

THE ROLE OF STRATEGIC AWARENESS IN MAKING INNOVATIVE MARKETING DECISIONS: AN APPLIED STUDY AT AL-JOUD COMPANY FOR MODERN INDUSTRIAL TECHNOLOGY

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Abstract

The current research aims to identify the role of strategic awareness in its dimensions: actual strategic awareness, external strategic awareness, perspective strategic awareness, and internal strategic awareness in making innovative marketing decisions in the organization under investigation. The study relied on the descriptive approach by distributing a questionnaire for the opinions of a sample of workers in the company. Al-Joud Modern Industrial Technology (76) employees. A hypothetical model was built to study the research hypotheses. Practical analysis was conducted by adopting a set of statistical tools that suit the objectives of the research. The statistical package program (Smart PLS) was adopted. The research included a number of conclusions, the most important of which was The study sample members completely and largely agree that strategic awareness enhances innovative marketing decision-making. The most important recommendations are to emphasize the necessity of developing and benefiting from making the tasks assigned to working individuals carried out without pressure and within a strategic framework that helps creativity, innovation and enhance marketing decision-making. Innovative, which in turn enhances the achievement of the objectives of the researched organization.

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Introduction

This introduction aims to review the role of strategic awareness in the process of making innovative marketing decisions. Strategic awareness is a fundamental concept in marketing, as it refers to the ability to understand the competitive environment and analyze market trends comprehensively and deeply. Through this awareness, companies and organizations can adopt innovative strategies that enable them to thrive and succeed in the ever-changing business environment.

Strategic awareness is an important tool in innovative marketing decision-making processes, as marketing operations are directly responsible for analyzing data and enabling them to make decisions accurately. In addition, it helps to identify the opportunities facing the organization as well as the

challenges that can be eliminated, so awareness The strategy is an effective tool in determining and updating marketing strategies to suit the changes that occur in consumer behavior in order to be modified accordingly.

The main goal of our current study is to determine the role of strategic awareness in enhancing innovative marketing decision-making in industrial organizations. This research will also address the most important dimensions of strategic awareness and the extent of their impact on how to make marketing decisions that can contribute to innovative processes.

Using the questionnaire form, we will analyze and study the dimensions of strategic awareness and the extent of their impact on making innovative marketing decisions at Al-Joud Company for Modern Industrial Technology. We will also prepare a hypothetical model for the purpose of studying this relationship.

Strategic awareness is of great importance as it helps put organizations on the right track by developing appropriate strategies for decision-making processes. Therefore, it will also help in positioning the organization in the market and making it competitive, which results in improving the performance of the organization and employees through the use of those strategies. Therefore, this research was divided into several sections. In the first part of the research, we will discuss the methodology, which includes the research problem and its importance, as well as the goals that we seek to achieve. The second part will theoretically address the variables of strategic awareness and innovative marketing decision-making. The third part will present the practical analysis of the research, and finally We will discuss the most important conclusions and recommendations reached by the research.

Methodology

First: The Research Problem

Organizations in the modern era, especially digital organizations, face many difficulties and challenges, especially in emerging organizations, and this will lead to the fact that marketing decisions will also be affected by the strategies developed for the purpose of confronting these challenges and difficulties. Therefore, the process of studying the market, as well as understanding the consumer and how he thinks, is one of the most important. The foundations that are relied upon in the processes of developing the strategic plan, where the role of strategic awareness is highlighted in studying these obstacles, as well as understanding marketing decisions and building the strategy accordingly so that the organization is able to compete in the current and future market through studying strategic awareness. Therefore, our study focuses on the role of strategic awareness in making innovative marketing decisions, and for the purpose of solving this problem, the following main question was formulated: "What is the role of strategic awareness in making innovative marketing decisions in industrial organizations?"

Second: Research Aims

This research aims to achieve several goals, the most important of which are the following:

1. Knowing and defining the strategic awareness of Al-Joud Company for Modern Industrial Technology.
2. Knowing and determining innovative marketing decision-making at Al-Joud Company for Modern Industrial Technology.
3. Knowing and defining strategic awareness and its impact on enhancing innovative marketing decision-making in the aforementioned company.

