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MODERN MARKETING INNOVATION REQUIREMENTS IN THE FIELD OF PRODUCTS FOR THE STARTUP COMPANY

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Abstract:

The study aims to analyze the requirements of modern marketing innovation in the field of products, which is the basis of emerging institutions as the most important element that enters into determining the value of the product and reflects on consumer desires. Thus, the appropriate product can be determined by assigning values to these needs and desires. However, the continuous change that characterizes consumer tastes and needs as a result of the influence of a set of diverse factors has made it difficult for the emerging institution to offer a suitable product that responds at the same time to these needs. This has made it necessary for it to change this product by introducing new improvements to it or to come up with a new and innovative product as an alternative to it in order to conform to these changing needs. Moreover, identifying these changes and predicting how they may be in the future, and meeting them better than competitors and efficiently and effectively requires excellence in innovative marketing practices for the emerging institution, one of the outputs of which is to come up with an innovative product that achieves the desired goals from it. Therefore, this excellence requires the presence of marketing innovation in the field of products.

key words: Modern marketing innovation, products, startups

Introduction:

Excellence in marketing is considered one of the most important areas of distinction due to the significant role played by modern marketing techniques. Innovation in marketing has many facets and approaches; in other words, it can

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be in product development, pricing, distribution, or any other area of marketing or marketing practices. However, the innovation we are referring to is based on a marketing foundation, not a purely technological one. This does not negate the importance of technology in this field. Since the product is the most important marketing variable and tool, this research will focus on addressing the following problem:

To what extent does marketing innovation in the product field, as one of the most important aspects of marketing innovation, improve organizational performance?

This problem leads us to pose the following sub-questions:

- What is meant by marketing innovation, and what are its requirements and stages?

- What is the importance of marketing innovation in the product field, and what obstacles hinder its implementation?

- What is the mechanism for product innovation from a marketing perspective?

- What methods and strategies are used for product innovation? Significance of the Study:

The significance of this research lies in revealing the concept of marketing innovation, particularly in the field of products, and the positive effects resulting from implementing the innovative process in this area. This includes its role in developing, improving, and enhancing organizational performance and expanding its competitive edge.

Objectives of the Study:

The aim of this research is to achieve the following objectives:

- To highlight the importance of marketing innovation in the product field for improving marketing performance specifically and the overall performance of the organization in general.

- To raise awareness among decision-makers and managers in organizations about the importance and feasibility of innovation in marketing in general, and its importance in the product field specifically.

- To draw the attention of researchers to the importance of this topic and encourage specialization in this area.

Study Structure:

To achieve the research objectives, the study is divided into the following elements:

First: Marketing Innovation: Its Concept, Stages, and Requirements.

Second: The Importance of Product Innovation and Its Obstacles.

Third: Product Innovation Methods within the Organization.

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FIRST: MARKETING INNOVATION: ITS CONCEPT, STAGES, AND REQUIREMENTS

Marketing innovation has garnered the attention of academics and practitioners in the field of marketing due to its profound impact on achieving organizational excellence and, consequently, enhancing organizational performance in the marketing arena. Given the intense competition faced by organizations, achieving excellence in marketing through innovation has become essential. Innovation is now considered the latest trend in marketing evolution. This section of the research paper will attempt to define marketing innovation and explore its most important requirements and stages.

1-The Concept of Marketing Innovation

Marketing innovation is a broad concept encompassing all aspects of marketing activity. Therefore, it is not limited to a specific area of marketing but extends to all other marketing fields. Marketing innovation touches upon all activities related to directing the product from the manufacturer to the end user. It is defined as: "Introducing new or unconventional ideas into marketing practices." This means that any marketing innovation stems from a new idea and does not stop at merely generating or creating a new idea, but goes beyond that to putting this idea into practical application. Thus, it is defined as "the successful exploitation of new ideas," specifically within the field of marketing. The aim is to better satisfy consumers by skillfully identifying and meeting their needs and desires accurately, and aligning them with the capabilities and resources of the organization. [1]

2-Stages of Marketing Innovation

Among the most important stages of marketing innovation are:

A- The Idea Generation Stage:

This stage aims to generate as many ideas as possible without restrictions or conditions, from various sources. Generally, the market constitutes 50% of the idea sources for marketing innovations through marketing research and feedback from consumers and competitors. The remaining 50% is generated through scientific research and development, brainstorming, morphological analysis, structural analysis, and teamwork. We can distinguish between three main sources of new ideas:

-Random, Unplanned Idea Sources

[1] Abu Jumaa Naeem Hafez: Innovative Marketing, Arab Organization for Administrative Development Publications, Cairo, Egypt, 2023, p. 09

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These are unplanned sources that arise by chance and can be very successful. For example, the well-known Coca-Cola drink was the result of an unintentional mistake: mixing soda with cola instead of water. However, such sources cannot be relied upon in the context of intense competition and rapid changes that characterize the contemporary business environment.

