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Entitled

**THE ROLE OF INNOVATION IN CREATING COMPETITIVE
ADVANTAGES
MAXTOR COMPANY CASE STUDY**

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Dedication




To the most beautiful souls in my life

Mother

You filled my heart with roses, and my soul with sweet fragrance.
Your gentle heart turns sorrow to bloom, softens the hardest of hearts, and lights
the darkest nights.
May heaven's gates open wide for you, blessed now and forevermore.

Late father

I dedicate my graduation to the soul of my father 
To him I dedicate my success, my joy, and all the love in my heart.
As every daughter admires her father,
I've always been proud of you, The great man who shaped my life.
Even now, your memory inspires me, and I carry you with me in every step.

Sisters

Thank you for being my lifelong friends, my biggest cheerleaders, and my safe
place to be myself. Your love, laughter, and support have made every step of this
journey brighter and stronger.
I'm so grateful to share this with you.

Brother

Thank you for being my protector, my friend, and my guide. Your strength and
support have lifted me up in every step, and your presence has made life richer and
fuller. I'm grateful to have you by my side.

Friends and cousins

Thank you for filling my life with laughter, love, and unforgettable memories.
Your support and kindness have been a steady light through every challenge and
celebration. I'm grateful to have you by my side on this journey.

My Bestie

Arjouna, thank you for being my constant, my rock, and my greatest supporter.
With you, every moment is brighter, every challenge easier, and every success
sweeter. I'm so lucky to have you by my side.

My Nephews

djoud and Ghaith, your smiles bring light to my days, and your energy fills my
heart with joy.
You remind me of the beauty in the little things and the importance of dreaming
big.
This is for you, with all my love.

With all my love and gratitude

Selma



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Selma

Abstract :

This study aimed to identify the role of innovation in the creation of competitive advantages, by showing the extent to which the dimensions of innovation contribute to achieving competitive advantage in the organization under study, and for this, the descriptive method was adopted in the theoretical aspect, where concepts about innovation and competitive advantage were presented, as for the applied aspect, we resorted to a case study at the level of Maxtor Corporation in Bordj-bou-arrerdj, by highlighting the role of the existing innovation dimensions in the organization, as the results showed that product innovation contributes significantly in improving organizational performance by meeting changing consumer needs, and showed that it does not have a direct impact except when combined with other factors, which indicates the importance of integrating the various types of innovation. On the other hand, innovation in processes and organisation only showed a direct impact when combined with other factors, which indicates the importance of integration between different types of innovation.

Based on the above, the study recommends the following: strengthening the culture of innovation within the organisation, investing in training and education, focusing on product innovation, adopting innovative business models, opening up to external partnerships, supporting open innovation, providing a flexible organisational environment that encourages change, and not overlooking the importance of organisational and cultural innovation, despite its limited impact in the studied case, and the need to reconsider the mechanisms to support it within the organisation.

Keywords : innovation ,competitive advantages, Maxtor company, types of innovation .

ملخص:

هدفت هذه الدراسة إلى التعرف على دور الابتكار في تحقيق الميزة التنافسية، وهذا من خلال إظهار مدى مساهمة أبعاد الابتكار في تحقيق ميزة تنافسية في المؤسسة محل الدراسة، ومن أجل ذلك تم الاعتماد على المنهج الوصفي في الجانب النظري، حيث تم عرض مفاهيم حول الابتكار والميزة التنافسية، أما الجانب التطبيقي فلجأنا إلى دراسة الحالة على مستوى مؤسسة ماكستور ببحر بوعرييج ، من خلال تسليط الضوء على دور أبعاد الابتكار القائم بالمؤسسة ، حيث اظهرت النتائج ان الابتكار في المنتجات يساهم بشكل كبير في تحسين الاداء المؤسسي من خلال تلبية احتياجات المستهلكين المتغيرة ، كما بينت انه لا يقتصر على التكنولوجيا و المعدات ، بل يتطلب افكارا جديدة و ابتكارا بشريا . و في المقابل لم يظهر الابتكار في العمليات و التنظيم تأثيرا مباشرا الا عند دمجها مع عوامل اخرى ، مما يدل على اهمية التكامل بين مختلف انواع الابتكار . بناء على ما سبق ، توصي الدراسة بما يلي : تعزيز ثقافة الابتكار داخل المؤسسة ، الاستثمار في التكوين و التدريب التركيز على الابتكار في المنتجات ، تبني نماذج اعمال ابتكارية ، الانفتاح على الشراكات الخارجية ، دعم الابتكار المفتوح ، و توفير بيئة تنظيمية مرنة تشجع على التغيير ، كما توصي بعدم اغفال اهمية الابتكار التنظيمي و الثقافي ، رغم محدودية اثره في الحالة المدروسة ، و ضرورة اعادة النظر في البيات دعمه داخل المؤسسة .

الكلمات المفتاحية : الابتكار ، الميزة التنافسية ، مؤسسة ماكستور ، انواع الابتكار .

Résumé :

Cette étude visait à identifier le rôle de l'innovation dans l'obtention d'un avantage concurrentiel, en montrant dans quelle mesure les dimensions de l'innovation contribuent à l'obtention d'un avantage concurrentiel dans l'institution étudiée, et pour cela, la méthode descriptive a été adoptée dans l'aspect théorique, où les concepts sur l'innovation et l'avantage concurrentiel ont été présentés, quant à l'aspect appliqué, nous avons eu recours à une étude de cas au niveau de Maxtor Corporation à Bordj-bou-Argeridj, en mettant en évidence le rôle des dimensions de l'innovation existantes dans l'institution, où les résultats ont montré que l'innovation de produit contribue de manière significative à l'amélioration de la performance institutionnelle en répondant aux besoins changeants des consommateurs, et a montré qu'elle n'a pas d'impact direct à moins d'être combinée avec d'autres facteurs, ce qui indique l'importance de l'intégration des différents types d'innovation. D'autre part, l'innovation dans les processus et l'organisation n'a un impact direct que lorsqu'elle est combinée à d'autres facteurs, ce qui indique l'importance de l'intégration entre les différents types d'innovation.

Sur la base de ce qui précède, l'étude recommande ce qui suit : renforcer la culture de l'innovation au sein de l'organisation, investir dans la formation et la formation, se concentrer sur l'innovation des produits, adopter des modèles d'affaires innovants, s'ouvrir à des partenariats externes, soutenir l'innovation ouverte, fournir un environnement organisationnel flexible qui encourage le changement, ne pas négliger l'importance de l'innovation organisationnelle et culturelle, malgré son impact limité dans le cas étudié, et la nécessité de reconsidérer les mécanismes pour la soutenir au sein de l'organisation.

Mots-clés : innovation, avantage concurrentiel, fondation Maxtor,

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General Introduction

General Introduction:

In today's fast-paced and highly competitive business landscape, innovation has become a crucial determinant of a firm's ability to maintain a competitive advantage and secure long-term success. As markets evolve and customer expectations shift, firms are increasingly recognizing that their capacity to innovate not just in terms of product and service development, but also in processes, business models, and organizational cultures is essential for survival and growth. Innovation provides organizations with the tools to differentiate themselves from competitors, meet changing market demands, and create value that drives customer satisfaction, operational efficiency, and profitability (Drucker, P. F, 1985, p. 134).

The relationship between innovation and competitive advantage has gained significant attention in both academic literature and business practice. With organizations under constant pressure to maintain or enhance their position in the marketplace, innovative strategies are now seen as fundamental to achieving a sustainable competitive edge. By developing unique value propositions, improving internal capabilities, and responding proactively to market changes, firms are better positioned to leverage innovation as a strategic tool for differentiation and long-term growth (Barney, J. B, 1991, p. 120).

We seek through this research to explore the fundamental role that innovation occupies in producing competitive advantages, emphasizing the various forms of innovation such as product innovation, process innovation, organizational innovation, and business model innovation that contribute to a firm's ability to outperform its competitors. By examining how innovation translates into competitive advantages, We also strive to provide critical insights for managers, policymakers, and researchers looking to optimize innovation strategies within their organizations.

Many organizations face significant challenges in changing their innovative efforts into concrete and lasting competitive advantages, despite of the recognized importance of innovation in managing business success, because innovation naturally introduces risks such as uncertainty in market acceptance, as well as resource allocation challenges, and organizational readiness issues. Therefore, understanding the factors that influence the effectiveness of innovation is important and essential for firms pursuing ways to navigate these challenges and capitalize on their innovative efforts.

The central research problem of this study revolves around understanding how innovation contributes to the creation of competitive advantages within firms. Specifically, how can organizations effectively harness innovation to differentiate themselves in the marketplace, enhance operational efficiency, and achieve sustained success amidst the uncertainties and challenges that innovation entails?

General Research Question: the problem of research has centered on the following key question:

What role does innovation play in creating competitive advantages for the studied company ?

Through this research, we aim to unravel the complex interplay between innovation and competitive advantages, providing organizations with the knowledge and strategies necessary to thrive in an increasingly dynamic and competitive business environment.

Research Questions: In order to address and analyses this problem and to gain a clear understanding of it, the following questions have been asked:

1. What is the role of product innovation in creating competitive advantage at Maxtor company?
2. What is the role of process innovation in creating competitive advantage at Maxtor company?
3. What is the role of business model innovation in creating competitive advantage at Maxtor company?
4. What is the role of organizational and cultural innovation in creating competitive advantage at Maxtor company?
5. What is the role of open innovation in creating competitive advantage at Maxtor company?

Research Objectives:

This study aims to :

1. examine the role of product innovation in creating competitive advantage at Maxtor company.
2. examine the role of process innovation in creating competitive advantage at Maxtor company .
3. examine the role of business model innovation in creating competitive advantage at Maxtor company .

4. examine the role of organizational and cultural innovation in creating competitive advantage at Maxtor company.
5. examine the role of open innovation in creating competitive advantage at Maxtor company.

Research Significance:

This research holds significant value for both theoretical and practical purposes. From a theoretical perspective, it contributes to the growing body of literature on innovation and competitive advantage by providing a deeper understanding of how innovation leads to sustainable market positioning.

From a practical standpoint, the findings of this study can provide valuable insights for managers and decision-makers in organizations looking to foster a culture of innovation and leverage it as a tool for maintaining or gaining competitive advantage. By identifying best practices and strategies for managing innovation, this research can guide firms in optimizing their innovation efforts to create value, improve operational efficiency, and achieve long-term growth.

Hypotheses: The following hypotheses have been formulated to answer previous questions and also to answer the study's problem :

Main Hypothesis:

Innovation has a statistically significant effect on the competitive advantage of Maxtor company

Sub-Hypotheses:

1. **H1:** Product innovation has a statistically significant effect on the competitive advantage of Maxtor company.
2. **H2:** Process innovation has a statistically significant effect on the competitive advantage of Maxtor company.
3. **H3:** Business model innovation has a statistically significant effect on the competitive advantage of Maxtor company.
4. **H4:** Organizational and cultural innovation has a statistically significant effect on the competitive advantage of Maxtor company.
5. **H5:** Open innovation has a statistically significant effect on the competitive advantage of Maxtor company.

Research methodology:

To answer the questions asked and verify the hypotheses, this study relies on the descriptive and analytical approach in the two chapters. The descriptive approach lists theoretical facts, and the analytical approach is based on studying the case by analyzing and interpreting indicators and statistics found in books, articles, and reports.

Limitations of study

- **Spatial limits:** Maxtor Company – Bordj Bou Arreridj
- **Objective limits:** The purpose of this study is to highlight the role that innovation plays in achieving competitive advantage within an organization.
- **Temporal limits:** we started working on the second chapter from the beginning of April 2025 until mid-May of the same year.



Chapter I

The role of innovation in creating of competitive advantages

Chapter I: Literature Review

Introduction

Under the constant pressure of highly competitive global economy and in today's fast-paced and highly competitive global economy, organizations try to improve performance, reduce costs, and respond swiftly to changing market demands. In this context, innovation has emerged as a strategic imperative and a key enabler of sustainable competitive advantage. It drives firms to introduce new products, improve processes, adapt business models, and foster organizational transformation—thereby distinguishing themselves from competitors and delivering superior value to customers.

Competitive advantage, allows firms to maintain superior performance over time by representing its ability to perform in ways that competitors cannot easily replicate. Innovation plays a crucial role in achieving this edge, whether through cost advantage, differentiation advantage, or by targeting niche markets with specialized offerings.

This chapter aims to provide a comprehensive overview of the academic literature surrounding innovation and its strategic impact. It begins with theoretical definitions of innovation and competitive advantage, and then explores different types and dimensions of innovation, such as product, process, and business model innovation. It also reviews theoretical frameworks that explain how innovation contributes to competitive advantage, including the Resource-Based View (RBV), Dynamic Capabilities Theory, and Schumpeterian Innovation Theory. Finally, the chapter presents a synthesis of previous empirical studies that investigate the practical implications of this relationship across various industries and contexts.

By grounding the discussion in both theory and practice, this literature review sets the stage for analyzing how innovation can be leveraged as a core strategy for achieving and sustaining competitive success.

I.1 Concepts Definition

Analyzing the relationship between innovation and competitive advantage requires a basic understanding of these concepts. This section define innovation and competitive advantage, explore the dimensions and characteristics of

innovation, and examine how innovation serves as a strategic tool in building and sustaining competitive advantage in dynamic environments.

I.1.1 Innovation

Innovation has emerged as a crucial component of contemporary organizations' strategic agendas. The ability of businesses to innovate determines not only their survival but also their prospects for long-term growth and leadership as global markets become more competitive and volatile. This section defines and examines innovation from a variety of angles before going into great detail about its main traits, forms, and importance for both businesses and economies. (Tushman, M. L., & O'Reilly, C. A, 1996, p. 30).

In recent years, the concept of innovation has attracted the attention of many management writers, and there is no doubt that this interest is due to the importance of the topic of innovation as a complex and multidimensional phenomenon that touches all fields, and as Alexander Roshka says, "Innovation is a very complex process with multiple faces and dimensions." (Abu Al-Nasr, 2002, p. 90)

This complexity that surrounds innovation and the different opinions about it contributed to the existence of confusion in some concepts and terms, as the concept of innovation is usually mixed with other concepts such as : Invention, creativity, improvement, development, modernization and innovation, We find that the general public and some researchers and specialists do not distinguish between these terms and use them to denote the same thing where some believe that :

Innovation = Creativity = Creation (Al-Siddiqi, 2003, p. 12)

However, there is a difference in these terms, and this is a brief explanation of them:

Invention: Refers to coming up with a completely new idea related to technology.

Optimization: Making small or large modifications or changes to existing processes or products to make them more efficient, versatile, or convenient to use.

Development : Refers to planned change, with the aim of moving from one situation to a better one.

Modernization : Seeking to make something usable in the sense that the object of modernization has become obsolete and is no longer usable, and currently needs to be modernized.

Renovation: It means restoring the aesthetic and utilitarian value of the object to what it was or the value closest to it. (Qandeel, 2014, p. 124)

With reference to the term innovation, it is considered a complex process, and its definition varies according to different points of view and according to the context in which it is used, and the following is a presentation of the most important definitions that dealt with innovation.

Merhorn's definition: He defined innovation as the process of creating new ideas and putting them into practice, emphasizing that the best companies that come up with ethical ideas and then put them into practice, and this is another expansion in making innovation an integrated process from idea to product and then to the market, and in confirmation of his vision, Merhorn emphasized in his recent book on this in his equation about innovation:

Innovation = Competitive Advantage. (Najm, 2012, pp. 139-140)

Michael Porter's definition: Porter emphasized that an organization that possesses competitive advantages based on innovation is one that incorporates innovation in a broad sense within its units, activities and strategies, by introducing new technology and conducting innovative processes at the same time. (Tedd, 2006, p. 66)

Peter Drucker's definition: He defined innovation as “the organized abandonment of the old” Emphasizing Schumpeter's statement that innovation is creative destruction, and in fact, when Drucker talked about the orderly abandonment of the old, he meant the orderly introduction of the new. (Qandeel, 2014, p. 122)

I.1.1.1. Key Characteristics of Innovation

Innovation possesses several defining features that distinguish it from other organizational or technological changes:

1. Novelty:

A key component of innovation is novelty, which is the introduction of something fresh or markedly enhanced in a company or the marketplace. This

novelty can take many different forms, such as goods, procedures, services, or concepts that are significantly different from what is already available. In addition to radical, ground-breaking inventions, novelty can also refer to small, gradual advancements that improve performance, usability, or functionality. If they provide a new value proposition, for instance, introducing a product with improved features or modifying a service to better suit client needs can both be considered innovations. (Smith, J, 2021, p. 53).

Both internal (new to the company but not necessarily to the market) and external (a true market-first innovation) novelty are possible. What frequently separates a routine improvement from a true innovation is the level of novelty.

Furthermore, a company's ability to differentiate itself from rivals, draw in new clients, and adapt to shifting market conditions is directly correlated with the novelty of an innovation. Therefore, novelty is essential for encouraging organizational growth, igniting creativity, and helping businesses establish themselves as leaders in their respective industries. (Bennoui, M, 2017, p. 27).

2. Value Creation:

The foundation of any significant innovation is value creation. It describes the material or immaterial advantages brought about by the introduction of a novel concept, good, procedure, or service. Beyond novelty, an innovation must provide quantifiable benefits, such as increased customer satisfaction, lower operating costs, increased efficiency, or untapped market potential. Even though they may be innovative, innovations that don't add value don't help an organization succeed in the long run. (Jones, A, 2022, p. 45).

