

The Issue of Adopting Technological Innovation in Small and Medium Enterprises in Algeria -A field study of a sample of institutions-

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Abstract:

This research aims to highlight the importance of technological innovation and its role in addressing the challenges faced by economic enterprises, which requires high creative capacities that contribute to the development and creation of new solutions and ideas, enabling them to continue and grow. This study concluded with several results obtained through a field study on a sample of Algerian small and medium enterprises, using a questionnaire distributed to the managers of these companies. The reality of technological innovation and the degree of its adoption in these companies was demonstrated, which mostly consists of introducing improvements to existing market products or imitating products of leading companies in the field.

Key Words : *business, creativity, research and development, technological innovation.*

JEL Classification: *M2 ,O31, O32*

1. Introduction

The business world is currently experiencing a phase characterized by a greater reliance on information in all fields. This is due to rapid advancements and increasing competition, which has intensified pressure on organizations across all sectors. The performance of organizations today is linked to their ability to adjust their strategies and structures in response to environmental changes. To do this, they need to acquire critical information about their current and future work environment by effectively managing and intelligently using this information. Such information has become a strategic resource as important as other resources, controlling the management of vital activities within the organization and giving it a greater and faster ability to respond to market demands.

In this environment, organizations must strive to improve the quality of their products and services, understand market dynamics, improve their position relative to competitors, reduce production costs, and leverage technology to maximize profits. This requires high creative capabilities to develop and create new solutions, ideas, products and services that enable them to sustain and grow and achieve competitive excellence. Interest in innovation is growing in the face of the increasing challenges posed by globalization, rapid technological change, the information revolution, and the shift from an industrial model to what is now known as the knowledge economy. Technological innovation has become one of the most important and effective tools and methods, if not the most powerful, to address environmental changes and competitive challenges by offering high quality products, whether new or improved, new opportunities and markets, and modern methods and techniques in production. As a result, many companies, especially large ones, have made significant investments in research and development to create and improve innovative processes and gain a competitive edge.

The research problem is formulated as follows :

What is the reality of the adoption of technological innovation in small and medium enterprises (SMEs) in Algeria ?

To answer this problem, the following questions were raised:

- What is the meaning of innovation and its role in increasing the competitiveness of economic institutions ?
- What is technological innovation and what is its meaning for the organization ?
- What is the reality and the degree of adoption of technological innovation in small and medium enterprises in Algeria ?

Hypothesis of the study:

Small and medium-sized enterprises in Algeria do not attach significant importance to the adoption of technological innovation in their production processes.

Significance of the study:

The significance of the study lies in the importance of technological innovation as a critical strategic factor in achieving competitive advantage and excellence. This is evidenced by numerous cases of institutions and companies that have achieved leadership in their fields by seriously considering technological innovation for growth and development, allowing them to gain an edge over competitors. Conversely, some companies have disappeared from the economic landscape because they neglected this aspect. The practical importance of the study is to understand the reality and the environment of small and medium enterprises (SMEs) in

Algeria, as well as the importance that decision makers attribute to this aspect and the degree of its adoption, amidst the challenges facing Algerian economic institutions.

Objectives of the study:

The objectives of the study can be summarized as follows:

- Highlight the importance of technological innovation in addressing the challenges faced by institutions.
- Illustrate the reality and the degree of adoption of technological innovation in SMEs in Algeria.
- Clarify the main innovative processes achieved in these institutions.

Methodology of the study:

To carry out this work, a descriptive approach was used. The survey method was applied in the theoretical aspect through a review of theoretical literature and previous studies related to the subject, along with various sources and references. In the practical aspect, a field study was carried out involving 30 SMEs from different economic activities, using a questionnaire distributed to the staff and employees of these institutions.

2. Concept of Innovation

The credit for the first use of creativity in the economic field goes to the Austrian neoclassical economist Joseph Schumpeter, who is considered the primary theorist of innovation. This is outlined in his book **The Theory of Economic Development** published in 1912, where he introduced the theory of genuine innovation. Schumpeter believes that capitalism is a dynamic process consisting of long movements; cycles of growth and crises come and go. This is precisely what innovation is, defined as a process of "creative destruction" (un processus de destruction-créatrice) that drives this dynamism.

