelligence

Competitive intelligence is a process conducted by businesses to collect the information about competitors and business environment living in, and then use such collected information make the decisions and strategic plans in order to improve their market performance [4]. The society of competitive intelligence professionals says that competitive intelligence is a legal and ethical process for collecting and analyzing information that taking the changeable environmental factors in the consideration, the expected risks, and the new trends of competitors in the market as well [5]. Competitive intelligence is a process conducted by businesses to collect and analyze all perceived information about competitors and the external marketing environment which includes: political, economic, social, technological, environmental (natural) and legal environments [6]. According to Kotler and Armstrong [7], competitive intelligence is a set of systematic sources and procedures used by management to gather daily information about the changes and developments in the market space that operate in [8].

Competitive intelligence is interaction process among equipment, techniques, individuals, and procedures used by business firms to collect, analyze, implement , and distribute the timely, accurate, valuable information in order to make the effective and efficient marketing decisions [9]. competitive intelligence based on the actions, practices and intensions of other competitor firms in the market, in order to collect the needed , accurate , and related information to stay closer with such competitors , and using the collected information in designing the competitive strategies and making the right strategic decisions later [10].

Thus, competitive intelligence is a strategy that links between the activities, the resources, the capabilities with the work environment of business firms. This interaction looking for maximize the future performance and make the current objectives into meaningful and actionable goals according to the functional and operational overview [5, 11, 12]. This competitive intelligence, as an activity, affects the planning process in the short and long run, because of the added value on the strategic decision of business firm [13]. Competitive intelligence has the ability to achieve the objectives of

business firms effectively; enhance the strengths on the long run according to competitors, achieving the high performance and the competitive advantage is the core goal of business firms later [14].

A good understanding for the nature of competition and the scenarios of change in the local market, is a key factor in making a strategic decision. On the contrary, the lack of coordination between competition and the external environment increases the chance of failure in the strategic managerial decision. The international experiences such as Microsoft, IBM, HP and GE, have an strong evidence about the relationship between using the competitive intelligence and the success in the tactical and strategic decisions of such businesses [15]. The less success businesses have a low attention towards the competitive intelligence because of lack of financial resources and the hyper competition in the market [16], in addition to lack of organizational culture. In conclusion, all of such reasons reduce the importance of competitive intelligence in such businesses [3].

The changes and developments in the marketing environment have increased the importance of competitive intelligence as an important and effective tool in determining the risk areas in the market, exploiting market opportunities, and trying to avoid threats of other businesses [17]. So this advantages lead business firms to increase the financial resources of innovation, and achieve the sustained competitive advantage later. The innovation is a source of competitive advantage, organizational support, high business performance on the long run, and improving the sustained capabilities as well [18].

The competition based on innovation is an integral part of innovation process which effect on businesses [19]. So, adaptation a marketing activities aimed at fulfilling the consumer needs ensure a higher level of customer satisfaction compared to competitors in the market [20, 21], and higher profit rates. The key of success in this situation, is in designing the marketing strategies correlated with literacy concept of customers and competitors [22]. This result has agreed with the study of Mugo, Wanjau and Ayodo [23] which concluded that there is a strong correlation among the profit rates, cost reduction and using the competitive intelligence strategy in the survived banks. Ayub *et al.*, [24] also found that adopting and using the competitive intelligence has positively affected the profitability rates of Kenyan banks, and on the Spanish exported companies [25].

The competitive intelligence also increases the ability of business firms to define the competitor firms and the technological environment that clearly influence the delivery of new marketing innovations to target customers [26, 27]. Thus, the results were consistent with the study of Ahmed *et al.*, [28] that using of marketing intelligence was positively reflected with marketing effectiveness in the survived Pakistani organizations. This effectiveness has been expressed by market opportunities, competition risks and threats, technological intelligence, and strategic alliances.

Finally, the innovation is a an important source of accumulated knowledge and organizational learning [27]. So the successful implementation of innovation requires a deep thinking about customers' attitudes and mages, characteristics, and traditions of market [26]. Analyzing these trends means acquiring new knowledge about customers' preferences and markets, and at the same time it is a marketing evidence connect the new products with marketing research related to such preferences [7]. All of the above means that the right and accurate process of innovation lead to reduce the costs, expand the product lifecycle, and offer new marketable products [29, 30], and increase the sales volume [31].

The Innovation in Marketing Communication

Now a days, Innovation is one of the most demanded requirement by business in order to keep sustained and survived in the market, and to improve the business' ability to deal with competition and new environmental developments in the highly competitive markets. So this strategy give the firm higher ability of assessing the market opportunities, threats, strengths and weaknesses [32], As well as better performance than competitors [33].

Innovation is a process of creating the new knowledge and ideas that are transformed into commercially profitable operations, or trying to find new ways of doing things, in the time that individuals and businesses looking for change, and innovation is an important and effective motive for higher value in the market [34]. Innovation is a process that starts with creating new events or ideas that present in a distinctive way than competitors [35], and innovation includes the creative changes in areas of product, designing, R&D, production, management and marketing of new and current products in the existing markets [36], and new technological techniques as well [37]. Nowadays, the innovation refers to a change in the technology that a company uses to transform labour, capital, materials, or information into products and services of greater value [38].