Third: The Importance of Research

Strategic awareness helps companies better understand market challenges and opportunities, which enables them to develop innovative marketing strategies that make them superior to their competitors. By responding quickly to changes through a deep understanding of the market and the competitive environment, an organization that adopts strategic awareness can quickly adapt to shifts in consumer behavior and changes. demand, allowing it to make innovative and effective marketing decisions. Strategic awareness can also push companies to develop new ideas, products, and services that better meet customer needs, thus increasing their chances of success and superiority over competitors. This helps to have a deeper understanding of customer needs and preferences. Organizations can develop marketing strategies that enhance customer experience and enhance their satisfaction, leading to increased Loyalty and more sales. Strategic awareness is also key to better understanding the competitive environment, and organizations can respond to environmental, social and economic challenges more effectively, which enhances the sustainability of their operations and future growth.

Fourth: Research Hypotheses

The research hypotheses are as follows:

1. There is a statistically significant effect at a significance level greater than or equal to 0.05 for strategic awareness in making innovative marketing decisions.
2. There is a statistically significant effect at a significance level greater than or equal to 0.05 for actual strategic awareness in making innovative marketing decisions.
3. There is a statistically significant effect at a significance level greater than or equal to 0.05 for internal strategic awareness in making innovative marketing decisions.
4. There is a statistically significant effect at a significance level greater than or equal to 0.05 for external strategic awareness in making innovative marketing decisions.
5. There is a statistically significant effect at a significance level greater than or equal to 0.05 for perspective strategic awareness in making innovative marketing decisions.

Fifth: Hypothetical Research Model

The hypothetical model includes the following, as shown in Figure (1) :

1. Independent variable: (strategic awareness) dimensions (actual strategic awareness, external strategic awareness, perspective strategic awareness, internal strategic awareness).
2. The dependent variable: (making innovative marketing decisions) is one-dimensional.