-Organized Sources of Ideas:

These are specific, pre-planned sources managed within a defined organizational framework. Ideas are collected through a set of integrated channels within a well-structured plan. Customers are among the most important of these sources, as ideas from them are considered highly valuable and are obtained through various methods.

- **Brainstorming**

This technique is widely used in many types of organizations to address various problems they may face. It is also one of the most important methods used to generate ideas. This method is based on the observation that one of the main obstacles to the emergence of creative ideas in organizations is the fear of evaluation—that is, the fear that the idea will be met with ridicule or hostility from colleagues or superiors. Because of this, many new ideas remain unexpressed. Brainstorming aims to remove this obstacle and is based on two main principles:[2]

- **Delaying judgment of ideas:**

The evaluation or criticism of any idea is postponed until after the brainstorming session. Delaying judgment helps clarify the characteristics of the proposed idea through non-critical dialogue that builds upon the idea or part of it. This helps to increase and diversify ideas, and thus ideas or solutions that may seem worthless to their originators may actually be valuable, especially if others use them as a starting point for another idea. Quantity breeds quality:

This means that quantity leads to a diversity of ideas, and consequently to their novelty and originality. This provides participants with a broader horizon and a fertile environment for generating new ideas, ultimately leading to the production of high-quality and precise ideas.

B- Synthesizing Ideas

Some call this method the synthesis of disparate elements, as it involves linking different elements that seem unrelated or disconnected. This method is similar to brainstorming in that members participate in generating and producing new ideas. The essence of this method lies in making the unfamiliar familiar and the familiar

[2] Medhat Abu Nasr, Developing Innovative Capabilities in Individuals and Organizations, Nile International Group, Egypt, 2022, p. 142

unfamiliar. The new element, i.e., the problem, is identified and must be presented in a familiar manner through analysis and identification of its constituent parts, which are then precisely defined. There are three points that can facilitate this method.

-Direct analogy: This involves discovering the similarities between something and other things familiar to you.

-Personal analogy: This involves imagining yourself as the problem to discover how you would think about solutions.

-Symbolic analogy: This involves proposing concise changes to the problem, offering greater freedom and perspective.

3-Evaluating innovative ideas:

One of the most important methods used to evaluate new ideas is the weighted scoring method. The principle behind this method is to arrive at a set of points for each idea under evaluation, reflecting its assessment. These points are then used to determine which ideas are excluded and which are subject to further study. To use this method, several steps must be taken:

-Identifying the aspects or elements of the evaluation؛

-Defining the criteria used for each of these elements؛

-Determining the ranking of each idea according to each of these criteria؛

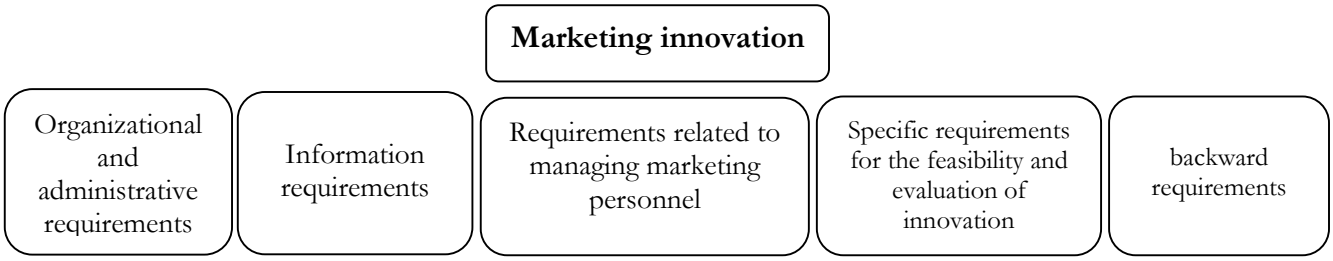
-Weighting each idea according to the assigned weight for each element؛

-Compiling the weighted points.

4-Marketing Innovation Requirements

Implementing marketing innovation in an organization is not easy, as there are a number of requirements that must be met. These requirements can be divided as shown in the following figure:

Figure 1: Marketing Innovation Requirements



Source: Pankaj Arora **Innovation** in Rural **Marketing**. "Rural Market: Currently, it's a black hole, there's not enough data; we will try to create a knowledge. www.brandchannel.com/.../522_2025-03_India_Rural

A- Organizational and Administrative Requirements:

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Organizational requirements relate to the prevailing management style in the institution. The following is a presentation of the most important of these requirements.

