

The impact of organizational culture on marketing innovation: An analytical study of Choco Mania employees' perspectives

By

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Abstract

The current study looked at organizational culture as an independent variable with five sub-dimensions (individual and collective, authority distance, career development, avoiding uncertainty, masculinity, and femininity) and marketing innovation as a dependent variable with three sub-dimensions (individual and collective, authority distance, career development, avoiding uncertainty, masculinity, and femininity) (technological capabilities, research, and development activities, marketing activities). The study was conducted among Choco Mania Company employees and was based on the opinions of a sample of (33) personnel. The research problem was identified through field experience undertaken by firm researchers and is based on the inadequacy of the aspects of marketing innovation. Because of the company's lack of appropriate knowledge of the aspects of organizational culture on the one hand and its strong relationship to marketing innovation on the other, the dimensions of organizational culture were proposed to contribute to correcting the weakness of marketing innovation. The study aimed to accomplish several objectives, the most important of which were to describe the dimensions of the research variables and the extent to which organizational culture contributes to activating the dimensions of marketing innovation, as well as to test the correlation and impact relationship between research variables in the company. To achieve these goals, the researchers used the questionnaire in the practical aspect of the research, as well as research and studies related to the subject of the research in the theoretical aspect, with reliance on (SPSS) to test and analyze the hypotheses of the relationship and the impact between the research variables. The research achieved a set of conclusions by testing and analyzing the hypotheses used in the study. The study finished with a series of suggestions that, if followed, might help to activate the aspects of marketing innovation.

Keywords: Organizational; Culture; Marketing Innovation; Choco Mania

The problem

By reviewing researchers' experiences with this company and interviewing them, as well as the company's lack of interest in or awareness of the concept of organizational culture, the problem of inadequate marketing innovation in its three sub-dimensions (technological capabilities, research, and development activities, and marketing activities) in the company under study was diagnosed. The research problem was embodied in responding to the following

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questions: -

- 1- What are the fundamental dimensions of the idea of organizational culture in the company under consideration?
- 2- What are the fundamental dimensions of the notion of marketing innovation in the organization under consideration?
- 3- What is the level of organizational culture in the company under consideration?
- 4- What is the amount of marketing innovation in the company under consideration?
- 5- What is the correlation and influence between organizational culture and marketing innovation in the company under consideration?

Considering the responses to the questions, the picture may become evident to researchers and practitioners about establishing an organizational culture that can aid in boosting marketing innovation in the examined company.

The Objectives

The research aims to accomplish the following goals

- 1- Presenting and clarifying concepts related to organizational culture and marketing innovation in the company under consideration, as well as identifying the basic dimensions that comprise the concept of organizational culture and marketing innovation in the company under review, with a focus on the most critical dimensions.
- 2- Defining and researching the relationships between organizational culture and marketing innovation.
- 3- Determine the organizational culture and marketing innovation levels in the company under consideration.
- 4- Construct recommendations and propose a mechanism for implementing them to develop an organizational culture that promotes marketing innovation in the company under consideration.
- 5- Raising research community awareness of the nature of the constituent aspects of the idea of organizational culture and marketing innovation in the examined company, as well as how they interact with one another.

The methodology

On a practical basis, the study is based on a descriptive-analytical approach, which means describing and identifying the phenomena and justifying the circumstances and practices or evaluation and comparison since it is most appropriate to know the company's reality.

Model of hypothetical research

It required a systematic approach to the study problem in light of its theoretical framework and field contents. On the practical side, the questionnaire, which had two parts, was used: the first part used the scale for the study by (Ahmed & Shafiq, 2014) for the organizational culture variable, which had five dimensions and fourteen paragraphs, and the second part using the (Omar, 2018) study of the marketing innovation variable, which had three dimensions and fourteen paragraphs, as shown in Figure (1), which refers to the relationship.

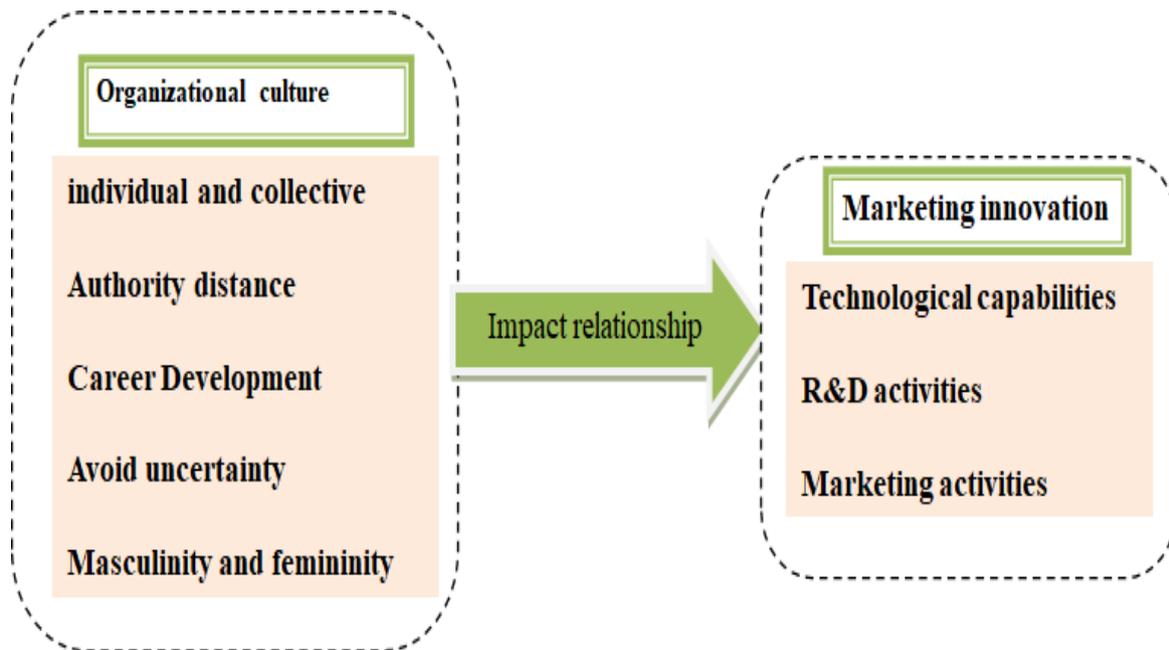


Figure 1. *hypothetical research model*

Hypotheses of the study

A set of main and subsidiary hypotheses arose from the research model, as the main and subsidiary hypotheses were built in accordance with sound administrative logic, as follows:

First, no statistically significant relationship exists between corporate culture and marketing innovation and its aspects.

The second hypothesis is that organizational culture has no significant effect on marketing innovation, and it is supported by sub-hypotheses such as:

- A - Organizational culture has no substantial effect on acquiring technological capabilities.
- B - Organizational culture has no substantial effect on achieving research and development goals.
- C - Organizational culture has no substantial impact on marketing efforts.

Theoretical framework

Over the past decades, the concept of culture arose from the study of racial and national differences in various disciplines of social sciences. Organizational culture is an essential aspect of every company that seeks to survive and grow and create an environment for improving marketing innovation; many companies lack internal knowledge of organizational culture. This lack of understanding can affect the company's performance in general. In terms of topic originality and novelty, researchers are the first to investigate the two variables (organizational culture and marketing innovation)

As a result, companies should pay close attention to organizational culture and marketing innovation concepts. Previous studies on the subject were scarce, resulting in this research's emergence.

1.1.1. The concept of organizational culture

Organizations always need to increase their flexibility and respond effectively due to

the rapidly changing and unpredictable nature of the global business environment and because it is essential to respond to the challenges of local and international competition. This means there is a greater need to define internal behaviors and not just innovate goods and services. Another important thing for organizations and their success in employee knowledge is their willingness to create innovation and develop a competitive advantage. As a result, it is necessary to know the climate of organizational culture that nurtures marketing innovation among employees. According to (Pham, 2014: p29), culture is like a personality that gives meaning to it and is considered the central axis in guiding people to carry out their activities. Behaviors are also influenced by their personality, and the common assumptions among members of the organization are a set of activities, behavioral patterns, and ideas. Either (Harrower, 2011:p18) has described organizational culture as those common mental programs of those who work in the company. (Vincent et al., 2009) found that organizational culture affects learning, employee behavior, development, creativity, and innovation, while (Tseng, 2010) added knowledge performance (Adelekan, 2016: p162).

(Rivera et al., 2018: p2) believes that the organizational culture was born from the needs of the individual, the mechanisms of the group, and the influence of the leadership of the founder of the region, while (Maruland et al., 2018, p246) considered it the leading resource for organizations to maintain their competitive advantage as it represents a combination of characteristics Teamwork, innovation, market responsiveness, and customer satisfaction, and risk-taking. It can be concluded that in the face of constant changes, organizational culture must be seen as a multifaceted category that will support many different processes: -

(Szymanska, 2021:p1168)

- Organizational cultures are dynamic because they change continuously and gradually in response to internal and external changes.
- Evaluating organizational culture is complicated by the fact of trying to reach a moving goal and the diversity of possibilities.
- Culture Change can be managed as an ongoing process rather than a crisis response, highlighting the notion that a stable 'goal' can never - in fact never should - be reached.
- Organizational cultures must constantly be evolving and learning by establishing collaborative relationships between organizations.
- It is considered heterogeneous, as many factors cause internal variation in people's culture and business functions.
- Culture is the process of 'meaning-making' in organizations. Sense-making has been defined as the collaborative process of creating shared awareness and understanding from different perspectives of different individuals and interests.
- The standard views in all these definitions can be explained. It highlights the resulting work methods or behavior, participants' values, assumptions, and rules. It is a kind of community mind interpreted as a basis for organizing the entire activity and the bedrock of the specific tasks that the company must complete. Hence, researchers believe that organizational culture is the union of employees with the same ideas shared in the organization that distinguishes it from others.

1.1.2. The role of organizational culture

Corporate culture is not only intended to differentiate its business from its competitors, but its endeavors are much more than that. From the point of view of (Garay, 2009: p75), the function of organizational culture is:

1- Solve the primary problems of a social group.

- 2- Building external relations to survive and adapt to the surrounding environment.
- 3- Integrate its internal processes to enhance its ability to build and adjust.

While (Baetge et al., 2007: p183) & (Homma & Bauschke, 2010: p2) identified six functions of organizational culture, which are as follows: - (Kaupp, 2018: P19)

1. Awareness: Ensures that the organization is always up-to-date regarding trends and changes in its environment and that it can respond quickly to those changes, always in the company's best interest.
2. Differentiation: Ensures that employees who belong to a specific group share a sense of synergy even though they differentiate themselves from others (e.g., competitors and stakeholders).
3. Definition: The rules and values are accepted by all group members and promote motivation.
4. Guidance: Corporate culture acts not only as a unit but also as an internal compass for the members and employees of the organization, on which they can rely on their behavior and decisions.
5. Control: It supports management by accomplishing tasks and reduces the ability for deviant behavior in companies.
6. Stability: It supports the internal cohesion of the organization and conveys a certain degree of predictability and continuity.
7. Aggression: A person may be aggressive, competitive, or smooth at work (Lovely, 2019: p5).