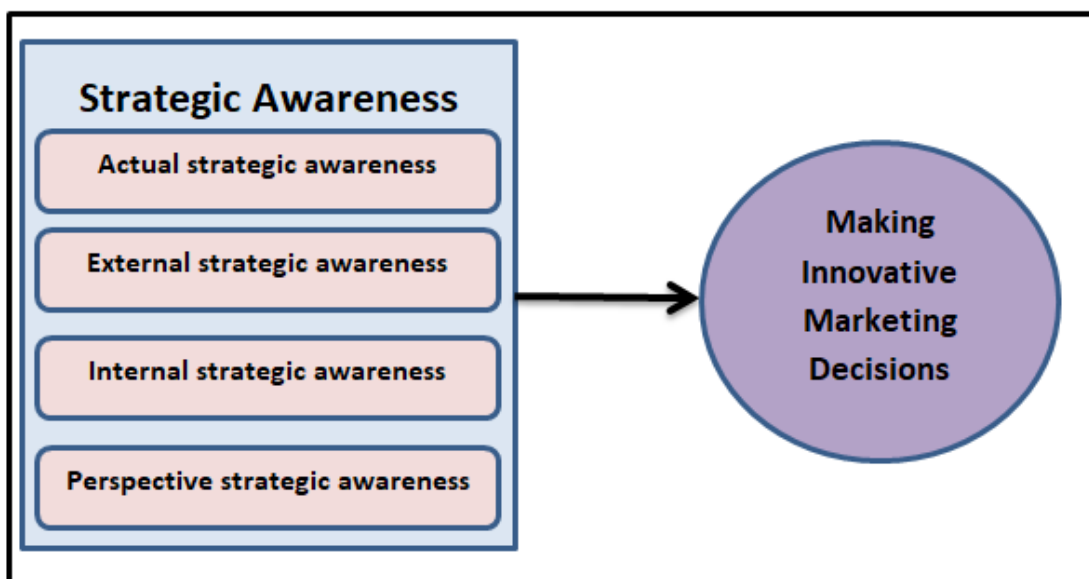


Figure (1) Hypothetical study model

Sixth: Research Sample

This research was applied according to the opinions of a sample of employees at Al-Joud Company for Modern Industrial Technology, where a random sample was selected from among them. The size of the selected sample was (85) employees, and the number of questionnaires distributed was (85) forms. (77) forms were retrieved, (1) was excluded.) An invalid form, and the number of valid forms for analysis was (76), with a recovery rate of (90.6%), and here the sample size became (n=76), which is appropriate for the required number.

Seventh: Research Measures

The research variables were measured. A five-point Likert scale was used to measure the responses of the research sample regarding the dimensional items by adopting a set of measures that can be explained in the following table (1):

Variables	Items	Dimension	Approved Standard
Strategic Awareness	4	Actual strategic awareness	(Davis et al., 2012)
	4	Perspective strategic awareness	
	4	Internal strategic awareness	
	4	External strategic awareness	
Making Innovative Marketing Decisions	8	One-dimensional	(Shergill& Nargundkar , 2005)

Source: Prepared by the researcher based on the above sources

Theoretical Aspect

➤ **The concept of strategic awareness**

Strategic awareness refers to the ability to make an assessment of the overall impact of any given change. This means not only awareness of the immediate impact of any new development but also thinking about the long-term ramifications in order to inform their strategic awareness of managers who have expectations about their strategic action, capital assets of the company and employees. And raw

materials and marketing. In the absence of an explicit strategic planning process in business, it was found that the importance of awareness of the environment. The ability to make an assessment of the overall impact of any particular change is crucial to the development, survival and growth of the business. This means that awareness and making changes in a timely manner and most importantly awareness of the implications of Their strategic actions are more important in business than simply formalizing their thinking and awareness. This may come naturally to some managers, however other inputs may also influence the process (Moyen, 1997: 22).

Strategic awareness, coupled with a high degree of empowerment, contributes to enhancing the motivation and commitment of employees to the company's strategy. Employees may discover business opportunities and adopt improvements and thus can form management control systems. Therefore, the main goal of these is to contribute to the limited knowledge among employees' strategic awareness and supervision mechanisms in organizations. Defining clear strategies and communicating those strategies to employees can influence the management control systems in that group of organizations, so the impact of strategic awareness on setting operational goals will be investigated (Dyczkowska & Dyczkowska, 2015: 4).

The concept of strategic awareness is presented as a framework for exploring how organizations perceive and influence the influences of their external environments. An innovation process observed in organizations is then discussed and linked where appropriate to the capabilities of strategic awareness. Strategic awareness both supports innovation in companies and is informed and shaped by the innovation process itself. Strategic awareness is a dynamic ability that evolves and adapts to changes in the environment. In many ways, it is a set of tools needed to “read” the external environment rather than a fixed level of competence that once needed further development and challenge. The term also includes all aspects of the interface with the external environment, starting with Initial identification and even exploitation of business and innovation opportunities (Atherton & Hannon, 1997:196).

Webster's Dictionary defined awareness as knowledge of the existence of something (a condition or problem) as feeling, witnessing or noticing something (a sound, sensation or emotion) and in a more comprehensive way as knowledge and understanding of what is happening in the world around you (Young, 2017: 54).

He also defined strategic awareness as the ability to develop in order to understand the environment and apply that to decision-making at work. Within the framework of exploring this matter, it was possible to define a process with specific stages, each of which requires a set of competencies to recognize the manager's opportunities to plan work. It is also defined as the process that “... Through it, there is continuous improvement in how the world defines its own concept, recognizes events in this world, interprets these events, and makes decisions about taking appropriate actions to achieve positive results in business. This definition describes the active process that embraces individual and organizational ability and is relative and subjective in terms of what constitutes a useful result. The individual and manufacturing processes require capabilities and techniques that can be learned and developed to improve the overall impact of the entire process. When the ability to strategic awareness is developed and enhanced, it is likely to have an impact on how we plan as well as the use of different methods in planning (Hannon & Atherton, 1998: 112).

