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Innovative marketing and its role in enhancing competitive advantage with application to the wireless telecommunications sector

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Abstract

This study empirically examines the role of innovative marketing practices in promotion as a driver of competitive advantage within Iraq's telecommunications sector. It addresses the market's service homogeneity and undifferentiated promotional campaigns, which have resulted from inadequate adoption of innovative promotional tools and subsequent market share erosion. The hypothesis posited a statistically significant relationship between promotional innovation and competitive advantage. Using a descriptive research design, 250 questionnaires were administered to a random sample of industry professionals. Results confirmed a significant positive correlation ($p < 0.01$) between marketing innovation and competitive enhancement.

The study recommends that firms adopt innovative promotional strategies and tailored marketing mixes to achieve competitive differentiation and organizational objectives.

Keywords: Innovative marketing, digital marketing, telecommunications sector, competitive advantage

Introduction

Promotion is considered one of the most important elements of the marketing mix. It can work to create a good mental image among customers about the establishment and its products and achieve their satisfaction, which provides it with a sustainable competitive advantage that enables it to maintain its market share.

Importance of the Study

The importance of promotional activities lies in introducing the services and products offered by telecommunications companies. Furthermore, promotion significantly contributes to creating and improving the mental image among customers and provides companies with a sustainable competitive advantage that enables them to achieve their goals of increasing their market share.

Objectives of the Study

1. This study seeks to achieve several objectives, the most important of which are:
2. Identifying the various aspects of promotional marketing innovation in telecommunications companies.
3. Clarifying the significant role that marketing innovation in promotion can play in enhancing companies' competitive advantage.
4. Studying and analyzing the problems faced by telecommunications companies regarding selecting the appropriate promotional mix that enables them to achieve their goals and recommending solutions.

Problem of the Study

and persuade their customers, which has led to a reduction in their market shares. The problem can be formulated in the following question: What is the role of marketing innovation in promotion in enhancing the competitive advantage of telecommunications companies operating in Iraq?

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Study Hypotheses

This study is based on the hypothesis stating: There is a statistically significant relationship of marketing innovation in promotion on enhancing the competitive advantage of telecommunications companies.

Study Methodology

The study followed the descriptive approach to identify the role of marketing innovation in promotion in enhancing the competitive advantage of telecommunications companies operating in Iraq. To achieve the research objectives and analyze the collected data, several appropriate statistical methods were used (SPSS - AMOS). The following statistical measures were employed:

1. Frequencies and percentages to identify the personal and functional characteristics of the research population members and determine their responses to the phrases of the main axes included in the research questionnaire.
2. Bar charts.
3. Arithmetic mean to determine the extent of high or low responses of the research members regarding the main axes (average of statement averages), noting that it is useful for ranking the axes according to the highest arithmetic mean.
4. Standard deviation to identify the deviation of the research members' responses for each phrase of the research variables and for each main axis from their arithmetic mean.
5. Pearson correlation coefficient to measure the validity of the research instrument.
6. Confirmatory Factor Analysis to verify the construct validity of the research questionnaire dimensions.
7. Cronbach's alpha coefficient to measure the reliability of the research questionnaire.

Information Sources

This research relied on its sources on:

- A. Primary sources of information, which are observation, interviews, and the questionnaire.
- B. Secondary sources, which include references, scientific journals, research, university theses, and reports.

Study Limitations

1. **Spatial limitations:** Include the main departments of telecommunications companies operating in Iraq.
2. **Time limitations:** 2020 – 2024 AD.
3. **Human limitations:** Employees of wireless telecommunications companies operating in Iraq.

Preamble

Consumers in their buying behavior are influenced by a number of influences; most of these influences are beyond the organization's control, but a number of them can be controlled and managed by the organization. These marketing stimuli, which are at the organization's disposal, are known as the marketing mix (Al-Libdi, 2025, p. 440)^[10]. The marketing mix truly represents the executive tool for marketing as a whole, it is the core of the marketing strategy implemented in the market, and thus the decisions made in the field of the marketing mix are primarily based on the organization's precise understanding of the target market. This marketing mix is successful to the extent that it satisfies the needs and wants of consumers (Faraj, 2025, p. 270)^[25].

1- Promotion

Promotion is one of the four important factors of the marketing mix elements. Promotion aims to communicate information about goods to buyers to influence the buying behavior of the buyer audience (Hanna, 2010, p. 301).

2- Concept of Promotion

Promotion can be defined as that multi-form element interacting with other elements of the marketing mix, aimed at achieving communication with the external environment. It communicates what companies offer of goods, services, or ideas that satisfy the needs and wants of consumers, whether individuals or institutions, according to their capabilities and expectations (Obeidat, 2002, p. 337).