The innovation in marketing communication involves the exploitation and transformation the nontraditional ideas into applicable ideas during marketing practices, as well as the orientation towards to the promotional mix activities

and the new tools that take into consideration the technical and technological improvements as well [39]. Thus, the innovation in the communication mix represents the new ways of information outflow to the market, by creating new strategies for promoting the product, or the information inflow to the organization using new research techniques [40].

The Technology used in the process of producing marketing communication has changed and there are more perspective points. For example Brad Jakeman- president of PepsiCo's global beverage group- was very critical to agencies and to the clients as well. He said that advertising is so intrusive (including digital advertising) and basically that advertising as we know is dead. But, what is advertising, actually? The American Marketing Association defines advertising as the placement of announcements and persuasive messages in time or space purchased in any of the mass media by business firms, nonprofit organizations, government agencies, and individuals who seek to inform and/ or persuade members of a particular target market or audience about their products, services, organizations, or ideas.

In a nutshell, advertising is the art and science of buying space in mass media and creating persuasive messages for organizations in order to reach certain audiences. In the end, the whole challenge of advertising boils down to one aspect that combined two tasks: how to get to a relevant audience and how to persuade this audience about the company's point of view (buying a product, a service, or an idea).

Basically, everything had changed in the marketing communication. More media outlets. Different lifestyles. Different attitudes towards media. Customers increasingly skeptical about advertising and companies' authority. New social pressures. New views about sex, politics and themes such as environment that impact the way the corporate discourse is assimilated [41]. Finally, we have the development of a new, digital, context of interaction, expression and collaboration called the Web that creates more complexity to marketing communication mix and to the marketing communication managers. A digital context, by the way, that has been driven by consumer's content in the last years, therefore, a social medium [42]. Fortunately, Costa [42] says that marketers have some new powerful tools in their box as follow:

- **Data:** innovation comes from listening to customers and decoding trends. Social media is the largest, non-moderated focus group ever. And from a quantitative perspective, predictive models can unlock trends based on word-of-mouth and rumors networked dissemination.
- **Content:** innovation comes from the combination of the content people consume today from different sources, in different formats, in different moments. This is basically a creativity challenge, but it's much more interesting today to work in a creative department than when the default format was a 30s spots or a full-page print ad. Companies and agencies can use an incredible range of choices in order to create responses, connections and express the brand proposition. And one of the ways to do this is to use the audience as advertisers, via digital word-of-mouth. Another is to integrated on and offline in a same environment for connection with the brand.
- **Metrics:** finally, you can feedback all this process with actionable metrics from this variety of sources – and keep innovating. Never advertisers had so much data to feed their dashboards. The question now is how to make all these metrics meaningful.

However, for all companies, innovation will come from companies being more responsive and reacting with the data as it's getting captured in real time. Innovation will come from their marketing communication organizations (client + agency) in a more flexible way to accept what the customers are asking to hear, and when (hence, decreasing the intrusiveness mentioned by the Pepsi executive), but the challenge is still the same: how to appear less intrusive (my next post will talk about this)? Finally, innovation will come from the use of the right metrics to feed econometric models to offer the best bang for the buck.

Many people says that the new marketing is based on conversations, but are the marketing communication teams ready to keep the flow of conversations going on in a profitable way? Surely, it will take some time to make these new ways of working the "new normal". But the disruption is already in place due to it's inevitability [43].

RESEARCH METHOD

The Research Type

It is descriptive analytical research. It seeks to determine the impact of marketing intelligence on innovation in marketing communication of Saudi service organizations. The pilot study is 15% of the total sample size out of total research population.

The Research Population: consists all of the large Saudi companies in the service sector in the year 2016 as follow:

- Saudi Commercial Banks reached to 12 banks [44].
- The four telecom companies [45].
- The authorized Saudi insurance companies reached to 21 companies [44].

- The Saudi private hospitals reached to 30 hospitals [46].

Type and Size of Research Sample

The full survey method is used. The number of survived companies reached to 67 companies. The unit of analysis is the director of marketing, sales, customer care, research and development departments in such survived companies at 5% the level of significance. The distributed questionnaire used face to face interviews. The decline in number of survived companies lead the researcher to distribute 135 questionnaires and all of them were under the final analysis.

Table-1: The Distributed Questionnaires By Population

The Company	Number Of Companies *	Survived People	Returned	%
The Banks	12	21	21	100
The Telecom	4	11	10	90.9
The Insurance	21	35	31	88.6
The Private Hospitals	30	68	63	92.6
Total	67	135	125	

*Source: Ministry of Health, annual published data, 2016. Riyadh.; Saudi Arabian Monetary Agency. Annual Data, 2016. Riyadh.; Communication and information technology commission. Annual Data, 2016. Riyadh.

Data Collection: Consists of the following:

Secondary Data: The review of the various literature related to the subject of this study, the Arabic and English books and theses, in addition to specialized websites and statistics issued by the relevant Saudi and international formal institutions.