➤ **The importance of strategic awareness**

The processes of management style and strategy within a small high-tech company are greatly influenced by the attitude and experience of the technical entrepreneur. The ability of the entrepreneur to understand and use strategic management technologies is an essential factor in the successful growth and development of the business. This is consistent with the view of these authors who suggest that strategic awareness Management and the ability to implement an effective strategy formulation process are critical success factors with regard to the development of small, advanced, innovative companies.

Rational learning is also a prerequisite for achieving strategic awareness, as this in turn is considered the possibility of the organization's previous experience. The results reached by these studies indicate that small companies with The high technology that achieves success in transforming a company during its life cycle is one in which strategic awareness has been increased, whether within an organization or outside it, before starting work or through contact with individuals during the launch phase of the business who recognize the benefits that the strategic management processes will bring to the company. The incubator organization plays an important role in forming new technology-based projects in relation to the technologies and markets that the entrepreneur targets in starting the business. The management experience gained within the organization will significantly determine the awareness of the organization's strategic level and the ability to manage it successfully (Berry, 1996:495).

➤ **Dimensions of strategic awareness**

The researcher (Pencarelli et al., 2008: 6) identified four dimensions of strategic awareness, which are as follows:

1. **Actual strategic awareness:** Actual strategic awareness refers to the ability of individuals and organizations to understand and appreciate the strategic factors affecting their performance and their competitive environment in a comprehensive and profound manner. Actual strategic awareness involves analyzing the strengths, weaknesses, opportunities, and threats that affect the competitiveness of an individual or organization. In a practical context, actual strategic awareness allows managers and leaders to understand the impact of decisions and strategies on an organization's performance and market position.
2. **External strategic awareness:** This dimension studies the external factors of the organization that are affected by the organization, as there are several factors that can affect the organization's strategy, including economic and political factors and other external factors.
3. **Perspective strategic awareness:** This type of awareness studies how to make strategic decisions by looking at strategic models as well as viewpoints in the organization's competitive environment, as this type of awareness requires high abilities in thinking as well as in analysis for the purpose of studying and implementing these theories and ideas.
4. **Internal strategic awareness:** This type of awareness studies the most important internal factors in the organization that help in decision-making processes and also contribute to the organization's strategic success through understanding and managing the organization's resources and capabilities. Here it can be said that this type depends greatly on how to understand the available capabilities. in the organization and how it is managed and used for the purpose of achieving the established strategic objectives.

➤ **The concept of making innovative marketing decisions**

The process of making innovative marketing decisions is a very sensitive topic in marketing, as this topic studies the most important decisions on which the organization will base its course in the market. Here it must be noted that these decisions will be the deciding factor between the organization's success and survival in the markets or its failure and achieving losses. Therefore, studying marketing decisions is necessary and important, especially innovative marketing decisions that can be through the formation of new and innovative strategies, the creation of new products or marketing processes, and communication with customers in a creative way. (Kotler & Keller, 2016:226).

These innovative marketing decisions in organizations require a process of study and analysis, as well as thinking about how to formulate the appropriate strategy to confront competitors in the markets. In addition, it must be within the vision of the organization and within the limits of its capabilities that it possesses, as well as within its resources. These strategies must also contribute to determining Consumer preferences and behaviors for the purpose of providing the required products. This is done

through data collection and studies for this purpose (Day, 1994: 44).

This topic is one of the topics that is renewed and subject to developments taking place in the world today, as making innovative marketing decisions must be compatible with the use of technology, for example, social media, which has become an important resource in the promotion and sales processes, as well as obtaining a large market share from During this means, the strategies put in place must keep pace with these technological developments and be highly flexible in responding to such changes. (Dibb et al, 2016: 113).

The process of making innovative marketing decisions must be a continuous process of thinking, developing plans, and studying the market, as well as keeping up with all developments that occur for the purpose of taking advantage. Market opportunities and competition for them. (Trott, 2012: 217).