A new customer relationship management (CRM) system that improves customer satisfaction by expediting service delivery and cutting down on response times, for example, directly adds value. Similarly, an innovative packaging design or a cost-cutting production method can increase value for the company and its stakeholders. Innovations that provide superior value are important differentiators in fiercely competitive markets, allowing businesses to charge higher prices, acquire cost leadership, and draw in and keep clients. Moreover, value creation can encompass social, environmental, and cultural aspects in addition to financial ones, particularly in settings where sustainability and corporate social responsibility (CSR) are given top priority. Therefore, to guarantee that innovation produces value that is both pertinent and sustainable,

it must be in line with strategic goals and stakeholder expectations. (Smith, J, 2021, p. 60).

3. Implementation:

Implementation is a critical element that distinguishes innovation from invention. While an invention represents the creation of a novel idea or a theoretical breakthrough, innovation goes a step further by involving the practical application or commercialization of that idea to generate real-world impact. In essence, innovation is not merely about generating new concepts, but about transforming those concepts into actionable solutions that create value for the organization or its stakeholders (Jonathan M, 2020, p. 78).

This procedure could entail creating, testing, manufacturing, and promoting a new product or incorporating a new procedure into already-running business operations. For instance, the successful integration of touch-screen technology into smartphones transformed the way people use mobile devices and only then did it qualify as an innovation. Organizational preparedness, resources, leadership backing, and staff involvement are frequently needed for implementation. It is a complicated but crucial stage of the innovation cycle since it may also encounter opposition, technical difficulties, or budgetary limitations. Innovative ideas remain unrealized potential without implementation, adding little to market relevance or competitive advantage.

In order to ensure that innovative ideas are not only generated but also adopted and scaled within the company or industry, effective innovation necessitates a clear execution strategy. (Williams, L, 2017, p. 92).

4. Risk and Uncertainty:

The process of innovation is inherently fraught with risk and uncertainty. Innovation frequently entails stepping into uncharted territory, where results are uncertain and success is not assured, in contrast to routine operations or small improvements. A number of things contribute to this uncertainty, including organizational preparedness, financial investment, market acceptance, regulatory barriers, and technological viability. Therefore, experimentation, trial and error, and a willingness to fail are usually necessary for innovation. For instance, introducing a completely new product could lead to a market breakthrough or its rejection because of bad timing, high prices, or misinterpretations by customers. These hazards may be external (such as

changes in consumer behavior or rival reactions) or internal (such as cultural resistance or resource misallocation). (Thompson, R. M, 2021, p. 112).

However, it is precisely this element of uncertainty that, when successful, enables innovation to yield high rewards. Businesses are frequently better equipped to adjust to change and take advantage of new opportunities when they embrace risk and cultivate an environment that values experimentation and learning. However, risk does not equate to carelessness; rather, it needs to be strategically managed using agile approaches, scenario planning, pilot testing, and prototyping. In the end, maintaining long-term competitive advantage and promoting sustainable growth require understanding and managing the risks associated with innovation. (Thompson, R. M, 2021, p. 119).

5. Purposefulness:

One important factor that sets innovation apart from simple creativity or haphazard experimentation is purposefulness. Usually motivated by strategic goals, innovation aims to accomplish particular business outcomes that complement the organization's overarching vision and mission. Innovation is always intentional, seeking to create value that advances organizational goals, whether that be increasing customer satisfaction, addressing market gaps, improving competitiveness, or resolving operational issues. (Davis, K. J, 2019, p. 210).

A business might innovate, for example, to cut production costs, break into a new market, or set itself apart from rivals. In this way, innovation is a concentrated endeavor meant to address actual business needs or opportunities rather than an impulsive or random activity. The deliberate selection and prioritization of initiatives that have the potential to yield the largest strategic advantage or the highest return on investment are also components of purposeful innovation. Organizations can better allocate their resources, reduce waste, and guarantee that their innovations have a lasting impact by coordinating their innovation efforts with well-defined objectives. Because the intended outcomes are clearly defined and provide a clear direction for decision-making and resource allocation, this focus on purpose also helps to mitigate the risks and uncertainties associated with innovation. (Davis, K. J, 2019, p. 213).

Because of these characteristics, innovation presents both opportunities and challenges for organizations, necessitating resources, vision, and a supportive environment for experimentation and adaptation.

I.1.1.2. Importance of Innovation

Innovation is widely recognized as a cornerstone of sustainable competitive advantage and national economic growth. Its importance can be summarized in the following points:

➤ Drives Economic Growth:

Because it increases productivity and improves economic output across a range of sectors, innovation is a key driver of economic growth. Innovation results in improved resource use, more effective production techniques, and the emergence of new industries through the introduction of new technologies, procedures, and business models. This in turn encourages the creation of jobs, improves living conditions, and draws in both foreign and domestic capital. Countries that cultivate ecosystems driven by innovation typically see higher levels of industrialization, faster growth rates, and greater global competitiveness. (Johnson, M., 2018, p. 124).

➤ Enhances Firm Competitiveness:

In a market that is becoming more globalized, innovation is essential for businesses to preserve and improve their competitive positioning. Businesses can differentiate their goods and services from those of their rivals by offering new features, exceptional quality, or distinctive customer experiences. Additionally, innovation helps businesses cut expenses, optimize processes, and generate efficiencies that boost profitability. Additionally, it opens up new markets where creative goods or services could close gaps left by current offerings. (Taylor, L, 2019, p. 87). As a result, companies that innovate are therefore better able to outperform competitors, foster customer loyalty, and hold onto market share over time

➤ Fosters Adaptability:

Adaptability is a crucial factor in determining a company's long-term survival and success in today's quickly evolving and frequently volatile markets. Innovation enables businesses to react swiftly to changes in consumer preferences, industry trends, and technology breakthroughs. Businesses that invest in R&D and innovation, for example, are frequently more adaptable

when it comes to implementing new technologies, changing business models, and providing goods that meet changing consumer demands. Additionally, innovation enables businesses to adapt to external pressures like competitive threats, regulatory changes, and economic downturns, allowing them to change course and stay relevant in the market. (Porter, M. E, 2014, p. 224).

➤ **Supports Long-term Success:**

A company's capacity for innovation is becoming more and more important to its long-term success. Businesses that consistently innovate are better able to hold onto their market dominance and develop resilience to shocks from the outside world. These businesses foster an innovative culture that enables them to change with the times and continuously improve their goods, services, and procedures rather than depending on one-time innovations. Businesses that don't innovate, on the other hand, run the risk of becoming obsolete, stagnating, or losing their competitive advantage to more creative rivals. Innovation is therefore essential for long-term viability, profitability, and consistent performance. (Liu, H, 2019, p. 65).

➤ **Encourages Learning and Knowledge Creation:**

An atmosphere of ongoing experimentation, learning, and knowledge generation is fostered by innovation. Businesses give workers the chance to learn new skills, question preconceived notions, and work across disciplines by pursuing creative projects. A company's intellectual capital is increased by this culture of information exchange and cross-functional cooperation, and it can subsequently be used to solve issues, enhance goods, and streamline processes. Furthermore, innovation frequently results in the creation of fresh concepts that advance industrial, scientific, and technological knowledge, benefiting both the company and society as a whole. (Nonaka, I., & Takeuchi, H, 1995). Innovation is a need, not a luxury, in knowledge-based economies. As (Drucker, P. F., 1985) aptly stated: "Innovation is the specific instrument of entrepreneurship... the act that endows resources with a new capacity to create wealth."

In conclusion, innovation plays a vital role in promoting economic vitality and market adaptability, in addition to being a strategic tool for businesses. Its significance goes beyond boosting competitiveness and growth to include building organizational resilience and encouraging lifelong learning. Businesses that embrace innovation are better able to

handle the difficulties presented by a constantly shifting global economy and hold onto their market-leading positions.

I.1.2 Competitive Advantage

The concept of competitive advantage is central to strategic management theory. It describes a company's capacity to surpass its competitors by adding more value for clients, either by being cost-leaders, differentiating itself, or pursuing a targeted approach. The nature, sources, and sustainability of competitive advantage are covered in this section, emphasizing how important it is for attaining better results in fiercely competitive markets. (Porter, M. E, 2014, p. 110).

McMillan and Tambo defined it as the means by which a business organization can win over competitors. (Manasriya, 2013, pp. 41-42)

It can be defined as what is specialized by an organization that gives added value to customers in a way that increases or differs from what competitors offer in the market, where the organization can provide a set of benefits more than the competitor or provide the same benefits at a lower price. It is also defined as "It represents a strength that characterizes the organization without its competitors in one of its production, marketing, or financing activities or with regard to its human resources or the geographical location of the organization. (Manasriya, 2013, p. 42)

Porter considered competitive advantage to be the value that an organization can create for its customers, which can take the form of lower prices than competitors' prices, equal benefits, or offering unique product benefits that largely offset the price increase imposed. Porter focused on the value that the organization creates for its customers, which takes two forms: either in the form of lower prices compared to competitors while maintaining the same benefits or in the form of a differentiated product. (Al-Rajhi, 2016, p. 14)

We conclude from the previous definitions that the competitive advantage is everything that the organization or sector specializes in without others that gives added value to consumers, so it is a dependent variable that makes the consumer realize the value created by the product or service, and until it can be said that the organization has a competitive advantage, the consumer must feel this difference in value.

Characteristics of competitive advantage:

Competitive advantage has many characteristics that it can achieve for the organization, and we mention the most important of them below:

- ✓ Relative achieved by comparison and not absolute.
- ✓ It leads to achieving superiority and advantage over competitors.
- ✓ It originates from within the organization and creates value for it.
- ✓ Reflected in the efficiency of the organization's activities or in the value of what is offered to the buyer, or both.
- ✓ It is realized for a long time and does not disappear quickly when it is developed or renewed.
- ✓ It should lead to the influence of customers and their perception of preference. (Mahmoud, 2019, p. 93)

The importance of competitive advantage:

Competitive advantage requires continuous innovation and creativity. It contributes to technological and scientific development and progress, and the importance of competition can be determined by competitive advantage through the following:

- ✓ **Increase the profitability of the organization:** Competitive advantage leads to profits that exceed the cost of the materials used.
- ✓ **Raising competitive capabilities:** Focusing the organization's activity on areas in which it has high capabilities over its competitors, this leads to improving its performance and raising its efficiency and effectiveness in the use of resources.
- ✓ **Gain customer loyalty:** Focusing on customer service is one of the aspects in which the organization excels and distinguishes itself from other organizations, leading to improving the image of the organization from the point of view of customers and increasing their trust in the organization.
- ✓ **Facilitating the satisfaction of customer needs:** The organization's dedication to serving its customers from specific aspects that are characterized by excellence and effectiveness in the performance of its activities increases the organization's experience and knowledge of their needs and develops their ability to innovate in these areas to serve the needs and desires of customers.

- ✓ **Maintaining market share:** The competitive advantage in the organization is useful in maintaining and expanding its market share in light of environmental changes, especially those related to globalization, as the organization's possession of a competitive advantage earns it the loyalty of the customer who relates to it, and has a good perception of the organization as the only one capable of creating added value and is able to. (Mahmoud, 2019, p. 100)

Types of competitive advantages:

According to Porter, there are two types of competitive advantages:

I: Cost advantage:

This is the ability of an organization to design, manufacture, and market a less expensive product compared to competing organizations, which ultimately leads to greater returns, and to achieve this advantage, it is necessary to understand the critical activities in the organization's value chain, which is an important source of competitive advantage. (Salem, 2014, pp. 323-324)

The acquisition of the lowest cost advantage is based on monitoring the evolution of costs, as good control of these factors compared to competitors earns the organization the lowest cost advantage, and the control is as follows:

- ✓ **Volume control:** Expanding the product range, acquiring new means of production, expanding the market, or intensive marketing activity can reduce costs, but the size that governs costs varies from one activity to another and from one organization to another.
- ✓ **Learning control:** It is the result of the continuous efforts made by both managers and users alike, as managers are required to improve learning and set its goals, and to do so is based on comparing the degree of learning in the equipment and then comparing it with industry standards.
- ✓ **Calendar control:** Leading organizations in certain sectors usually benefit from a continuous lower cost advantage because they are in the best locations, employ the best employees, and deal with experienced and knowledgeable suppliers.
- ✓ **Procedure control:** It happens that the organization adopts procedures voluntarily, and this may be due to a misunderstanding of these procedures, and the cost analysis soon reveals the need to cancel or change some procedures that do not contribute positively to the advantage of the lowest

cost but rather cost more than necessary, and therefore the monitoring of procedures allows us to understand them and thus reduce costs.

- ✓ **Positioning control:** The positioning of different activities among themselves, or in relation to customers and suppliers, usually has an impact on several elements, including the level of wages, supply efficiency, and ease of access to suppliers.
- ✓ **Linkage control:** The identification and exploitation of linkages between value-creating activities on the one hand and, on the other hand, for example, the selection of the best product components in an accurate and correct form allows the organization to reduce the control costs of finished products.
- ✓ **Attachment control:** Important value-producing activities are grouped in order to exploit common capabilities or to transfer the operation of a value-producing activity to strategic units engaged in similar activities.
- ✓ **Control of governmental and political factors:** such as legislation designed to regulate economic activity. (Bouran, 2016)

II: Differentiation advantage:

Which expresses the ability of the organization to provide a distinct and unique product that has a high value from the consumer's point of view (higher quality, product characteristics, after-sales services ...) So it becomes necessary to understand the different sources of product differentiation through the value loop and employ the capabilities and competencies of the organization to achieve aspects of excellence.

The factors of excellence can be summarized as follows:

- ✓ Discretionary procedures for the activities to be practiced, such as after-sales services.
- ✓ Tracking the uniqueness of the inherent links between activities and with suppliers and distribution channels of the organization.
- ✓ Calendar, that is, the organization gains the advantage of excellence by being the first in its field of activities with its competitors, while the pioneering organization achieves a late start, which allows it to use the most advanced technology.
- ✓ Positioning or positioning of the organization, as well as the locations occupied by its production units' distribution centers.

- ✓ Learning The effects of diffusion, which are manifested in the development of better performance, thanks to the knowledge possessed by all members of the organization. (Zouied, 2006, p. 46)

I.1.3 Linking Innovation and Competitive Advantage

Competitive advantage and innovation are closely related ideas. Businesses can gain a competitive edge by using innovation to develop new skills, produce distinctive goods, and investigate unexplored markets. The strategic relationship between innovation and competitive advantage is examined in this section, along with the theoretical frameworks that support it (discussed in Chapter I.3).

In dynamic and cutthroat markets, innovation is essential to a company's ability to obtain and maintain a competitive edge. Innovation helps businesses generate unique value, streamline processes, and adjust to shifting market conditions by generating fresh concepts and solutions.

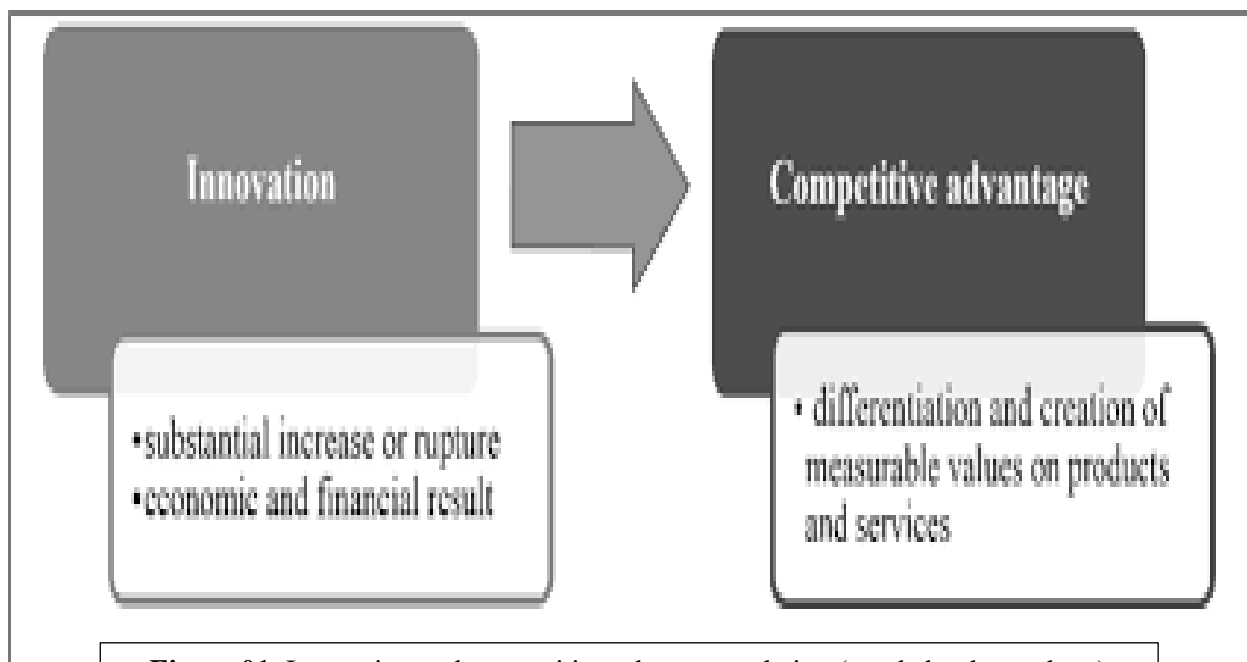


Figure 01: Innovation and competitive advantage relation (made by the student)

Below are the keyways in which innovation directly contributes to competitive advantage:

➤ **Creating Unique Value Propositions:**

Businesses can develop distinctive value propositions through innovation that set their goods and services apart from those of rivals. This is particularly important in crowded markets where it can be difficult to stand out. Businesses can

create offerings that strongly connect with the needs and desires of their customers by innovating their products (new features, functionalities, or designs) or services (improved customer service models or novel delivery techniques). (Dyson, J, 2009, p. 83).