Primary Data: In order to answer the research questions and testing the hypotheses, the questionnaire is developed to collect the primary data needed according to previous studies and research literatures. Normality test is used. It measures if the collected data are normally distributed. Statistical rule accept the normality if the significance level is more than 0.05 , so all the data used are normally distributed. Cronbach’s alpha coefficients of research variables is used. Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Cronbach’s alpha is not a statistical test – it is a coefficient of reliability (or consistency). The Cronbach alpha coefficients of the sub variables are between 0.816- 0.907., which means that the four sub variables are relatively accepted. Internal consistency of the two independent and dependent variables are statistically accepted (0.944 and 0.819 respectively), so the total reliability of the measure is statistically accepted (0.93) since it is more than the statically permitted rate 60% (and sometimes 70%)

Table-2: Cronbach’s Alpha Coefficients of Research Variables

Section	Research Variables	Sub Variables	K-S	Reliability	Phrases’ Numbers
1	Marketing Intelligence	Market Intelligence	0.00	0.907	1-7
		Product Intelligence	0.00	0.888	8-15
		Technological Intelligence	0.00	0.816	16-22
		Strategic Intelligence	0.00	0.864	23-30
All Sub Variables			0.00	0.944	1-30
2	The Innovation In MC Activities		0.00	0.819	31-37
All Variables			0.00	0.93	1-37

The Responses File

The five points Likert scale is used, which expresses the degree of response and the consistency between the statements and the responses, where the value (5) is strongly agree, (4) is agree, and the level is neutral (3), A disagree has the value (2), and the value (1) is given to the strongly disagree. In order to analyze the sample responses, the descriptive statistical analysis (arithmetic mean, standard deviation, and relative frequency) is used. To assess the degree of competitive intelligence in Saudi organizations using the mean of sample responses, and using the relative measure: 5- more than 4.2 is very high, 4.2 - more than 3.4 is high, 3.4 - more than 2.6 is average, 2.6 - more than 1.6 is low, and less than 1.6 is very low. The research variables listed in the table as follows.

Table-3: Descriptive Statistics of the Independent Variable (Competitive Intelligence)

The Statement	Very High%	High%	Neutral%	Low%	Very Low%	Mean	S.D
Market Intelligence							
The company develops policies that target a specific market segments at a given time.	23.6	40.3	30.6	4.2	1.4	3.8056	.89818
The company implementing permanent policies that target the market which operates.	32.9	42.5	21.9	1.4	1.4	4.0411	.85697
The company implementing programs or policies that looking for market attractions.	38.9	31.9	25	1.4	2.8	4.0278	.97825
The company has specific policies or programs that looking for market conditions.	30.6	29.2	30.6	6.9	2.8	3.7778	1.0511
Your company has specific programs that look at the needs of potential customers.	42.3	28.2	16.9	9.	2.8	3.9718	1.1208
The company uses specific mechanisms that look at opportunities in the market.	23.6	43.1	22.2	5.6	5.6	3.7361	1.0614
The company conducts programs looking for gathering the information in the market.	27.8	31.9	26.4	11.1	2.8	3.7083	1.0804
Sub Total	31.39	35.3	24.8	5.79	2.8	3.867	1.0067
Product Intelligence							
The company uses the outcomes of specialized group discussions about the products .	21.9	38.4	24.7	12.3	2.7	3.6438	1.0457
The company has linking between the products and customers' needs and desires in the market.	41.1	35.6	16.4	2.7	4.1	4.0685	1.0318
The company has CRM programs.	24.7	34.2	31.5	4.1	5.5	3.6849	1.0655
The company benefits from the feedback of customers.	22.2	27.8	37.5	6.9	5.6	3.5417	1.0868
The company uses the information provided by customer satisfaction surveys.	29.2	38.7	19.4	8.3	4.2	3.8056	1.0830
The company uses the trade exhibitions in developing the own products.	32.4	29.6	25.4	9.9	2.8	3.7887	1.0943
The company uses the received information of other producers.	35.2	35.2	22.5	2.8	4.2	3.9437	1.0404
The company benefits from the social media in assessing the customer trends.	37.5	29.2	23.6	5.6	4.2	3.9028	1.1026
Sub Total	30.53	33.59	25.13	6.575	4.1625	3.7975	1.0688
Technological Intelligence							
The company uses the technology available in the market to develop its products.	43.1	29.2	19.4	4.2	4.2	4.0278	1.0873
The company develops the market intelligence systems.	28.6	35.7	22.9	8.6	4.3	3.7571	1.0959
The company uses hi tech information systems in dealing with customers.	38.4	39.7	16.4	4.1	1.4	4.0959	.91537
The company uses the hi tech information systems among its internal units.	43.7	35.2	18.3	2.8	0	4.1972	.83870
The company uses the modern technology to connect between the internal and external units.	39.7	37	20.5	2.7	0	4.1370	.83857
The company uses modern tools such as video conferences... etc.	25.4	32.4	23.9	12.7	5.6	3.5915	1.1659
The company benefits from the specialized exhibitions and published bulletins of the sector.	27.8	38.9	22.2	6.9	4.2	3.7917	1.0606
Sub Total	35.243	35.44	20.51	6	2.8143	3.9426	1.0003
Strategic Intelligence							
The company benefits from the information	34.7	38.9	20.8	4.2	1.4	4.0139	.92680