The processes of making marketing decisions must be subject to a performance evaluation process, and for the purpose of doing this, measurement and monitoring tools must be used for the marketing process carried out by the organization, as well as innovative marketing decisions must be applicable and achieve the best results through the use of its own strategies, and this is done through a process Continuous development of both sides, customers and products, as this is also done through developing strategies, which senior management must carry out through motivation and encouragement processes for the purpose of presenting innovative ideas in the organization. (Homburg & Pflesser, 2000: 456).

The senior management in organizations seeks to achieve excellence and success in the market, and in order for this to be achieved, it is necessary to do everything that is required, including developing a strategic plan that is commensurate with the capabilities and capabilities of the organization, as well as making marketing decisions that are also commensurate with the capabilities of the employees and the resources that the organization possesses, and in order for this to be achieved, it is necessary By measuring the organization's performance every period while developing a plan and following up on it for the purpose of adapting to the changes that occur. (Hart, 1995: 995).

➤ **The importance of making innovative marketing decisions**

Innovative marketing decision making acts as a driving factor for innovation and development within an organization. When organizations are committed to innovation in their marketing strategies, teams are encouraged to look for new and effective solutions to achieve company goals. Innovative marketing decisions can help the organization attract new and professional talents, and maintain them within the organization, which relies on innovation in marketing its products and services and is usually the focus of attention of creative talents. Innovative marketing decisions can also be a catalyst for developing an organizational culture that encourages innovation and change. Those organizations that focus on innovation in marketing cultivate a work environment that encourages the exchange of ideas and experiences among employees and improves interaction with partners and suppliers, which can improve interaction and cooperation with partners and suppliers. By introducing innovative marketing initiatives, organizations can strengthen their relationships with business partners and suppliers and achieve shared competitive advantage. Innovative marketing decisions also contribute to achieving economic and social sustainability for companies. When companies are committed to providing innovative products and services that effectively meet customer needs, they can contribute to economic growth and improved standards of living. (Kotler & Keller, 2016: 246)

➤ **Objectives of making innovative marketing decisions**

There are several goals for making innovative marketing decisions, and among the most important of these goals are (Homburg & Pflesser, 2000: 458):

1. Improving customer experience: Companies seek to make innovative marketing decisions to improve customer experience and better meet their needs.

2. Increasing market share: The process of increasing market share in organizations occurs through competition and developing plans that enhance innovation processes that contribute to supplying the market with innovative products capable of capturing all markets.
3. Brand enhancement: We notice that some organizations are known through their distinctive brand, as this was done by making innovative marketing decisions that enabled them to stand out and be unique from others in the market, which made customers attracted towards that brand.
4. Increasing revenues and profits: The organizations that achieve the largest market share in the markets today are able to increase and maximize revenues, as this is done through studying the markets well and understanding the market and market requirements for the purpose of making a decision capable of keeping pace with these preferences and changes for the purpose of achieving high financial results in those markets. .

Practical Aspect

In this part of the research, the SPSS statistical program was used for the purpose of analyzing measures of central tendency and dispersion, as these measures measure the extent of response to the questionnaire items in the researched organization. (SmartPLS) was also relied upon for the purpose of analyzing partial least squares modeling.

First: Coding the questionnaire items

The process of coding the items is the first step in statistical analysis, as Table (1) below reviews the questionnaire items as well as the coding of all variables, dimensions, and items.

Table (1): Scale items and their coding

Variables symbol	Variables
SA	Strategic Awareness
MIM	Making Innovative Marketing Decisions

Second: Descriptive analysis

The descriptive analysis aims to summarize the data collected by the researcher through measures of dispersion and measures of central tendency. Table (3) below presents the arithmetic mean and standard deviation of the questionnaire items, which showed that all items exceeded the hypothesized mean of 3 (when using a five-point Likert scale), and this indicates that The prevalence of all variables in the organization under study, and the results of the descriptive analysis showed low percentages of standard deviation, which indicates the accuracy of the respondents' answers and their understanding of the items.

