

INNOVATION MARKETING AS A LEITMOTIV OF BUSINESS PERFORMANCE

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Received: August 11, 2023

Accepted: November 26, 2023

Published: December 31, 2023

Suggested Citation:

El Atmani, S., & Malainine, C. (2024). Innovation marketing as a leitmotiv of business performance. *International Journal of Su-Ay Development Association (IJOSDA)*, 2(2), 74-81.



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Abstract

In a business landscape characterized by challenges, uncertainty, and intense competition, the strategic adoption of innovation emerges as the linchpin determining a company's resilience during crises, its ability to navigate through turbulent times, and its sustained competitiveness. Faced with such imperatives, companies are compelled to allocate resources strategically across diverse channels to secure their longevity. Within this strategic framework, innovation emerges as the pivotal factor for differentiation, expansion into new markets, and the enhancement of market standing by surpassing customer expectations. In this vein, innovative marketing stands out as a particularly promising strategy. It not only equips companies to proactively anticipate evolving market dynamics but also positions them to capitalize swiftly on emerging opportunities, allowing for proactive engagement rather than reactive responses to market shifts. Moreover, innovative marketing serves as a means to distinguish a company from its competitors and validate innovations that deliver tangible value. This study aims to meticulously examine the impact of innovative marketing on overall company performance, shedding light on the multifaceted ways in which this strategic approach contributes to sustained success and growth.

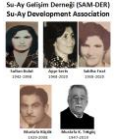
Keywords: Innovation, marketing, performance, environment, competition.

INTRODUCTION

Around the world, the search for innovative paths has become a significant concern for states as well as for many social and economic actors. Indeed, in a context where social challenges are growing and economic changes are becoming constant, the unemployment rate is increasing significantly among young graduates. In this respect, entrepreneurship is positioned as a real solution that can boost growth, reduce unemployment, poverty, and social exclusion, and encourage innovation as a catalyst for sustainable development. International institutions consider that entrepreneurship can foster the multiplication of innovations thus improving the social climate in these countries.

Moreover, in developing countries, and by the growth dynamics it generates, entrepreneurship would help reduce poverty and thus control the gap the social and economic characteristics that characterize them (Adebayo & Nassar, 2014). These contributions are funded by international institutions that assume that entrepreneurship contributes to improving social conditions in developing countries and promotes the development of innovation (World Bank, 2013). The 2018 report of the Global Entrepreneurship and Development Institute (GEDI) places the Maghreb countries in the global average of countries with growth prospects of an innovative national entrepreneurship system.

There are several reasons for this ranking: First, despite the political instability experienced by the region with varying intensities combined with a decline in its competitiveness due to increased competition on innovative products and a shift from foreign investment to other regions The Maghreb countries



(especially in Asia and South America) continue to integrate into the world economy and sometimes to show some stability in the face of developed countries. This ranking, which places Tunisia as the country with the best entrepreneurial environment in the Maghreb and Africa, places Morocco 5th and Algeria 7th. Morocco is ranked 65th Out of all 137 countries considered by the GEDI, while Tunisia is ranked 40th, and Algeria is ranked 80th. It should be noted that innovation starts with a new idea, such as a plan to improve a product or service, an updated method of doing business, or a new business model. In this way, innovation can affect any aspect of your business and it could already have been implemented in another company (Boutillier, 2017). Given this competitive environment, Morocco is called upon to invest in entrepreneurial innovation. In addition, innovation and entrepreneurship are considered among the main fundamental drivers of each country's economy, as innovation is The European Commission's Green Paper on Companies has an entrepreneurial spirit. Entrepreneurial innovation in Morocco not only stimulates the generation of employment opportunities but also elevates business efficiency while encouraging economic diversification within the country (El Atmani & Malainine, 2023).