Senior Management Conviction:

It is crucial that the organization is convinced of the importance of innovation in marketing to achieve its goals. This conviction is essential for creating a suitable organizational climate for the emergence and growth of marketing innovation within the organization. .[3]

Coordination and Integration Among Departments Concerned with Innovative Activities:

Marketing innovation requires the combined and integrated efforts of all departments within the organization. This is because innovation is not solely the responsibility of the marketing department or the research and development department, but rather the responsibility of all departments. Therefore, coordination among these departments is essential. One approach that can be adopted to achieve such harmony and integration is the systems approach, whereby the outputs of one department become inputs for another.

B- Information-Specific Requirements:

Information-specific requirements pertain to information security and the marketing information subsystem. These requirements are outlined below: [4]

- Security Mechanism or System:

This means that the organization must have a security mechanism or system in place to maintain the confidentiality of information related to marketing innovations and ensure that this information is not leaked, especially in the early stages of these innovations when they are just ideas. The organization must work to secure and protect information related to its marketing innovations from leakage or theft by competitors by limiting this information to a small number of its employees and fostering strong loyalty among them.

- Marketing Information System:

A marketing information system is essential for marketing innovation. It is defined as a system for the continuous flow of marketing information that informs marketing decisions. C. Requirements Related to Managing Marketing Personnel

Managing marketing personnel in relation to innovation requires several elements: [5]

- Considering innovative abilities as a prerequisite for employment:

[3] Pankaj Arora Innovation in Rural Marketing. "Rural Market: Currently, it's a black hole, there's not enough data; we will try to create a knowledge. www.brandchannel.com/.../522_2025-03_India_Rural

[4] Abu Al-Alfa Essam El-Din, Marketing: Concepts and Strategies, Theory and Application, Horus International Foundation, Egypt, 2022, p. 19

[5] Mohammed Ibrahim Obaidat: Developing New Products, Dar Wael, First Edition, Jordan, 2020, p. 52.

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Innovation requires innovative individuals with a high level of academic qualifications. Therefore, candidates for marketing positions must possess both innovative abilities and a strong academic background in marketing. Consequently, human resources management should establish criteria to determine the extent to which applicants for marketing-related positions possess these abilities.

- An effective system for incentivizing innovation:

This system can take a tangible form, such as in-kind and cash bonuses, or a non-tangible form, such as certificates of appreciation. This system must be fair, meaning it should reward individuals who contribute to innovation. Undoubtedly, this fosters a competitive environment and contributes to increased innovation within the organization.

D. Requirements Related to Feasibility and Evaluation of Marketing Innovations:

In many cases, innovations require substantial investments and involve a high degree of risk. Therefore, it is essential to conduct feasibility studies for innovations before implementation. These studies provide the organization with insight into the future of these innovations. To evaluate marketing innovations, a set of criteria is used: [6]

- Change in customer satisfaction;
- Percentage increase in sales or market share resulting from the implementation of the innovation;
- The actual cost of the innovation compared to its return;
- Percentage increase in profits attributable to the innovation; E. Diverse Requirements:
- Anticipate and Prepare for Resistance to Marketing Innovation:

Resistance to marketing innovation may come from within or outside the organization. Generally, the reasons for resistance stem from uncertainty. Some individuals fear losing their positions within the organization due to the innovation, while distributors and suppliers fear losing their own interests. Therefore, resistance is inevitable. This doesn't mean resistance is limited to these groups; several parties may participate. What concerns us most in marketing innovation is consumer resistance, which often arises from their satisfaction with current products. Regardless, the organization must anticipate the degree, sources, and causes of resistance and develop an appropriate approach to address it.

- Balance in Marketing Innovation:

[6] Joe Tidd, John Bessant and Keith Pavitt, Managing Innovation, (New York, N.Y.: John Wiley & Sons, 1997.p34 file://A:search.epnet.com

Here, it's crucial to avoid focusing innovation solely on one area or element of marketing to the exclusion of others. The vast majority of research and studies have concentrated on the product element, despite its inherent high risk, with new products failing in the market at up to 80%. Innovation in pricing or advertising carries less risk. Balance in marketing innovation means diversifying innovation across various marketing elements, thereby reducing the overall associated risk. This process is known as managing a marketing innovation portfolio.