These distinctive value propositions are difficult for rivals to imitate, which frequently leads to high levels of brand loyalty and opportunities for premium pricing. (Bhardwaj, P., & Munjal, A, 2016, p. 58). . With its high suction power and inventive bagless design, Dyson, for instance, transformed the vacuum cleaner market, differentiating itself from more established rivals and charging a premium price.



Source: Diagram that reflect the TPS system (made by codica.com)

➤ **Improving Operational Efficiency:**

Innovation greatly improves operational efficiency in addition to producing goods and services that are marketed to consumers. Innovations in organizational structures, supply chains, and business processes can lower costs, increase efficiency, and minimize waste. Process innovation, such as the adoption of lean practices, automation, or new manufacturing techniques, increases productivity and improves resource management, which raises a company's profitability while preserving or enhancing quality. As an illustration of how process innovations can lower costs, minimize defects, and create a continuous flow of operations, Toyota's adoption of the Toyota Production System (TPS) gives the company a major cost advantage in the automotive sector. (Ohno, T, 1988, p. 65).

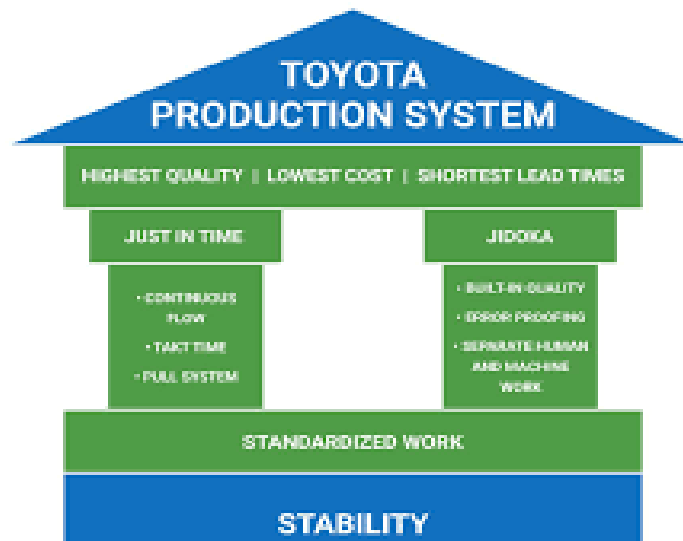


Figure 02: Diagram that reflect the TPS system (made by codica.com)

➤ **Responding to Market Changes:**

Businesses that innovate are better equipped to adapt to market changes in a constantly changing business environment, whether those changes are brought about by shifting regulations, evolving consumer preferences, or technological advancements. Businesses can stay ahead of trends and even influence the market to their advantage by being innovative. Businesses that don't innovate run the risk of losing ground to rivals who can adjust to changes fast. Online sales platforms, digital marketing strategies, and AI-driven customer service are just a few examples of how traditional brick and mortar retailers have been forced to innovate in response to the swift digital transformation occurring in a number of industries, including e-commerce, media, and finance. Amazon and Netflix are two examples of companies that have effectively embraced these changes. They have not only adjusted to changing trends but have also taken the lead in establishing new industry standards. (Huang, M. H., & Rust, R. T, 2021, p. 33).

➤ **Building Intellectual Assets:**

The development of intellectual assets, including patents, proprietary technologies, expertise, and brand equity, is one of the most important long-term advantages of innovation. Because they are hard for rivals to imitate, these intangible resources give businesses a long-term competitive edge. New ideas and inventions are protected by patents, which guarantee businesses the sole right to use their creations, giving them a competitive edge. In a similar vein, firms that possess organizational knowledge and expertise in emerging technologies are better equipped to develop new solutions and optimize their current offerings. Building brand equity over time through consistent innovation enables businesses to command client loyalty and support higher pricing for their products. (Teece, D. J, 2010, p. 194). For instance, Google's strong brand equity and broad patent portfolio in fields like artificial intelligence and search algorithms support its



Source: Diagram that reflect the TPS system (made by codica.com)

position as a leader in technological innovation and market dominance.

Businesses with a strong capacity for innovation are more likely to gain and maintain a competitive edge in volatile markets, according to a number of empirical studies.

Innovation gives businesses a strong basis for gaining a competitive edge through generating unique value, increasing operational effectiveness, adapting to market shifts, and constructing intellectual property. Businesses that prioritize and invest in innovation are better positioned to predict and influence future trends in addition to meeting present market demands. Businesses can maintain leadership in their respective industries, secure a sustainable competitive edge, and promote long-term growth by continuously innovating.



Figure 03: Patent Portfolio management (made by the student)

I.2 Types and Dimensions of Innovation

Innovation can take many different forms in different parts of an organization. Assessing how innovation affects business performance and strategic differentiation requires an understanding of these various forms. Product, process, business model, organizational and cultural, and open innovation are the main categories into which this section divides innovation. Every kind has a different function and contributes differently to the development and maintenance of competitive advantage.

I.2.1 Product Innovation

The creation and launch of new products or the major improvement of current ones in order to better meet consumer demands or create new market opportunities is referred to as product innovation.

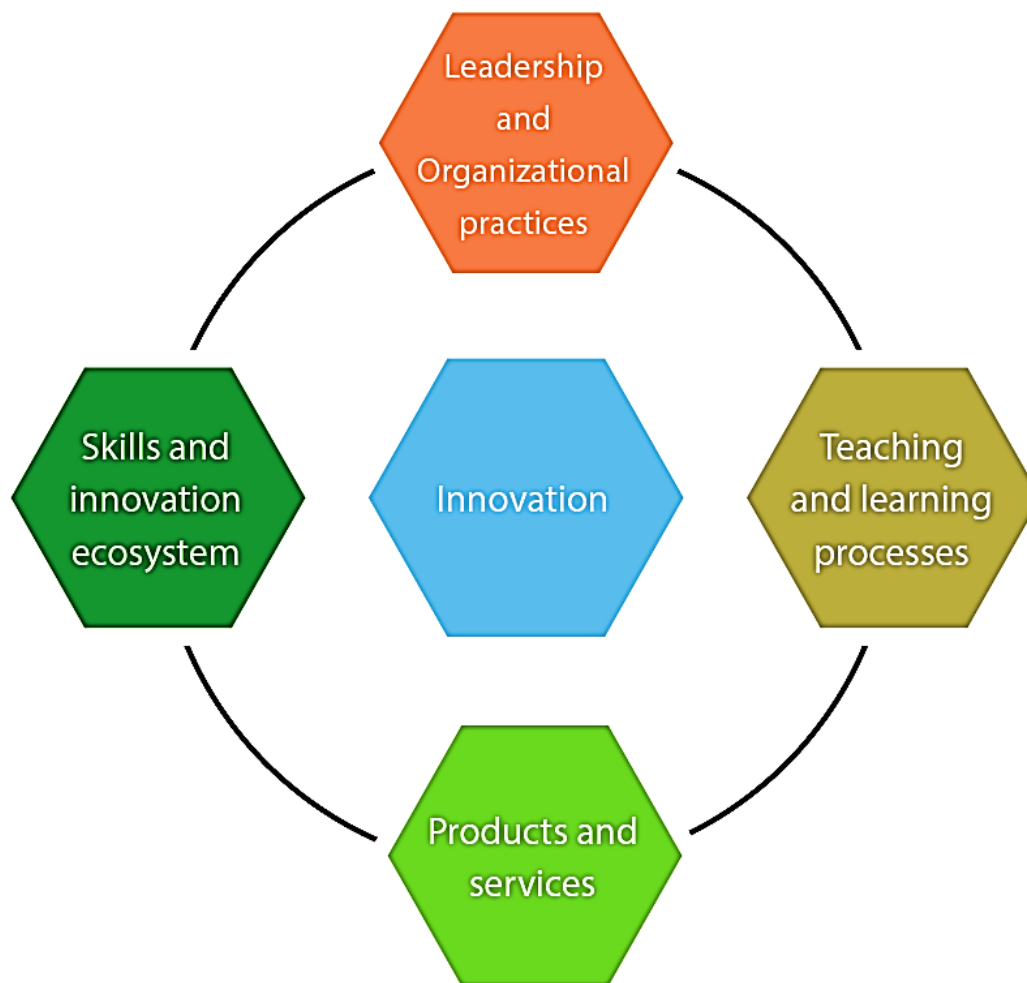


Figure 04: Innovation Toolbox (made by the student)

This type of innovation is frequently the most obvious and is closely related to the creation of value for customers. For instance, the advent of the smartphone transformed consumer behavior and market expectations by fusing several technologies into one creative device, including a camera, internet, phone, and GPS. (Schilling, M. A, 2013, p. 106).

Key benefits:

- Allows for product differentiation;
- Improves consumer loyalty and brand recognition;

- Gives certain markets a first-mover advantage.

Though it can also come from market insights or user-driven design processes, product innovation usually results from intensive research and development (R&D) activities.

I.2.2 Process Innovation

Process innovation refers to advancements in the development, provision, or maintenance of goods and services. It could involve improvements to the supply chain, automation, new production techniques, or modifications to delivery methods. (Womack, J. P., et al., 1990, p. 207).

Its main objectives are:

- Its primary goals are to lower operating expenses.
- Boosting efficiency and productivity
- Improving consistency and quality

Toyota's lean manufacturing system, which reduced waste and streamlined operations to set new benchmarks for efficiency in the automotive sector, is a prime example.

Although process innovation frequently takes place in the background, it significantly affects competitiveness, especially in cost-sensitive industries.

I.2.3 Business Model Innovation

Rethinking how a business generates, delivers, and captures value is known as business model innovation. It entails significant adjustments to the company's operational logic but does not always call for a new product or procedure. (Teece, D. J, 2010, p. 109).

Examples include:

- Netflix's transition from renting out DVDs to streaming them
- Airbnb's use of a platform-based business model for lodging without physical property ownership
- Software with freemium pricing models (like Spotify)

Business model innovation is potent because it has the ability to upend entire industries, open up new markets, and enable businesses to provide customers with new and more efficient ways of being served.

I.2.4 Organizational and Cultural Innovation

While organizational innovation involves implementing new team structures, employee management strategies, or change leadership techniques, cultural innovation refers to changes in the attitudes, behaviors, and values that foster innovation within the company. (Hamel, G., & Prahalad, C. K, 1994, p. 189).

Key examples include:

- Using flat organizational structures to promote cooperation and expedite decision-making
- Using cross-functional teams or agile approaches
- Promoting an environment that encourages experimentation, risk-taking, and ongoing learning.

These developments are frequently necessary to maintain advancements in technology or goods. Potential for innovation can be severely hampered by a risk-averse culture or a strict organizational structure.

I.2.5 Open Innovation

In contrast to conventional, closed R&D models, open innovation represents a paradigm shift. Open innovation, a term coined by Henry Chesbrough in 2003, encourages businesses to use both internal and external sources of technology and knowledge to speed up innovation. (Chesbrough, H. W, 2003, p. 200).

It includes:

- Working together with academic institutions, new businesses, or even rival companies co-creating with clients
- Technology licensing, either in or out

This method acknowledges that firms can gain as much from external ideas as they can from internal ones and that valuable knowledge is widely dispersed. Open innovation lowers time-to-market, boosts flexibility, and frequently results in more radical innovations.

Innovation's various forms and aspects are frequently interdependent rather than mutually exclusive. For instance, organizational innovation may be required

to support open innovation practices, and process innovation may be necessary for product innovation. Organizations can create integrated innovation strategies that successfully support long-term competitive success by having a thorough understanding of these factors.

I.3 Theoretical Models Linking Innovation to competitive Advantage

Two of the most important ideas in strategic management and organizational theory are innovation and competitive advantage. A number of theoretical frameworks have been developed to explain how and why innovation leads to sustainable competitive advantage, and this section presents the most influential models in this field, such as the Blue Ocean Strategy, Schumpeterian Innovation Theory, Resource-Based View (RBV), and Dynamic Capabilities Theory. These models provide different but complementary perspectives on the strategic importance of innovation.

I.3.1 Resource-Based View (RBV)

According to Barney's (1991) Resource-Based View, businesses can gain and maintain a competitive edge by acquiring and efficiently utilizing valuable, rare, unique, and non-substitutable (VRIN) resources.. (Barney, J, 1991, p. 117).

In this framework, innovation is crucial because:

- A useful tool that raises productivity and client satisfaction.
- A unique ability that enables businesses to stand out in the marketplace.
- A unique procedure based on intricate procedures, corporate culture, or intellectual property
- A non-replaceable asset, especially when backed by brand equity and organizational knowledge.

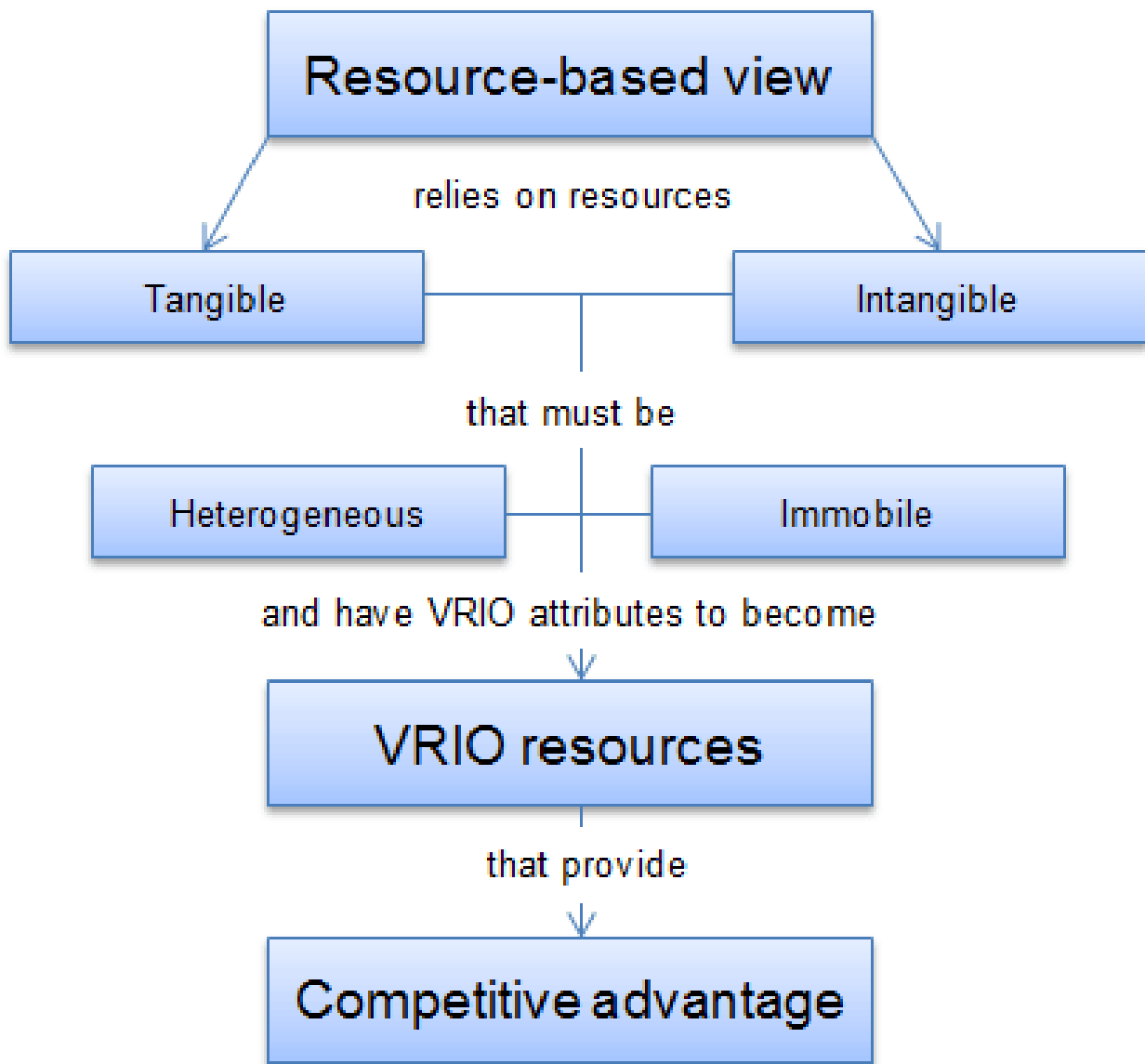


Figure 05: The RBV theory (made by the student)

For example, Apple’s ability to consistently innovate across hardware, software, and design exemplifies how innovation can be embedded as a core resource in achieving long-term market leadership.

I.3.2 Dynamic Capabilities Theory

The Dynamic Capabilities Theory, first presented by Teece, Pisano, and Shuen (1997), highlights a company's capacity to integrate, adapt, and reconfigure internal and external competencies in quickly evolving environments.. (Teece, D. J. et al., 1997, p. 519).

Innovation is seen as both a resource and a capability, meaning that a company can:

- Recognize and assess emerging risks and opportunities,
- Take advantage of those chances by investing and acting.
- Modify internal procedures and frameworks to maintain flexibility and competitiveness.