Thus, innovation and entrepreneurship are linked

Aligned with the ethos of innovation, this encompasses the cultivation of novel products, services, processes, and organizational frameworks. In this context, it should be noted that many people confuse creativity and innovation. However, creativity means finding a new idea and innovation is taking that idea Innovation, Customer Problem Solving, and Value Creation (Gutman, nd). If we look at the origins of innovative entrepreneurship in Morocco, we will find that it stands more or less recent since it began timidly in the 2000s through initiatives taken by television presenters such as «Entreprendre», «Challenge». It was not until 10 years later that the Moroccan University began to advance entrepreneurship actions taught and taught to young students. In this sense, the Universities Hassan II of Casablanca and Ibnou Zohr of Agadir joined the caravan of Innovation and Entrepreneurship. In 2012, we see several promoters of innovation and entrepreneurship such as the CNRST (Centre National de Recherche Scientifique et Technologique) which organizes each year a prize for young researchers and a prize for free inventors, the International organization Bidaya which has settled in Casablanca in incubator of innovative project of social entrepreneurship, The NGO Injaz Al Maghrib, which supports young students and students in their projects to create innovative strategies, Career Center under the aegis of USAID, participates in capacity building and soft skills at several Moroccan universities, etc. The list is long.

This is how this dynamic was generalized and present in all Moroccan universities without exception. Other European projects such as Erasmus + SALEEM and Erasmus + YABDA have come to accelerate the process of promotion, support, coaching- mentoring, and incubation for innovative project initiators. hip is not only a lever for boosting the national economy and creating jobs, but it also contributes to meeting the challenges of sustainable and inclusive development that arise today. Despite this reality, entrepreneurial innovation is not an uncomplicated thing, it raises fundamental dilemmas for strategists. It is indeed more complex than invention. The invention involves the conversion of new knowledge into a new product, service, or process. Innovation, meanwhile, adds the critical phase of making this new offer available, whether it is through commercialization in the case of private enterprises or through other dissemination techniques in the case of public services (Adebayo & Nassar, 2014). A global study by the Boston Consulting Group shows that 75% of senior managers consider innovation to be one of their company's three key priorities and 61% spend more money on it than in 2013.

New perspectives are offered to project promoters, notably thanks to the commitment of the various actors of the entrepreneurial ecosystem. Selma Bennis, Director of Economic Impulse and Territorial Offer at IRC Casablanca-Settat, said: The Moroccan entrepreneurial ecosystem has undergone a significant evolution over the last ten years and can be pleased today with the existence of several actors involved in various phases of the entrepreneurial value chain constituting a real lever of dynamization of For her part, Rania Alaoui, a communication professional, committed to innovation, entrepreneurship,

and new technologies believes that the Royal Impulse given to entrepreneurship in Morocco, through the Intelaka program, launched two years ago, has made it possible to release energy and mobilize the various actors in the ecosystem to support entrepreneurs and project promoters. There has been an entrepreneurial effervescence over the past two years. Now, we have to wait and see what happens in terms of supporting entrepreneurship,' she said. While innovation is a prime source of growth for companies and brands, as soon as we talk about innovation, Marketing needs to reinvent itself. It cannot simply identify the dissatisfactions expressed and must integrate the fact that it is not always demanding that creates supply, but sometimes the reverse. To encourage SME managers to innovate, It is necessary to put in place mechanisms enabling them to follow this approach, concretize their ideas, and lead them to an entrepreneurial project that can be integrated into the market. Absolutely. Everything is subject to innovation, but the ground must be conducive. Indeed, the human being is not a priori "configured" to welcome change because it changes habits, a routine, a certain comfort, norms well anchored in mentalities, acquired advantages or personal or categorical interests, and creates uncertainty. So that innovation goes beyond natural resistance to change, it entrepreneurship." It also recalls the significant improvement in Morocco's ranking in the Global Entrepreneurship Monitor 2020, where it managed to gain 13 places in the ranking. The kingdom now ranks 24th out of 50 countries and continues to report indicators of improvement. As such, this environment obsessed with innovation forces marketing to take its central place: Decipherer of customer expectations, interface between the internal and the market, responsible for the marketing of goods and services, it is at the forefront (Le Nagard- Assayag et al., 2015).