SECOND: THE IMPORTANCE OF PRODUCT INNOVATION AND ITS OBSTACLES

Marketing plays a crucial role in enabling the introduction of new products that better meet consumer needs and desires than competitors, often without resorting to new technologies, despite the inherent risks and obstacles. This section will attempt to define the concept of a new product from a marketing perspective, its main classifications, the importance of product innovation, and its major obstacles.

1- The Concept and Types of New Products

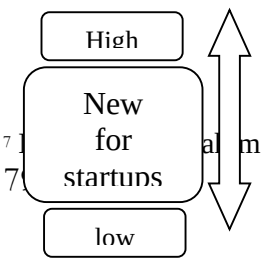
a- The Concept of an Innovative Product:

A new product is anything that can be modified, improved, or developed in terms of the specifications and characteristics of a product, whether tangible or intangible, or its accompanying services. It aims to satisfy current or anticipated customer needs in targeted market segments. This product is new to the organization, the market, the customers, or all of them together, regardless of the level of technological advancement used in its development. This may include product specifications, branding, customer services, pricing, promotion, distribution, after-sales services, packaging, warranties, payment methods, or even the process of product replacement in specific market segments.

B- Types of Innovative Products:

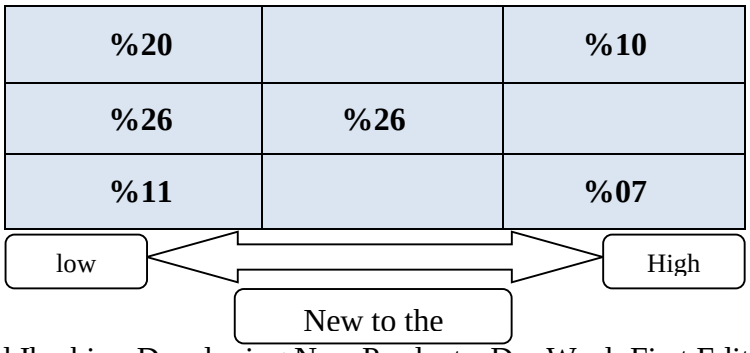
Numerous studies have been conducted to highlight classifications of innovative products. Among the most important of these studies is one carried out by a consulting firm in the United States. This firm conducted a market study encompassing 700 startups and focusing on 13,000 innovative products. Through this study, early products were categorized as being new to the market, new to the startups, or new to both. The following figure illustrates the results of this study, which can be summarized as follows:[7]

Table 01: Innovative Product Classifications



[7] I al m Obaidat: Developing New Products, Dar Wael, First Edition, Jordan, 2023, p. 52.

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Source: Mohamed Ibrahim, Developing New Products, Dar Wael, First Edition, Jordan, 2023, p52.

The previous figure reveals the following:

• 10% of the products are new to both the company and the market;

• 20% of the products are new to the company but already known to the market;

• 7% of the products represent repositioning of existing products that were new to the market but not to the company;

• The remaining 63% of new products fall somewhere in between, as follows:

• 26% are additions to the existing product line;

• 26% are improvements and developments to existing products;

• 11% are products that offer the same performance but at a lower cost.

We can distinguish three main categories of new products based on the type of innovation: [8]

- Radical Innovation Products:

These are completely innovative products that did not exist before, such as the development of a drug to treat cancer. These products are usually driven by genuine needs, or what are called latent needs.

- Incremental Innovation Products:

These consist of modifications to existing products, aimed at reducing costs, increasing added value for consumers, or keeping pace with market competition. Annual car models and ready-to-wear fashions fall into this category.

- Imitation Products:

These are products that are new to a specific company but not new to the market. In other words, the company aims to capture a share of the existing market with its own products, often referred to as "me too" products. Some consider these products uninnovative and merely imitations. The primary criterion for considering a product new is market perception. If consumers perceive it as different from its competitors in certain characteristics, then it is considered a new product.

[8] Mamoun Nadim Akroush, New Product Development, Dar Wael for Printing and Publishing, First Edition, Amman, Jordan, 2004, p. 9.

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2- The Importance of Product Innovation:

New products gain particular importance given the increasingly complex, changing, and unstable marketing environment in which organizations operate. Among the most prominent features of this environment are fierce competition, the proliferation of new products resulting from rapid technological advancements, and the consequent continuous changes in consumer tastes and desires, on the one hand, and the shortening of product lifecycles, on the other. In general, the importance of product innovation can be attributed to the following reasons:

A. Products Have a Life Cycle:

This means that every product has a life cycle; it is born, lives, then dies and is replaced by another product. This implies that what is considered a new product now will become obsolete after a period of time, and a replacement product must be introduced. On the other hand, the further a product progresses in its life cycle, the lower the profits it generates. Continuous product innovation is the only way to protect an organization's products from becoming obsolete.