Schumpeter (1942) states that economic growth in a capitalist system occurs through creative destruction. It is a process where the old is continually destroyed, thereby freeing new resources (Sandstrom, 2010). In his early works, Schumpeter views innovation as the result of the actions of an economic agent, particularly an individual entrepreneur who disrupts the circular flow of the economy by betting on future demand for new products or processes, opening new markets, utilizing new types of natural resources, or organizing entire sectors of the economy. Schumpeter considers that innovations are conceived during periods of crises before they fuel growth.

In his later works, Schumpeter focused on large innovative firms, which replace individual entrepreneurs, and small innovative firms, as they ultimately have the financial means to support creativity and innovation. This leads to a redefinition of innovation that emerges from this new approach (Rowley, 2012). According to the researcher, innovation results from the R&D activities carried out in large industrial research laboratories, which are composed of highly skilled individuals specialized in carrying out tasks and activities that are the source of creativity and innovation.

He defines innovation as the implementation of a new combination of productive resources, in line with the process of generating and possessing a set of scientific, technical and financial resources for the company or a group of companies, leading to the production of new goods, the adoption of new technologies and methods, the organization of labor markets and the opening of new markets. It is the result of the innovation of a new method or system of production that leads to changes in product components and design.

Innovation: refers to the introduction of a new product or a product with new features, as well as the implementation of a new production method or a new organization within the institution. It encompasses the scientific, technical, commercial, and financial steps necessary for the successful development and marketing of new or improved products, as well as the use of new or improved methods, processes, or equipment.

Drucker argues that in a 20th-century organization, the most important element was maximizing production resources, while in a 21st-century organization-whether commercial or otherwise-it is maximizing the value of knowledge.

Any organization of business and innovative activities, whether manufacturing or service, can be viewed as a process of transforming inputs (such as raw materials and skills) into outputs (such as tangible products or intangible services). In this context, innovation can be one of the following options

- Outputs of creativity, i.e., innovation in products, services, and marketing activities.
- Innovation in materials used, sourcing, and supply arrangements.
- Innovation in technological processes, skills, techniques, organizational systems, and administrative procedures involved in converting inputs into outputs.

Innovation is often driven by external environmental pressures, including factors such as competition, deregulation, resource scarcity, and customer demand, accompanied by adaptive behavior that alters the organization to maintain or enhance performance (Graaf, 2010). The goal of innovation is to advance the attached business state, thereby identifying not just current market gaps but also future opportunities (Sandstrom, 2010). According to Blayse and Manley (2004), Vakola and Rezgui (2000), and (Fenn, 2006), innovation directs production methods and organizational innovation to implement the new strategic orientations of the institution.

Innovation is defined as a new idea that is implemented to improve a product, process, or service. The impact of innovation in organizations can range from minor performance improvements to major developments. These improvements can include new production methods, technological advances, organizational structures, management and marketing systems, and new employee-related plans and programs.

There is a type of innovation called disruptive innovation that creates a significant and distinct change related to the core competence of a company or network. Such innovation can result from new technologies, business models, or organizational changes. A disruptive technology can be defined as “a technology that brings about significant change by creating an alternative technique for products or processes in a particular industry” (Authorless, 2011).

Another aspect of modern innovation involves external collaboration in addition to internal efforts. In the past, most companies involved in research and development (R&D) maintained a high level of secrecy about their activities. Today, there is a rise in what is called “open innovation,” a new model that aims to achieve mutual benefits by pooling creative resources for common interests (Mellissa Schilling, 2006). The term “open innovation” was coined by Chesbrough Henry in 2003.

Economists and researchers generally agree on a single definition of innovation as the introduction of significantly improved new products, new technical processes, organizational methods, and marketing strategies in internal business practices or in the open market. In other words, it is related to innovative novelty that carries economic value, which can be understood

as a process of increasing the stock of knowledge, manifested in improvements (additions) to all existing goods, services and production methods, aiming to create a positive and successful impact on the performance and results of the organization. It involves the reuse of existing knowledge in conjunction with new knowledge to effectively utilize and commercialize it.