1.1.3. Organizational culture dimensions

Opinions differ in defining the main dimensions of organizational culture. The researcher (Krokosz, 1998: p4) referred to the dimensions of organizational culture, which can be summarized in the following dimensions:-

- 1- Individual and Collective: The main issue involved in this dimension is the relationship between the individual and his/her colleagues. There are societies where the bonds between individuals are very far apart, where each individual takes care of his own destiny. The composition of working groups may be based on group criteria, such as race, and a friendly relationship with co-workers in a group but hostile to those outside the group (Sale, 2004: P5)). Table (1) summarizes the main differences in the workplace between collective and individual cultures (Hofstede, Hofstede & Minkov, 2010: P124).

Table 1. *The main differences between collectivist and individual cultures*

individual	Collective
Follows up with workers for the benefit of the employer	Workers follow the interest of the group
Hiring and promotion decisions are based on skills and performance.	Recruitment and promotion decisions are taken into consideration members of the group.
The relationship between workers is set by the contract.	Basically, the relationship between workers is moral.
The task prevails over the relationship	The relationship prevails over the mission
The management training leads to sincere sharing of feelings.	Direct assessment of subordinates detracts from harmony.

Source: Hofstede, G., Hofstede, G. and Minkov, M. 2010. *Cultures and organizations Software of the mind*. 3rd ed. New York: Mc Graw Hill

2- Authority distance: This dimension is related to the basic degree of centralization of authority and the degree of authoritarian leadership of leaders, and it is mentioned (Hofstede, 2011:p8) that it relates to different solutions to the basic human problem of inequality, and the majority of subordinates expect the superiors to tell them what they must do, which eliminates creativity From the working groups (Machado & Carvalho, 2008: p9). (Hofstede, Hofstede & Minkov 2010: p 72). Table (2) explained the differences between the more and less authority distances.

Table 2. *The main differences between short authority distance culture and long authority distance culture*

long authority distance	Short authority distance
Central is popular	Decentralization is popular
Managers are based on official rules	Managers rely on their own experience
Subordinates expect to get direction (what do I do)	Subordinates expect to be consulted
Relationships among subordinates are emotions	Relationships between subordinates are realistic
Privileges are natural	Privileges are not accepted

Source: Hofstede, G., Hofstede, G. and Minkov, M. 2010. *Cultures and organizations Software of the mind*. 3rd ed. New York: Mc Graw Hill.

3- Uncertainty: Time moves in one direction and society lives in the past, present, and future, so individuals have to live with uncertainty because the future is unknown. To avoid ambiguous situations is achieved by achieving greater job stability, formal values, tolerance of different ideas or behaviors, and belief in absolute truths (Hofstede, 1980: p296). Because workers live in an environment of high uncertainty and frequent change. This requires harmony with each other and the provision of social relations of respect and understanding (Raheemah et al, 2018: p296). Table (3) summarizes the main differences in the workplace between weak and strong uncertainty avoidance cultures as follows. (Hofstede, Hofstede & Minkov, 2010: p 203)

Table 3. *The main differences between cultures are weak and strong, uncertainty avoidance*

Uncertainty Avoidance Power	Uncertainty avoidance weakness
If they don't work, there is still an emotional need for the rules.	There is a lack of rules that are absolutely necessary.
It is emotionally necessary to be busy and have an internal need to work hard.	Work hard only when needed.
Time is valuable.	Time is a framework for guidance.
The need for accuracy and the formation of formality.	Tolerance for ambiguity and chaos.
Belief in experts and technical solutions.	Common belief and common sense.
Focus on the content of the decision.	Focus on the decision-making process.
Entrepreneurs are restricted by the current rules.	Entrepreneurs are relatively free from the rules.
Motivated by job security.	out of achievement

Source:Hofstede, G., Hofstede, G. and Minkov, M. 2010. *Cultures and organizations Software of the mind*. 3rd ed. New York: Mc Graw Hill.

4- Masculinity versus femininity: This dimension is related to the division of roles between the sexes in society, which is a social, not biological, division. (Lovely, 2019:p8)

explained that the male is relatively tall and strong. At the same time, women are thinner and brighter. In a patriarchal culture, some professions are formed based on gender, which means that some jobs are given to men and a few are women. While women's culture favors a good work environment and job satisfaction. Meaningful rewards, better benefits, or token rewards. Table (4) summarizes the main differences in the workplace between feminine and masculine cultures (Hofstede, Hofstede & Minkov, 2010: p170).

Table 4. *The main differences between masculinity and femininity*

Masculinity	Femininity
Management based on decisiveness and harsh measures	Management based on intuition and consensus
Conflict resolution by the survival of the fittest	Resolve disputes by settlement and negotiation.
The reward system is based on monetary value.	The reward system is based on equality.
People live to work.	People work to live.
Preference for larger organizations.	Preference for smaller organizations.
There is a lower quota of work for women in professional jobs.	There is a higher quota of work for women in professional jobs.

Source: Hofstede, G., Hofstede, G. and Minkov, M. 2010. *Cultures and organizations Software of the mind*. 3rd ed. New York: Mc Graw Hill.

5- Short-Term Guidance vs. Long-Term Guidance: Cultures with the value of short-term guidance are respect for tradition and fulfillment of social responsibilities. In a business environment, low long-term guidance cultures tend to focus on short-term results, on the other hand, high-guidance long-term cultures focus on building business relationships, market share, and future rewards, particularly perseverance and savings. Sale, 2004:P6) explained that there is vertical and horizontal coordination between work and family life, with many relationships in common in both areas. As shown in Table (5) (Hofstede, Hofstede & Minkov, 2010: p 251).