3- Promotion Objectives

Promotion aims to achieve the following

1. Introducing consumers of various categories to the product or service offered from time to time.
2. Attempting to persuade target and potential consumers of the benefits or advantages provided by the product or service, which will satisfactorily satisfy their needs and wants.
3. Providing various information and data about the product or service to current and potential consumers.
4. Working to change the attitudes, opinions, and behavioral patterns of consumers in the target markets towards attitudes and opinions consistent with the organization's strategy (Al-Zilai, 2025^[11], p. 85).

Factors Influencing the Choice of Promotional Mix

1. Factors that can influence the selection of promotional mix elements include:
2. Target market.
3. Nature of the product.
4. Stage in the product life cycle.
5. Available financial allocations.
6. Nature of prevailing competition, which may require a different arrangement of the promotional mix.

Elements of the Promotional Mix

The term Promotional Mix refers to the set of promotional activities planned and executed by the establishment. The traditional promotional mix usually consists of four elements: Advertising, Personal Selling, Sales Promotion, and Publicity/Public Relations. The promotional mix consists of a number of elements or activities supporting the promotional activity (Faraj, 2025, p. 274)^[25], which are:

1. Advertising

It can also be defined as a non-personal means of presenting goods, services, or ideas by a known sponsor for a certain fee through public communication media (Hadhfani, 2024, p. 1118)^[15].

The importance of advertising stems from it being the dynamic and effective element of the promotional mix. It creates awareness and stimulates need among consumers regarding the advertised goods. The importance of advertising can also be highlighted as it provides necessary information about product characteristics that help the consumer make the appropriate purchase decision. Advertising also plays an important role in distributing goods and services, especially when these goods are similar in characteristics (Al-Libdi, 2025, p. 441)^[10].

The advertising objective is a specific communication task to be accomplished with a specific target audience over a specific period. The main objectives of advertising can be summarized as follows:

1. Changing the tendencies, attitudes, and behavior of potential consumers.
2. Creating demand for a specific product in an initial stage.
3. Opening new horizons for markets that did not exist before directing the advertising campaign, thus providing an opportunity for the advertising project to market goods and services.

With the increasing importance of advertising and the critical role it plays in the marketing activity of projects, management began practicing different methods for determining the amounts to be allocated for advertising expenditure:

1. Affordability.
2. Percentage of sales.
3. Budget based on matching competitors.
4. Objective and task method.

Secondly - Personal Selling

Personal selling is defined as that activity of promotion that involves the sales representative meeting the end consumer or industrial buyer face-to-face to introduce them to the characteristics of the product or service and persuade them to buy it. It can also be defined as a two-way communication method between the seller and the buyer directly to achieve the appropriate influence on the individual or target group of the sales process (Ben Sahih, Nabila, 2025, p. 55) ^[13]. Personal selling is characterized by a number of advantages, the most important of which are:

1. Personal selling minimizes wasted sales efforts to the lowest possible extent, as it deals directly with the end consumer.
2. Personal selling provides marketing management with important data about consumer tendencies and attitudes.
3. The personal selling method is quite flexible, as the sales approach, customer treatment, language of communication, and how to influence them can be easily and quickly modified to suit the buyer's mentality, nature, and circumstances (Al-Sumaidaie, 2015, p. 233) ^[7].
4. The personal factor in the relationship between the sales representative and the client is an important factor in the purchase decision.
5. Among the most important disadvantages of personal selling are:
6. The salesperson's inability to serve several people at once.
7. High costs of personal selling due to high wages and commissions for salespeople.
8. There may be a negative influence from some incompetent salespeople.

Thirdly - Sales Promotion

Sales promotion refers to the efforts and plans devoted particularly to maximizing sales through various means, mechanisms, and tools, such as organizing specialized and comprehensive exhibitions, participating in national, regional, and international commercial, industrial, and agricultural fairs, organizing competitions, and offering sales incentives.

Types of Sales Promotion Tools

The purpose of sales promotion tools is to create an effective incentive for the buyer to push them to make a purchase decision by using a number of means such as temporary price reductions on the product (Al-Libdi, 2025, p. 442) ^[10], or offering free gifts with the product, or using competitions where winning consumers receive financial and product prizes (Abu Al-Naja, 2011, p. 155) ^[2]. Sales promotion is divided into two categories:

A. Consumer-oriented sales promotion: Organizations use a variety of promotional tools, the most important of which are:

- Samples.
- Coupons.
- Prizes.

B. Trade-oriented and business-to-business sales promotion: Organizations employ a different number of promotional tools in this type of sales promotion, the most important of which are:

- Incentives.
- Discounts.

Allowances, which are amounts of money offered by producers to retailers in return for making additional arrangements to serve these producers' products.