3. Technological Innovation

The term “technological innovation” was first used in its modern sense by economist Josef Schumpeter in 1939, stating that technological innovation is the necessary or generated change. This definition is included in the Oxford English Dictionary (OED), and in the Petit Robert dictionary (1992 edition) it is defined as “technological innovation is the introduction of something derived from something new and unknown.” Mellissa S. and François T. define technological innovation as the actual launch of a new method or material to meet customer desires and achieve business goals (Muller, 2007). It pertains to new products and processes from a technological standpoint and significant technological improvements in products and processes that have been made

The Organization for Economic Cooperation and Development (OECD) defines it (Muller, 2007) as “a set of scientific, technological, organizational, financial and commercial actions, including investment in new knowledge, aimed at achieving and realizing new or improved technological products and processes”. Technological innovations include new products and new technical processes, as well as significant technological changes in products and technical processes, and are complete when they are introduced to the market or used in production processes. In other words, it refers to positive innovations concerning products of all kinds and production methods.

Ideas for improvement are considered innovations even if they are perceived externally as imitations of existing ideas or services. Product innovation can be either the provision of new goods or services or the improvement of existing goods and services, as well as process innovation, which is the finding of better ways of doing things, whether through new designs or improvements.

3.1 Types of technological innovation:

Technological innovation can be divided based on two factors: the nature of technological innovation, which includes product technological innovation and production method technological innovation, and the degree of technological innovation, which is categorized into incremental or gradual innovation and radical or disruptive innovation.

Type of technological innovation Two basic types can be distinguished:

- Product technological innovation:

This involves changes in specifications or features to better meet needs and satisfy desires. It aims to introduce products to the market that are new and modern compared to those currently available.

- Technological Innovation of production methods:

This is defined as any renewal or change in production methods aimed at improving them and reducing production costs. It seeks to improve the performance of the technical production method, resulting in positive results in productivity, output quantity and reduced production cost per unit.

Through these definitions, the goal is to improve production methods for products to improve performance both technically and economically, leading to positive results in output quantity and lower cost per unit produced.

Degree of technological innovation Two types of innovation can be distinguished:

- ***Incremental technological innovation:*** This is defined as small additions and partial modifications, whether to existing products or to the processes and production methods used. It involves gradual changes or improvements in the components of the product and does not require new scientific knowledge or significant cost. Its cumulative effects and continuous improvements can lead to radical changes in products or production methods.

- ***Radical Technological Innovation:***

Radical technological innovation refers to “making a fundamental or substantial change to the components of a product, requiring new and in-depth scientific knowledge and capabilities.” This means utilizing new knowledge and skills for better performance. This type of innovation results in significant changes to products and production methods, necessitating considerable efforts, high costs, and deep scientific knowledge, providing the organization with a competitive advantage and a strong position in the market.

Technological innovation can be supported by acquiring advanced technologies, which include obtaining advanced technological equipment, patents, licenses, and trademarks. Many studies indicate a positive relationship between spending on research and development and various forms of technological innovation. Furthermore, studies show that the most successful companies employ research and development strategies that link external opportunities with internal strengths and goals. Effective research and development policies align marketing opportunities with internal capabilities and provide a means for reviewing all ideas.

Research and development activities encompass four main types:

1. Basic research: This includes research that deals with facts and theories, or any other research in various fields of knowledge.
2. Applied research: This is directed toward solving practical problems faced by large institutions, with the goal of improving or increasing the effectiveness of specific applications.
3. Developmental research: These activities focus a technology or set of technologies to improve designs or processes to enhance the marketability of products or facilitate their production.
4. Support research: Also known as product improvement research, this aims to make improvements in the means and tools used in various research patterns.

3. Technological Innovation in Small and Medium Enterprises in Algeria:

In order to achieve the objectives of the study, which allow an exploration of the reality of the researched topic within institutions, a number of economic entities classified as small and medium enterprises were approached, a total of thirty (30) institutions.

The sample selected for the study was determined by the following considerations:

- ✓ The following organizations are in possession of an R&D directorate within their organizational structure;
- ✓ The following organizations are operating within a highly competitive environment;
- ✓ It is evident that organizations which encourage and adopt technological innovation in their operations are likely to achieve a leading position in the market, whilst concomitantly ensuring the highest standards of quality and product quality;

✓ The following organizations are engaged in export operations;

3.1 Study Methods:

To achieve the objectives of the field study, we used the following methods:

1. Questionnaire:

This included a series of questions to measure the level of interest of Algerian economic institutions in the topics of creativity and innovation, especially technological innovation, and the extent of their adoption.