Table 5. *The main differences in the workplace between long-term and short-term guidance.*

long-term guidance	Short term guidance
Key business values include learning, honesty, adaptability, accountability, and self-discipline.	Key business values include freedom, rights, achievement, and self-reflection.
Free time is not important.	Free time is important.
Focus on the market situation.	Focus on the "Summary".
What is good and bad depends on the circumstances.	There are universal guidelines about what is good and bad.
Matter and spirit are integrated.	Matter and soul separated.
Priority is given to common sense	Priority is given to a rational conclusion.

Source: Hofstede, G., Hofstede, G. and Minkov, M. 2010. *Cultures and organizations Software of the mind*. 3rd ed. New York: Mc Graw Hill.

1.2. The concept of marketing innovation

In recent decades, marketing innovation has gradually been recognized as one of the main pillars of companies' competitiveness. (Serna et al, 2008: p31) indicated that the market is more receptive to innovative services and products, as there has become a challenge for

companies represented in promoting the generation of creative ideas among their workers. According to the Oslo Guide, innovation is defined as the launch of a new product, process, or marketing method, or a significant improvement within the company (Manual de Oslo, 2005: p38). Therefore, according to this guide, it was considered that there are four types of innovation, namely (product innovation and innovation in Operations, Organizational Innovation, and Marketing Innovation), by its nature, innovation is an abstract process born of the individual and organizational self that can be measured by the number of pilot projects to improve productivity, the number of redundant projects in increasing sales, profit, market share, percentages of revenue, number of new patents granted... etc. (Horacio, 2008:p5). Accordingly, the sources of innovation do not depend on only one field, as classified by (Drucker, 1985): (Scarone, 2005: p22)

- 1- Internal and Included Sources: Unexpected events, contradictions, sectoral changes, process needs, and market changes.
- 2- External sources (the social and intellectual environment): They include demographic changes and changes in new knowledge and perception.

As for the viewpoint of (Martinez, 2017:p21), it was shown that marketing innovation is the application of a new marketing method that involves significant changes in a product's packaging, design, promotion, or price. Whereas (& Karthika, 2019:p76 Chandrakhanthan) indicates that marketing innovations aim to better meet customer needs, open new markets, or put the company's products newly in the market, with the aim of increasing the company's sales. Lin et al, 2010:p133 links marketing innovation with market research, pricing strategy, market segmentation, advertising promotion, retail channels, and marketing information systems. (Gupta, 2016: P5674) referred to the definition of marketing innovation within the framework of the brand distributor as a process that allows the brand and supplier to acquire unexpected opportunities available in the market by using their competitive competencies and competitiveness in a flexible manner (Chen, 2003, Gupta & Malhotra, 2013).

(Sánchez-Gutiérrez et al, 2018, p. 619) referred to marketing innovation as adapting a product to customer needs and innovation in customer management, as well as the ability of companies to approach the market, effectively use communication channels, and provide products and services to attract potential or existing customers. et al., 2019, p. 509)). And companies should care about innovation by using intangible resources, such as human resources, rather than developing tangible resources based on investment in equipment or environmental changes, to achieve the company's competitiveness (Na et al, 2019: p3).

Accordingly, researchers consider innovation as the process of creating special value in highly turbulent markets, through the development of new concepts that allow satisfying customer needs more effectively and stemming from competition to reach the company's goals. Several authors including (Chuwiruch, Jhundra-Indra, & Boonlua, 2015) and (Son et al, 2012; Prahalad & Ramaswamy, 2004; Magrath & Higgins, 1992) agreed on dividing marketing innovation into six basic areas as follows:

(Ungerma et al, 2018: p134)

1. Innovation based on key technologies - using key technologies introduces new and different products.
2. Innovation based on the unique transfer of common controls.
3. Innovation that meets the unmet needs of customers.
4. Innovations created from pure imagination - This type of innovative marketing is often carried on with creative activities.

5. Innovation based on scientific research.
6. Innovation based on functional excellence.

1.2.1. Dimensions of marketing innovation

(Moreira et al, 2012 & Bhargava et al, 2011) agree on a set of dimensions affecting marketing innovation, including the following:

1.2.2. First: Technological abilities

Since the early 1980s, technological capabilities have been defined as the ability or competence to make effective use of technological knowledge (Westphal et al, 1985: p171), and (1997: Patel & Pavitt) described technological capabilities as one of the main sources of competition and advantage for a firm. Within the same industry, companies with a technological advantage tend to do so. The ability to develop technology is the result of the learning process through which companies absorb new knowledge to produce technological change, and thus develop the process and introduce new products (Zawislak et al, 2012: p18), and have better profitability in addition to being faster in developing new or other production lines. And companies with advanced technological capabilities tend to be more innovative and thus achieve higher levels of performance (Mcevely et al, 2004: p716), and according to (Afuah: 2002), he added that technical ability is the ability of the company. To use technological resources (patents, skilled engineers, securities, and knowledge in databases, specialized units, licenses, etc.) (Zawislak et al, 2014: p133).

1.2.3. Second: Research and development

Based on the Organization for Economic Co-operation and Development's "Frascati Handbook," (2002 edition) In accordance with the approach advocated by the Frascati Handbook, this research and development is defined as "creative work done on a regular basis in order to increase the stock of knowledge, including human knowledge culture and society, and the use of this stock of knowledge to invent new applications." The Organization for Economic Cooperation and Development indicated to him that the term research and development according to (Frascati 2015) includes three types of activities: (Australian Innovation System Report, 2016: p. 48)

- 1- Basic research is empirical or theoretical to gain new knowledge and the foundations behind phenomena and observable facts, without any particular application or use of opinion.
- 2- Applied research is the original investigation to acquire new knowledge. However, it is primarily oriented towards a specific or objective practical goal.
- 3- Experimental development is systematic work, drawing on knowledge gained from research and practical experience and added production knowledge, which is directed to produce new products or processes, or to improve existing products or processes.