The marketing of innovation will then focus on understanding this innovation with consumers because we have to show them its contributions, its interest. The company should facilitate the adoption of innovation. The main risk is that innovation will not find its market, its target, or the purpose for which it was created. Marketing, by definition, involves analyzing customer expectations and needs, but in this case, it becomes difficult to anticipate the motivations for buying a product that does not exist. As such, "innovation" marketing remains a critical organizational competency that must be developed by all businesses (Le Nagar, Manceau & Morin-Delerm, 2015). As such, this innovative marketing refers to a set of practices and techniques whose purpose is threefold: to design products and services corresponding to the expectations of consumers, to facilitate the adoption and understanding of the innovation by the market, and, finally, adapt the promotional approaches and marketing channels for new offerings (Ambroise, 2017). However, there are multiple barriers to this innovation strategy, which vary from country to country. In this sense, The Pursuit of Standard Operating Innovation (Sparksgrrove, 2015) explains that the main barriers to innovation are "mentality", "fear of risk", "low level" and "error tolerance".

Moreover, authors Le Nagard-Assayag, Manceau, and Morin-Delerm (2015) report that between 20% and 95% of new products are failures. While successful innovations generate sales and margins, they remain relatively rare. According to the authors, innovations can fail at two stages: the first is that when they are developed: about 19% of Projects disappear before they are commercialized. Additionally, as reported by Novation, 81% of projects exhibit inadequate results during pre-launch assessments, often necessitating significant modifications or potential project abandonment. In this perspective, this article aims to Study the impact of innovative marketing on companies.

Innovative marketing

Innovative marketing is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion, or prices. Indeed, this innovative marketing aims to better meet the needs of customers, to open new markets, or to position a new product on the market, to increase the company's sales.

Company's marketing instruments is the implementation of a marketing method that the company did not previously use. It must be part of a new marketing concept or strategy that represents a significant

departure from the company's existing marketing methods. The new marketing method can be developed by the innovative company or adopted by other companies or organizations. New marketing methods can be implemented for new and existing products.

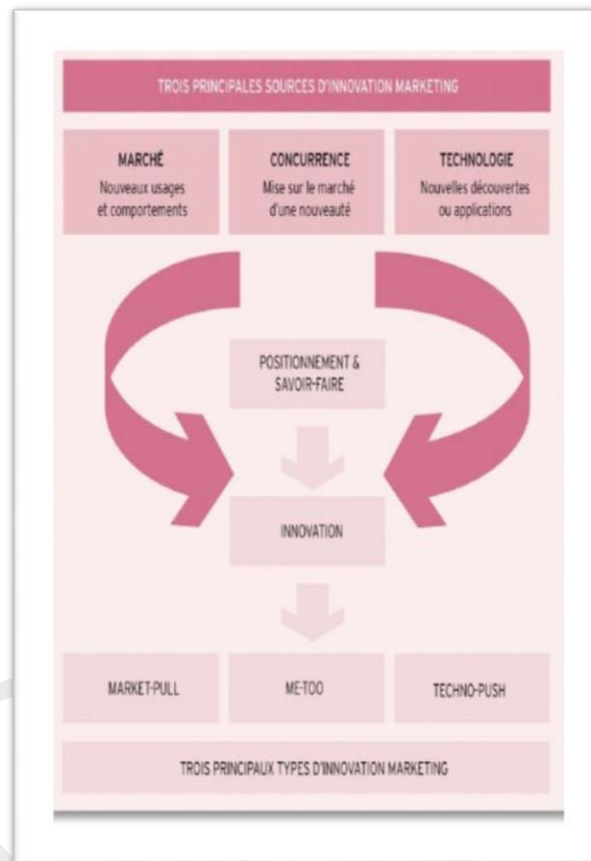


Figure 1. Top three sources of innovation Marketing(Ben, et Moskolaï, s. d)

Specifically, the marketing of innovation occurs when a company wants to launch a new product. It is also found in some areas where innovation is almost constant, such as technologies (hardware, software...). The marketing of innovation must therefore maximize the company's chances of success by adapting the marketing channels, and mastering the launch actions and cycles specific to an innovative product/service (product testing, patent protection, and filing, identity creation, etc.).