Fourthly - Publicity

A non-personal means of stimulating demand, where the person or project benefiting from it does not pay a fee or price for it. If well executed, it contributes to enhancing the reputation and standing of the project, especially if it appears differently from a paid advertisement (Faraj, 2025, p. 279) ^[25]. Publicity as a promotional tool is characterized by advantages, the most important of which are:

- Credibility: the audience tends to believe published messages more than advertisements, as they often take a news character and come from a reliable source.
- Publicity usually has more space for presenting information, unlike advertising.
- Lower costs of publicity compared to advertising.

Innovation

Innovation has multiple definitions that vary according to the perspectives, scientific interests, and schools of thought of researchers. Innovation can be defined based on personality traits (Abu Al-Naja, 2008, p. 254) ^[2], or a person's output, or the process, or innovativeness as a lifestyle in the environment. Innovation is of great importance in achieving the following:

- Reducing expenses.
- Increasing productivity.
- Improving performance.
- Creating and developing new products.
- Creating new markets.
- Creating new job opportunities.

Innovative Marketing (Marketing Innovation)

Innovative marketing (or marketing innovation) means putting new or unconventional ideas into actual practice in marketing practices. The concept of innovation generally does not differ, or innovation in fields other than marketing, as it can be considered the successful exploitation of new

ideas, and what applies to one or the other applies to it. It can be introduced as a system, can be learned, and can be practiced (Hadhfani, 2024, p. 1120) ^[15].

Importance of Innovative Marketing

There is no disagreement about the importance of innovative marketing, whether for the organizations that use it, the customers who benefit from it, or society in general. For organizations that use innovative marketing, it can provide them with a competitive advantage through their distinction from competitors, their mental image and reputation, and similar factors that help achieve such an advantage. This leads to positive results represented by maintaining or increasing their market share, increasing their sales and profits, and potentially reaching a leadership position in the market, thus gaining new customers and retaining current ones (Al-Libdi, 2025, p. 444) ^[10].

Requirements of Innovative Marketing

Adopting and applying innovative marketing is not an easy task, as there are a number of requirements that must be available in organizations wishing to adopt it so that they can do so. The requirements of innovative marketing refer to the elements or variables that must be available in organizations so that they can adopt, apply, and benefit from it in achieving their goals. The requirements of innovative marketing can be divided into five main groups:

- Administrative and organizational requirements.
- Requirements related to information.
- Requirements related to managing marketing personnel.
- Requirements related to the feasibility and evaluation of marketing innovations.

Miscellaneous requirements: Among the most important are

- Anticipating resistance to marketing innovation and being prepared to deal with it.
- Balance in the field of innovative marketing.
- Realizing the importance of the time element.

Competitiveness

Organizations actively strive to remain in the market and continue in their field of work, but this is not achieved easily and simply. They face intense and strong competition, and to cope with that and achieve their desired goals, they must possess a competitive advantage through which they express their uniqueness compared to other organizations in the same industry (Hadhfani, 2024 *et al*, p. 1125) ^[15]. There are three levels of competitiveness:

Competitiveness at the country level: Competitiveness at the country level was defined as the ability of the national economy to achieve sustainable rates of economic growth calculated by the annual rates of change in per capita income (Arab Planning Institute) (Faraj, 2025, p. 281) ^[25].

Competitiveness at the sector level: It is the ability of companies in a specific industrial sector in a country to achieve continuous success in international markets without relying on government support and protection.

Competitiveness at the enterprise level: Enterprise competitiveness was defined as the ability to withstand competitors in order to achieve goals of profitability,

growth, stability, expansion, innovation, and renewal. Enterprise competitiveness was also defined as the ability of the enterprise to perform its work in a way that is difficult for its competitors to imitate.

Importance of Competitive Ability

The importance of competitive ability stems from the fact that it works to:

1. Provide the appropriate competitive environment for achieving efficiency in allocating and using resources.
2. Encourage creativity and innovation, leading to improved and enhanced productivity.
3. Raise the level of production quality, improve performance, and improve consumers' standard of living by reducing costs and prices.
4. Additionally, competitiveness helps eliminate the most important obstacles facing the improvement of efficiency and productivity, namely the problem of the local market, which prevents benefiting from large-scale economies.

Competitive Advantage

No organization can adopt or possess a competitive advantage without elevating its performance to a level where it surpasses other competitors for an appropriate period, which may be long or short depending on its ability to maintain and sustain its competitive advantage. The competitive advantage represents the critical strategic element that provides a fundamental opportunity for the organization to achieve continuous profitability compared to its competitors. Competitive advantage was also defined as a critical strategic element or factor that helps the organization achieve higher profitability rates than its competitors (lower cost or greater product differentiation compared to competitors).