Third: Marketing activities

(Onaltayev et al, 2019: p2), identified that, there are methods related to changing marketing activity and its intensity depending on many factors (the system environment, the internal structure, and the nature of the interrelationships between the elements of power and potential opportunities) and negative phenomena that seek to disrupt their harmony. The importance of marketing activities in the innovation process of the company, as it is oriented towards introducing new or significantly improved products into the market, helps to differentiate between competing firms (Moreira, 2012: p199).

1.2.4. *The experimental framework*

1.2.5. *Description of the study community*

This section describes the study community through: -

1.2.6. *Description of the research sample*

The intentional sample was chosen from the category of employees of the company, which is an agency from a Swedish cafe that has branches all over the world, offering its customers handmade pancakes, crepes, chocolate, ice cream, hot and cold drinks, and it has three branches in Iraq, which is the population of the current study. All the workers, numbering (33) workers in the company, responded with a significance level of 0.05, and the following is a table describing the research sample as shown by the results of the questionnaire, which are:

Table 6. *Sample distribution*

NO	ITEMS	Range	Frequency	Percent
1	Gender	Male	23	70
		Female	10	30
2	Age	18-24	12	36
		25-30	18	55
		31-40	3	9
3	Qualification	Certified	30	91
		Not certified	3	1
4	Work duration	less than one year	11	33
		1-2 years	17	52
		2-3 years	5	15
5	Languages	Arabic	13	39
		English	20	61
6	Nationality	Iraqi	13	39
		non-Iraqi	20	61
Total			33	100.0

- 1) Gender: It is clear from Table (6) on the distribution of the study sample, that the percentage of males constituted 70% of the sample members, and that the percentage of females constituted (30%) of the sample members, as this indicates that most respondents from the sample are given For males in this company.
- 2) Age: We note from Table (6) that the age groups ranging between (24-18) years constituted (36%), which is the middle group among the mentioned age groups, while the age groups ranging between (30-25) formed A percentage (55%), which is a high percentage compared to other age groups, and finally, with regard to the age group that ranged between 31-40 years, it constituted (9%), which is the lowest among the age groups.
- 3) Academic achievement: It is clear from Table (6) that the academic achievement of the study sample members reflects the development of their experience and information, as we note that the number of workers who obtained a school certificate was very high and

reached (30) at a rate of (91%), and the number of people who They do not hold an educational certificate that has reached (3) and at a rate of (9%), which is a very small percentage, and this is a good indicator, as they can deal with the questionnaire in an accurate and scientific manner and understand its contents. that contribute to achieving excellence.

- (4) Duration of work in the company: Table (6) indicates that the duration of work for workers in the company amounted to workers who worked for less than a year (11) workers at a rate of (33%), while the number of workers who have a working period of 1-2 years Less (17) and (52%), which is the highest percentage, while their number reached (5) workers at a rate of (15%) of the total sample of (33) workers whose work period in the company ranged from 2-3 years or more.
- 5) Languages you speak and nationality: Table (6) shows that the number of workers who speak Arabic and who hold Iraqi nationality is (13) workers, at a rate of 39%, and they are the lowest percentage of the number of workers who speak English and hold different nationalities (Indonesia, Bangladesh, and other nationalities), totaling (20) workers and (61%)

statistical analysis

1.2.7. Test tool validity and reliability:

To verify the validity of the study tool, the questionnaire was presented to a group of specialists in the field of marketing, and the stability and consistency of this study were tested from the Alpha Cronbach's internal consistency coefficient, through which the extent of stability and internal interdependence of the paragraphs of the questionnaire was measured and the consistency of the respondents' answers through (SPSS 19) program, where the value of this coefficient was (0.918) for all (28) paragraphs, which is certainly a very high percentage higher than the statistically acceptable rate (0.60). Therefore, the respondents' answers enjoy high stability, meaning that this questionnaire can achieve the objectives of this study.

1.2.8. Descriptive analysis of study variables

1.2.9. Organizational culture variable

Table (7) shows the variable of organizational culture and its sub-dimensions of the researched companies, where the mean of the total organizational culture variable was (3.78), which is higher than the hypothetical mean value of (3), and with a standard deviation of (.48), which indicates the tendency of the researched sample organizational culture syntax

Which illustrates the importance of this variable at the company level, and the masculinity and femininity dimension has the highest arithmetic mean among the other sub-dimensions of the organizational culture variable, where the mean reached (3.95) with a standard deviation of (.50, which is higher than the hypothetical mean of (3) and this indicates On the importance of this dimension for the researched sample, as for the career development dimension, it obtained the lowest arithmetic mean, which amounted to (3.64), which is higher than the value of the hypothetical mean of (3) and with a standard deviation of (.65), and this indicates that companies have shown less significance to the dimension Career development from the rest of the other dimensions of the organizational culture variable

Table 7. *the means, standard deviation, and coefficient of variation for the organizational culture variable and items:*

No	Dimensions and paragraphs	Mean	SD	Variation coefficient	Significance level
	Independent variable (organizational culture)	3.78	.48	0.13	0.76
a	Individual and group	3.82	.54	0.14	0.76
1	My boss seeks information from other people to evaluate my work.	4.24	.71	0.17	0.85
2	My boss encourages me to influence what happens in my work	3.64	.65	0.18	0.73
3	The official encourages me to influence what is happening outside my department.	3.61	.61	0.17	0.72
4	My employer regularly acknowledges and acknowledges the quality of my work.	3.61	.86	0.24	0.72
5	My responsibility takes into account the needs of the client (internal or external) when planning	4.00	.56	0.14	0.8
B	Authority distance	3.86	.48	0.12	0.77
6	The administrator is accessible and visible.	3.48	.94	0.27	0.7
7	The business official communicates effectively from top to bottom, and via the most effective media.	4.30	.73	0.17	0.86
8	Openly and effectively discuss my responsibility to the employee.	3.79	.60	0.16	0.76
c	Career Development	3.64	.65	0.18	0.73
9	Responsible helps us understand why the change occurred.	3.64	.65	0.18	0.73
d	Uncertainty Avidness	3.65	.55	0.15	0.73
10	The administrator encourages me to offer ideas and suggestions.	3.70	.64	0.17	0.74
11	A responsible manager creates an environment that supports empowerment and risk-taking.	3.61	.50	0.14	0.72
e	Masculinity and femininity	3.95	.50	0.13	0.79
12	My officials explain that feeling urgent does not require stress	4.03	.64	0.16	0.81
13	The business official gives honest feedback to me.	4.18	.73	0.17	0.84
14	A responsible manager is an effective leader.	3.64	.65	0.18	0.73