The questionnaire was divided into two sections. The first section pertained to the personal and occupational information of the selected sample, while the second section focused on the study's thematic content. The following topics will be covered in this study: the organizational work environment, the types of innovation within the organization, the creativity and innovation environment, and the technological innovation processes within the organization.

2. Interview: To obtain complementary information and enrich the data and analysis, we conducted interviews with the leaders of these institutions, including managers and executive directors.

Study population:

The study targeted 30 economic institutions.

Study Sample:

The sample consisted of decision-making executives at the institutions studied who could provide the necessary information. This included primarily senior management and department heads, as several factors, including their position in strategic decision-making and their experience, positioned them as valuable sources of information on the topics and dimensions of the study. A total of 166 completed and valid questionnaires were collected for analysis.

The statistical processing methods that will be used in the study are as follows: the collected data will be processed after being sorted and coded using several statistical tools extracted from the SPSS programme. V24, as follows:

3.2 Analysis of sample responses:

Table (01) Respondents' answers about the characteristics of the organizational environment

Expressions		Available Options					Arithmetic Mean	Standard Deviation	Variance
		Very large	large	medium	small	Very small			
Competition faced by the organization	Frequency	44	70	41	7	4	3.8722	0.941	0.879
	Percentage	26.1	42.4	24.8	4.2	2.4			
Risks and threats to the organization	Frequency	32	72	47	12	3	3.7142	0.922	0.865
	Percentage	18.8	43.6	28.5	7.3	1.8			
Opportunities around the organization	Frequency	19	87	50	8	2	3.7211	0.782	0.624
	Percentage	11.5	52.7	30.3	4.2	1.2			
Continuously monitor	Frequency	26	95	35	6	4	3.8282	0.810	0.660
	Percentage	15.7	57.6	21.2	3.6	1.9			

changes in the environment									
Continuously monitor changes in the internal environment	Frequency	36	92	31	6	1	3.9333	0.782	0.600
	Percentage	21.4	55.8	18.7	3.6	0.6			
Organization environment	Frequency						3.7932	0.847	0.725
	Percentage								

The results of the table demonstrate that the characteristics of the environment of the study institutions are characterized by a high degree of complexity, with an arithmetic mean of 3.79 and a standard deviation of 0.88. This is attributed to the intensity of the existing competition and the great change that characterizes the work environment of these institutions in various aspects. It is also a consequence of the great degree of attention given by the study sample institutions to control the environment of the institution, whether internally or externally. This is primarily due to the desire to know all the details of what is happening in their work environment. This enables them to build their plans and strategy according to the available capabilities and opportunities.

Table (02) shows the responses of the sample regarding the types of innovation within the institution.

Expressions		Available Options					Arithmetic Mean	Standard Deviation	Variance
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree			
Technological Innovation	Frequency	43	71	25	21	6	3.7545	1.070	1.146
	Percentage	26.1	43	15.2	12.7	3			
Organizational Innovation	Frequency	17	105	20	20	4	3.6947	0.879	0.778
	Percentage	10.3	63.6	12.1	12.1	1.8			
Marketing Innovation	Frequency	28	105	12	15	6	3.8212	0.948	0.897
	Percentage	17	63.6	6.7	9.1	3.6			
Types of Innovation in the Organization	Frequency	/					3.7536	0.970	0.939
	Percentage	17.8	56.8	11.2	11.3	2.9			

The general trend indicated by the table (with a mean of 3.75 and a standard deviation of 0.97) shows that the institutions in the study sample exhibit a high level of innovation processes, with various types distributed significantly. This highlights the importance these institutions place on innovative processes in all their forms.

Marketing innovation ranks first, with a mean of 3.82 and a standard deviation of 0.94, underscoring the significant emphasis placed on marketing and commercial operations, which are considered the most profitable type in the short term. Following this is technological innovation, with a mean of 3.75, as this type of innovation is crucial for the growth, development, and competitive edge of the institution. This is achieved through focusing on processes such as improving or launching new products and new production techniques, essentially relating to all

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technical processes of products and production. However, this does not preclude attention to another type of innovation, namely organizational innovation, which is also given importance, as indicated by the results (mean of 3.69 and a standard deviation of 0.87).

Table (03) presents the responses of the sample regarding the environment for creativity and innovation within the institution.