Building Competitive Advantage:

There are several stages that competitive advantage goes through in the building process and its relationship to the time factor:

1. The process of building competitive advantage, which may be short or long depending on the specifics of the organization or the products it offers, the nature of the market it operates in, and the size of the prevailing competition therein.
2. The period of benefits that the organization reaps from achieving competitive advantage; it strives to be as long as possible and works to sustain it through the degree of complexity of the competitive advantage, making it difficult for competitors to easily imitate it (Al-Libdi, 2025, p. 447) ^[10].
3. The decline period means that the competitive advantage possessed by the company has become traditional and lost its influential power in the market.

Sources of Competitive Advantage

Regardless of the perspective in adopting the appropriate approach to building the organization's competitive advantage (Al-Taie, 2008, p. 156) ^[26], the ultimate goal is to adapt its capabilities and available potential to deliver outputs of greater value compared to what competitors offer. Sources of competitive advantage are achieved through:

- **Inputs:** The set of elements that affect the sustainability and continuity of the organization's work, represented by capital and financial assets, capabilities, human

resources, and information.

- **Processes:** Represented in all the activities and operations that take place within the organization to convert inputs into outputs, whether goods or services, achieving superiority in the market it operates in.

Determinants of Competitive Advantage

The company's competitive advantage is determined by two important variables or dimensions:

First dimension: Size of Competitive Advantage: Competitive advantage achieves the characteristic of sustainability if the company can maintain the advantage of lower cost or product differentiation in the face of competing companies trying to overcome or neutralize its effect (Hadhfani, 2024, p. 1132) ^[15].

Second dimension: Scope of Competition or Target Market: Scope expresses the breadth of the company's activities and operations aimed at achieving competitive advantages. A broad active scope can achieve cost economies compared to competing companies (Al-Ghanawi, 2024, p. 170) ^[9].

The Role of Marketing Innovation in Promotion in Enhancing Competitive Advantage:

Firstly - Innovation in the Field of Advertising

Advertising is the most widespread and known promotional tool by the public, and the most used by organizations when promoting their products. Several important observations can be reached that benefit marketing practitioners in general and advertising in particular. These observations are as follows:

1. Innovation in the field of advertising can support and aid innovation in one or more other areas of marketing.
2. Innovation in advertising, especially in the main headline, must be able to convey the required information, message, or idea. Here, the importance of the main headline in the advertising message must be emphasized because it is usually the key to the rest of the message parts)
3. There is great importance in testing the advertisement before generalizing its use, through a sample representative of the target audience to measure their reaction and avoid undesirable situations (Al-Osaimi, 2022, p. 1790) ^[8].
4. The innovative product leads to ease of advertising it.
5. The brand name of the product is more effective if it indicates the nature of the product.
6. Promotional innovation must take into account the prevailing social and ethical values in the society where it is used.
7. Avoid innovative advertising that offends competitors in one way or another.

Second - Innovation in Other Promotion Methods

1. Innovation in Personal Selling

Innovation can be employed in personal selling to activate and increase the chances of success of the sales process from its first stage (Al-Libdi, 2025, p. 450) ^[10], which is prospecting for potential customers, all the way to the final stage, which is follow-up. This can be achieved through:

2. Innovation in Publishing

This primarily concerns what is published, the timing of publication, and the appropriate medium for publication. It is therefore primarily linked to general marketing or management practices, which may be innovative. The innovative elements are then selected for publication (Faraj, 2025, p. 273) ^[25] to create the desired impact on the various audiences interacting with the establishment. Innovation can also lie in the methods relied upon to gain widespread advertising media.

3. Innovation in Sales Promotion

Sales promotion is a fertile area for innovation in marketing, and there are many innovative methods that contribute to it, the most important of which are:

- Innovative pricing methods.
- Loyalty incentives.
- Contests and games.

Applied Study

The wireless telecommunications sector in Iraq is one of the most vital sectors. This sector has achieved significant development recently, which has positively impacted many other sectors and greatly contributed to saving time and effort in accomplishing numerous tasks. Many telecommunications companies operating in Iraq have also sought to develop their infrastructure and expand their operational scope to increase their market share, improve their services, and avoid intense competition from other telecom companies.

Marketing innovation is considered one of the most important factors influencing the building of a competitive advantage, providing telecommunications companies with many opportunities to differentiate their performance and consequently achieve significant returns resulting from this differentiation whether by innovating new products and services or by improving existing ones. Telecommunications companies operating in Iraq provide their services amidst fierce competition, which has affected the market shares of these companies. They have introduced many services in the fields of communications and internet services that meet their customers' current needs (Jaradat, 2025, p. 35) ^[14].

The Communications and Postal Regulatory Authority is the regulatory body responsible for regulating communications and postal services in Sudan. Iraq is characterized by having advanced telecommunications networks. The Communications and Postal Regulatory Authority, as the regulator of the communications and postal sector in Iraq, oversees them, regulating all services in the sector, which include telephone, internet, and postal services.