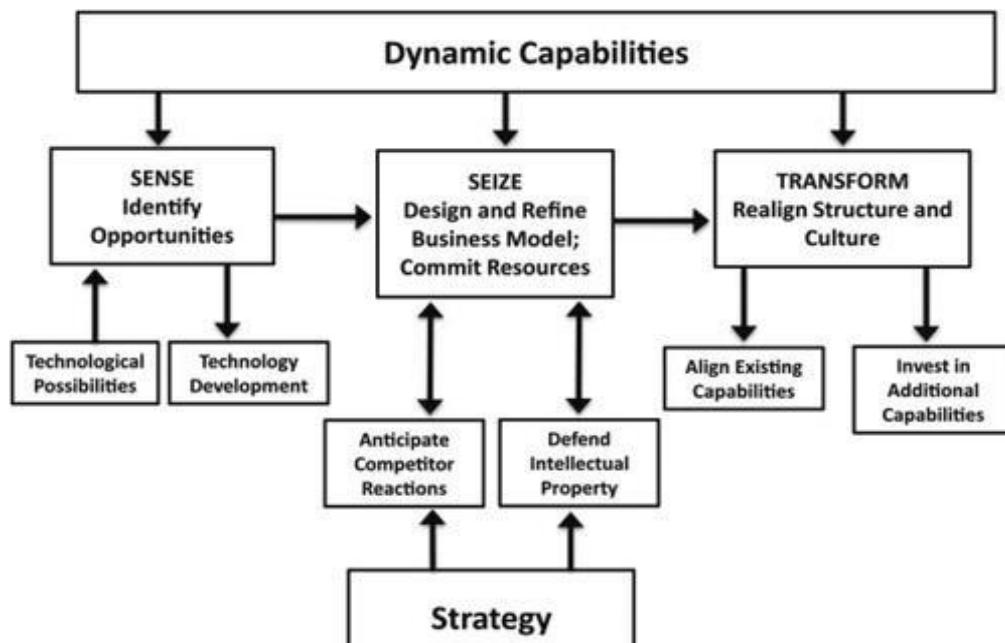


Figure 06: Dynamic capability and its elements (Teece et al. 1997)

This theory is particularly useful in high-velocity industries such as tech or pharmaceuticals, where static resources are insufficient, and firms must continuously innovate to maintain their advantage.

I.3.3 Schumpeterian Innovation Theory

According to Joseph Schumpeter's (1934) Schumpeterian theory, innovation is the catalyst for "creative destruction," a process in which outdated business models and industries are supplanted by more inventive, modern ones. (Schumpeter, J. A, 1934).

According to this theory:

- The primary driver of entrepreneurial profit is innovation.

- Gaining a competitive edge is short-lived because staying ahead requires constant innovation.
- To take the lead, businesses must either disrupt current markets or develop new ones.

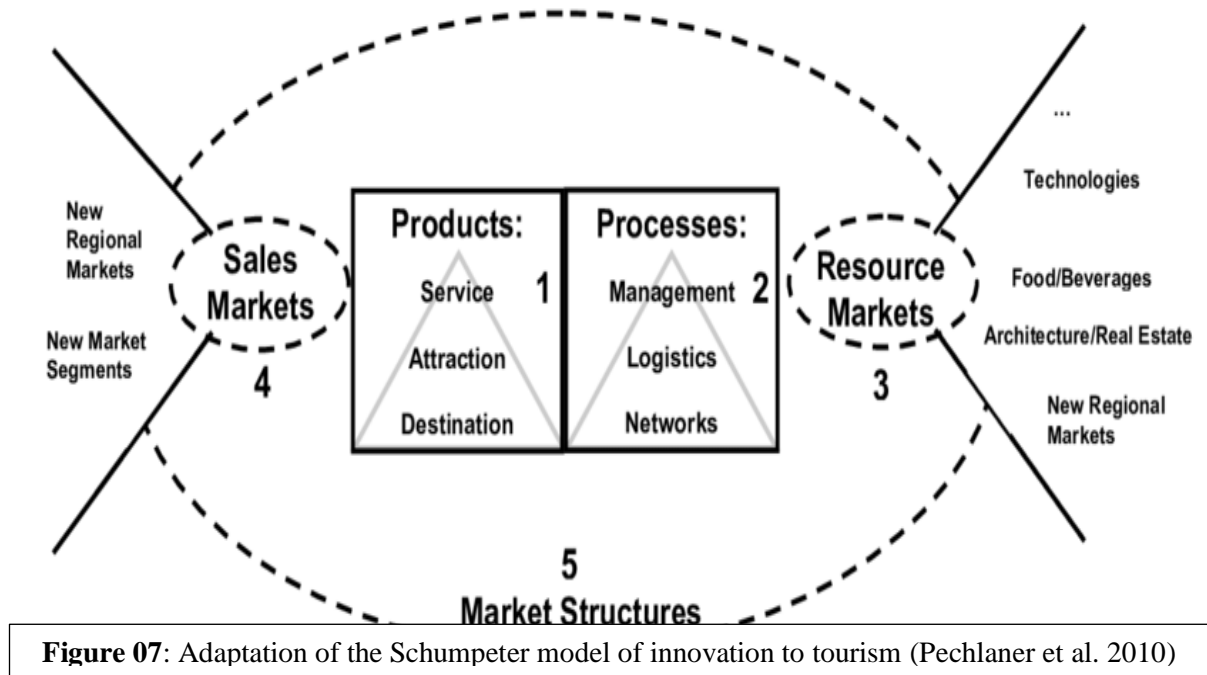


Figure 07: Adaptation of the Schumpeter model of innovation to tourism (Pechlaner et al. 2010)

This model stresses the disruptive nature of innovation, especially in markets undergoing technological evolution. Companies such as Uber, Tesla, and Airbnb illustrate how disruptive innovation can transform entire sectors.

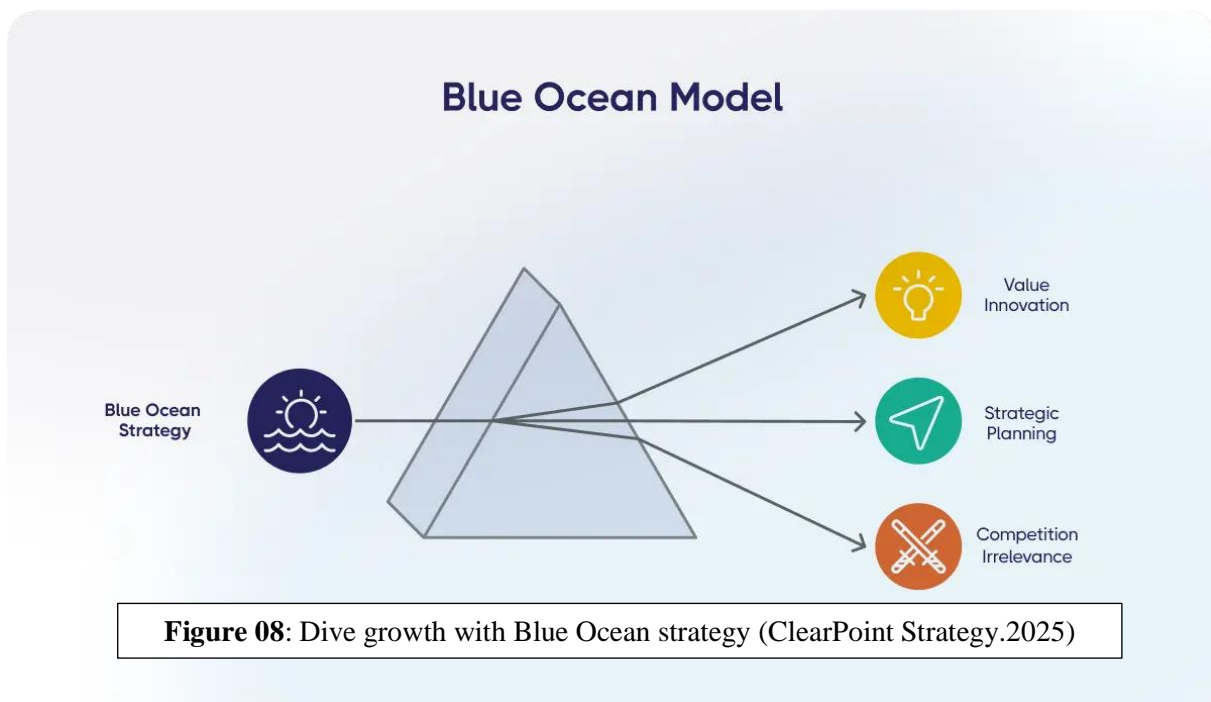
I.3.4 Blue Ocean Strategy

The Blue Ocean Strategy, created by Kim and Mauborgne (2005), offers a framework for how businesses can innovate to carve out uncontested market space and render the competition obsolete. (Kim, W. C., & Mauborgne, R., 2005, p. 243).

Key elements include:

- Value innovation is the creation of low cost and differentiation at the same time.
- A strategic move is to offer new value propositions in order to redefine the parameters of an industry.

- An instrument for methodically questioning industry presumptions and promoting innovation is the Eliminate-Reduce-Raise-Create (ERRC) Grid.



This tactic pushes businesses to abandon "red oceans" of fierce rivalry and concentrate on reconstructionism, which holds that innovation is the foundation of value generation. For instance: By fusing theater and acrobatics with less expensive animal acts and conventional circus elements, Cirque du Soleil revolutionized the circus business.

Every one of these theories provides insightful information about how innovation boosts competitive advantage. The Blue Ocean Strategy concentrates on redefining market space through innovation, Schumpeterian theory emphasizes the significance of disruption and transformation, and the RBV and Dynamic Capabilities highlight internal firm capabilities. When combined, these models provide a strong theoretical framework for comprehending the strategic importance of innovation in both calm and tumultuous settings.

I.4 Previous Studies

In many different industries and organizational settings, innovation is essential to defining competitive advantage. It is crucial to comprehend how various types of innovation—technological, marketing, or financial—affect competitive positioning, especially in developing nations. With an

emphasis on small and medium-sized businesses (SMEs), industrial companies, and financial institutions, this section examines a number of studies that investigate the connection between innovation and competitive advantage. The studies discussed here provide important theoretical and practical insights into the various ways that innovation influences competitiveness.

I.4.1 Technological Innovation and Competitive Advantage in SMEs – Bouslama Fatma Zahra (2021)

Bouslama Fatma Zahra examined how technological innovation affects small and medium-sized businesses' (SMEs') ability to gain a competitive edge in Algeria for her master's thesis. The research problem addressed the lack of knowledge about how innovation boosts SMEs' competitiveness in a difficult economic climate. The study is significant because it emphasizes how innovation can help smaller businesses, which frequently lack adequate resources, survive and grow. Determining whether implementing technological innovation enhances SMEs' market position and operational efficiency was the primary goal. Using a descriptive-analytical methodology and data gathered from 69 businesses, the study came to the conclusion that technological innovation enhances competitive advantage, with the impact varying according to the firm's capacity for innovation and strategic orientation. (Bouslama, F. Z, 2021).

I.4.2 Marketing Innovation and Competitive Advantage – Hamel Nacéra (2020)

Using the Algerian food processing company "NCA Rouiba" as a case study, Hamel Nacéra investigated how marketing innovation can improve competitive advantage. The organization's battle to hold onto market leadership in the face of escalating domestic and global competition was the main focus of the research problem. The study is important because it shows how marketing innovation can assist companies in adjusting to market shifts through enhanced distribution channels, new promotional tactics, and product repositioning. Evaluating the degree to which marketing innovation practices support customer loyalty and brand differentiation was the primary goal. The company's competitive positioning and consumer perception were greatly enhanced by its efforts in product innovation and brand communication, according to the findings, highlighting the strategic significance of marketing innovation. (Hamel, N, 2020).

I.4.3 Innovation and Competitive Advantage in Industrial Enterprises – Bennoui Malika (2017)

In order to investigate the connection between innovation and competitive advantage in industrial enterprises situated in Touggourt, Algeria, Bennoui Malika carried out a field study. The poor innovation performance of regional manufacturing companies and its impact on long-term competitiveness were the research problem. The study's practical contribution to comprehending how various types of innovation—technological, organizational, and marketing—affect firm success in emerging economies is what makes it significant. Evaluating the adoption of innovation practices and their effect on the firm's capacity to outperform rivals was the primary goal. According to the study, innovation and competitive advantage are strongly and statistically significantly correlated, especially in companies that have a proactive innovation culture and decentralized decision-making. The findings highlighted the necessity for SMEs to increase their R&D and human capital development expenditures. (Bennoui, M, 2017).

I.4.4 Financial Technology Innovation and Competitive Advantage – Boumechra Mohamed (2020)

Using the Agricultural and Rural Development Bank (BADR) in Algeria as a case study, Boumechra Mohamed examined how financial technology (FinTech) innovation contributes to gaining a competitive edge. In order to compete with both traditional and digital banks, the bank must update its financial services, as the research problem made clear. The study is significant because it clarifies how FinTech can improve customer experience, operational efficiency, and service quality. Examining how advancements in digital banking tools—like e-payment systems and mobile applications—help strengthen the bank's strategic position was the primary goal. According to the results, FinTech innovation strengthened competitive advantage by dramatically raising customer satisfaction and brand loyalty. In order to maintain innovation-driven growth, the study suggested additional investments in digital infrastructure and staff training. (Boumechra, M, 2020).

All of the reviewed studies highlight how important innovation is to gaining and maintaining competitive advantage in a variety of organizational contexts, especially for small and medium-sized businesses (SMEs) and financial institutions in emerging economies. A common theme emerges despite variations in sectoral focus and innovation dimensions, whether technological, marketing, or financial: innovation is a strategic imperative rather than just a supporting role.

First off, the research by Bouslama Fatma Zahra (2021) emphasizes how technological innovation can be a crucial differentiator for small and medium-sized enterprises (SMEs) with limited resources. The Resource-Based View (RBV) theory, which emphasizes the strategic value of unique and uncommon resources like innovation capabilities, is in line with this. Hamel Nacéra's (2020) research, on the other hand, highlights the significance of marketing innovation in dynamic consumer markets and confirms that non-technological innovation, particularly in branding and customer engagement strategies, can also provide a competitive edge.

Additionally, by combining several forms of innovation (technological, organizational, and marketing) within the industrial sector, Bennoui Malika's (2017) study provides a more comprehensive viewpoint. It demonstrates the importance of implementing a comprehensive innovation strategy, especially in areas where conventional management structures might impede responsiveness and agility. Last but not least, Boumechra Mohamed's (2020) research on financial technology innovation highlights how the banking industry's digital transformation is changing the dynamics of competition. It implies that FinTech plays a crucial role in boosting client loyalty and trust in addition to being a source of operational efficiency.

Even though every study has shown that innovation and competitive advantage are positively correlated, there are still a number of gaps. The findings may not be as applicable to other economic contexts because the majority of the research is context-specific (primarily in Algeria). Furthermore, few studies employ longitudinal or experimental approaches that could more firmly establish causality; instead, most use descriptive or correlational methodologies.

In conclusion, these studies provide important empirical evidence in favor of the hypothesis that innovation and competitive advantage are related. They also emphasize how important it is for businesses to invest in skills that promote ongoing development and cultivate an innovative culture. Comparative cross-country analyses and investigations into the moderating influence of leadership, organizational culture, and digital maturity in the relationship between innovation and advantage could be useful for future research.

Conclusion

In this chapter, we took a deep dive into the important link between innovation and competitive advantage by thoroughly analyzing the relevant literature. We kicked things off by defining some key concepts, highlighting that innovation isn't just a straightforward process; it's a complex journey that involves implementation, creating value, introducing new ideas, and having a strategic vision. Alongside this, we explored strategies like cost leadership, differentiation, and focus, all within the framework of competitive advantage.

We also looked at the different types and aspects of innovation—like organizational, business model, process, and product innovation showing how each one plays a unique role in shaping a company's performance and its position in the market. To lay the groundwork for understanding how innovation can be a lasting source of competitive strength, we reviewed several theoretical models, including the Resource-Based View, Dynamic Capabilities Theory, and Schumpeterian Innovation Theory.

Moreover, we analyzed empirical research that highlighted how innovation has been put into practice across various sectors and regions, reinforcing its role as a driving force for economic growth, adaptability, and overall business success.

To wrap things up, our research underscores the idea that innovation is not just a nice-to-have; it's a strategic necessity. It plays a crucial role in helping organizations stay resilient, competitive, and forward-thinking in the face of constant change. The insights we've gathered from this chapter will provide both a theoretical and practical foundation for the analysis that follows in this study.



Chapter II

Introduction:

In this chapter, we will present a field study to learn more about the role of innovation in achieving competitive advantage among Maxtor employees. Innovation and Its Role in Achieving Competitive Advantage Among Maxtor Employees. This study reinforces the theoretical concepts discussed in the previous section by introducing Maxtor, defining the methodological framework of the field study, and presenting and analyzing the data using SPSS software to test hypotheses and achieve the study objectives.

First Section: General information about the institution under study, Maxtor, in the province of Bordj Bou Arreridj.

Second section: The methodological procedures followed in the study.

Third section: Analysis of results and testing of study hypotheses.

First section: General information about Maxtor company:

1. Introduction to the company under study:

Maxtor is one of the most prominent symbols of the electronics industry in Algeria. The company's complex is located in the industrial zone of the province of Bordj Bou Arreridj. This area is an important commercial center, especially in the field of electronics. The company imports and resells electronic and electrical appliances and began operations in 1998.

Maxtor has invested around \$10 million, which is a significant amount that requires rigor and seriousness in the Algerian market given the fierce competition from other international brands in Algeria. The company has also achieved significant pre-tax profits estimated at more than 15% of the company's shares, becoming one of the most important companies in Algeria in the field of electronics.

Maxtor is a company specializing in the resale and installation of electronic products for homes and offices, such as televisions, satellite receivers, air conditioners, cookers, and washing machines, which feature the latest technologies and outstanding quality.