Expressions		Available Options					Arithmetic Mean	Stand ard Deviat ion	Varia nce
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree			
Existence of a research and development department/division	Frequ ency	36	68	23	20	19	3.5092	1.262	1.593
	Perce ntage	21.8	41.2	13.9	12.1	10.9			
The organization provides a stimulating work environment for creative work	Frequ ency	17	81	40	21	7	3.4970	0.967	0.934
	Perce ntage	10.3	49.1	24.2	12,7	3.6			
The goals of creativity and innovation are known to all members of the organization	Frequ ency	10	50	30	68	8	2.925	1.072	1.151
	Perce ntage	6.1	30.3	17.6	41.2	4.8			
Participation of organization members in generating creative ideas	Frequ ency	24	84	20	31	7	3.5400	1.068	1.140
	Perce ntage	14.5	50.9	12.1	18.8	3.6			
Changing the technology used in production	Frequ ency	49	62	20	29	6	3.7433	1.153	1.332
	Perce ntage	29.7	37.6	12.1	17.6	3			
Training programs for staff and individuals	Frequ ency	37	98	15	12	4	3.9400	0.877	0.770
	Perce ntage	22.4	59.4	9.1	7.3	1.8			

on new work techniques									
The environment for creativity and innovation in the organization	Frequency	/					3.5828	1.120	1.247
	Percentage	19.9	44.4	13.9	17.5	4.3			

The general trend of the results indicates that the institutions in the sample provide a highly conducive work environment for creativity and innovation, with a mean score of 3.58 and a standard deviation of 1.12. The weights varied between high and medium levels, as these institutions have changed the technology used (mean score of 3.74), which reflects the significant attention that the sample institutions pay to the importance of supporting or changing the technology used in production and keeping up with developments in this field. This is crucial for improving products and production methods, thereby achieving differentiation through high-quality products that enhance their competitive position.

Additionally, there is a focus on training and developing staff at various levels on modern production techniques and advanced technological equipment, as well as on modern management techniques and methods (mean score of 3.94). However, it is noted that their attention to other aspects of innovation was at a medium level. Regarding the participation of individuals in the institution in generating creative ideas (mean score of 3.54), this indicates that decision-making is predominantly centralized in upper management, without the involvement of various staff and stakeholders in formulating strategies and programs, and without granting them the freedom to participate and present their ideas. This is supported by the section concerning the awareness of all staff about the goals of creativity and innovation, which was rated at a medium level (mean score of 2.92).

As for the existence of a dedicated department for research and development, this was also rated at a medium level (mean score of 3.50). Some institutions in the sample are concerned about this aspect and provide a dedicated department within their organizational structure, while others do not prioritize it at all. This lack of interest is attributed to the additional costs that require a special budget to carry out research and development projects, which imposes additional burdens that they cannot bear.

Table (04): Responses of Sample Individuals Regarding Technological Innovation Processes in the Institution

Expressions		Available Options					Arithmetic Mean	Standard Deviation	Variance
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree			
The organization has launched	Frequency	48	66	18	28	6	3.7546	1.152	1.325
	Percentage	29.1	40	10.9	16.4	3.6			

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a new product									
It is working to improve product quality	Frequency	65	84	11	4	2	4.2706	0.740	0.548
	Percentage	39.4	50.9	6.7	2.4	0.6			
Adopting new ideas and methods in work	Frequency	53	81	18	11	3	4.0525	0.899	0.809
	Percentage	32.1	49.1	10.9	6.7	1.2			
Continuously adopting new production methods and techniques	Frequency	53	76	20	14	3	3.9939	0.947	0.897
	Percentage	32.1	46.1	12.1	8.5	1.2			
Diversifying and discovering new sources of raw materials and suppliers	Frequency	62	80	17	5	2	4.1979	0.810	0.654
	Percentage	37.6	48.5	10.3	2.4	1.2			
Technological innovation processes in the organization	Frequency	/					4.047	0.940	0.874
	Percentage	34.1	46.9	10.2	7.3	1.5			

The overall trend indicates that the institutions in the sample have engaged in diverse and varied innovative activities to a significant degree (mean = 4.04, standard deviation = 0.94). This demonstrates their interest in technological innovation as an essential tool contributing to growth, development, and differentiation, aimed at enhancing their competitive position in a complex environment characterized by turbulence and intense competition, especially from foreign institutions and products.