The telecommunications companies operating in Iraq, numbering four companies, provide many services in the field of voice, data, and image transmission using the latest global technologies in communications and information. Promotion is one of the important elements of the marketing mix due to the significant role it plays in introducing the company's products and services (Al-Libdi, 2025, p. 485) ^[10].

All promotional offers are regulated by the National Telecommunications Authority according to the regulations governing promotional offers for telecommunications services and accompanying promotional advertisements.

The telecommunications companies operating in Iraq have carried out many promotional activities. The Sudatel Group,

for instance, placed great importance on supporting the company's promotional activities by implementing numerous campaigns for the products and services it offers, which included:

Advertising: This is the most widespread promotional activity that reaches customers and significantly impacts the company's sales level.

This was reflected in an increase in the number of subscribers for many pre-paid and post-paid services, as well as for mobile and fixed-line internet services. The Sudatel Group executed many advertising campaigns through:

- Advertisements on local radio stations and Iraqi satellite channels.
- Local newspapers.
- Outdoor billboards.

The Iraqi Telephone Company carried out many activities to promote the services and products it offers through advertising via:

- Advertising on radio and satellite channels.
- Local newspapers.
- Outdoor billboards.

As for MTN Communications, it promoted its services

through various advertising media, namely:

- Advertising in newspapers and satellite channels.
- Outdoor billboards.
- The website of MTN Communications Limited - Iraq.

Kunar Communications promoted its services through various advertising media, namely:

- Advertising in newspapers and satellite channels.
- Outdoor billboards.
- The company website.

Field Study Procedures

The population of the current research consists of all wireless telecommunications companies operating in Iraq. To achieve the objectives of the current research, the appropriate sample size for the Sudanese telecommunications companies was determined using a sample size table. It was found that the appropriate sample size for the research at a significance level of (0.05) and confidence limits of (0.95), according to the table data, is 346 individuals. The following table shows the number of questionnaires distributed, retrieved, and excluded from the Iraqi telecommunications companies.

Table 1: shows the number of questionnaires distributed and retrieved from the research population.

Company Name	Surveys	Returned Surveys	Excluded Surveys	Response Rate
Zain Iraq	50	45	5	21.7
Korek Telecom	50	40	4	17.3
Asia Cell	50	40	2	8.6
ISPT Iraq	50	40	5	21.7
One Touch Iraq	50	42	2	8.6
Fine	50	41	3	13.0
Iraqi Communications	50	42	2	8.6
Total	350	290	23	100

Source: Prepared by the researcher, field study data, 2024 AD.

Table (1) shows that the expected research sample size to be distributed to the four telecommunications companies is (350) questionnaires. The total number distributed was (350) questionnaires, representing approximately 72.3% of

the total targeted research sample of (500) questionnaires. This is considered a high representation rate and is capable of achieving the objectives of the current research.

Characteristics of the Study Sample Population

Table 2: Shows the distribution of the research sample individuals by gender

Gender	Frequency	(%)
Male	83	41.9
Female	115	58.1
Total	198	100

Source: Prepared by the researcher, field study data, 2024 AD.

The statistical indicators in Table (2) show that the majority, 58.1%, of the research sample are females, while the

percentage of males is 41.9%.

Table 3: shows the distribution of the research sample individuals according to age.

Gender	Frequency	(%)
Less than 30 years	84	42.4
30 – 40 years	84	42.4
41 – 50 years	25	12.6
51 – 60 years	5	2.6
Total	198	100

Source: Prepared by the researcher, field study data, 2024 AD.

The statistical indicators in Table (3) show that 84.8% of the research sample are 40 years old or younger, while the

percentage of those older than 40 is 15.2%.

Table 4: shows the distribution of the research sample individuals by educational qualification.

Gender	Frequency	(%)
Diploma or less	13	6.6
Bachelor's degree	127	64.1
Master's degree	53	26.8
Doctorate degree	5	2.5
Total	198	100

Source: Prepared by the researcher, field study data, 2024 AD.

The statistical indicators in Table (4) show that the majority of the research sample, comprising 64.1%, hold a bachelor's degree, followed by 26.8% holding a master's degree, 6.6%

holding a diploma or less, and 2.5% holding a doctorate degree.

Table 5: Shows the distribution of the research sample individuals by job variable.

Gender	Frequency	(%)
Deputy Director	2	1
Department Manager	8	4
Head of Department	26	13.1
Employee	162	81.8
Total	198	100

Source: Prepared by the researcher, field study data, 2024 AD.

The statistical indicators in Table (5) show that the majority of the research sample, comprising 81.8%, are employees,

followed by 13.1% who are heads of departments, 4.0% who are department managers, and 1.0% who are directors.

Table 6: Shows the distribution of the research sample individuals by experience variable.