According to the company's strategy, its success stems mainly from the professional staff it strives to train, in addition to the key elements of the institution's approach, which invests in this energy, based mainly on enthusiasm and full

commitment, leading to the development of the professional skills of the staff in the service of the company. As the company's general manager says, the company is currently working to develop the competitive capabilities of this vast and integrated commercial space and market, which always demands high quality. According to him, the company has effectively implemented the vision of its general manager, which has enabled it to acquire many competitive capabilities to achieve its goals, both material and immaterial, especially in the field of human resources.

2. Company information :

- Company name: EURL TIC IMPORT.
- Company name in Arabic: TIC IMPORT.
- Company trademark: MAXTOR.
- Company type: Private company.
- Technical type: Sole proprietorship with sole responsibility.
- Date of establishment: 16/04/2002
- Founder: Mr. Faisal Chenouf
- Nationality: Algerian company
- Headquarters: Industrial Zone, Section 167, Property Group No. 88, Shop No. 01, Bouira Province.
- Subsidiaries: Limited liability company for Alouna.
- Area: 2 hectares
- Branches: Retail trade in electrical appliances and audio and video equipment.
- President: Faisal Chenouf
- Chief Executive Officer: Alaa El Din Chenouf
- Service areas: Throughout the continent and beyond.
- Activity: Manufacture of electrical appliances and household appliances
- Products: Refrigerators, heating appliances, televisions, washing machines, dishwashers, air conditioners, office and information processing equipment, electronic boards.

- Services: After-sales services.
- Capital: 120,000,000.00 DZD
- Number of employees: 285 in Tichitt and 90 in El Aouina.
- Owner: Faisal Chenouf
- Company code:



Continuous training is an essential part of the company's strategy to develop the capabilities of its employees and enhance their competencies. These opportunities aim to provide employees with the skills and knowledge necessary to keep pace with changes in the work environment and achieve professional excellence. Training opportunities within the company include:

The following are the most important training opportunities available within the company:

1. Internal training programs:

The company organizes regular training courses covering a wide range of topics, from technical and programming skills to leadership and effective communication. These programs are designed to meet the needs of employees at various job levels.

2. Workshops:

Workshops provide employees with the opportunity to learn from experts in specific fields and allow them to participate in practical activities that help them apply their new knowledge in the context of their work.

3. Online training:

The company offers a range of e-learning courses that employees can access at any time. These courses cover a variety of topics and enable employees to learn at their own pace.

4. Professional development programs:

These programs aim to develop the leadership and management skills of employees who show high potential for future leadership positions. These programs include intensive training, personal mentoring, and opportunities to learn from current leaders.

5. Conferences and seminars:

The company encourages employees to attend conferences and seminars related to their fields of work, giving them the opportunity to network with industry experts and gain new insights that can be applied to their daily work.

6. Job exchange:

The company supports job exchange programs between different departments, giving employees the opportunity to gain experience in various areas within the company. This helps build a deeper understanding of the company as a whole and promotes collaboration between teams.

7. Scholarships and educational support:

The company provides financial support to employees who wish to pursue higher education or obtain advanced professional certifications, encouraging continuous learning and self-development.

The company believes that investing in the development of its employees is an investment in its future. By providing diverse and comprehensive training opportunities, the company seeks to build a qualified and professional team capable of meeting challenges and achieving sustainable growth. If you would like to know more about any of these programs or have other questions, please feel free to ask!

In most cases, training or management training takes place within the organization, while in other cases, training programs are organized outside the company, either through contracts between the company and other companies or centers responsible for training company employees, or by selecting a suitable location for the training activity or course.

Second section : Methodological Procedures:

In this section, the methodology of the study is highlighted in its various aspects by presenting the method used, the population and sample of the study, in addition to the tools used to collect and analyze the data.

The first requirement: Method, population and sample of the study

Based on the nature of the study and the objectives it seeks to achieve, the descriptive and analytical approach was adopted, and the questionnaire was used as the main tool.

A field study was conducted based on identifying the population and sample of the study, building a study tool and ensuring its validity and how to apply it.

First, the methodology of the study:

It is the method that is based on in-depth analysis of the phenomenon, it can be used as a means of collecting data and information in a descriptive study, and generalizing its results to other similar cases, or benefiting from the results in other cases, provided that the case is similar or representative of the society to which the judgment is to be generalized, so that objective measurement tools are used, as we made several visits to the institution, in order to collect the necessary and necessary information through personal interviews with officials in addition to the questionnaire distributed to the members of the sample.

1. Research population and sample:

The research community: The study community consists of individuals working in the organization in order to answer the questionnaire and research questions.

The research sample: The sample included 31 questionnaires at various levels and all of them were retrieved.

2. Study Methodology and Sources:

The study methodology: This study relied on the descriptive and analytical approach, where data was collected through interview, observation and questionnaire.

3. Personal interview: It is considered an important tool when collecting data and is considered the most used means that helps to collect information from reality, so a set of questions were asked to business leaders, managers, and workers within the organization.

4. Observation: It is a process of observing and carefully monitoring a specific behavior or phenomenon and recording observations, which is done by determining the goal to be reached.

5. Questionnaire: It is a form consisting of several questions asked to individuals, and it is prepared based on the study's issue and hypotheses so that it represents each of the variables of the study, and after answering it, it is used in the analysis.

1. Questionnaire design:

The questionnaire was designed based on the questionnaire and the objective of the study to answer the question posed, and it was divided into two parts:

- The first part: The first part included questions related to the personal data of the sample individuals with regard to gender, age, educational level, professional experience and job level.
- The second part included 63 phrases that were divided into two main axes, and the phrases used in the analysis were formulated on a five-point Likert scale, and these two axes can be presented:

-The first axis: It contains 47 statements numbered from [1_47] aimed at defining the application and process of innovation within Maxtor's organization.

-Second axis: This axis is dedicated to the knowledge of Maxtor's competitive advantage It contains 17 statements numbered from [47_63]

2. Second Requirement: The model and scale of the study:

In order to test the validity or rejection of the hypotheses, the study model was used and the reliability and stability of the questionnaire used in the study was measured.

The study model:

The data were processed and analyzed using the Statistical Package for Social Research (SPSS) program, which is a version in Arabic.) Version 2025.

This program can perform various statistical treatments by extracting all kinds of tables and statistical measures suitable for analysis and testing the study hypotheses as follows:

Statistical processing methods:

Descriptive statistics:

- To describe and determine the characteristics of the studied sample, percentages and frequencies were used
- In addition to calculating arithmetic means and standard deviations.

Inferential statistics methods:

- To test the hypotheses, i.e. to test the role of the independent variable "innovation" on the dependent variable "competitive advantage", the following was used:
- Likert's five-point Likert scale was used: After completing the coding process of the returned forms and their phrases, we moved to the stage of entering the data into the computer using the (spss) program (,and relied on the Likert pentad scale, on which the arithmetic mean and general trend were calculated, and the five degrees of approval can be illustrated in the following table:

Weights of the questionnaire :

Approval rating	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Encoding	5	4	3	2	1

Source : Prepared by the student based on spss results

The response trends are determined by calculating the length of the cells of the scale by calculating the lower and upper limits, and the category length was calculated by the following relationship:

Category length = number of spaces (from 1 to 2 + 4 to 5) / number of options available to the respondents

and therefore the length of the category ($4/5=0.8$) This value is added to the lowest value (i.e. to the one that represents the beginning of the scale) and the following table shows the length of the cells adopted for evaluation:

Survey areas :

Category number	The cell	Field
01	Strongly disagree	From 1 to 1.8
02	Disagree	From 1.81 to 2.60
03	Neutral	From 2.61 to 3.40
04	Agree	From 3.41 to 4.20
05	Strongly agree	From 4.21 to 5

Source : Prepared by the student based on spss results

Cronbach's Alpha test:

Which measures the degree of internal consistency of the questionnaire statements, where this coefficient takes the value between zero and one, so if the value of the coefficient is less than 0.5, the stability is weak and the questionnaire is not acceptable, while if it is within 0.6, it is considered acceptable. If it is between 0.6 and 0.8, the reliability is good. If the value of the coefficient is greater than 0.8, the stability is considered ideal. The closer the value is to one, the better.

Simple linear regression test:

It is a standard model that aims to test hypotheses that examine the effect of a variable or a set of variables on another variable, and it was adopted to test the main hypothesis of the study.

Validity and stability of the study instrument:

The model includes two main variables, the independent variable "innovation" and the dependent variable "competitive advantage" for MAXTOR, as the model assumes the existence of an influence relationship between innovation and competitive advantage. In order to ensure that the questionnaire is designed in a way that allows for an appropriate answer to the question posed.

Stability of the scale instrument:

The questionnaire includes the accuracy of the content (content) that relates to the phrases included in the questionnaire, and is intended to represent these phrases for the intended content and the extent of their suitability to measure the characteristic to be measured, as it must be comprehensive of all components and indicators of the study, and the content validity is measured in the following ways:

The honesty of the arbitrators:

It should be noted that the questionnaire was presented in its first form to a number of professors, including the supervising professor.

Alpha Cronbach method:

Checking the stability of the questionnaire through the method of Cronbach's alpha coefficient, which takes the value from 0 to 1, which expresses the percentage of stability that shows the respondents who repeat the same answer if they are re-interrogated under the same conditions. This is shown in the following table:

Cronbach's alpha test to measure the stability of the questionnaire :

Study variables	Alpha-Cronbach	Measurement level
Innovation	0,875	Ideal
Competitive advantage	0,676	Good
Total	0,890	Ideal

Source : Prepared by the student based on spss results

It is clear from the previous table that the Cronbach's alpha coefficient is 0.890, which exceeds the acceptance rate (0.80), which is an ideal ratio and expresses

that there is a very strong stability in the questionnaire phrases and can be relied upon in the field application of the study and testing the established hypotheses.

third section: Analyzing the questionnaire axes:

The characteristics of the study sample will be presented and analyzed by presenting data on the personal characteristics and the general trend of the sample members' responses to the questionnaire axes and judging them.

Analyzing the data of the first part:

personal data :

1. gender:

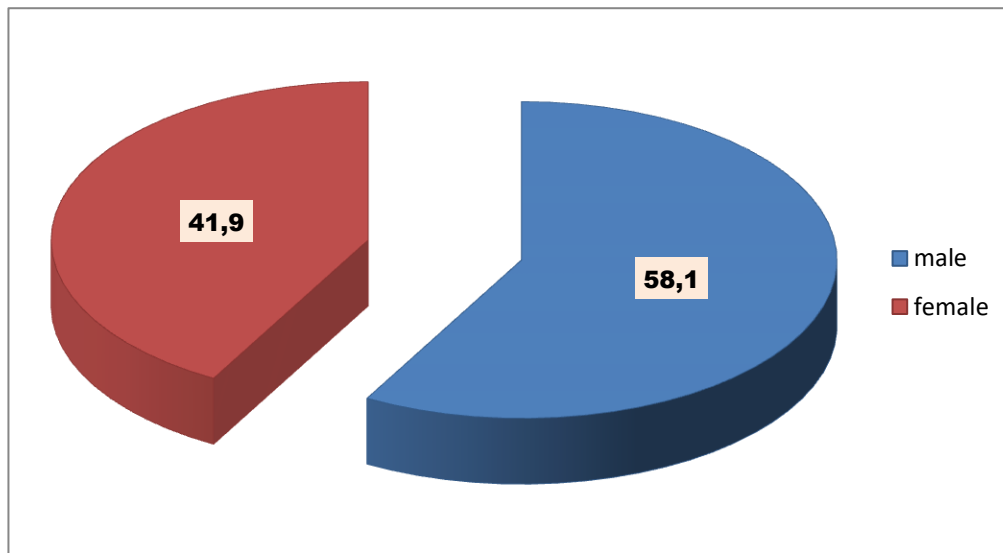
Table showing the distribution of individuals by gender:

Gender	Frequency	Percentage
Male	18	58,1 %
Female	13	41,9 %
The total	31	100 %

Source : Prepared by the student based on spss results

We notice from the above table that the members of the study sample according to the gender variable are distributed as follows:

The percentage of the female category is estimated at 41.9% and the percentage of the male category is estimated at 58.1%, which explains that the orientation towards "Maxtor" organization has become a tendency of males and females and there is no significant difference between them. The table data can be illustrated as follows:



Source : Prepared by the student based on spss results

2. Age :

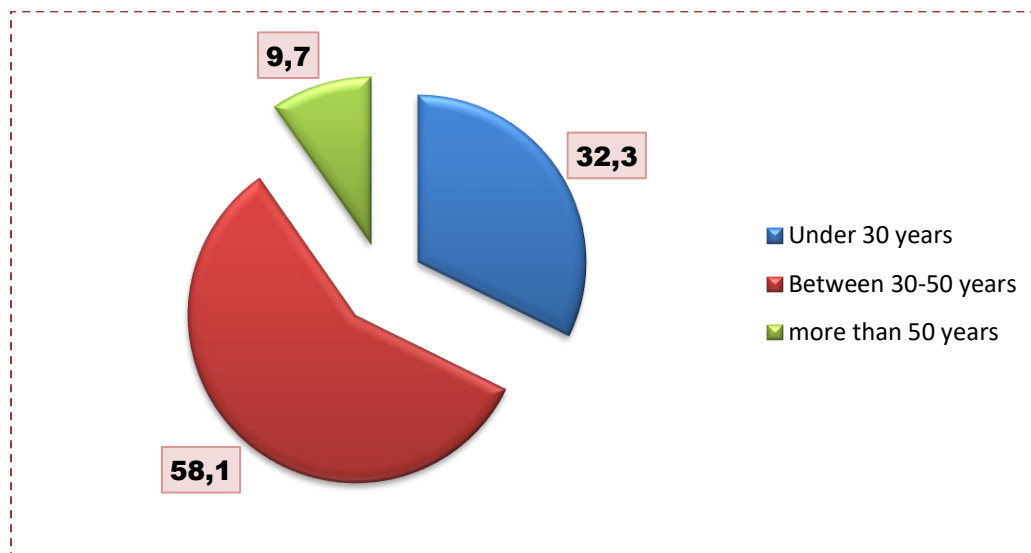
The following table shows the distribution of individuals by age:

Level	Frequency	Percentage
Under 30 years	10	32,3 %
Between 30 – 50 years	18	58,1 %
More than 50 years	3	9,7 %
Total	31	100 %

Source : Prepared by the student based on spss results

From the table it is clear to us that the highest percentage ranges between the category of 30 and 50 years, where the percentage represents 58.1%, and this is due to the fact that the category is the one that wants to work as most of the work in the organization needs these young energies with skills and knowledge that qualify them to assume their positions. Then followed by the age group less than 30 years, which is represented by 32.3%, while the lowest percentage is the category of more than 50 years, estimated at 9.7%. The data can be summarized in the following table:

Distribution of individuals by age :



Source : Prepared by the student based on spss results

3. Educational level :

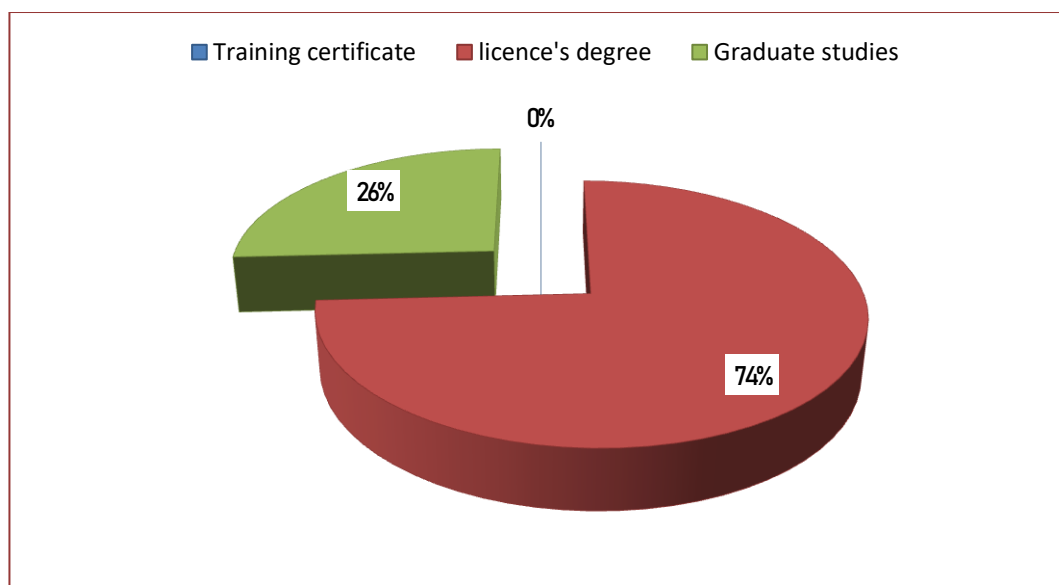
Shows the distribution of individuals by educational level:

Level	Frequency	Percentage
Training certificate	00	%00
Licence's degree	23	%74,2
Graduate studies	08	%25,8
Total	31	%100

Source : Prepared by the student based on spss results

The table represents that the educational level “Licence's degree” by 74.2%, and this reflects that the organization needs workers with university degrees “Licence's degree”, and this is due to the practical development of technology, so knowledge and training became necessary to keep pace with this development. Then followed by the educational level “postgraduate studies” 25.8%. It can be summarized in the following figure:

It shows the distribution of individuals by educational level:



Source : Prepared by the student based on spss results

4. years of experience:

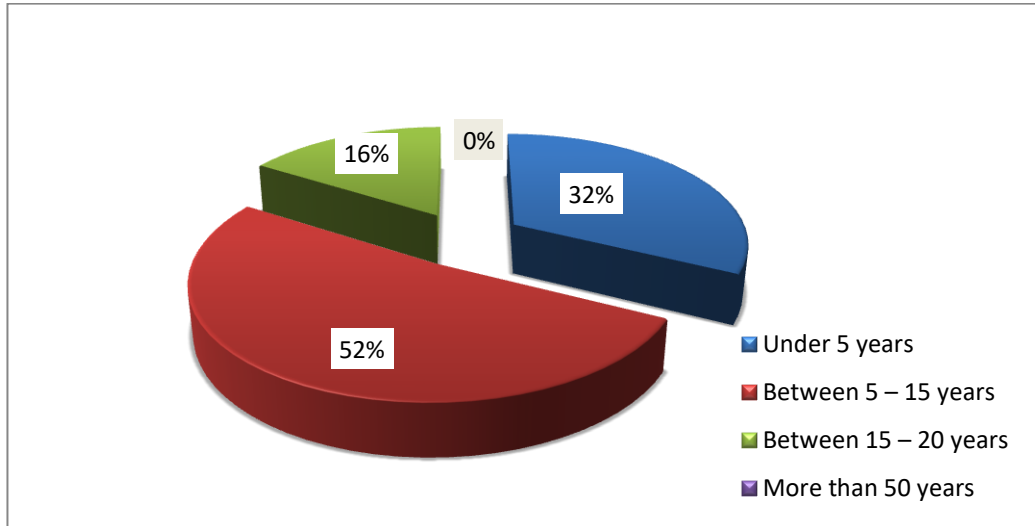
Shows the distribution of individuals by work experience:

Years of Experience	Frequency	Percentage
Under 5 years	10	32,3%
Between 5 – 15 years	16	51,6%
Between 15 – 20 years	5	16,1%
More than 50 years	00	00%
Total	31	100%

Source : Prepared by the student based on spss results

From the following table, it is clear that 51.6% of respondents have experience ranging from 5 to 15 years. Followed by those with less than 5 years of experience by 32.3%, followed by 16.1% of respondents with experience from 15 to 20 years.