available on listed companies in the financial market.							
The company will benefit from the information about changes of operations performed by other companies.	13.9	37.5	26.4	22.2	0	3.4306	.99047
The company benefits from strategic plans of competitors in the market.	29.2	37.5	22.2	9.7	1.4	3.8333	1.0070
The company benefits from strategic alliances between the international companies.	23.9	29.6	28.2	8.5	9.9	3.4930	1.2290
The company benefits from the changes in the business environment such as environment protection, social responsibility, etc.	18.1	29.2	36.1	9.7	6.9	3.4167	1.1101
The company focus on the customer based relationships and alliances (long run relationships).	30.1	35.6	28.8	4.1	1.4	3.8904	.93633
The company benefits from the new investments in new markets such as ownership, acquisition, direct entry, etc.	23.6	36.1	23.6	9.7	6.9	3.5972	1.1586
The company benefits from new partnerships among companies in the market.	26.2	29.5	27.9	11.5	4.9	3.6066	1.1442
Sub Total	24.963	34.23	26.75	9.95	4.1	3.6602	1.0628
Total of Competitive Intelligence	30.34	34.59	24.4	7.157	3.513	3.8109	1.0367

The table-2 shows the following results:

1. The Competitive Intelligence: the level of using by the Saudi service organizations is high, according to mean value (3.8109) , and the sub variables are follow:
 - Market Intelligence: is the information relevant to a company’s markets, gathered and analyzed specifically for the purpose of accurate and confident decision-making in determining strategy in areas such as market opportunity, market penetration strategy, and market development. It is highly used by the Saudi service organizations according to mean value (3.867).
 - Product Intelligence: The goal of product intelligence is to accelerate the rate of product innovation, thereby making the product and its owners more competitive. This variable is highly used by the Saudi service organizations according to the mean value (3.797).
 - Technological Intelligence: It aims at capture and disseminate the technological information needed for strategic planning and decision making. It is found that this variable is highly used according to the mean value (3.942).

Table-4: Descriptive Statistics of the Dependent Variable (Innovation in Marketing Communication Activities)

The Statement	Very High%	High%	Neutral%	Low%	Very Low%	Mean	S.D
The company uses modern technology in adverting on TV or newspapers.	29.6	26.8	16.9	16.9	9.9	3.4930	1.3402
The company uses social media and the Internet to promote its products.	47.8	27.5	14.5	5.8	4.3	4.0870	1.1211
The mobile company is used to advertise its products.	23.9	31	22.5	12.7	9.9	3.4648	1.2630
The company uses its website, blogs and international websites to advertise its products	47.8	30.4	13	7.2	1.4	4.1594	1.0091
The company uses the modern technologies in market research and consumers.	21.7	47.8	26.1	4.3	0	3.8696	.80281
The company uses the specialized websites to implement the consumer research.	21.7	29	34.8	7.2	7.2	3.5072	1.1327
The company uses the e-mail to perform the research.	26.1	33.3	27.5	2.9	10.1	3.6232	1.2017
The Innovation in MC Activities	31.229	32.257	22.186	8.143	6.1143	3.7434	1.1244

Strategic Intelligence: it pertains both to the collection, processing, analysis, and dissemination of intelligence that is required for forming policy and marketing plans at the national and international level and to qualities that equip

leaders to be effective strategists. It is found that this variable is highly used by the Saudi service organizations according to mean (3.66).

The table-4 above, shows that overall innovation in marketing communication activities is highly used by the Saudi service organizations according to the mean value (3.743).

Testing the Research Hypothesis

- **H0₁: There is a statistically significant impact of competitive intelligence on the innovation in the marketing communication activities in Saudi service organizations at the level of statistical significance 0.05.**

The results of analysis using enter method, showed that there are 28 statements of marketing intelligence is deleted (table-3). There are only two statements have succeed in influencing on the innovation in marketing communication systems in the Saudi service organizations. These statement are: "the company develops the market intelligence systems" and the percent of effect reached to 21%, The other successful statement is "The company benefits from strategic plans of competitors in the market". These tow statement have a accumulated reached to 30.5% on the dependent variable. 30.5% of the variation in innovation of designing the marketing communication activities refers to such the tow statements, and there is a positive correlation between the independent and dependent variables reached to 57.5%. In order to test the first hypothesis, the independent and dependent variables are formulated into the following linear equation.

$$Y = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where: Y is the dependent variable which represents the innovation in marketing communication activities. X₁, X₂, X₃ and X₄ represent the four sub independent variables: market intelligence, product intelligence, technological intelligence, and strategic intelligence respectively. A and B are estimators of the model. Using SPSS V22 - enter method-, in order to estimate the previous formula and testing the first hypothesis, the results are shown as follows:

$$Y = - 1.232 - 0.0014 X_1 + 0.98 X_2 + 0.284 X_3 + 0.293 X_4$$

In the first section using enter method, the table-5 shows that there is a difference in the coefficient values impacted on the competitive intelligence in the Saudi service organizations. It is found that the impact factor of the product intelligence (0.98) is the highest level compared to other elements of intelligence. Not only, there are three sub variables (product intelligence, technological intelligence, and strategic intelligence) have a positive impact on the dependent variable. But also the market intelligence has a negative impact on innovation in the marketing communication activities. All of the sub variables explain 23.9% of the variance in innovation of the marketing communication activities in Saudi service organizations, and there is a positive correlation reached to 53.1% between them. In order to test the first hypothesis and according to the calculated and tabulated of significance levels , it is possible to sat that there is a statistically significant effect of the competitive intelligence on innovation in the marketing communication activities of the survived organizations.