Gender	Frequency	(%)
Less than 5 years	90	45.4
5 – 10 years	52	26.3
11 – 15 years	35	17.7
16 – 20 years	17	8.6
More than 20 years	4	2.0
Total	198	100

Source: Prepared by the researcher, field study data, 2024 AD.

The statistical indicators in Table (6) show that the majority of the research sample, comprising 71.7%, have 10 years of

experience or less, while 28.3% have 11 years of experience or more.

Table 7: Shows the distribution of the research sample individuals according to the training courses variable.

Gender	Frequency	(%)
I have not taken any courses	41	20.7
One course	33	16.7
Two courses	25	12.6
Three courses	35	17.7
More than three courses	64	32.3
Total	198	100

Source: Prepared by the researcher, field study data, 2024 AD.

Statistical indicators from Table (7) reveal that 20.7% of the research sample had not received any training courses, while 16.7% had received one training course, 12.6% had received two courses, 17.7% had received three courses, and 32.3% of the research sample had received more than three training courses.

The Study Instrument

To achieve the research objectives and answer its questions and hypotheses, the researcher used a questionnaire as a tool to collect data and information related to the research. After reviewing previous studies and their theoretical frameworks concerning the role of marketing innovation in enhancing the competitive advantage of wireless telecommunications

companies operating in Iraq, the questionnaire was prepared in its initial form as a tool for gathering the necessary research data. The researcher adopted a closed-ended format that specifies the potential responses for each statement. When formulating the questionnaire statements, the following was considered:

1. The clarity of the statement and its relevance to the axis.
2. Ensuring the statement does not imply more than one idea or meaning.
3. Avoiding words that carry multiple meanings.
4. The clarity of the statement's wording and the avoidance of ambiguity.

Description of the Questionnaire

The questionnaire consists of two main parts as follows:

Part One: Represents the primary data of the research population individuals, which includes (Gender, Age groups, Educational qualification, Current job position, Work experience, Number of training courses).

Part Two: Contains the questionnaire statements and consists of 30 statements related to the research variables. The responses were graded according to a five-point Likert scale, ranging from Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, to Strongly Disagree = 1. These items are summarized in the following axes

1. The First Axis: This axis included 22 statements measuring Marketing Innovation.

2. The Second Axis: This axis included 8 statements measuring Competitive Advantage.

The statements in the first and second axes were formulated according to a five-point Likert scale (Very Large / Large / Medium / Small / Not Available). The statements in the third axis were formulated according to a five-point Likert scale (Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree).

Scoring the Study Instrument

To facilitate the interpretation of the results, the researcher used the following method to determine the response level for the instrument items. Weights were assigned to the alternatives shown in Table (8) for statistical processing as follows:

Table 8: Likert Scale Scores

Likert Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Sample	5	4	3	2	1

Source: Prepared by the researcher, field study data, 2024 AD.

Then, those answers were classified into five equal-range levels as follows:

Table 9: Distribution of categories according to the grading scale used in the research instrument.

Category	Description	Range of Means
First	Strongly Agree / Very High Practice	From 4.21 – 5.00
Second	Agree / High Practice	From 3.41 – 4.20
Third	Neutral / Moderate Practice	From 2.61 – 3.40
Fourth	Disagree / Low Practice	From 1.81 – 2.60
Fifth	Strongly Disagree / Very Low Practice	From 1.00 – 1.80

Source: Prepared by the researcher, field study data, 2024 AD.

Indicators of Validity and Reliability for the Study Questionnaire:

The psychometric indicators of the questionnaire include the following:

First: Indicators of Questionnaire Validity

The researcher ensured the validity of the questionnaire through: the face validity of the questionnaire (expert validity) and the internal consistency validity of the

questionnaire, as follows:

- **Face Validity of the Questionnaire (Expert Validity)**
- **Internal Consistency Validity of the Questionnaire**

To verify the internal consistency validity of the research questionnaire, the researcher calculated Pearson correlation coefficients between each item and the total score of the dimension it belongs to, as shown in the following tables:

Table 10: Distribution of categories according to the grading scale used in the research instrument.

Research Axes	Description
First Dimension - Marketing Innovation in Promotion:	
The company promotes its services through all advertising media.	0.89 **
The company formulates its advertising campaigns in an innovative manner.	0.90 **
The company surveys its customers to identify their needs.	0.81 **
The company strives to innovate new ways to promote its services.	0.83 **
The company's advertising campaigns are well-planned.	0.89 **
Second Dimension - Competitive Advantage:	
The company produces its services at the lowest possible cost to maintain its market share.	0.50 **
The quality of the service provided by the company is distinguished compared to competitors.	0.81 **
The company keeps pace with technological developments and designs products to suit fluctuations in the service market.	0.82 **
The company has high flexibility in responding to changes in customer needs.	0.83 **
The company has sufficient readiness and ability to work in an unstable and challenging environment.	0.74 **
The company adapts its goals and strategies according to the prevailing competitive conditions.	0.76 **
The company has sufficient knowledge of the time needed to launch a new product in the market.	0.81 **
The company responds to customer requests with sufficient speed.	0.83 **

Source: Prepared by the researcher, field study data. The correlation is significant at the 0.01 level.