B. Products Are a Key Determinant of Profit:

New products are essential for maintaining profitability. As is well known, product profits vary throughout the different stages of its life cycle in the market. While profits peak as the product approaches maturity, they reach their lowest levels as the product enters decline, where profits begin to decrease gradually and noticeably until the product starts to incur losses. Therefore, achieving profit equilibrium requires the organization to continuously introduce new products, as this is the most important means of maintaining profit levels.

C. New Product Innovation is Essential for the Growth and Stability of the Organization:

The majority of sales for most organizations come from new products. This is due to the high sales and profits achieved in the early stages of the product lifecycle. In fact, 60% or more of an organization's sales are generated from new products that were not previously available in the market. In other words, an organization could lose 60% or more of its sales in the coming years if it does not continuously support its product lines. If an organization continues to follow this policy, it may end up exiting the market entirely in a short period. The motto that an organization should keep in mind is "Innovate or Die." This underscores that an organization that does not prioritize planning for new product innovation will find it difficult to succeed, survive, and grow**.**

D. Considerations Related to Resources and the Environment:

It is well known that the resources available to an organization are limited and non-replaceable. This necessitates careful planning for the development of new products to ensure optimal use of these resources. It also requires exploring new

packaging methods and other approaches that help protect the environment and minimize environmental damage. This, in turn, drives the adoption of a modern marketing philosophy during product development.

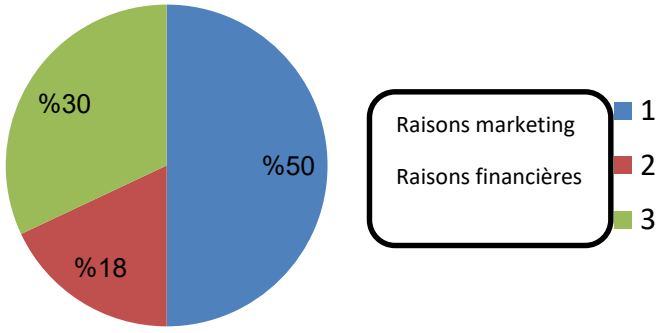
3- Obstacles to Product Innovation

Despite the importance of new product innovation for an organization to achieve stability and growth in its sales, this process involves a high degree of risk, which is considered one of the most significant obstacles facing organizations in the innovation process. A number of obstacles exist, the most important of which are: [9]

*** High Failure Rate of New Products:**

High failure rates of new products represent one of the obstacles that prevent organizations from innovating. The failure rate for manufactured goods reaches 20% to 30%, for services between 15% and 25%, and between 40% and 60% for consumer goods. Some studies have indicated that 95% of new products tested in the market do not reach the final launch stage. Several organizations have conducted studies to determine the success and failure rates of new products and attempted to analyze the factors of success and failure. However, the results have been varied and often contradictory, perhaps due to the use of different criteria or metrics for measuring failure. Regarding the reasons for failure, they have been found to be divided into financial reasons, technical reasons, and marketing and commercial reasons, as illustrated in the following figure. [10]

Figure 2: Obstacles to modern marketing innovation in startups



Source : Joe Tidd, John Bessant and Keith Pavitt, Managing Innovation, (New York, N.Y, 2024.p 38.

[9] Mamoun Nadim Akroush, New Product Development, Dar Wael for Printing and Publishing, First Edition, Amman, Jordan, 2004, p. 9.
[10] Joe Tidd, Op cit.p 46

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Financial reasons account for 18%, stemming from insufficient funding to support product innovation and marketing, and a lack of financial resources. Technical reasons constitute 32%, including the product's inability to achieve the required performance level, a failure to solve technical problems, and an inability to technically implement the product. The remaining 50% are attributed to marketing and commercial reasons, such as miscalculating market size, changing consumer preferences, product launch timing, and strong competitor reactions. [11]

*** High Cost of Product Innovation:**

The high cost of product innovation discourages many organizations from offering entirely innovative products. Instead, they focus more on incremental innovation, specifically improving existing products.