Table-5: Statistical Analysis Using Enter & Stepwise Regression

The Sub Variable	B	T	Sig.
Intercept	1.232	2.406	0.019
Market Intelligence	-0.0014	- 0.084	0.933
Product Intelligence	0.98	0.609	0.545
Technological Intelligence	0.284	1.646	0.104
Strategic Intelligence	0.293	1.973	0.043
Statistical Indicators	F= 6.489	Sig.=0.00	r=0.531 R ² = 0.239
Using The Step Wise Method			
The Variable	Technological Intelligence		
The Estimators	0.529	4.513	0.00
Statistical Indicators	F= 20.365	Sig.=0.00	r=0.477 R ² = 0.217

However, using the significance level of the t test, it is found that the strategic intelligence is the only sub variable which has the significant statistical impact on the innovation in the marketing communication activities of the surveyed service organizations in Saudi Arabia. In spite of the previous conclusion, it is important in this analysis using the stepwise analysis which eliminates impact of the less significant sub variables in the proposed model, and it is show that the technological intelligence is the only variable which has the statistical significant impact. So according to the

calculated and tabulated levels of significance, we confirm the last result which says that there is a statistical significant effect of the competitive intelligence on innovation in the marketing communication activities of Saudi service organizations.

Finally, to measure the effect of competitive intelligence (using the four sub variables as a whole) on the innovation in the marketing communication activities, the table 5 below shows the positive correlation between the two variables reached to 72.7%. It is also found that the impact factor of the competitive intelligence reached to 0.732, and it is able to explain 52.5% of the variations in the dependent variable. By comparing the significance levels of calculated and tabulated values, it is statistically approved that the competitive intelligence (all elements) is key source of innovation in the marketing communication activities, and it seems a source of improvement in such depend variable in the Saudi service organizations.

Table-6: Testing of The First Hypothesis

The Variable	B	t	Sig.
Intercept	0.952	2.983	0.004
Competitive Intelligence	0.732	8.86	0.00
Statistical Indicators	F= 78.511	Sig.=0.00	r=0.727 R ² = 0.5227

- HO₂: There Are Statistically Significant Differences In The Level of Using The Competitive Intelligence Among The Saudi Service Organizations at The 0.05 The Level of Significance.

The ANOVA is used to determine the statistical differences in the level of using the competitive intelligence Among the Saudi service organizations. The statistical rule says that if the calculated significance level less than 0.05, the null hypothesis will be rejected [47], so the alternative one is will be accepted as well.

Table-7: Testing of the Second Hypothesis

N	The Variable	The Field	Number	Sample Mean	S.D	General Mean	F	Siq.
1	Competitive Intelligence	Banks	7	3.7229	0.46701	3	1.367	0.26
		Telecom	33	3.9237	0.66565	3		
		Insurance	16	3.7899	0.56928	3		
		Private Hospital	15	3.5448	0.58186	3		

Table-7 above shows that there are no differences in the level of using the independent variable (Competitive Intelligence) according to the field of work. The comparison between (0.26) and (0.05) is clearly shown that there is no differences in the applying of the competitive intelligence according to different types of organizations (banks, telecom companies, insurance companies, private hospitals).

- HO₃: There Are Statistically Significant Differences In The Level of Innovation In The Marketing Communication Activities Among The Saudi Service Organizations at The Level of Statistical Significance 0.05.

The ANOVA is used to determine the statistical differences in the level of innovation in the marketing communication activities Among the Saudi service organizations. The statistical rule says that if the calculated significance level less than 0.05, the null hypothesis will be rejected [47], so the alternative one is will be accepted as well.

Table-8: Testing of the Third Hypothesis

N	The Variable	The Field	Number	Sample Mean	S.D	General Mean	F	Siq.
1	The Innovation In Marketing Communication Activities	Banks	7	3.4475	0.60009	3	2.620	0.048
		Telecom	33	3.8861	0.66134	3		
		Insurance	16	3.8454	0.46825	3		
		Private Hospital	15	3.4412	0.57282	3		

Table-7 above shows that there are clear significant differences in the level of applying the dependent variable (The Innovation In Marketing Communication Activities) according to the field of work. The comparison between (0.048) and (0.05) is clearly shown that there is statistical differences in the applying of the innovation in marketing communication activities according to different types of organizations (banks, telecom companies, insurance companies,

private hospitals). Using Scheffe test shows that these differences are tend to the telecommunication companies working in the local market.