Shows the distribution of individuals by work experience:



Source : Prepared by the student based on spss results

5. Functional level :

Shows the distribution of individuals by job level:

Level	Frequency	Percentage
Operationan management	7	22,6%
Middle management	16	51,6%
Top management	8	25,8%
Total	31	100%

Source : Prepared by the student based on spss results

The above table shows that the sample members are distributed according to the functional variable with 16 middle management, which is 51.6% of the total number, followed by senior management with 8, which is equivalent to 25.8%, while operational management was an estimated percentage of 22.6% of the total studied sample, and the high percentage of human resources working in middle management can be explained by the large number of administrative activities in the organization.

Analyzing the data of the second part: Respondents' answers to the survey questions:

In this part, we will analyze the respondents' opinions regarding the role of innovation in creating competitive advantage within Maxtor, through the following:

I.Results of the statistical analysis of innovation within the organization:

The following tables show the respondents' attitude towards innovation within the organization, which was divided into product innovation, process innovation, business model innovation, organizational and cultural innovation, and open innovation, and the results were as follows:

1.Results of the statistical analysis of product innovation within the Maxtor organization:

In this element, we will analyze the respondents' answers to the first axis of the questionnaire, which is titled Product Innovation in the organization, and consists of 8 statements:

Phrase number	Phrases	Arithmetic mean	Standard deviation	General direction
01	Significant improvements to existing products are a key part of our innovation strategy.	4,45	0,675	Agree
02	Product innovation plays a pivotal role in how we differentiate ourselves in the market.	4,52	0,508	Strongly Agree
03	Our organization invests heavily in research and development (R&D) to drive product innovation.	4,13	0,670	Agree
04	Customer insights and feedback are effectively	3,90	0,790	Agree

	utilized to guide product innovation efforts.			
05	New product introductions have boosted our brand recognition.	4,23	0,560	Strongly Agree
06	Product innovation has helped increase customer loyalty to our company.	4,26	0,631	Strongly Agree
07	We aim to be the first to bring innovative products to market whenever possible.	4,32	0,575	Strongly Agree
08	Our product development process incorporates the principles of user-driven design.	4,26	0,37785	Strongly Agree
Measuring the application of product innovation		4,2765	0,37785	Agree

Source : Prepared by the student based on spss results

Based on the results of the first axis related to product innovation obtained and recorded in the table, statistical indicators were calculated, where the arithmetic mean value of the answers was equal to 4.2765 with a standard deviation of 0.37785 and this value is within the range of 3.41-4.20 which indicates approval and the results appear as follows:

Through the analysis, it appears that the sample members tend to agree with the application of product innovation, as the majority of the paragraphs in the above table indicate that the organization offers new, innovative and distinctive products, as it uses very advanced technologies and invests heavily in research and development processes to raise the quality of its products, which has enhanced its brand recognition and increased customer loyalty.

In summary, it is clear that product innovation plays a pivotal role in how an organization differentiates itself in the market.

2.Results of the statistical analysis of process innovation within Maxtor:

In this element, we will analyze the respondents' answers to the second axis of the questionnaire, entitled Process Innovation in the organization, which consists of 8 statements:

Phrase number	Phrases	Arithmetic mean	Standard deviation	General direction
01	Our organization continuously strives to improve the way products or services are produced or delivered.	4,26	0,631	Strongly Agree
02	We have implemented new production or delivery techniques in recent years.	3,87	0,846	Agree
03	Innovation in our company's operations has led to significant reductions in operational costs.	3,87	0,846	Agree
04	Our internal processes are regularly updated to enhance productivity and efficiency.	4,10	0,651	Agree
05	Automation has played an important role in improving our business operations.	4,23	0,617	Strongly Agree
06	We invest in supply chain improvements to support innovation in operations.	4,19	0,543	Agree
07	Operational changes have helped us maintain the consistency of product or service quality.	4,19	0,543	Agree
08	The improvements we made to our operations have strengthened our competitive edge in the market.	4,26	0,575	Strongly Agree
Measuring the application of process innovation		4,1210	0,39328	Agree

Source : Prepared by the student based on spss results

Based on the results of the second axis related to process innovation obtained and recorded in the table, statistical indicators were calculated, where the

arithmetic mean value of the answers was equal to 4.1210 with a standard deviation of 0.39328, and this value is within the range of 3.41-4.20, which indicates approval and the results appear as follows:

Through the analysis, it appears that the sample members tend to agree with the application of process innovation, as the majority of the paragraphs in the above table indicate that the organization is constantly seeking to improve the way products or services are produced or delivered through the application of new and advanced technologies, as process innovation has led to significant reductions in operational costs and enhanced productivity, efficiency, and stability of product or service quality by modernizing and changing internal processes, which has gained it competitiveness in the market.

In summary, it is clear that process innovation plays a pivotal role in how an organization differentiates itself in the marketplace by optimizing business processes.

3.Results of the statistical analysis of business model innovation within Maxtor:

In this element, we will analyze the respondents' answers to the third axis of the questionnaire, which is titled Business Model Innovation in the organization, which consists of 9 statements:

Phrase number	Phrases	Arithmetic mean	Standard deviation	General direction
01	Our company has made significant changes to how we create and deliver value to our customers.	4,03	0,752	Agree
02	Innovating the business model is an essential part of our strategic direction.	4,13	0,806	Agree
03	We have explored alternative revenue models (for example, subscription, freemium, or	3,97	0,912	Agree

	pay-per-use).			
04	Our organization has restructured its operations to better align with emerging market trends.	4,06	0,892	Agree
05	We are actively seeking opportunities to disrupt traditional industry practices through innovative business models.	3,87	0,846	Agree
06	Platform-based service models or digital service models are essential to our business strategy.	3,97	0,836	Agree
07	Platform-based service models or digital service models are essential to our business strategy.	4,26	0,631	Strongly Agree
08	Innovation in the business model has enabled us to reach new customer segments.	4,23	0,560	Strongly Agree
09	Innovations in our business model have improved our long-term competitiveness.	4,03	0,547	Agree
Measuring the application of business model innovation		4,0609	0,46599	Agree

Source : Prepared by the student based on spss results

Based on the results of the third axis related to the innovation of business models obtained and recorded in the table, statistical indicators were calculated, where the value of the arithmetic mean of the answers was equal to 4.0609 with a standard deviation of 0.46599, and this value is within the range of 3.41-4.20, which indicates approval, and the results appear as follows:

The analysis shows that respondents tend to agree with the application of business model innovation, as the majority of the paragraphs in the table above indicate that the organization has made significant changes in how it creates and delivers value to customers, as well as in exploring alternative revenue models such

as subscription, free or pay-per-use, and in terms of structuring its operations to align with emerging market trends and eliminate traditional industry practices.

In conclusion, it is clear that business model innovation is an essential part of an organization's strategic direction to enable it to reach new customer segments and improve its competitiveness in the long term.

4.Results of the statistical analysis of organizational and cultural innovation within Maxtor:

In this element, we will analyze the responses of the sample members related to the questions of the fourth axis of the questionnaire, which is titled Organizational and Cultural Innovation Innovation in the organization, which consists of 10 statements:

Phrase number	Phrases	Arithmetic mean	Standard deviation	General direction
01	Our company has adopted new organizational structures to improve collaboration and decision-making.	0,700	4,10	Agree
02	We use agile or cross-functional teams to support innovation efforts.	0,735	4,16	Agree
03	The leadership in our organization actively supports and drives innovation initiatives.	0,523	4,16	Agree
04	Employees are encouraged to take risks and try out new ideas.	0,669	4,23	Strongly Agree
05	There is a strong culture of continuous learning within our organization.	0,680	4,06	Agree
06	Our organizational structure allows for flexibility and quick response to change.	0,762	4,23	Strongly Agree
07	Innovation is an integral part of the values and behaviors promoted by our company.	0,752	4,03	Agree

08	The company's culture supports open communication and knowledge sharing across different departments.	0,643	4,29	Strongly Agree
09	Organizational changes helped maintain other forms of innovation (for example, products and processes).	0,477	4,19	Agree
10	Resistance to change is low, allowing for the easier implementation of innovative ideas.	0,969	4,16	Agree
Measuring the application of organizational and cultural innovation		0,32729	4,1613	Agree

Source : Prepared by the student based on spss results

Based on the results of the fourth axis related to organizational and cultural innovation obtained and recorded in the table, statistical indicators were calculated, where the value of the arithmetic mean of the answers was equal to 4.1613 with a standard deviation of 0.32729 and this value is within the range of 3.41-4.20, which indicates approval and the results appear as follows:

The analysis shows that respondents tend to agree with the application of organizational and cultural innovation where the majority of the paragraphs in the above table indicate that the organization adopts new organizational structures to improve collaboration and decision-making by using agile and cross-functional teams, encouraging employees to take risks and try new ideas by cultivating a strong culture of continuous learning and supporting open communication and knowledge sharing across departments.

Organizational and cultural innovation is an integral part of the values and behaviors promoted by the company.

4.Results of the statistical analysis of open innovation within the Maxtor organization:

In this element, we will analyze the respondents' answers to the fifth axis of the questionnaire, which is titled Open Innovation Innovation in the organization, and consists of 10 statements:

Phrase number	Phrases	Arithmetic mean	Standard deviation	General direction
01	Our company actively collaborates with external partners (such as universities, startups, or competitors) to drive innovation.	0,790	4,10	Agree
02	We engage customers in the co-creation of products or services.	0,560	4,23	Strongly Agree
03	External ideas and technologies are an important part of our innovation process.	0,688	4,16	Agree
04	We are open to licensing technologies from external sources to enhance innovation.	0,599	4,32	Strongly Agree
05	Our organization shares selected technologies or innovations with other entities through licensing or partnerships.	0,657	3,97	Agree
06	Open innovation has helped us bring products or services to market faster.	0,547	3,97	Agree
07	We have established systems to integrate external knowledge with internal research and development.	0,814	4,06	Agree
08	Collaboration with external entities has led to more radical or advanced innovations.	0,651	4,10	Agree
09	Our leadership encourages openness to ideas and solutions from outside the	0,661	4,35	Strongly Agree

	organization.			
10	Open innovation is a key element of our overall innovation strategy.	0,717	4,23	Strongly Agree
	Measuring the application of open innovation	0,33354	4,1484	Agree

Source : Prepared by the student based on spss results

Based on the results of the fourth axis related to open innovation obtained and recorded in the table, statistical indicators were calculated, where the value of the arithmetic mean of the answers was equal to 4.1613 with a standard deviation of 0.32729 and this value is within the range of 3.41-4.20, which indicates approval and the results appear as follows:

The analysis shows that respondents tend to agree with the application of open innovation, as the majority of the paragraphs in the table above indicate that the organization encourages collaboration with external partners to drive innovation, such as giving customers opportunities to participate, which led to more radical and sophisticated innovations, as well as the organization has systems that integrate external knowledge with internal processes to consider it as an important part of the innovation process.

To summarize, open innovation is a key component of a company's innovation strategy.

II. Results of the statistical analysis of competitive advantage within the organization:

The following table shows the respondents' attitude towards competitive advantage within the organization, which was divided into cost advantage and differentiation advantage, and the results were as follows:

In this element, we will analyze the respondents' answers related to the competitive advantage questions from the questionnaire, which consists of 17 statements:

Phrase number	Phrases	Arithmetic mean	Standard deviation	General direction
01	The company aims to offer products at lower prices than its competitors.	3,87	0,922	Agree
02	The company relies on reducing operational costs to increase efficiency.	4,35	0,608	Strongly Agree
03	The company aims to improve productivity to reduce costs.	4,19	0,477	Agree
04	The company uses its resources effectively to reduce costs.	4,13	0,619	Agree
05	The company is able to provide value to customers at low prices.	4,03	0,706	Agree
06	The company relies on technologies or processes.	4,03	0,657	Agree
07	The company offers opportunities to use information technology that other companies cannot possess.	3,87	0,718	Agree
08	The company focuses on attracting individuals with academic qualifications and scientific competence.	4,19	0,654	Agree
09	The company stands out with better services than other competing companies.	4,35	0,608	Strongly Agree
10	The company offers products of higher quality compared to its competitors.	4,29	0,643	Strongly Agree
11	The company is distinguished by its innovation of unique products or services.	4,39	0,495	Strongly Agree
12	The company is committed to providing a unique and	4,23	0,560	Strongly

	exceptional experience for customers.			Agree
13	The company is known for its strong and distinctive brand.	4,55	0,506	Strongly Agree
14	The company is keen on continuously developing its products to meet market needs.	4,32	0,653	Strongly Agree
15	The company focuses on design and innovation in delivering its products.	4,45	0,506	Strongly Agree
16	The company aims to achieve customer loyalty through excellence in services.	4,23	0,560	Strongly Agree
17	The company is characterized by its quick adaptation to changes and customer needs.	4,35	0,551	Strongly Agree
Measuring the application of competitive advantage		4,2258	0,25053	Strongly Agree

Source : Prepared by the student based on spss results

Based on the analysis of the results of the competitive advantage axis obtained and recorded in the table above, statistical indicators were calculated, where the arithmetic mean value of the answers was equal to 4.2258 with a standard deviation of 0.25053 and this value is within the range of 3.41-4.20, which indicates approval and the results are shown as follows:

There are statements indicating the organization's interest in the cost advantage from 01 to 09 where their arithmetic averages are respectively (3.87, 4.35, 4.19, 4.13, 4.03, 4.03, 4.03, 3.78, 4.19, 4.35), where we find that the organization seeks to provide products at low prices compared to competitors by using its resources effectively, as well as reducing operational costs to increase efficiency, in addition to considering the purchasing power of the consumer, which distinguished it with good services that made it control its market share.

The organization considers the advantage of excellence as an important element of competitive advantage and this is expressed by statements from 10 to 17, with an arithmetic mean (4.29, 4.39, 4.23, 4.55, 4.32, 4.45, 4.23, 4.35) respectively, and this indicates that the organization is distinguished from competitors in terms of its strong and distinctive brand, higher quality services, providing unique customer experiences, rapid adaptation to changes and customer needs and keenness to develop its products continuously to suit the needs of the market.

In conclusion, it is clear from these results that the responses of the sample members are largely consistent with the paragraphs of the dependent variable, namely competitive advantage.

II: Testing the validity of the sub-hypotheses:

I: The first sub-hypothesis "Product innovation has a statistically significant effect on competitive advantage in the study company at the level of significance ($\alpha \leq 0.05$)"

To answer this hypothesis we use simple linear regression, where the dependent variable is competitive advantage and the independent variable is product innovation, using the SPSS program the results were as follows:

The independent variable	Correlation coefficient R	Coefficient of determination R ²	Regression coefficient B	The constant	t calculated	Sig
Product innovation	0,609	0,370	0,404	2,500	4,130	0,001

Source : Prepared by the student based on spss results

We note from the above table that product innovation has a statistically significant positive effect on competitive advantage in the company under study, as the value of the coefficient (B) reached 0.404 at the level of significance (sig) less than 0.001, which is less than the adopted significance level (0.05), which indicates the strength of the positive relationship between the two variables.

The correlation coefficient R that explains the relationship between the independent variable (product innovation) and the dependent variable (competitive advantage) was 0.609, indicating a moderate to strong positive correlation between them, while the coefficient of determination R² was (0.370), meaning that 37% of the change in competitive advantage can be explained by product innovation only, while the remaining 63% is due to other variables that were not included in this model.