1.2.10. *The statistical description of the organizational culture paragraphs*

Table No. (7) shows the mean value, standard deviation, coefficient of variation, as well as the relative importance of the dimensions of the independent axis of organizational culture. This axis achieved a weighted mean of (3.78), which is higher than the hypothetical mean of (3), a standard deviation of (.480), and a coefficient of variation (0.13). The relative importance was in the amount of (0.76), which shows the importance of this variable in this research, which is an indicator That organizational culture has a clear role in the current work environment.

As well as from the table above, we note that the highest average in the dimensions of this axis is (masculinity and femininity), where the average response reached (3.95), which is higher than the hypothetical average and falls within the high support for this dimension, and the coefficient of variation reached (0.13), which is the second largest homogeneous result for the opinion of the sample The respondents, that is, the opinions of this sample were in great agreement, and this is what is agreed upon by the relative importance of this dimension, as it is in terms of relative importance (0.79). The second highest dimension of the dimensions of this axis, is the dimension (power distance) with an average of (3.86) and a standard deviation (0.48) and a coefficient A difference of (0.12), which is the least dispersion value between the coefficients of variation for the studied dimensions for this axis, meaning that the studied sample has a greater tendency to support this dimension, in general, more than the rest of the dimensions. . As for the dimension (individual and group), the average response was (3.82.).

This is also higher than the hypothetical average, meaning that the sample strongly supports this dimension with a standard deviation of (0.54), a coefficient of variation (0.14), and relative importance (0.77), and this indicates a high agreement on this dimension among the research sample. While the axis (avoiding uncertainty), the average response was (3.65), which is also higher than the hypothetical average, meaning that the sample supports this dimension with a variation of (0.5), a coefficient of variation (0.15), and relative importance (0.73). The last dimension on this axis is

(career development). The average answer was (3.64), which is also higher than the hypothetical average. Therefore, the sample supports this dimension with a standard deviation of (0.65) and a coefficient of variation (0.1786), which is high homogeneity and relative importance (0.73).

1.2.11. The marketing innovation variable

Table (8) below shows the customer loyalty variable for the researched companies, where the means of the total marketing innovation variable was (3.78), which is higher than the hypothetical mean value of (3), and with a standard deviation of (.44.), which indicates an average convergence of the sample answers and the importance of High for this variable at the company level. And it scored the highest arithmetic mean for paragraph (26) within the marketing activities dimension, as the mean reached (4.39) for the paragraph is of high importance and with a standard deviation of .61. Modern technological systems to reduce error rates, and awarded paragraph (19).

Table 8. Means, standard deviation, the variation coefficient of variable, and paragraphs of marketing innovation:

No	Dimensions and paragraphs	Mean	SD	Variation coefficient	Significance level
	Dependent variable (marketing innovation)	3.78	.44	0.12	0.76
a	Technological abilities	3.51	.74	0.21	0.7
15	The company's management uses the latest technology, which has helped reduce the delivery time.	3.70	.64	0.17	0.74
16	The company's management encourages the development of the technical use it offers.	3.67	.89	0.24	0.73
17	The company seeks to pay attention to the different types of technology used by it because of its impact on the development of its technological abilities.	3.24	1.09	0.34	0.65
18	Technological changes are affected by the creation of significant marketing opportunities in the provision of products.	3.94	1.03	0.26	0.79
19	The company allocates a high budget to invest in modern technology.	3.00	.90	0.3	0.6
b	Research and development activities	3.88	.47	0.12	0.78
20	The company's management seeks to develop products by developing means of providing service by adopting modern technologies.	3.58	1.03	0.29	0.72
21	The company's management seeks to possess strategic capabilities and core competencies that achieve a deep understanding of current and future customer requirements.	3.79	1.14	0.3	0.76
22	The company is investing in new means of research and development to gain a competitive advantage.	4.27	.88	0.21	0.85
23	The company is keen to benefit from the creative capabilities of the working individuals.	3.94	.79	0.2	0.79
24	The company's management is concerned with spending on research and development activities in order to reduce its costs.	3.82	.53	0.14	0.76
c	Marketing activities	3.96	.34	0.09	0.79
25	The company has a modern marketing communication system that contributes to the completion of marketing activities and monitoring of competitors' activities.	3.97	.68	0.17	0.79
26	The company's management has an integrated system in which it integrates marketing activities with modern technological systems to reduce error rates.	4.39	.61	0.14	0.88
27	The company is always making improvements in its internal marketing activities to move away from high inventory.	3.88	.55	0.14	0.78
28	The company's management engages those in charge of the activities of the marketing process to improve the ways of doing business they implement.	3.61	1.06	0.29	0.72

1.2.12. The statistical description of the marketing innovation paragraphs

Likewise, through Table No. (8), this variable achieved an average of (3.78) with a variation of (0.44), that is, with a coefficient of variation (0.12) and relative importance (0.76), which is a high degree of agreement with little variation and high relative importance, which indicates the significance of this variable.