FINDINGS, DISCUSSION AND RECOMMENDATIONS

The level of competitive intelligence has no different among Saudi service organization. All of such organizations are highly used the competitive intelligence according to 66.7% of respondents. There is a similarity in the practices of such concept among Saudi organizations, so the outcomes will be similar as well, because of the traditional management style used by these institutions, as well as the market conditions, nature of the customers, and the competition level in the market. However, Saudi service organizations have been relatively weak in implementing the customer relationship marketing in order to develop long-term relationship with customers which seems a key source of product intelligence. The Saudi organizations doesn't use the specialized group discussions about products and markets, as well as there is poor feedback of the after sale departments.

The survived service organizations have high level of market intelligence according to 66.7% of the sample. These organizations have applied the market-oriented policies in order to exploit the shine opportunities available in the market. Such organizations also develop a new policies that take into consideration the special requirements needed of the market. However, such institutions have a poor performance in designing and implementing the special programs that aim at collecting the market information needed to examine the market conditions. 70.4% of the sample have agreed that the application level of technological intelligence is high in Saudi Arabia, in spite of that modern tools are not used in such organizations such as conferences video. Of course, this highly applied level of technological intelligence refers to the technological development and growth in the Kingdom. There are much more figures and evidences that Saudi Arabia has advanced rank according to international technological indicators. There is a great efforts consumed by Saudi government to be the origin and center of new technology in the Middle East, and the acquire the most advanced technology in all sectors. Hadi and Ebrahimpour [48] confirm the positive role of technological intelligence in improving the business performance, and if we look at the technical development in the Saudi market, it reflects the positive performance of the organizations working in the local market [49]. There is a great desire of such businesses to use the new technological advancement and exploit its advantages as well.

The strategic intelligence in the Saudi service organizations is also high according to 65% of the sample. The Saudi service sector has an attempts to take advantages of economic development and exploit the opportunities available in the business environment such as building the strategic alliances. Environmental protection programs and social responsibility are one the most key problems facing the business growth in the market. The Saudi organizations are doing the strategic alliances separately, and there is weak in having the strategic alliances with international partners, and these organizations don't have a benefits from new investments in the Saudi market such as ownership, possession and direct entry. The differences between the survived Saudi companies include using of the social media as one of the most modern practices in the marketing field, accessing to the information, and using the financial markets as an important source of information about the companies and their financial outcomes. According to Gaspareniene and Remeikiene [50] the Pakistani companies used the websites and trade exhibitions as a source of information about competition.

In order to understand the impact of competitive intelligence on innovation, it is found that there is an significant impact of application the competitive advantage on innovation in Saudi service organizations. This result is consistent with the results of most previous studies [49, 24, 51, 52]. Innovation is important source for creating competitive advantage [31]. The organizational support of improving the long run business performance and the systematic development of capabilities in the organization are functions in the innovation [18]. The current results confirmed the results of Nemutanzhela and Iyamu [35] that the competitive intelligence is effected on the product innovation only. In spite of the Rotich [49] have rejected the competitive intelligence on innovation.

The research has shown that competitive intelligence is one of the basis of the organization's strategy and market success [13]. So, regardless the level of applying of the competitive intelligence, it is useful to say that the targeted goals of business have become meaningful, reliable, efficient, applicable and achievable [11]. The competitive intelligence lead to strengthening the long run advantages, connecting with the competitors, and improving the competitive advantage of such business firms [31] and increasing the market share [11], in addition , the competitive intelligence has a signifcaint positive impact on organizational performanceas well [5]. The strategic and technological intelligence in the survived organizations is an important factor in success the competitive intelligence strategy, and there a need to market intelligence to maximize the success opportunities and indicators [28].

The high level of the competitive intelligence in Saudi organizations, with high level of innovation in the communication marketing activities lead to spared using of the social media and applications, as well as using the websites of the companies [53], and the international companies looking for attract new international customers, and

delivering the appropriate accurate information, and using blogs as well. It is sound to say that using the modern updated technologies to conduct the market and customers research in order to collect accurate, objective, speed and lower cost. The survived Saudi service organizations have used the direct sales techniques and e-mail to conduct the market research, access the accurate information and customers feedback. Despite the importance of mobile applications in delivering the required information, as well as the rapid growth in their uses, so the level of using still limited. The lack of interest in the hi tech means of advertising in newspapers, magazines and television has been in favor of the most modern communication tools.

Sometimes, the Saudi companies of tangible goods are using some creative tools of sales promotion such as: motivating the most frequent users by physical or cash rewards, promotional gifts, competitions, occasions, consumer games, price promotions and reductions, free gifts, promotional samples and coupons book. In most innovated international experiences in sales forces, the companies use a group of sources to collect the needed information such as: the death papers on newspapers, the family, relatives, current and potential customers, charities, the suppliers, contractors, religious institutions, the parties and professional organizations. All of such survived Saudi companies have no use of any last creative tools. Finally, the publicity and public relations activities have used also some creative tools in the Saudi and international market such recruitment the disabled people whom have the special needs, inviting a senior official to attend the opening ceremony of new branch or product, sponsorship of charitable events, and contributing in natural crises and disasters for victims and distressed people or families ... etc.