This figure shows the three main sources and types of marketing innovation. Listening to the market can show new uses and new expectations: we call the market pull innovation. Technological monitoring allows us to find new applications and answers to consumer needs: this type of techno-push innovation is called. Finally, competitive intelligence shows that some companies have already introduced new products to the market: this type of innovation is called following the innovative competitor me-too.

The three main innovation strategies The Technology Driver Strategy This strategy aims to develop products with high technological added value. The innovation process relies on intense R&D with the aim of the aim is to increase the number of inventions on the market and thus lead to successful innovations. As it is mainly based on R&D activity, this strategy is conducive to radical innovation. Google, Bosch, and Siemens are examples of companies that have adopted this strategy.

The Market Reader strategy

This strategy, which is carried out symmetrically to the Technology Driver strategy, consists in creating value through incremental innovation and product customization. This strategy is based on listening closely to the requests and needs expressed by customers, to guide R&D according to these requests and to lead to successful innovations. This is the strategy used by companies such as Hyundai, Caterpillar, Samsung, and Visteon. This strategy is the best for incremental innovation, but it is likely to block radical innovation. This phenomenon is known as the “innovator’s dilemma” (Christensen, 1997-2016): when the innovation process is user-centered, companies tend to miss out on disruptive innovation opportunities. These first two strategies are classics of innovation management. A third strategy, less known to companies, has emerged recently and proposes a new way to innovate.

The Need Seeker Strategy

It positions itself on the market side, like the Market Reader strategy. However, it is not based on listening to client's needs and requests as they are expressed. It consists in anticipating future needs, and future uses, to be the first to release a product that meets these needs still not expressed. Apple, Tesla and Procter & Gamble are examples of companies that have adopted the Need Seeker strategy. This is conducive to the generation of disruptive innovations focused on the uses and functional qualities of products.

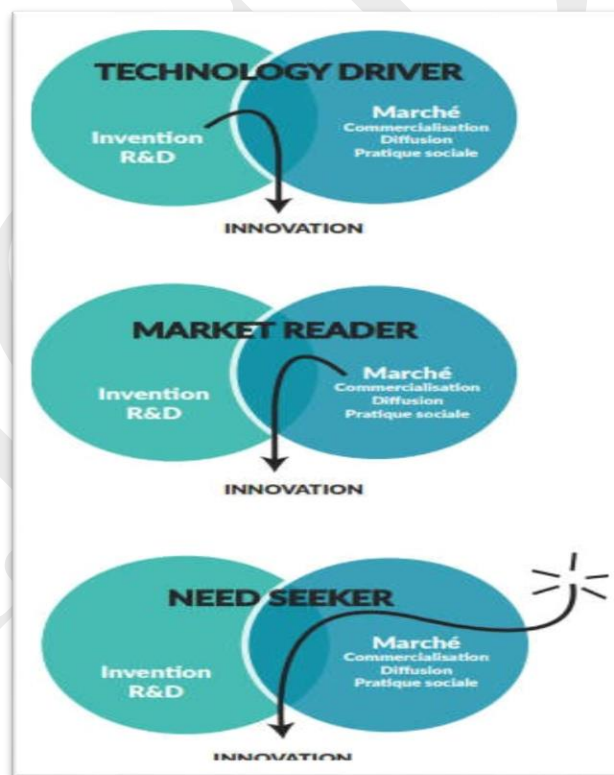


Figure 2. The three main innovation strategies (Bachmann, Tripathi, Brunner & Jodlbauer, 2022)

Links between innovation and marketing

Several researchers (Zaltman et al., 1973; Rogers, 1983; Prouvost, 1990; Gardner, 1991; Brown, 1992; Stokes, 1995; Knight et al., 1995; McGowan and Rocks, 1995; Kleindl et al., 1996; Smith, 1998; Han, Kim and Srivastava, 1998; Cummins et al., 2000; Ottenbacher and Gnoth, 2005; O'Dwyer et al., 2009;

Le Loame-meLemaire and Blanco, 2011; Chéreau and Meschi, 2014; Wu and Lin, 2014) confirm the existence of a link between marketing and innovation. Indeed, innovation cannot succeed if there is no marketing, on the contrary, marketing needs innovation in order for the product to succeed.