This effect can be represented by the following linear model:

$$\text{Competitive Advantage} = 2,500 + 0,404 \times \text{Product Innovation}$$

Source : Prepared by the student based on spss results

This leads us to accept the first sub-hypothesis, which states that there is a statistically significant and strong direct relationship between product innovation and competitive advantage in the company under study.

II: The second sub-hypothesis “Process innovation has a statistically significant effect on competitive advantage in the study company at the level of significance ($\alpha \leq 0.05$)”.

To answer this hypothesis we use simple linear regression, where the dependent variable is competitive advantage and the independent variable is process innovation, using the SPSS program the results are as follows:

The independent variable	Correlation coefficient R	Coefficient of determination R ²	Regression coefficient B	The constant	t calculated	Sig
Process innovation	0,201	0,040	0,128	3,698	1,105	0,278

Source : Prepared by the student based on spss results

We note from the above table that process innovation does not have a statistically significant effect on competitive advantage in the company under study, as the value of the coefficient (B) amounted to 0.128 at the level of significance (sig) amounted to 0.278, which is higher than the adopted level of significance (0.05).

The correlation coefficient R that explains the relationship between the independent variable (process innovation) and the dependent variable (competitive advantage) was 0.201, indicating that there is no correlation between them, while the coefficient of determination R² was (0.040), which means that 4% of the variation in competitive advantage. The remaining 96% is due to other variables that were not included in this model.

This leads us to reject the second sub-hypothesis, which states that there is a statistically significant effect of process innovation on competitive advantage in the company under study.

Third: The third sub-hypothesis: “Business model innovation has a statistically significant effect on competitive advantage in the study company at the level of significance ($\alpha \leq 0.05$)”.

To answer this hypothesis we use simple linear regression, where the dependent variable is competitive advantage and the independent variable is business model innovation, using the SPSS program the results are as follows:

The independent variable	Correlation coefficient R	Coefficient of determination R ²	Regression coefficient B	The constant	t calculated	Sig
Business model innovation	0,513	0,263	0,276	3,106	3,216	0,003

Source : Prepared by the student based on spss results

We note from the above table that business model innovation has a statistically significant positive impact on competitive advantage in the company under study, as the value of the coefficient (B) reached 0.276 at the level of significance (sig) 0.003, which is less than the adopted significance level (0.05), which indicates a positive relationship between the two variables.

The correlation coefficient R that explains the relationship between the independent variable (business model innovation) and the dependent variable (competitive advantage) was 0.513, indicating a medium-strength positive correlation

between them, while the coefficient of determination R^2 was (0.263), meaning that 26.3% of the change in competitive advantage can be explained by business model innovation only.

This effect can be represented by the following linear model:

$$\text{Competitive Advantage} = 3.106 + 0.276X \text{ Business Model Innovation}$$

Source : Prepared by the student based on spss results

This leads us to accept the third sub-hypothesis, which states that there is a statistically significant direct relationship between business model innovation and competitive advantage in the company under study, which indicates that enhancing the company's ability to develop innovative business models is one of the important factors that contribute to improving its competitive advantage.

Fourth: The fourth sub-hypothesis: “Organizational and cultural innovation has a statistically significant effect on competitive advantage in the study company at the level of significance ($\alpha \leq 0.05$)”.

To answer this hypothesis we use simple linear regression, where the dependent variable is competitive advantage and the independent variable is organizational and cultural innovation, using SPSS software the results are as follows:

The independent variable	Correlation coefficient R	Coefficient of determination R^2	Regression coefficient B	The constant	t calculated	Sig
Organizational and cultural innovation	0,208	0,043	0,159	3,563	1,146	0,261

Source : Prepared by the student based on spss results

We note from the above table that organizational and cultural innovation does not have a statistically significant impact on competitive advantage in the company

under study, as the value of the coefficient (B) reached 0.159 at the significance level (sig) 0.261, which is greater than the adopted significance level (0.05), which indicates that there is no relationship between the two variables.

The correlation coefficient R that explains the relationship between the independent variable (organizational and cultural innovation) and the dependent variable (competitive advantage) was 0.208, indicating a weak correlation between them, while the coefficient of determination R² was (0.043), meaning that 4.3% of the change in competitive advantage can be explained by organizational and cultural innovation only.

Based on this, we reject the fourth hypothesis, which assumes a statistically significant effect of organizational and cultural innovation on competitive advantage, because statistical significance was not achieved in the studied sample.

V: The fifth sub-hypothesis “Open innovation has a statistically significant effect on competitive advantage in the study company at the level of significance ($\alpha \leq 0.05$)”.

To answer this hypothesis we use simple linear regression, where the dependent variable is competitive advantage and the independent variable is open innovation, using the SPSS program the results are as follows:

The independent variable	Correlation coefficient R	Coefficient of determination R ²	Regression coefficient B	The constant	t calculated	Sig
open innovation	0,522	0,272	0,392	2,600	3,295	0,003

Source : Prepared by the student based on spss results

We note from the above table that open innovation has a statistically significant positive effect on competitive advantage in the company under study, as the value of the coefficient (B) amounted to 0.392 at the significance level (sig) 0.003, which is

less than the adopted significance level (0.05), which indicates that this effect is statistically significant between the two variables.

The correlation coefficient R that explains the relationship between the independent variable (open innovation) and the dependent variable (competitive advantage) was 0.522, indicating a medium-strength positive correlation between them, while the coefficient of determination R^2 was (0.272), meaning that 27.2% of the change in competitive advantage can be explained by open innovation only.

This effect can be represented by the following linear model:

$$\text{Competitive Advantage } Y = 3.259 + 0.392X \text{ Open Innovation}$$

Source : Prepared by the student based on spss results

This prompts us to accept the fifth sub-hypothesis, which states that there is a strong statistically significant direct relationship between open innovation and competitive advantage in the company under study, which indicates that the application of open innovation policies can be an effective tool in enhancing the company's competitiveness in its market environment.

Conclusion:

In this chapter, we dealt with an applied study where we used questionnaires distributed to 31 individuals represented by employees in Maxtor company in the state of Bordj-bou-arréridj, where in the first section we dealt with generalities about the company in the study, while the second section was the methodological procedures followed in the study, and showed the reliability of the questionnaire and the statistical treatment used, and in the third section we analyzed the results and tested the hypotheses of the study. We analyzed the demographic variables of the sample members, analyzed and interpreted the themes of the study and tested a number of hypotheses, through which it was concluded that some dimensions of innovation (product innovation, business models, open innovation) have a significant and statistically significant impact on achieving competitive advantage, while process, organizational and cultural innovation did not show a statistically significant impact within the study sample.

This indicates that focusing on innovation related to the value proposition and the market has a pivotal role in improving the competitiveness of the organization, compared to purely internal dimensions.



General Conclusion

GENERAL CONCLUSION

Organizations are increasingly turning to innovation to create and develop a competitive advantage. After addressing the theoretical aspects of innovation's role in developing competitive advantage, and based on previous related studies, we can see the importance of an organization's ability to innovate. Innovation has become imperative for achieving and maintaining competitive advantage and is considered a fundamental source of it. Competitive advantage is considered the guarantor of an institution's continuity, profitability, and success.

This will be explained in the following summary of the results, along with recommendations that support innovation and competitive advantage, as well as the continuity and survival of competitive advantage. Finally, we propose perspectives on other aspects of the topic that were not addressed in our study.

Study results:

Through our theoretical and applied study, we arrived at the following conclusions:

- ✓ Innovation plays an effective role in achieving and developing a competitive advantage, regardless of the degree of application.
- ✓ Innovation requires new and advanced ideas more than technology, tools, and equipment.
- ✓ Innovation has become a fundamental element that enables the creation and development of a competitive advantage. This contributes to the development and continuity of the institution, as well as its ability to adapt to new changes in customer needs and desires due to competitors. This is achieved through the institution's initiative to improve the product to suit these needs and desires.

Regarding the institution under study, we reached several conclusions related to innovation, the most important of which are:

- ✓ The institution is interested in innovation in a practical sense and has individuals who are specialized in the innovation process through training inside and outside the country.
- ✓ Product innovation supports competitive advantage in a positive and statistically significant way by providing added-value products that satisfy consumers' changing needs.

- ✓ The idea that process innovation has a direct impact was disproved, indicating that without integrating with other factors, operational enhancements might not be enough to attain competitive superiority.
- ✓ According to the study, creative business models are essential for gaining a competitive edge, especially when it comes to coming up with fresh ideas for value creation and sustainability.
- ✓ The rejection of the hypothesis that a significant relationship exists between organisational and cultural innovation and competitive advantage could be attributed to either a weak direct impact or the absence of a genuine innovation culture within the company.
- ✓ Ultimately, the open innovation hypothesis was approved, demonstrating that an organization's capacity to innovate and attain competitive excellence is improved through external cooperation and transparency with partners and outside knowledge sources.

Study Suggestions:

In light of the aforementioned, the study suggests:

- ✓ boosting product innovation investment through specialised development teams that keep an eye on market developments and provide customers with cutting-edge products.
- ✓ Reassessing process innovation and stepping up efforts to integrate it into the overall strategy in order to better align it with the overall performance of the business.
- ✓ promoting the use of adaptable and creative business models to improve quick reaction to market changes, particularly in the context of digital transformations and the knowledge economy.
- ✓ In order to turn innovation into a group activity rather than an individual endeavour, efforts are being made to create an organizational culture that fosters creativity through employee empowerment, training, and rewards.

- ✓ establishing and systematising open innovation and broadening external collaboration channels with suppliers, research facilities, and universities.

Study prospects:

There is no doubt that despite the effort exerted in completing this research, the latter is not without shortcomings due to our inability to address all aspects of the topic in detail, but this research can be a bridge between previous research, adding some new developments to it, to enrich and resurrect it, and future research as a prelude to topics that can be the subject of other research, including:

- that is both functional and creative. Cultivate a culture of innovation within the organization by means of well-established policies that support individual and team creativity and initiative, while also encouraging a stimulating and flexible work place.
- Invest in ongoing training and formation outside and inside the organization to create human competencies that are capable of adopting the concepts of innovation and its applications in several areas of the organization.
- Prioritize product innovation as a strategic priority given the statistically proven positive financial impact of product innovation on achieving a sustainable competitive advantage through the value added to the products in relation to market changes and consumer needs.
- Increase openness to external knowledge sources by engaging in open innovation, through collaboration with universities, research centers, suppliers and consumers; this allows for engaging in open ways of utilizing knowledge and expertise to speed up innovation.
- Innovation through developing innovative ways of business models to help improve value creation and sustainability due to rapid changes in technological development and market conditions.
- Do not limit innovation to only process innovation as it is not sufficient to obtain competitive advantage should not be adopted along with expansion in the other areas like product innovation, or innovation to the business model.
- Take a fresh look at organizational and cultural innovation methods openly for future directions of the organization by

establishing an organizational atmosphere that is both functional and creative.

- Assign financial and technical resources to support innovation projects and ensure their ongoing existence, noting that follow-up on their implementation and evaluation takes place occasionally.

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الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي
جامعة محمد البشير الإبراهيمي برج بوعريجة



Department: Management Sciences
Specialty: Business management

After the duty of greeting and appreciation, ...
Believing in the value of scientific research and its connection to the organization in the direction of finding solutions to its issues and improving its competitiveness, the researcher is conducting a research study on:

The role of innovation in creating competitive advantage

We put in your hands this form, which we kindly ask you to answer its paragraphs from your point of view. As the completion of all questionnaire statements and the accuracy of the answer will reflect on the accuracy of the results that will be reached. We also emphasize that all the information you provide in terms of opinions, views or data will only be used for scientific research purposes.

Thank you very much for your cooperation.

Note: Please put an (X) in the place that reflects the reality of your organization

Under the guidance of:

Dr. Benhsen ahsen salah eddine

Submitted by:

Hamani Salma

2025/2024



I: General information

1. **Age:** Less than 30 years old Between 30 and 50 years old
Over 50 years old
2. **Educational level:** Certificate of training license diploma
graduate studies
3. **Gender:** Male Female
4. **years of experience:** Less than 5 years 05 to 15 years
16 to 20 years More than 20 years
5. **Functional level:** Operational Management Middle Management
Senior Management



II: Paragraphs of the innovation variable: (Please mark one of the scales for each of the paragraphs below.)						
Number	paragraphs	Strongly agree	agree	neutral	disagree	Strongly disagree
First: product innovation						
01	Significant improvements to existing products are a key part of our innovation strategy.					
02	Product innovation plays a central role in how we differentiate ourselves in the market.					
03	Our organization invests heavily in research and development (R&D) to drive product innovation.					
04	Customer insights and feedback are actively used to guide product innovation efforts.					
05	New product introductions have strengthened our brand recognition.					
06	Product innovation has helped increase customer loyalty in our company.					
07	We aim to be first to market with innovative products whenever possible.					



08	Our product development process incorporates user-driven design principles.					
Second :process innovation						
01	Our organization continuously seeks to improve the way products or services are produced or delivered.					
02	We have implemented new production or delivery techniques in recent years.					
03	Process innovation in our company has led to noticeable reductions in operational costs.					
04	Our internal processes are regularly updated to enhance productivity and efficiency.					
05	Automation has played a significant role in improving our business operations.					
06	We invest in supply chain improvements to support process innovation.					
07	Process changes have helped us maintain consistent product or service quality.					
08	Enhancements to our processes have					



	strengthened our competitiveness in the market					
Third :business model innovation						
01	Our company has made significant changes to how it creates and delivers value to customers.					
02	Business model innovation is a key part of our strategic direction.					
03	We have explored alternative revenue models (e.g., subscription, freemium, or pay-per-use).					
04	Our organization has restructured its operations to better align with emerging market trends.					
05	We actively look for opportunities to disrupt traditional industry practices through innovative business models.					
06	Our value proposition has evolved significantly in recent years.					
07	Platform-based or digital service models are central to our					



	business strategy.					
08	Business model innovation has enabled us to reach new customer segments.					
09	Innovations in our business model have improved our long-term competitiveness.					
Forth : organizational and cultural innovation						
01	Our company has adopted new organizational structures to improve collaboration and decision-making.					
02	We use agile or cross-functional teams to support innovation efforts.					
03	Leadership in our organization actively supports and drives innovation initiatives.					
04	Employees are encouraged to take risks and experiment with new ideas.					
05	There is a strong culture of continuous learning within our organization.					
06	Our organizational structure allows for flexibility and rapid response to change.					



07	Innovation is embedded in the values and behaviors promoted by our company.					
08	The company culture supports open communication and knowledge sharing across departments.					
09	Organizational changes have helped sustain other forms of innovation (e.g., product, process).					
10	Resistance to change is low, allowing innovative ideas to be implemented more easily.					
Fifth :open innovation						
01	Our company actively collaborates with external partners (e.g., universities, startups, or competitors) to drive innovation					
02	We engage customers in co-creating products or services.					
03	External ideas and technologies are an important part of our innovation process.					
04	We are open to licensing technologies from outside sources to					



	enhance innovation.					
05	Our organization shares selected technologies or innovations with other entities through licensing or partnerships.					
06	Open innovation has helped us bring products or services to market faster.					
07	We have systems in place to integrate external knowledge with internal R&D.					
08	Collaborations with external actors have led to more radical or breakthrough innovations.					
09	Our leadership encourages openness to ideas and solutions from outside the organization.					
10	Open innovation is a core component of our overall innovation strategy.					
<p>II: Paragraphs of the competitive advantage variable: (please mark one of the scales for each of the paragraphs below)</p>						
First: Cost advantage						
01	The company seeks to offer products at lower prices than competitors.					



02	The company relies on minimizing operational costs to increase efficiency.					
03	The company aims to optimize productivity to reduce costs.					
04	The company uses its resources effectively to cut costs.					
05	The company is able to offer value to customers at low prices.					
06	The company relies on technologies or processes					
07	The company has opportunities to use IT that other companies can't have					
08	The company is interested in attracting individuals with scientific qualifications and scientific competence.					
09	The company is characterized by good services compared to its competitors.					
10	The company offers higher quality products compared to competitors.					
11	The company is characterized by creating unique products					



	or services.					
12	The company is interested in providing a unique customer experience.					
13	The company is known for a strong and distinctive brand.					
14	The company is keen to continuously develop its products to suit the needs of the market.					
15	The company focuses on design and innovation in the delivery of its products.					
16	The company aims to achieve customer loyalty through excellence in services.					
17	The company is characterized by fast adaptation to changes and customer needs.					

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| علامة_الشركة = **MAXTOR**
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صورة رمز الشركة

مقدمة عن أهم فرص التكوين داخل الشركة
يعد التكوين المستمر جزءاً أساسياً من استراتيجية الشركة لتطوير قدرات موظفيها وتعزيز كفاءاتهم. تهدف هذه الفرص إلى تزويد العاملين بالمهارات والمعرفة اللازمة لمواكبة التغيرات في بيئة العمل وتحقيق التفوق المهني. ف فيما تتمثل فرص التكوين داخل الشركة؟

فيما يلي أهم فرص التكوين المتاحة داخل الشركة

1. برامج التدريب الداخلي:

تنظم الشركة دورات تدريبية منتظمة تغطي مجموعة واسعة من المواضيع، بدءاً من المهارات التقنية والبرمجية إلى القيادة والتواصل الفعال. هذه البرامج مصممة لتلبية احتياجات الموظفين على مختلف المستويات الوظيفية.

2. ورش العمل:

توفر ورش العمل فرصة للموظفين للتعلم من الخبراء في مجالات محددة، كما تتيح لهم المشاركة في أنشطة عملية تساعد على تطبيق المعرفة الجديدة في سياق عملهم.