- Shortened Product Lifecycle:

The rapid pace at which existing products are developed and new ones are introduced has resulted in shorter product lifecycles than before. In the last fifteen years, the average product lifecycle has decreased from three years to one year. Attempts to revive declining products through marketing are often unsuccessful. In a highly competitive environment, where the rate of innovation—even in its narrowest sense of minor modifications to existing goods—is high, a product can only survive in the market for a limited time. Consumers then find new alternatives that attract them and cause them to abandon the original product. Since the costs of product innovation are high, the short market period may not be sufficient for the company to recoup its innovation costs, let alone generate a worthwhile return. Consumer Resistance: [12]

It is usually difficult to attract consumers to new product ideas for several reasons, most notably income. Consumers with low incomes spend a large portion of their earnings on basic necessities, thus leaving them little opportunity to try new products. Furthermore, the abundance of alternatives in the market creates intense competition among rivals vying for consumer attention. All these factors, and others, constitute what is known as consumer resistance. This is one of the obstacles that discourages most organizations from innovating, for fear of failing to convince consumers of the value of their innovations.

- Government Restrictions and Regulations:

In many countries, especially developed ones, new products, particularly those related to health and individuals such as medicines and food, or those that affect their safety such as cars and chemicals, as well as goods that impact the environment in one way or another, must undergo rigorous regulatory procedures

[11] Joe Tidd, John Op cit.p39.
[12] Medhat Abu Nasr, previous reference, p. 157

before being approved for market release. Such restrictions negatively impact organizations, resulting in significant costs incurred while awaiting approval from relevant authorities to market the proposed product. They also bear substantial costs in the event of product recalls for modifications, or in cases where they are obligated to pay significant compensation to individuals awarded damages due to manufacturing errors. All of this puts pressure on organizations and may negatively influence their perception of innovation.

THIRD: PRODUCT INNOVATION METHODS IN STARTUPS

New marketing thought has yielded a range of methods that startups can follow to develop innovative products. Given the ever-changing internal and external circumstances of startups, several alternative approaches have emerged to achieve the same goal: creating a new product with minimal risk. In this section, we will explore the most important product innovation methods and their analytical models.

1- Product Innovation Methods

There is no single method that suits all startups for product innovation, due to the varying circumstances surrounding them and the type and nature of the industry they belong to. Studies have revealed that these methods differ in their ability to achieve startups' goals of developing and improving existing products and creating new ones. A large and diverse number of these methods exist, depending on the experiences of the startups, including: [13]

A- The Intuitive Method:

Despite the importance of product innovation for startups and its role as the foundation for their survival, creating new products can carry risks that may affect the startup's viability or even lead to its demise. Overcoming this predicament depends on the ability to establish a sound policy for new product innovation and implement it in a way that minimizes the likelihood of failure and maximizes the chances of success. Furthermore, the business environment surrounding the startup and its distinctive characteristics exert pressure on these startups, leaving them with two options: innovate or falter or even disappear. In other words, a startup's achievement of its growth and stability goals under these circumstances depends on its ability to successfully and consistently offer new products that meet consumer expectations. For this reason, the intuitive method, also known as the intuition method, was developed. Also, by gradual reduction, the risk is reduced by moving from one stage to another. Although this method reduces failure rates, it does not guarantee success.

[13] Medhat Abu Nasr, previous reference, p. 157

B- Approaches to the Intuitive Method: We can distinguish between two important approaches to the intuitive method:

- The Sequential Approach:

This approach takes longer because each activity, as an independent function, requires a full time commitment. The next activity is not started until the previous one is completed, and so on. This approach, with its sequential stages, can lead to product failure and lost profits in a changing competitive market. Following a slow sequential approach can significantly impact the innovation gap, which is the period between arriving at a new idea and launching the product. This approach is governed by steps akin to a relay race, which are not very responsive to environmental changes. It begins with diagnosing the needs of the product's users and assessing the capabilities required for production. A list of product specifications is then created. If these specifications are approved by senior management, adherence to them is strict. According to this approach, the future product is designed, developed, put into production, and then launched to the market, following a sequential pattern that cannot be deviated from. The sequential approach is suitable for situations where prediction is crucial. With a high degree of precision due to technological, economic, marketing, and other variables. [14]

-The Synchronous Approach:

The rapidly changing business environment, characterized by intense competition between institutions and technological and scientific advancements that have impacted consumer tastes, has been the primary reason for this trend. This is further compounded by the fear of incurring what is known as opportunity cost, which refers to the loss of a portion of profits due to delays in launching a new product. The sequential approach plays a more significant role in this regard, as studies indicate that a six-month delay in introducing a product to the market can reduce profits during its life cycle by a third. However, excessive focus on launching the product more quickly can lead to haste. It's important to note that rushing the introduction of a new product can cause the organization to make mistakes that competitors can later exploit, thus losing its competitive edge. This is known as the risk of innovation, which represents the cost of introducing a weak product to the market. Therefore, what the organization should do in this regard is strike a balance between not delaying the introduction of a new product to avoid missing the opportunity for first-place entry—which is crucial for an organization seeking leadership—and not rushing to launch a weak product that could impose burdens on it. It is unbearable and may threaten its existence.