It is evident from the statistical indicators of internal consistency (Pearson correlation) between each item and the total score of the Promotion dimension to which it belongs, as shown in Table (10), that they range from 0.81 to 0.90, and within the Competitive Advantage Enhancement

dimension, they range from 0.55 to 0.83. All of these are significant correlation indicators at the 0.01 level of significance. This confirms that the dimensions of the research tool are valid for what they were designed to measure.

Table 11: Distribution of categories according to the grading scale used in the research instrument.

No.	Research Dimensions	Correlation Coefficient
1	Marketing Innovation in Promotion	0.89 **
2	Competitive Advantage	0.91 **

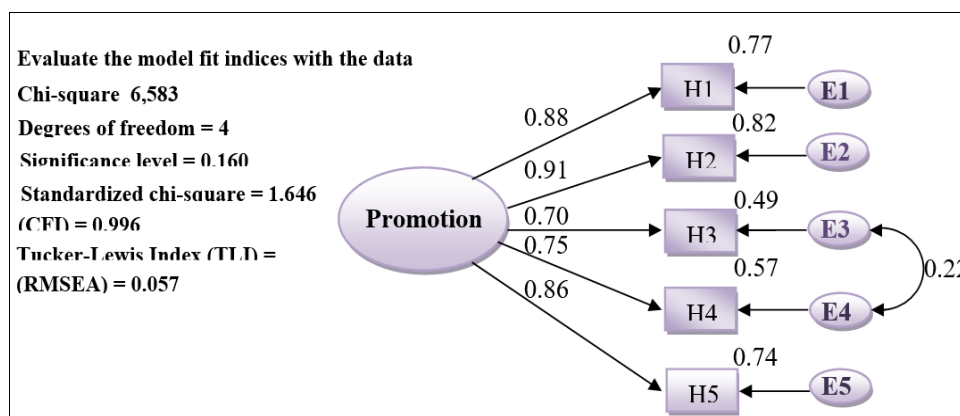
Source: Prepared by the researcher, field study data. The correlation is significant at the 0.01 level.

It is evident from the statistical indicators of Pearson's internal consistency between the total score of each dimension and the total score of the questionnaire in Table (11) that they range from 0.89 to 0.91, all of which are statistically significant at the 0.01 level of significance. This indicates that the dimensions of the questionnaire are valid or what they were designed to measure.

Confirmatory Factor Analysis (CFA) Validity for the

Study Questionnaire Dimensions

The confirmatory construct validity of each dimension of marketing innovation and competitive advantage is assessed based on model fit indices. The chi-square value should be non-significant, and the chi-square/df ratio should be less than 5. Meanwhile, the Comparative Fit Index (CFI) and the Tucker-Lewis Index (TLI) should be 0.90 or higher. The Root Mean Square Error of Approximation (RMSEA) is preferably between 0.06 and 0.08.



Source: Prepared by the researcher, field study data. The correlation is significant at the 0.01 level.

Fig 1: The Confirmatory Structural Model of Marketing Innovation in Promotion.

As illustrated in the above confirmatory factor analysis model, the factor loadings of the items related to the marketing innovation in promotion dimension range between 0.70 and 0.91 all significantly exceeding the 0.50 threshold. This confirms the construct validity of the marketing innovation in promotion dimension.

Regarding the model fit indices of the confirmatory factor structure, the chi-square value is $\chi^2 = 6.583$, which is not statistically significant ($p\text{-value} = 0.160 > 0.05$). Additionally, the relative chi-square ratio (χ^2/df) is $1.646 < 5$. The comparative fit index ($CFI = 0.996$) and the Tucker-

Lewis index ($TLI = 0.991$) further support the model's excellent fit. Moreover, the root mean square error of approximation ($RMSEA = 0.057$) falls within the acceptable range of approximately 0.06 to 0.08.

Based on these results, the researcher concludes that the items measuring the marketing innovation in promotion dimension are valid and reliably capture the intended construct, demonstrating a strong association with the concept of promotion.

Reliability of the Research Questionnaire:

Table 12: Cronbach's Alpha Reliability for the Sub-Dimensions and the Overall Questionnaire.

No	Research Dimensions	Number of Items	Correlation Coefficient
1	Marketing innovation in promotion	5	0.91
2	Competitive advantage	8	0.90
	Total questionnaire score	13	0.94

Source: Prepared by the researcher, field study data. The correlation is significant at the 0.01 level.