Table (3): Results of the descriptive analysis

Item	Mean	Standard Deviation
SA1	4.5465	.69717
SA2	4.1395	.68878
SA3	4.3953	.80116
SA4	4.0930	.77654
SA5	4.3953	.72403
SA6	4.0581	.74130
SA7	4.0116	.72751
SA8	4.3605	.78084
SA9	4.4535	.71385
SA10	4.0349	.65883
SA11	4.0930	.83494

SA12	4.0000	.78215
SA13	4.3953	.68878
SA14	4.0581	.80116
SA15	4.0116	.77654
SA16	4.1628	.85213
MIM1	3.9186	.72299
MIM2	4.1512	.83338
MIM3	3.9186	.89725
MIM4	4.4419	.72930
MIM5	4.0698	.69942
MIM6	3.8837	.87338
MIM7	4.0349	.84641
MIM8	4.1279	.74828

Source: SPSS output

Third: Evaluation of the measurement tool

The evaluation of the measurement tool aims to evaluate the validity and reliability of the measures that were used in the study. The measurement tool is evaluated using the least squares modeling method (PLS-SEM) according to (Hair et al., 2017) through four criteria as follows:

- Cronbach's alpha: minimum 0.7
- Composite reliability: minimum 0.6
- Paragraph stability (saturation): minimum 0.7
- Average Variance Extracted (AVE): minimum 0.5

Through the use of the SmartPLS program, the results of testing the measurement tool were obtained, which are presented in Table (4) below, which shows that all items, dimensions, and variables met the minimum standards for evaluating the measurement tool according to (Hair et al., 2017).

Table (4) Results of the measurement tool test

Items	Dendrites	Cronbach's Alpha	Composite persistence	AVE
SA1	0.712	0.755	0.845	0.579
SA2	0.831			
SA3	0.776			
SA4	0.814			
SA5	0.782			
SA6	0.871			
SA7	0.764			
SA8	0.811			
SA9	0.717			
SA10	0.817			
SA11	0.788			
SA12	0.799			
SA13	0.764			
SA14	0.821			
SA15	0.717			
SA16	0.738			
MIM1	0.729			

MIM2	0.843	0.758	0.836	0.565
MIM3	0.755			
MIM4	0.735			
MIM5	0.921			
MIM6	0.712			
MIM7	0.737			
MIM8	0.544			

Source: SmartPLS output

Fourth: Testing hypotheses

The current study included the following five hypotheses:

- H1 There is a positive moral effect of strategic awareness on making innovative marketing decisions.
- H2 There is a positive moral effect of actual strategic awareness in making innovative marketing decisions.
- H3 There is a positive moral effect of strategic perspective awareness on making innovative marketing decisions.
- H4 There is a positive, significant indirect effect of internal strategic awareness on making innovative marketing decisions.
- H4 There is a positive, significant indirect effect of external strategic awareness on making innovative marketing decisions.

For the purpose of testing these hypotheses, the SmartPLS program was used to build the path model in Figure (2), the results of which are presented in Table (5) below.