Improving product quality ranked first among the innovative activities undertaken by the sample institutions, with a mean of 4.27 and a standard deviation of 0.74. This highlights that one of the most significant achievements is the introduction of improvements to products. Following this, diversifying and discovering new sources of raw materials and suppliers had a mean of 4.19 and a standard deviation of 0.81. This indicates the importance these institutions place on discovering and diversifying sources from various and multiple suppliers for raw materials in search of quality and price, ensuring supply and avoiding potential supply crises that could affect their operations.

The continuous adoption of new production methods and techniques also followed, with a mean of 4.05 and a standard deviation of 0.89. This reflects their interest in developments occurring in the environment regarding technical and scientific information and new advanced technological equipment, as well as new production methods and techniques related to technological innovation.

These institutions also launched new products into the market, with a mean of 3.75, supporting their focus on technological innovation and adapting to the transformations and developments occurring in the environment to confront competitive pressures and establish a position among competitors. This supports their competitive position and advantage, as well as their growth and superiority, despite the fact that product innovation in Algeria primarily involves imitations of major global companies, produced by Algerian labor with a significant portion of raw materials being imported. Nonetheless, this has not deterred them from striving to keep pace with technological advancements and developments.

4. CONCLUSION

The results obtained demonstrate that the environment of these organizations is characterized by intense competition. This is due to the fact that they operate in a turbulent and complex environment that is characterized by continuous change in its aspects. This reflects the great degree of attention that the study sample organizations give to monitoring the external environment. The economic field is of great interest to them due to the nature of their economic activity. In addition, the technological field is of great interest to them because of the information it provides on the various technological and scientific developments occurring in the environment, as well as technical information and the various variables and modern technological techniques that exist. It is imperative to direct meticulous attention to the legislative and legal systems, as the significance of the legal apparatus exerts a profound influence on the operational dynamics of organizations.

By examining the results of the study, which focused on a sample of small and medium-sized Algerian enterprises, we conclude that these institutions place significant importance on technological innovation. This indicates their commitment to all that pertains to modern technological and scientific techniques, technical information, and new knowledge, as well as various indicators related to technical and technological fields such as patents, licenses, advanced technological equipment, new production techniques, and innovative work methods.

These factors help them extract essential elements and strategic variables, providing comprehensive information that aids in developing their plans and programs. Additionally, there is a focus on contemporary technological and scientific information, modern

equipment, and new work and production techniques, which relate directly to products and production methods.

These institutions strive to create a conducive work environment that fosters innovative work by supporting and upgrading technology and advanced equipment, as well as training and developing their staff through training courses and internships both within Algeria and abroad, focusing on the latest techniques and work methods to keep up with ongoing developments. However, participation from staff members in generating creative ideas is moderate, highlighting the dominance of decision-making at the upper management level without engaging various staff members and stakeholders in shaping strategies and programs, nor granting them the freedom to contribute and share their ideas. This is further supported by the observation that overall awareness among all staff regarding the goals of innovation was also moderate.

Regarding the existence of a dedicated research and development department, the response was moderate as well. Some of the institutions in the sample are attentive to this aspect and have established such a department within their organizational structure, while others do not prioritize it, primarily due to the additional costs associated with implementing research and development projects, which can impose burdens that they cannot bear.

Among the most significant technological innovation processes achieved by the sample institutions is improving product quality, followed by diversifying and discovering new sources for raw materials and suppliers. This reflects the importance these institutions place on exploring and diversifying sources from various suppliers to ensure quality and competitive pricing, thereby avoiding potential supply crises that could disrupt their operations. Following this, there is a continuous adoption of new production methods and techniques, indicating their interest in developments in the field concerning new and advanced technological equipment and production methods, all of which are related to technological innovation.

However, the reality, along with the analysis of the results obtained from this study, shows that technological innovation in Algerian enterprises, regardless of their classifications, often amounts to merely enhancing existing products and, in many cases, replicating foreign products from leading companies in the field.

In light of the demands imposed by the integration of the Algerian economy into the global economy, it has become imperative for Algerian enterprises to adopt technological innovation and create a stimulating creative environment for work. This is essential for fostering and developing innovative processes that will help them distinguish themselves and compete against foreign products and companies, thereby enhancing growth opportunities and competitive positioning if they wish to survive and evolve.

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