Table (12) presents statistical indicators showing that Cronbach's alpha coefficients for the dimensions of the research questionnaire range between 0.90 and 0.91. Furthermore, the overall Cronbach's alpha reliability coefficient for the entire questionnaire reached 0.94. All

these values are statistically significant and reliable

indicators of consistency. The reliability of the research questionnaire is considered statistically significant when Cronbach's alpha coefficient is > 0.60 , and vice versa.

Accordingly, the researcher has verified the validity and reliability of the research questionnaire.

Statistical Processing Methods

To achieve the research objectives and analyze the collected data, several appropriate statistical methods were employed using the Statistical Package for the Social Sciences (SPSS) and the Analysis of Moment Structures (AMOS) software for structural equation modeling. The following statistical measures were used:

1. Frequencies and Percentages: To identify the personal and functional characteristics of the research population members and determine their responses to the items of the main axes included in the research questionnaire.
2. Bar Charts.
3. Arithmetic Mean: To determine the level (high or low) of the respondents' answers regarding the main axes (mean of item means). It is useful for ranking the axes according to the highest arithmetic mean.
4. Standard Deviation: To identify the deviation of the respondents' answers for each item of the research variables and for each main axis from their arithmetic mean. The standard deviation indicates the dispersion in the responses of the research population members for each item of the research variables, as well as for the main axes. The closer the value is to zero, the more concentrated the responses and the lower their dispersion on the scale.

5. Pearson Correlation Coefficient: To measure the validity of the research instrument and the pattern of the linear relationship between variables.
6. Confirmatory Factor Analysis (CFA): To verify the construct validity of the dimensions of the research questionnaire.
7. Cronbach's Alpha Coefficient: To measure the reliability of the research questionnaire.

Academic Translation into English

Study Hypothesis

The research hypothesis states that "There is a statistically significant relationship between marketing innovation in promotion and enhancing the competitive advantage of telecommunications companies".

Results of the Study Hypotheses

The hypothesis, which states that "There is a statistically significant relationship between marketing innovation in promotion and enhancing the competitive advantage of telecommunications companies," was tested. To verify the results of the first hypothesis, the researcher calculated the arithmetic mean and standard deviation for both marketing innovation in promotion and enhancing competitive advantage. Subsequently, the Pearson correlation coefficient between marketing innovation in promotion and competitive advantage was computed. The results of this analysis are presented in the following table:

Table 13: Cronbach's Alpha Reliability for the Sub-dimensions and the Total Score of the Questionnaire.

Variable	Arithmetic Mean	Standard Deviation	Pearson's r	Significance	Hypothesis Result
Marketing Innovation in Promotion	17.95	5.29	0.755 **	0.000	There is a relationship
Competitive Advantage	28.38	7.12			

Source: Prepared by the researcher, field study data. The correlation is significant at the 0.01 level.

As evidenced by the statistical indicators in Table (13), the arithmetic mean of the total score for marketing innovation in promotion is 17.95 with a standard deviation of 5.29, while the arithmetic mean of the total score for competitive advantage reached 28.38 with a standard deviation of 7.12. Furthermore, the linear correlation coefficient between the two variables was 0.755, which is statistically significant at a significance level of $p < 0.000 < 0.05$.

Based on these results, the researcher concludes that there is a statistically significant linear relationship between marketing innovation in promotion and competitive advantage. This indicates that an increase in the degree of marketing innovation in promotion leads to an increase in the degree of competitive advantage for telecommunications companies. Consequently, the third sub-research hypothesis is accepted.

Study Results

1. There is a statistically significant positive linear relationship at a significance level of 0.01 between marketing innovation in promotion and competitive advantage.
2. The services and products offered by telecommunications companies are promoted through all advertising media.
3. Telecommunications companies rely heavily on television advertising to promote their services and

- products.
4. Advertising campaigns are formulated in an innovative manner.
5. Telecommunications companies survey their customers' opinions regarding the services provided.
6. Telecommunications companies have innovated new methods to promote their services.
7. Advertising campaigns are well and thoughtfully planned.
8. Telecommunications companies train their employees to develop their skills.
9. Telecommunications companies send short text messages (SMS) to remind customers of new offers.
10. Recommendations:
11. In light of the findings obtained, a number of recommendations can be proposed to contribute to increasing the interest of telecommunications companies operating in Sudan in marketing innovation in promotion, which are:
12. Focus on innovation in the field of promotion and select the appropriate promotional mix that achieves the company's goals in an innovative manner.
13. Emphasis should be placed on using modern technologies to deliver products and services with high quality.
14. Developing a promotional policy that enables the company to achieve its promotional objectives and mitigate the intense competition it faces.

15. Establishing a dedicated department for innovation, responsible for developing the promotional mix for the services and products offered.
16. Focusing on research and development for the services provided.
17. Focusing on employee training and enhancing their skills, particularly in the field of marketing innovation in promotion.

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