[14] Joe Tidd, John Op cit.p41

An example of this is what happened to Boots when it withdrew the heart drug Manoplex from the market in less than a year after it appeared in the British market, after it was found during use and trials on three thousand patients in the United States and Scandinavian countries that it could lead to a reduction in the body's ability to live. As a result, the company lost about 200 million pounds sterling on the drug, which cost it 100 million pounds sterling, 12 years on the innovation process, and 20 million on promotional activities and other marketing procedures. [15]

C- The Innovation Cycle Approach:

The innovation cycle approach is a scientific method that helps in developing innovative products, enabling organizations to achieve their goals more efficiently and better satisfy consumer needs. This approach requires significant investment in laboratories and the use of top researchers. Large corporations undoubtedly rely on this approach due to their financial capabilities, resources, and technical expertise. Although these organizations use this approach for commercial purposes, it also has scientific objectives, namely basic research, the results of which are then applied. The innovation cycle consists of the following stages:

Basic Research: This can be defined as "any intellectual effort aimed at producing and adding scientific and theoretical information to the existing body of knowledge. The goal in this case is not to solve a specific problem, but rather to increase human knowledge." The National Science Foundation in the United States defines basic research as "the pursuit of a fundamental understanding of humanity and nature in the form of scientific observations, concepts, and theories." Because this type of research is often conducted without commercial objectives, most of the new ideas that emerge are not useful or applicable in practical terms. Commercial research is limited to non-profit institutions such as universities.

Applied research encompasses all efforts that involve transforming validated knowledge into technical solutions in the form of production methods, techniques, and consumer or investment products. Therefore, this research does not pursue human knowledge for its own sake, but rather targets practical applications. It is linked to commercial purposes, aiming for economic benefits, i.e., profit. The relationship between basic and applied research lies in the fact that the latter benefits from obtaining new, applicable, and transferable ideas from basic research. Areas of applied research include designing new products, redesigning and developing new products, and identifying new uses for existing products. Applied research is expected to be concentrated in large corporations, universities, and specialized research centers.

2- Product Analysis Models

[15] Medhat Abu Nasr, previous reference, p. 157

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An organization manages a range of products or product lines that constitute its product portfolio. It is known that each manufactured and sold product has a specific status for the following reasons:

- The stage the product is in within its life cycle;
- The competitive position (dominant or dominated);
- Sector specifications and development prospects.

Therefore, it is essential to analyze the status of all products, considering each product or group as a strategic business unit. This is one of the objectives of the strategic plan: defining the product portfolio, which consists of: [16]

• Early-stage products:

These are products with a low market share, meaning a weak competitive position, but a high growth rate. They are called "problem-prone" products because their future direction is still unclear. The organization must increase investment in these products to capture a larger share of total demand and enter the "star" stage, which represents the initial or introduction phase in the product life cycle.

• Star products:

These are products with a high growth rate and a high market share, meaning they have a strong competitive position. What distinguishes these products is their potential to generate high profits. Therefore, they should be prioritized for funding and advertising. Consequently, they require adequate capital to finance their rapid growth. If funding and investment cease, these products will decline. This position corresponds to the growth phase in the product life cycle. Undervalued Products in the Market:

These are products with a low market share that also face a decline in expected sales growth in the future. Consequently, these products become a burden on marketing management and are only retained if they possess a certain degree of integration and influence on the rest of the product mix. The organization seeks to revitalize these products and introduce improvements that bring them into the market.

The BCG model allows the organization to understand the position of its products and their life cycle stage. This enables the organization to make informed decisions regarding its product portfolio, such as removing or adding a product, introducing a new product line, or creating entirely new products. The organization can then expand its portfolio by increasing the depth or breadth of its product mix. This model allows the organization to make informed decisions about its product innovation strategy. In other words, should the organization pursue purely marketing

[16] Joe Tidd, John Bessant and Keith Pavitt, Managing Innovation, (New York, N.Y.: John Wiley & Sons, 1997.p34 file://A:search.epnet.com

innovation to introduce new products (improvement innovation), or should it utilize new technologies, thus introducing the element of novelty to the new technology. [17]

3- Product Innovation Strategies

These can be defined as the phased approach to developing something new, originating from either the organization's internal or external environment. This is done to counter threats from current and potential competitors and to eliminate weaknesses by achieving a competitive advantage through improvements to existing products. Organizations have four strategic alternatives for product innovation, and the choice depends on each company's circumstances and capabilities. These four strategies are: [18]

• Radical Innovation Strategy:

This is an aggressive strategy aimed at making the organization the leader in its field by introducing new products. It's important to note that new products, for an organization, are those it has never offered before, differing entirely from its current products or related to a specific product line but not previously produced. This strategy aims to achieve a triple advantage: first to the idea, first to the product, and first to the market. However, adopting this strategy requires substantial resources, capabilities, marketing expertise, and significant research and development efforts. Therefore, only large organizations that can afford these resources can pursue this strategy. This strategy falls under the category of strategies for protecting a competitive position and market share.