As for the dimensions of this variable, it is noted in the table above the convergence of the arithmetic circles, and it is clear that the highest arithmetic mean was for the dimension (marketing activities) and amounted to (3.96) with a coefficient of variation (0.09) and relative importance (0.79), which puts it in the first place in terms of importance and homogeneity, followed by the dimension (Research and development activities (it was in the language of the average (3.88), which is higher than the hypothetical average and with a coefficient of variation (0.12) and relative importance (0.78), and this indicates and this confirms a high agreement for this dimension with high homogeneity and great relative importance. As for the last dimension in this variable (technological capabilities), There was a high agreement with an average of (3.51), a coefficient of variation (0.21), and relative importance (0.7), and although this dimension is the last dimension in terms of the sequence, the high agreement is still greater than the hypothetical average, small variance, and high relative importance.

1.2.13. Marketing activities

According to the research model, this dimension ranked first among the dimensions of the variable (marketing innovation) in terms of matching the respondents' opinions. The first place was for the paragraph (the company's management has an integrated system in which marketing activities are integrated with modern technological systems to reduce error rates.) The results were close, the average agreement was very high (4.39), the coefficient of variation is small (0.14) and the relative importance is very high (0.88). As for the second place, it was for the paragraph (the company has a modern marketing communication system that contributes to the completion of marketing activities and monitoring the activities of competitors.) on average (3.97) This indicates a high agreement on this paragraph, as well as the coefficient of variation (0.17) and relative importance (0.79). The consistency of the answers and their closeness to each other, as well as the relative importance, confirms the importance of this paragraph in terms of the strength of support for this paragraph. As for the third place, it was for the paragraph (the company always makes improvements in its internal marketing activities to get away from the high stock). The average was (3.88), which is higher than the hypothetical average and falls from the high support, as well as the coefficient of variation (0.14), which indicates the homogeneity of the responses to observations within this paragraph. As for the last paragraph within this dimension (the company's management engages those in charge of the activities of the marketing process to improve the ways of performing the works they implement.), The average was (3.61) which is greater than the hypothetical average, which indicates high support for this paragraph with a small difference coefficient (0.29) and relative importance High (0.72).

1.2.14. Research and development activities

This dimension included several paragraphs, all of whose responses were with averages higher than the hypothetical average, so it ranked first in a paragraph (the company is investing in new means for research and development to obtain a competitive advantage) the average was (4.27), which is higher than the hypothetical average with a difference factor (0.21) and relative importance (0.85).), which indicates the convergence of the answers and the high importance of this question at a high level. The second place was a paragraph (the company is keen to benefit from the creative capabilities of the working individuals), where the average

answer was (3.94), which is higher than the hypothetical average with a high level of agreement, with a coefficient of variation (0.2) That is, the answers were very close, but the relative importance was high, amounting to (0.79) In the third place was the paragraph (the company's management is concerned with spending on research and development activities in order to reduce its costs) in the language of the average answer (3.82), which is higher than the hypothetical average by a coefficient A very small difference (0.14) and a very high relative importance (0.76). The fourth place was for the paragraph (the company's management seeks to possess strategic capabilities and core competencies that achieve a deep understanding of the customer's requirements The average was (3.58), which is a high average, higher than the hypothetical average, with a low coefficient of variation (0.3) and high relative importance (0.76). As for the last paragraph (the company's management seeks to develop products by developing the means of providing service by adopting modern technologies), the average was also higher than the hypothetical average, which amounted to (3.58), which is a high average indicating agreement on this question with a low dispersion level, so the coefficient of variation reached (0.29). and high relative importance (0.72).

Technological abilities

This dimension included more than one paragraph, in the first place was a paragraph (the impact of technological changes in finding great marketing opportunities in the provision of products). The mean for this paragraph was very high (3.94) with a coefficient of variation (0.26), which is a small value and this indicates the homogeneity of the opinions of the sample and of high relative importance (0.79). In the second place, the paragraph was (the company's management uses the latest technology, which helped reduce the time of delivery) with an average of (3.70), which is higher than the hypothetical average, with a high level of agreement and a low coefficient of variation (0.17) and high relative importance (0.74). The third place was for the paragraph (The company's management encourages the development of the technical use that it provides) with an average of (3.67), which is higher than the hypothetical average, meaning there is a high agreement on this paragraph with a low coefficient of variation (0.24) and high relative importance (0.73). The fourth place was for the paragraph (the company seeks to pay attention to species The average of the resolution was (3.24), which is higher than the hypothetical average, meaning there is an agreement in this paragraph with a coefficient of variation (0.34) and relative importance (0.65). As for the last paragraph in this dimension (specialization The company has a high budget to invest in modern technology means. The mean was (3) and here is equal to the hypothetical mean, meaning that the majority is opposed to this question with a coefficient of variation (0.3) and relative importance (0.6).

1.2.15. Analyzing the impact of the organizational culture variable on marketing innovation

Where this paragraph tests the hypotheses of the impact between the dimensions and variables of the research, where simple linear regression analysis was used to test the impact of the independent variable represented by culture with the dependent variable represented by marketing innovation with its sub-dimensions included (technological capabilities, research and development activities, marketing activities The research hypotheses include the following:

- ❖ The main hypothesis: There is a significant effect of organizational culture in achieving marketing innovation, from which sub-hypotheses derive, including:
- ❖ There is a significant effect of organizational culture in achieving the dimension of technological capabilities
- ❖ There is a significant effect of organizational culture in achieving the dimension of research and development activities.

- ❖ There is a significant effect of organizational culture in achieving the dimension of marketing activities.