The current results have dis agreed with many research papers that tried to test the differences in applying the tow dependent and independent variables (competitive intelligence and innovation in MC activities). It is found that there are no statistical differences in applying the competitive intelligence among survived Saudi service organizations, but there are such differences in level of innovation in marketing communication activities. On the other hand, it was found that the lack of financial resources, the unethical image of the competitive intelligence, and the pressures of competition in the market are the most important factors affected on implementation the competitive intelligence effectively in the Saudi service market. In detailed, the obstacles facing the competitive intelligence in the Saudi service sector as follow:

- Lack of financial resources that reduce the ability of companies in implementing the competitive intelligence.
- The image toward the marketing intelligence as unethical process.
- Pressures of competition in the market.
- Lack of organizational culture which stimulates innovation and creativity within the survived companies.
- The limitations of the local market such as lack of demand and purchasing power may not be a motive to innovation.
- Lack of expertise, competencies and marketing skills to understand and implement the competitive intelligence.

The marketing communication activities are an integral part of innovation process. The table-9 below shows using the various marketing communication activities in the survived organizations. Regarding the using of various marketing communication activities, then advertising and sales promotion in conjunct with on line communication appear to be most common planned activities at innovation process in the survived organizations. Of course, there is follow reality and suitability of using the planned activities. It is normal that businesses, compared to plan, vary their activities often, according to the financial circumstances or depending on changeable conditions of the business, whether suddenly resulting needs within the business.

Table-9: Plan of Realization Marketing Communications Activities in Survived Organizations

The Planned Activity	Percentage
Advertising	10.1
Personal Selling	8.5
Sales Promotion	36.1
Public Relations	7.3
Direct Marketing	4.5
On line Communication	12.1
No Planned Activities	21.1

Practical Implications

According to the previous results, it is possible to reach a set of marketing implications that show the application levels of marketing intelligence and innovation in marketing communication activities in the Saudi service organizations. Despite the differences in the marketing obstacles that facing the Saudi business firms in applying the competitive intelligence, but all of such firms have agreed on the importance of this concept as a marketing activity. This perception has been generated through the business' belief that there is a hyper competition in the market, and competitive

intelligence is a key factor to avoid this competition according to 90.1% of such businesses and the need of controlling the competitors.

However, the business firms have lacking the responsible units on applying the marketing information systems, but there is 64.8% of Saudi survived organization have applying the MIS as a separated functions or parts. The marketing obstacles that reduce the importance of competitive intelligence in Saudi service organizations include: the unethical image toward such concept, lacking of specialized human resources especially the marketing resources, pressures of competition in the Saudi market lead to less control on the daily information, but at the same time it is a motive to apply the competitive intelligence in the local market. The Saudi service sector has some implications related to implement of competitive intelligence such as: developing a polices targeted market segments at given time, implementing the permanent market-oriented policies, implementing the programs and policies looking for market attractions, and implementing specific programs that address the customer needs and the connection between the products and such needs or desires, as well as using the information provided by customer satisfaction surveys or specialized exhibitions ,or advertisements of producers and social media. All of means are used to forecast the customer needs, and use the technology available in designing the products. There are a little using of modern information systems, modern communication systems in the relationship with customers and to tie the internal and external units of organization together. Finally it is important to exploit the advantage of alliances with target customers to build long run relationships.

The innovation index of the marketing communication activities is highly used in the Saudi service businesses. But such innovation in the tangible goods sector has more techniques that promote designing the core, actual and augmented products in one package (benefits and values). This package will be used as the key factor in purchasing decision process, and it is the best motive of sales promotion policy in food industry. Companies seeking to develop advertising and/or promotional campaigns will find highly experienced advertising agencies in the Kingdom. These agencies can design and deploy locally-appropriate and effective campaigns using print media, radio, or television. Advertising, especially on satellite television, is rapidly expanding, but commercials must conform to religious and ethical codes and local customs. With some minor exceptions, it is not culturally or religiously acceptable to show the female human form in the media. The Saudi monopoly on television broadcasting was broken with the introduction of satellite television, which also forced TV advertising rates to come down.

However, the sales promotions are basically giving the customers some additional benefits maybe at times just some small gifts in order to promote the schemes. The more innovative the sales promotions the more positive are the results. Some of the most popular sales promotions techniques are gifts, Contests, fairs and shows. Discounts and commission, entertainment and traveling plans for bankers, additional allowance, low interest financing etc. it is very important that the sales promotions benefits are designed in such a manner that they are better than those of the competitors. The hospitals giving high importance of advertising through newspapers, magazines, bill brands, displays, posters, travelling displays , direct mail advertising , and station posters, and such hospitals following the mails of all physicians and hospitals in the whole state informing them of availability of certain new medical services. For promoting some of such services the hospitals following incentives as a part of their marketing communication strategy. These incentives are using some time to create long run responses and sometimes are offered to create an immediate behavior response from the users [54]. The Saudi survived organizations are following the pull strategy (advertising and sales promotion) rather than push strategy (personal selling) according to table-9 above.