3. التدريب عبر الإنترنت:

تقدم الشركة مجموعة من الدورات التدريبية الإلكترونية التي يمكن للموظفين الوصول إليها في أي وقت. هذه الدورات تغطي موضوعات متعددة وتمكن الموظفين من التعلم بالوتيرة التي تناسبهم.

4. برامج التطوير المهني:

تستهدف هذه البرامج تنمية المهارات القيادية والإدارية للموظفين الذين يظهرون إمكانيات عالية لتولي مناصب قيادية في المستقبل. تتضمن هذه البرامج تدريباً مكثفاً، وتوجيهات شخصية، وفرصاً للتعلم من القادة الحاليين.

5. المؤتمرات والندوات:

تشجع الشركة الموظفين على حضور المؤتمرات والندوات ذات الصلة بمجالات عملهم، مما يتيح لهم فرصة للتواصل مع

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خبراء الصناعة واكتساب رؤى جديدة يمكن تطبيقها في عملهم اليومي.

6. التبادل الوظيفي:

تدعم الشركة برامج التبادل الوظيفي بين الأقسام المختلفة، مما يتيح للموظفين فرصة اكتساب خبرة في مجالات متنوعة داخل الشركة. هذا يساعد في بناء فهم أعمق للشركة ككل وتعزيز التعاون بين الفرق.

7. المنح الدراسية والدعم التعليمي:

تقدم الشركة دعماً مالياً للموظفين الذين يرغبون في متابعة دراسات عليا أو الحصول على شهادات مهنية متقدمة، مما يشجع على التعليم المستمر وتطوير الذات.

الخلاصة :

تؤمن الشركة بأن الاستثمار في تطوير موظفيها هو استثمار في مستقبلها. من خلال توفير فرص تكوين متنوعة وشاملة، تسعى الشركة إلى بناء فريق عمل مؤهل ومحترف قادر على مواجهة التحديات وتحقيق النمو المستدام. إذا كنت ترغب في معرفة المزيد عن أي من هذه البرامج أو لديك أسئلة أخرى، فلا تتردد في طرحها!

في معظم الاحيان يكون التكوين او التدريب الاداري داخل المؤسسة وفي حين اخر تبرمج تكوينات خارج الشركة اما عن طريق عقود بين الشركة وشركات اخرى او مراكز المتكلفة بتكوين موظفين الشركات او اختيار مكان مناسب بنشاط التكوين او الدورة

**Variables introduites/éliminées^a**

Modèle	Variables introduites	Variables éliminées	Méthode
1	المنتجات_ابتكار ^b	.	Introduire

a. Variable dépendante : التنافسية_الميزة

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,609 ^a	,370	,349	,20219

a. Prédicteurs : (Constante), المنتجات_ابتكار

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	,697	1	,697	17,061	<,001 ^b
	de Student	1,186	29	,041		
	Total	1,883	30			

a. Variable dépendante : التنافسية_الميزة

b. Prédicteurs : (Constante), المنتجات_ابتكار

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés		Sig.
		B	Erreur standard	Bêta	t	
1	(Constante)	2,500	,419		5,961	<,001
	المنتجات_ابتكار	,404	,098	,609	4,130	<,001



a. Variable dépendante : التنافسية_الميزة

Variables introduites/éliminées^a

Modèle	Variabiles introduites	Variabiles éliminées	Méthode
1	العمليات_ابتكار ^b	.	Introduire

a. Variable dépendante : التنافسية_الميزة

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,201 ^a	,040	,007	,24961

a. Prédicteurs : (Constante), العمليات_ابتكار

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	,076	1	,076	1,222	,278 ^b
	de Student	1,807	29	,062		
	Total	1,883	30			

a. Variable dépendante : التنافسية_الميزة

b. Prédicteurs : (Constante), العمليات_ابتكار

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés		Sig.
		B	Erreur standard	Bêta	t	
1	(Constante)	3,698	,480		7,710	<,001
	العمليات_ابتكار	,128	,116	,201	1,105	,278



a. Variable dépendante : التنافسية_الميزة

Variables introduites/éliminées^a

Modèle	Variabiles introduites	Variabiles éliminées	Méthode
1	نماذج_ابتكار الاعمال ^b		Introduire

a. Variable dépendante : التنافسية_الميزة

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,513 ^a	,263	,237	,21878

a. Prédicteurs : (Constante), الاعمال_نماذج_ابتكار

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	,495	1	,495	10,341	,003 ^b
	de Student	1,388	29	,048		
	Total	1,883	30			

a. Variable dépendante : التنافسية_الميزة

b. Prédicteurs : (Constante), الاعمال_نماذج_ابتكار

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés		Sig.
		B	Erreur standard	Bêta	t	
1	(Constante)	3,106	,350		8,868	<,001
	نماذج_ابتكار الاعمال	,276	,086	,513	3,216	,003

a. Variable dépendante : التنافسية_الميزة

Variables introduites/éliminées^a

Modèle	Variabiles introduites	Variabiles éliminées	Méthode
1	التنظيمي_الابتكار الثقافي_و ^b	.	Introduire

a. Variable dépendante : التنافسية_الميزة

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,208 ^a	,043	,010	,24923

a. Prédicteurs : (Constante), الثقافي_و_التنظيمي_الابتكار

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	,082	1	,082	1,314	,261 ^b
	de Student	1,801	29	,062		
	Total	1,883	30			

a. Variable dépendante : التنافسية_الميزة

b. Prédicteurs : (Constante), الثقافي_و_التنظيمي_الابتكار

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés		Sig.
		B	Erreur standard	Bêta	t	
1	(Constante)	3,563	,580		6,139	<,001
	و_التنظيمي_الابتكار الثقافي	,159	,139	,208	1,146	,261

a. Variable dépendante : التنافسية_الميزة

**Variables introduites/éliminées^a**

Modèle	Variables introduites	Variables éliminées	Méthode
1	المفتوح_الابتكار ^b	.	Introduire

a. Variable dépendante : التنافسية_الميزة

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,522 ^a	,272	,247	,21736

a. Prédicteurs : (Constante), المفتوح_الابتكار

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	,513	1	,513	10,856	,003 ^b
	de Student	1,370	29	,047		
	Total	1,883	30			

a. Variable dépendante : التنافسية_الميزة

b. Prédicteurs : (Constante), المفتوح_الابتكار

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés		
		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	2,600	,495		5,250	<,001
	_الابتكار المفتوح	,392	,119	,522	3,295	,003



a. Variable dépendante : التنافسية_الميزة

Fréquences

		Statistiques				
		السن	المستوى التعليمي	الجنس	سنوات عدد الخبرة	المستوى الوظيفي
N	Valide	31	31	31	31	31
	Manquant	0	0	0	0	0

Table de fréquences

		السن			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	سنة 30 من اقل	10	32,3	32,3	32,3
	سنة 50 و30 بين	18	58,1	58,1	90,3
	50 من اكثر سنة	3	9,7	9,7	100,0
	Total	31	100,0	100,0	

		التعليمي المستوى			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	ليسانس	23	74,2	74,2	74,2
	دراسات عليا	8	25,8	25,8	100,0
	Total	31	100,0	100,0	

الجنس



		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	ذكر	18	58,1	58,1	58,1
	انثى	13	41,9	41,9	100,0
	Total	31	100,0	100,0	

الخبرة سنوات عدد

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	سنوات 5 من اقل	10	32,3	32,3	32,3
	سنة 15 الى 5من	16	51,6	51,6	83,9
	20 الى 15 من سنة	5	16,1	16,1	100,0
	Total	31	100,0	100,0	

الوظيفي المستوى

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	ادارة تشغيلية	7	22,6	22,6	22,6
	ادارة وسطى	16	51,6	51,6	74,2
	عليا ادارة	8	25,8	25,8	100,0
	Total	31	100,0	100,0	

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations



		N	%
Observations	Valide	31	100,0
	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,676	17

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valid	31	100,0
	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,890	62

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations



		N	%
Observations	Valide	31	100,0
	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,658	10

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	31	100,0
	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,788	9

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observation	Valide	31	100,0



s	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,732	8

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observation s	Valide	31	100,0
	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,724	8

Echelle : ALL VARIABLES



Récapitulatif de traitement des observations

		N	%
Observations	Valide	31	100,0
	Exclu ^a	0	,0
	Total	31	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,599	10

Statistiques descriptives

N	Minimum	Maximum	Moyenne	Ecart type
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تنظيمية هياكل شركتنا اعتمدت وصنع التعاون لتحسين جديدة القرار	31	3	5	4,10	,700
متعددة أو رشيقة فرقا نستخدم الابتكار جهود لدعم الوظائف	31	2	5	4,16	,735
مؤسستنا في القيادة تدعم وتقودها الابتكار مبادرات بنشاط	31	3	5	4,16	,523
على الموظفين تشجيع يتم جديدة أفكار وتجربة المخاطرة	31	3	5	4,23	,669
المستمر للتعلم قوية ثقافة هناك مؤسستنا داخل	31	3	5	4,06	,680
بالمرونة التنظيمي هيكنا يسمح للتغيير السريعة والاستجابة	31	2	5	4,23	,762
القيم من يتجزأ لا جزء الابتكار لها تروج التي والسلوكيات شركتنا	31	2	5	4,03	,752
التواصل الشركة ثقافة تدعم عبر المعرفة ومشاركة المفتوح المختلفة الأقسام	31	3	5	4,29	,643
في التنظيمية التغييرات ساعدت من أخرى أشكال على الحفاظ المثال، سبيل على) الابتكار (والعمليات المنتجات،	31	3	5	4,19	,477
مما منخفضة، التغيير مقاومة المبتكرة الأفكار بتنفيذ يسمح أكبر بسهولة	31	1	5	4,16	,969
الثقافي و_ التنظيمي_ الابتكار	31	3,50	4,70	4,1613	,32729
N valide (liste)	31				

Statistiques descriptives

N	Minimu m	Maximu m	Moyenn e	Ecart type
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كبيرة تغييرات شركتنا أجرت وتقديمها القيمة خلق كيفية على للعملاء	31	2	5	4,03	,752
جزءًا الأعمال نموذج ابتكار يعد الاستراتيجي توجهنا من أساسيًا	31	2	5	4,13	,806
إيرادات نماذج استكشفتنا لقد المثال، سبيل على) بديلة الدفع أو المجانية أو الاشتراك الاستخدام مقابل	31	1	5	3,97	,912
عملياتها هيكله مؤسستنا أعادت مع أفضل بشكل لنتماشى الناشئة السوق اتجاهات	31	1	5	4,06	,892
لتعطيل فرص عن بنشاط نبحت من التقليدية الصناعة ممارسات مبتكرة أعمال نماذج خلال	31	1	5	3,87	,846
لدينا القيمة عرض تطور لقد الأخيرة السنوات في كبير بشكل	31	1	5	3,97	,836
على القائمة الخدمات نماذج تُعد الخدمات نماذج أو المنصة لاستراتيجية أساسية الرقمية أعمالنا	31	3	5	4,26	,631
نموذج في الابتكار مكننا إلى الوصول من الأعمال العملاء من جديدة شرائح	31	3	5	4,23	,560
نموذج في الابتكارات أدت قدرتنا تحسين إلى أعمالنا الطويل المدى على التنافسية	31	3	5	4,03	,547
الاعمال نماذج ابتكار	31	2,44	4,78	4,0609	,46599
N valide (liste)	31				

Statistiques descriptives

N	Minimu m	Maximu m	Moyenn e	Ecart type
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منتجات تقديم الى الشركة تسعى المنافسين من اقل بأسعار	31	2	5	3,87	,922
تقليل على الشركة تعتمد الكفاءة لزيادة التشغيلية التكاليف	31	3	5	4,35	,608
تحسين الى الشركة تهدف التكاليف لتقليل الانتاجية	31	3	5	4,19	,477
بشكل مواردها الشركة تستخدم التكاليف لخفض فعال	31	3	5	4,13	,619
من الشركة تتمكن بأسعار للعملاء قيمة تقديم منخفضة	31	2	5	4,03	,706
او تقنيات على الشركة تعتمد عمليات	31	3	5	4,03	,657
فرص الشركة في يتوفر المعلومات تكنولوجيا لاستخدام الشركات امتلاكها تستطيع لا الأخرى	31	2	5	3,87	,718
الأفراد باستقطاب الشركة تعتنى والكفاءة العلمية المؤهلات ذوي العلمية.	31	3	5	4,19	,654
عن جيدة بخدمات الشركة تتميز المنافسة الشركات باقي	31	3	5	4,35	,608
جودة ذات منتجات الشركة تقدم بالمنافسين مقارنة اعلى	31	3	5	4,29	,643
او منتجات بابتكار الشركة تتميز فريدة خدمات	31	4	5	4,39	,495
مميزة تجربة بتقديم الشركة تهتم للعملاء فريدة و	31	3	5	4,23	,560
تجارية بعلامة الشركة تعرف متميزة و قوية	31	4	5	4,55	,506
تطوير على الشركة تحرص لتلائم مستمر بشكل منتجاتها السوق احتياجات	31	2	5	4,32	,653
و التصميم على الشركة تركز منتجاتها تقديم في الابتكار	31	4	5	4,45	,506
ولاء تحقيق الى الشركة تهدف في التميز خلال من العملاء الخدمات	31	3	5	4,23	,560
التكيف بسرعة الشركة تتميز احتياجات و التغييرات مع العملاء .	31	3	5	4,35	,551
التنافسية_الميزة	31	3,47	4,76	4,2258	,25053



N valide (liste)	31				
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Statistiques descriptives

	N	Minimu m	Maximu m	Moyenn e	Ecart type
على الكبيرة التحسينات جزء هي الحالية المنتجات الابتكار استراتيجية من اساسي لدينا	31	3	5	4,45	,675
دورا المنتجات ابتكار يلعب في تميزنا كيفية في محوريا السوق	31	4	5	4,52	,508
في بكثافة مؤسستنا تستثمر لدفع (R&D) والتطوير البحث المنتجات ابتكار	31	2	5	4,13	,670
العملاء روى استخدام يتم لتوجيه فعال بشكل وملاحظاتهم المنتجات ابتكار جهود	31	2	5	3,90	,790
المنتجات طرح عمليات عززت علامتنا شهرة من الجديدة التجارية	31	3	5	4,23	,560
على المنتجات ابتكار ساعد لشركتنا العملاء ولاء زيادة	31	3	5	4,26	,631
من أول نكون أن إلى نهدف في مبتكرة منتجات يطرح ممكناً ذلك كان كلما السوق	31	3	5	4,32	,702
منتجاتنا تطوير عملية تشمل الذي التصميم مبادئ على المستخدم يحركه	31	3	5	4,26	,575
المنتجات_ ابتكار	31	3,14	4,86	4,2765	,37785
N valide (liste)	31				

Statistiques descriptives

	N	Minimu m	Maximu m	Moyenn e	Ecart type
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إلى باستمرار مؤسستنا تسعى المنتجات إنتاج طريقة تحسين تسليمها أو الخدمات أو	31	3	5	4,26	,631
أو للإنتاج جديدة تقنيات طبقاً الأخيرة السنوات في التسليم	31	2	5	3,87	,846
في العمليات في الابتكار أدى ملحوظة تخفيضات إلى شركتنا التشغيلية التكاليف في	31	2	5	3,87	,846
الداخلية عملياتنا تحديث يتم الإنتاجية لتعزيز بانتظام والكفاءة	31	3	5	4,10	,651
في هاماً دوراً الأتمتة لعبت التجارية عملياتنا تحسين	31	3	5	4,23	,617
سلسلة تحسينات في نستثمر في الابتكار لدعم التوريد العمليات	31	3	5	4,19	,543
في العمليات تغييرات ساعدتنا المنتج جودة ثبات على الحفاظ الخدمة أو	31	3	5	4,19	,543
أدخلناها التي التحسينات عززت في التنافسية قدرتنا عملياتنا على السوق	31	3	5	4,26	,575
العمليات_ ابتكار	31	3,00	4,88	4,1210	,39328
N valide (liste)	31				

Statistiques descriptives

	N	Minimu m	Maximu m	Moyenn e	Ecart type
مع بنشاط شركتنا تتعاون مثل) خارجيين شركاء الناشئة الشركات أو الجامعات الابتكار لدفع (المنافسين أو	31	2	5	4,10	,790
في المشاركة في العملاء نشرك الخدمات أو المنتجات ابتكار	31	3	5	4,23	,560
جزء الخارجية والتقنيات الأفكار لدينا الابتكار عملية من مهم	31	2	5	4,16	,688
ترخيص على منفتحون نحن خارجية مصادر من التقنيات الابتكار لتعزيز	31	3	5	4,32	,599



أو تقنيات مؤسستنا تشارك كيانات مع مختارة ابتكارات أو الترخيص خلال من أخرى الشراكات	31	3	5	3,97	,657
على المفتوح الابتكار ساعدنا في الخدمات أو المنتجات طرح أسرع بشكل السوق	31	3	5	3,97	,547
لدمج بها معمول أنظمة لدينا البحث مع الخارجية المعرفة الداخلي والتطوير	31	2	5	4,06	,814
جهات مع التعاون أدى وقد أكثر ابتكارات إلى خارجية متطورة ابتكارات أو جذرية	31	3	5	4,10	,651
على الانفتاح على قيادتنا تشجع خارج من والحلول الأفكار المؤسسة.	31	3	5	4,35	,661
عنصر هو المفتوح الابتكار الابتكار استراتيجية في أساسي لدينا الشاملة	31	3	5	4,23	,717
المفتوح_الابتكار	31	3,40	4,60	4,1484	,33354
N valide (liste)	31				