• Improvement Innovation Strategy:

This is a defensive strategy whereby an organization aims to attract consumers to purchase higher-priced items. The new product conveys a sense of novelty and innovation, justifying the price increase. This serves as an alternative to radical innovation, which involves introducing a completely new product. This strategy is employed by organizations that avoid risk and prefer to follow trends. It is a reactive measure to any activity undertaken by the leading organization. This strategy is adopted when an organization possesses the capacity to develop and quickly catch up with the market leader. Thus, if the radical innovation introduced by the leading organization is unsuccessful, the organization adopting this strategy loses nothing. Conversely, if the innovation is profitable for the leading company, the organization strives to catch up. This strategy is commonly used by Japanese organizations.

• Differentiation-Oriented Innovation Strategy:

This is an application-oriented strategy that relies on the company's ability to modify existing products and adapt them to serve a specific, limited market segment.

[17] Pankaj Arora Op cit www.brandchannel.com/.../522_2011-03_India_Rural
[18] Pankaj Arora Op cit www.brandchannel.com/.../522_2011-03_India_Rural

This strategy is typically followed by small and medium-sized enterprises (SMEs) entering the market at the product maturity stage. Efficient Production Strategy: [19]

This strategy is followed by organizations that possess superior manufacturing efficiency and cost control, such as small businesses entering the market at the product maturity stage. This strategy does not require significant efforts in research and development or engineering activity, but it does require significant effort and high production efficiency. This strategy is linked to innovation in two ways: firstly, learning in the production of a new product that has reached its peak at this stage, and secondly, many innovations, even at a later stage, retain high potential for application and achieving positive advantages where this strategy is suitable due to its high production efficiency.

Conclusion:

1-Unlike traditional marketing, marketing innovation in startups addresses latent needs that consumers are unable or afraid to express. This is achieved by offering innovative products that satisfy these needs. New technologies may be required to bring these new products to life, and if implemented, they fall under the category of radical innovation.

2-Marketing innovation should be viewed as a process, not an action or behavior. This perspective implies that marketing innovation progresses through stages, similar to any other innovation process. Innovation is generally defined as a multi-stage process that begins with idea generation, then implementation, application, and finally dissemination.

3-Marketing innovation means introducing new or unconventional ideas into marketing practices. Therefore, it is not limited to one of the four marketing variables, such as product, but rather encompasses any element of the marketing mix. Marketing innovation can only occur when a set of requirements are met. Management plays a crucial role in fulfilling a significant portion of these requirements. The absence of any of these requirements can hinder not only marketing innovation but also any other innovation within the organization. -4 Marketing innovation in the product field enables startups to introduce new products, at least from a marketing perspective. Marketing and management thought has yielded a range of methods and strategies from which organizations can choose the one that best suits their needs and capabilities for introducing new products.

This reduces the likelihood of new product failure, but does not guarantee success. Product analysis models, including the BCG model, play a role in determining the current state of an organization's products and thus the possibility of modifying or improving existing products, or introducing entirely new ones. This,

[19] Medhat Abu Nasr, previous reference, p. 159

in turn, helps in making the appropriate decision regarding the suitable innovation strategy.

Recommendations:

Based on the aforementioned findings, we have developed suggestions and solutions that can help startups establish a genuine marketing innovation process within themselves. These are as follows:

1- Establish a marketing department within the startup organization responsible for developing and innovating new products. This department should be staffed by highly specialized marketing professionals with the characteristics of creative individuals.

2- The startup should find a balance in its reliance on external parties regarding new product programs.

3- Achieving a balance in innovation across various marketing areas, avoiding a sole focus on the product, despite its importance.

4- Fostering a shared interest among emerging organizations in marketing innovation projects, particularly those focused on developing new products.

5- Establishing an incentive and reward system for individuals contributing to the innovation process to motivate employees to innovate.

6- Creating an ideas fund accessible to all employees of the emerging organization, recognizing that every innovation begins with an idea.

7- Forming a committee representing the various stakeholders within the emerging organization to study and monitor the different innovation projects.

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