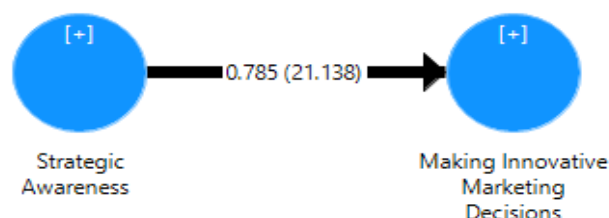


Figure (2) Path model for the research variables

Source: SmartPLS output

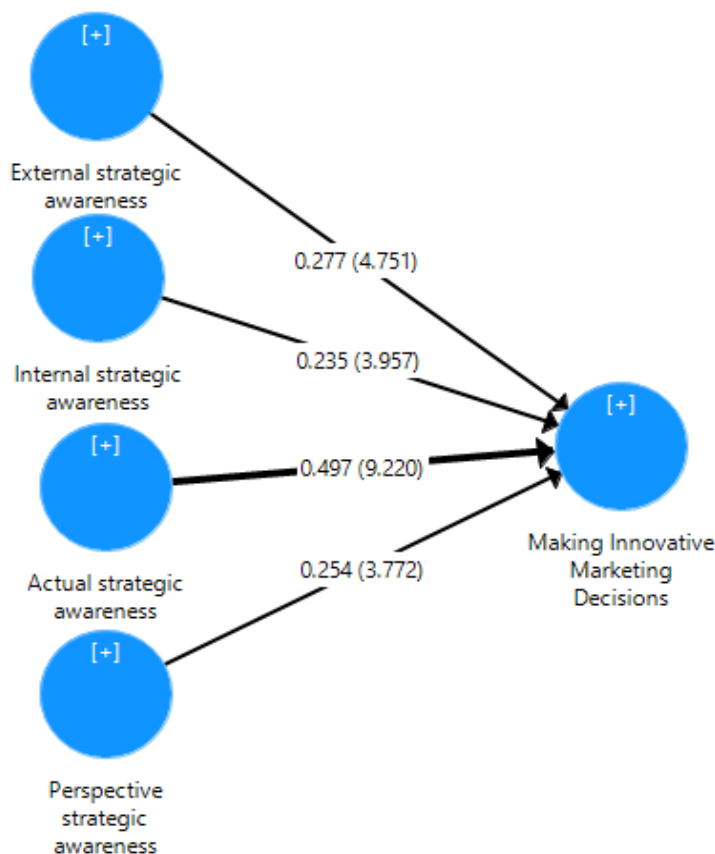


Figure (3): Path model for the research variables
Source: SmartPLS output

Table (5): Results of testing the study hypotheses

R ² Modifying	Determination coefficient R ²	Result	p Value	t Value	Path parameter	Hypotheses
0.821	0.830	Acceptance	0.000	21.138	0.785	H1
0.714	0.719	Acceptance	0.000	9.220	0.497	H2
		Acceptance	0.003	3.957	0.235	H3
		Acceptance	0.000	4.751	0.277	H4
		Acceptance	0.007	3.772	0.254	H5

Source: SmartPLS output

Table (5) presents the path coefficients representing the effect size, which are significant when the t value exceeds 1.96 and the P value exceeds 0.05 according to the rule (Hair et al., 2017). Since the path coefficients exceed the minimum value of t and p, all of these hypotheses are accepted. As for the coefficient of determination, it reached 83% for the strategic awareness variable, and this indicates that the two strategic awareness variables explain the variable of making innovative marketing decisions, 71%, and the rest of the percentage are factors that were not addressed in the study. .

Conclusions

1. From the practical aspect, the results show that strategic awareness plays an important role in making innovative marketing decisions. The results showed that the percentage of influence reached (0.785) in the organization, as it was proven that there is a significant influence relationship between strategic awareness and making innovative marketing decisions.

2. It is clear that employees who possess higher strategic awareness show better performance in the work context, which stimulates innovation.
3. The research indicates that strategic awareness can motivate employees to think creatively and innovatively to improve practices and make strategic decisions regarding innovative marketing products in the researched organization

Recommendations

1. It is advisable to implement awareness and training programs geared towards strategic awareness among employees to increase their understanding of the objectives and vision of the organization with regard to marketing decisions.
2. It is recommended to develop and implement policies and procedures that enhance strategic awareness and encourage innovative practices within the organization.
3. Employees should be encouraged to actively participate in the development and implementation of development initiatives for marketing products, and encourage interaction and knowledge exchange between various departments and branches.
4. Innovation must be encouraged and supported in the context of marketing decisions by providing rewards and recognition for innovative initiatives and ideas that contribute to improving products for the organization.
5. Tools and indicators should be developed to measure and evaluate marketing decision-making and regularly track the progress of improvements to ensure continuity of continuous improvement and achievement of goals for the organization.

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