Considering this hypothesis and its sub-hypotheses, a function was formulated between the dependent variable (organizational culture), which is symbolized by (Y) and the independent variable, which is represented by marketing innovation, which is symbolized by (X). The results of analyzing the total impact of the organizational culture variable on marketing innovation, as the organizational culture affects marketing innovation directly, as the calculated (F) value reached (546.944), which is greater than the scheduled (F) value at a significant level approved in the research (.000b), and from here we infer, However, the regression level is positive and the standard value of B1) is (.888), which means that any change in the independent variable (marketing innovation) will have an increase in the level of organizational culture. The value of the interpretation coefficient (R^2) which reached (.946) indicated that this It indicates that (.946) of the value of the variance in organizational culture is explained by the marketing innovation that entered the regression model, and it is a confirmation of the existence of a significant effect of the independent variable on the dependent variable.

- ❖ Technological capabilities dimension: it is directly affected by organizational culture, as the calculated (F) value (142.575) is greater than the scheduled (F) value at p-value (0.000b), and in comparison with the approved significance level (0.05), we infer that the regression equation is significant. It is accepted with high confidence, as the value of the regression coefficient ($b_1 = 1.389$) This means that any change in the independent variable (after technological capabilities) will have a change in the level of organizational culture. The value of the interpretation coefficient (R^2) which reached (.821) indicated that this indicates The (.821) value of the variance in organizational culture is explained by the dimension (technological capabilities), which is included in the regression model, and it is a confirmation of the existence of a significant effect of the dimension of technological capabilities in organizational culture.
- ❖ After research and development activities: it is directly affected by the organizational culture, as the calculated (F) value reached (111.317) which is greater than the scheduled (F) value at the level of significance of 0.05 with a delay value (p-value = .000b), and this confirms that the regression equation is significant, as it reached The value of the slope of the regression equation ($b_1 = 0.859$), which means that any change in the independent variable (in organizational culture) there will be a change in the level of (research and development activities) as indicated by the value of the interpretation coefficient (R^2) which reached (.782) and this indicates that The (.782) of the value of the variance in (research and development activities) is explained by the dimension (organizational culture) that was included within the regression model, which is confirmation of the existence of a significant effect of the dimension of organizational culture in research and development activities.
- ❖ After marketing activities: it is directly affected by organizational culture, as the calculated (F) value reached (15.734), which is greater than the scheduled (F) value at the level of significance (0.05), and this confirms that the regression equation is significant and the value of ($b_1 = 1.535$), and this means that the regression equation is significant. Any change in the independent variable (organizational culture), there will be an increase in the level of the dependent variable (marketing activities), and the value of the interpretation coefficient (R^2) indicated that it amounted to (0.26), and this indicates that (0.26) of the value of the variance in marketing activities is an interpreted variance Due to the dimension of organizational culture, which is included in the regression model, which is an affirmation of the existence of a significant effect of

organizational culture in marketing activities.

Table 9. Results of the impact analysis between organizational culture and the dimensions of marketing innovation.

Dependent variable Independent variable	Indicator	F	Sig	α	β	R ²	
Marketing innovation	Technological abilities	142.575	.000 ^b	1.746-	1.389	.821	Organizational culture
	Research and development activities	111.317	.000 ^b	.593	.869	.782	
	Marketing activities	15.734	.000 ^b	2.429	.405	.337	
	Marketing innovation	546.944	.000 ^b	.425	.888	.946	

Conclusions

The researchers got a set of conclusions through the statistical analysis of the data of the study variables, their dimensions, and paragraphs.

Accordingly, the results of the descriptive, quantitative, and inferential statistical analysis showed the existence of a set of applied conclusions as follows:

- 1- The significance of the studied model because of its ability to achieve marketing innovation by following the method of organizational culture
- 2- It showed that the company mainly seeks to evaluate the performance of workers through other people, and also takes the needs of the client (internal or external) for the purpose of developing and sustaining the organizational culture through individual and social.
- 3- The results came to the company working on career development within the organizational culture, mainly by informing the employee of the reason for the change
- 4- The results show that the company encourages employees to present ideas and supports empowerment to avoid uncertainty to enhance organizational culture
- 5- The results show that the highest dimension affecting marketing innovation is marketing activities by integrating these activities with modern technological systems.
- 6- The results show that the company is working on research and development activities by investing in new means for the purpose of obtaining a competitive advantage.
- 7- The researchers concluded that technological changes give the company a wide opportunity for marketing innovation by giving it a great opportunity to market its products.
- 8- The researchers concluded that marketing innovation has a very high direct impact on the dependent variable organizational culture, and this is similar to the role of this variable on technological capabilities, as the response rate to the change in marketing innovation was very high and had a direct impact.

Recommendations

- 1- Consolidating the principles and values that motivate employees to innovate in the organization in general and marketing in particular because marketing is the most important aspect of attracting customers.
- 2- Working with decrees and celebrations that support and honor innovative individuals in the

- methods of reaching customers as well as in marketing operations.
- 3- Material and moral support for individuals who spread the spirit of innovation and innovation and enhance the spirit of cooperation.
 - 4- Working to create a supportive environment for marketing innovation.
 - 5- The necessity of adopting a marketing culture that helps innovation in all stages of marketing from production to delivery.
 - 6- We recommend the company combine various marketing innovations to reach their customers and create new value for them.
 - 7- We recommend that the company align innovative product offerings with a brand with perceived value in the minds of customers, design to facilitate the completion of tasks and increase the experiences of employees through their training, optimal targeting of advertising and promotion, and a pricing method that can attract the attention of customers and form new and lasting relationships with them.
 - 8- We recommend that the manager analyze individual and organizational factors to promote innovative behaviors and use them to create an organizational climate and system.
 - 9- Using the latest technological techniques to sense and anticipate customer needs and cooperate with delivery companies as distribution channels for products to target the largest number of customers.

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