Rogers (1983) suggests that the concept of marketing is coupled with innovation. Business marketing managers in the United States have long been concerned about how to launch new products more efficiently. Their interest in this topic has emerged following the regular launch of a large number of new consumer products, which have failed several of them (Rogers, 1983). Indeed, marketing innovation refers to a set of practices and techniques aimed at a triple objective: to design products and services that meet consumer expectations, to facilitate the adoption and understanding of the innovation by the market, and, finally, adapting...

Marketing innovations can also effectively delineate competition, short-, medium- and long-term development, and competitiveness in the target market. Adapted to the specific environment, this marketing strategy addresses specific issues for real benefits. Innovation requires first of all determining an innovation strategy (level 1), to define a vision of the future and the associated objectives and challenges. This strategy is implemented by defining a culture and an organization (level 2). Next, a company must concretely define an innovation process (level 3) which is the process deployed to steer innovative projects to meet the innovation strategy. The innovation process includes the generation of ideas, the development of innovative products, and the commercialization phase. Finally, these three levels require financial, human, and material resources as well as knowledge management and industrial property policy (level 4) so that the implementation of the four levels can generate innovative results (level 5). Managing innovation requires combining and implementing these five levels and therefore princip.

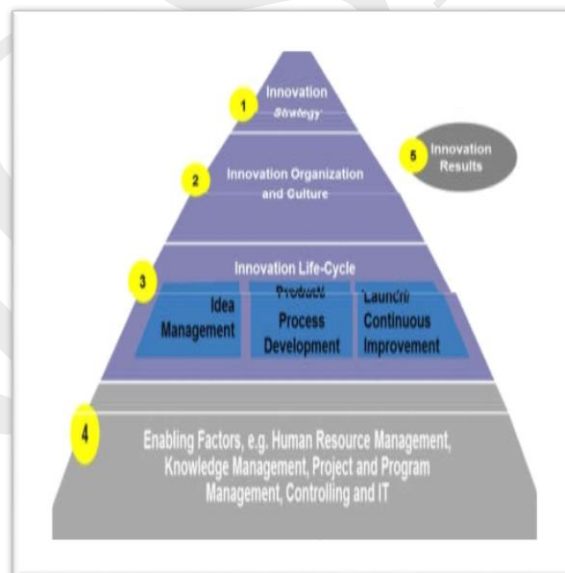
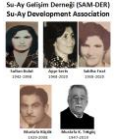


Figure 3. Innovation House by the AT Kearney consulting firm (Duranceau, s. d.)

Conclusion

Innovation in Morocco is possible and desirable, but it requires the investment of an entire ecosystem: the State and the private sector, young and old, entrepreneurs and businesses, banks and other financial institutions, Etc. Together, we must work to make Morocco a champion of R&D&I, to consolidate our place in Africa and the world. For Morocco, innovation must be a structuring, geopolitical, strategic, economic, and societal challenge. This requires reaching out to audiences who may find an interest in



using or showcasing innovation. This can be the consumers, mass distribution, the media, the company stakeholders behind the innovation, etc. In any case, It is about communicating intelligently with messages adapted to each type of recipient using relays whose credibility will ensure the promotion of innovation. As a company's reputation will be at the source awareness of the new product means knowing how to use one to create the other.

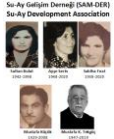
Innovation is the engine of the company's growth and competitiveness. At the speed with which the world is changing, the option of relying on its market shares is no longer possible. The one who did not take this postulate into account is doomed to disappear more or less soon. That being said, the innovation-oriented company must organize itself accordingly. There are five prerequisites for innovation: a project, a mindset, an organization, risk-taking, and know-how. First of all, there is no innovation without a business project. This means that the leader must have previously formalized his strategic vision into a strategy that shows the way and determines the means to commit to it. He needs an idea of.

Conflict of interests

No conflict of interest.

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