In the exciting internet era, it is often unrecognized that adopting the latest technology in selling is a long, ongoing process which can be traced back at least to the beginning of professional personal selling. The literatures suggest that sales forces were often early adopters of new technologies that laid the groundwork for taking on new or expanded sales roles. With each new invention and its creative adoption and adaption to selling, new sales roles have been created or ongoing ones expanded or significantly modified. Many of the roles still entrusted to today's sales force are arguably linked to a succession of technological adoptions that occurred between the 1850s and 1980s.

However, calls for innovation have come, in part, because of the advancement of content marketing – or Inbound PR. Content Marketing is simply when owned media (i.e. blogs, social channels, images, speeches, videos, eBooks) is used in a cohesive plan publishing content in specific places to target specific audiences and achieve a specific outcome (more often than not, online). Realistically, this tactic is new in nothing more than name. It could be argued that the content marketing industry has been around for well over a century. The problem for the PR industry – and the mammoth opportunity for the business community – is that media relations has remained their bread and butter. And the online media landscape is drastically different to the old days of print. Journalists no longer have PR gatekeepers and even when they do, they'd rather talk to business owners and startup founders anyway. Finding, pitching and building relationships with the media is now anyone's game. With this in mind, digital marketing agencies are swooping in, not only offering the content production and media relations work, but also the more technical (and lucrative) online

advertising trade. PR service providers must stay ahead in terms of digital tools and skills to compete for future clients [55].

Actually, the Saudi service organizations have more selling points in the new large markets such universities and hospitals. For example the commercial banks have exploited the new technologies to deliver its products for their customers. So such banks has 24/7 branches, ATMs and telemarketing techniques, and free call centers. The telecommunication companies have used the selling points in the airports, universities and malls. The insurance companies also have used the branches in the cars' shows and official traffic points, while the hospitals have used the clinics and polyclinics for such purposes. Basically, the Saudi organizations have a big chance to exploit and use the highly innovated technology available in the market. The banks in many countries like Jordan for example, has lottery programs on saving accounts, and the telecommunication companies used the physical and cash gifts and refunds to stimulate the subscribers buying the services. Even hospitals have price offers of medical services as one package (including the medical service, accommodation, checkups and medical tests). This offers stimulate the patients to buy such services in innovative way. The Saudi survived organizations use the websites, blogs and global advertising agencies, and the modern technologies of market and consumers research. Social media and smart applications are heavily used in the Saudi market, but there is lacking in use the direct marketing, TV advertising, exhibitions and e mails and consumer research sites. There is no programs designed to promote and protect the businesses and products image, the public relations are focused on designing the programs that aiming at create the positive image of such businesses and increasing reputation of the business in society. Actually, there is low level of participating in the several social programs in spite of that all survived organizations have PR departments for delivering functions of developing media relations, publications, and community relations.

RECOMMENDATIONS

Based on the research findings there is a need to:

- Exploiting the new trends that happened in the market such as ownership, possession, direct entry and FDI.
- Activating the customer relationship marketing and marketing the profitable long run relationships with targeted consumers.
- More attention on the marketing control systems based on the market intelligence and update the information systems continuously.
- Focusing on the strategic alliances in the market, understanding and using such alliances to develop the competitiveness of businesses.
- Entering in new strategic alliances partnerships and international greements with leading global companies.
- Focusing on the use of smart applications, internet, websites and blogs to promote the products in the targeted markets.

Research Limitations and Future Research

This study focus on the Saudi service sector. The economic importance of service sector in Saudi GDP is the key reason to choose it. Commercial banks, telecom companies, insurance companies and private hospital are the most important firms in the service sector. Applying this study in the capital of Riyadh, because it has the main and large branches of the survived organizations. The study also focus on the concept of innovation in the marketing communication activities. This study exclude the innovation in the other marketing mix elements (product, price and place). There is a great need in the future to study the tangible goods sector such as pharmaceutical industries as well as food industries as one of the most important sectors in the economy.

CONCLUSION

Competitive intelligence is not market research, nor it is industrial espionage and unethical activity. Competitive intelligence is a process conducted by businesses to collect the information about competitors and business environment living in, and then use such collected information to make the right decisions and strategic plans in order to improve their market performance. This research aims at diagnosing the impact of competitive intelligence on the innovation in marketing communication activities in Saudi service organizations. The Competitive Intelligence and innovation are highly used in the Saudi service organizations. The results show that there is an effect of competitive intelligence on the innovation in the marketing communication activities. Not only there are no differences in using the competitive intelligence), but also there are such differences creating the innovation in such organizations which tend to telecom companies. All of survived organizations have agreed about the importance of applying the competitive intelligence in the marketing activity in spite the low level of applying for innovative tools. So this concept is a key factor to avoid the hyper competition in the market. Competitive intelligence in Saudi Arabia is rapidly growth and quickly forwarded among Saudi industries such as: universities, governmental institutions, hotels, restaurants, travel agencies, retailing and wholesaling stores ...etc. Actually, the innovation in marketing communication activities (Even Competitive Intelligence) is still less developed than the international levels , and it is still has a long way to access or achieve this

levels. So, there is a massive urgent need to expand using the smart applications, internet uses, websites and blogs to create and promote the products of Saudi organizations in the targeted markets.

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