

The Impact of Innovative Marketing Strategy on Sustainable Competitive Advantage: Hospital Dynamic Capabilities and Resources as Moderating Variables

Ala'eddin Ahmad¹, Nour Muneer Bsharat², *Nawras M. Nusairat³, Mohammd Abuhashesh⁴, Leila Rawashdeh⁵, Amani Mashhoor Al-Refai⁶

¹E-Marketing and Social Media Department, Princess Sumaya University for Technology (PSUT), Amman, Jordan, a.ahmed@psut.edu.jo

²Princess Sumaya University for Technology (PSUT), Amman, Jordan, nour.bsharat@yahoo.com

³Department of Marketing, Applied Science Private University (ASU), Jordan, n_nserat@asu.jo
(Corresponding Author)

⁴E-Marketing and Social Media Department, Princess Sumaya University for Technology (PSUT), Amman, Jordan, m.abuhashesh@psut.edu.jo

⁵Business Administration Department, Princess Sumaya University for Technology (PSUT), Amman, Jordan, l.rawashdeh@psut.edu.jo

⁶Ph.D in Curriculum and Instruction, Amman, Jordan,
amani.alrefai1985@gmail.com

Abstract

The research investigated the impact of innovative marketing strategy on sustainable competitive advantage in Jordan. The research examined the impact of innovative marketing strategy as independent variables on sustainable competitive advantage as dependent variable moderated by hospital dynamic capabilities and resources. A cross-sectional survey and quantitative approach were used to gather primary data collected from the management of general private hospitals in Jordan. The research population included 29 general hospitals in Amman and Irbid cities, and the sample size of this study was 290 respondents, and the number of valid questionnaires returned 179. The findings indicate substantial differences in the impact of the innovative marketing strategy have varied significant and insignificant impact on sustainable competitive advantage. Also, the results show that four of the seven variables were significant (product (health service), promotion, people and process) and three variables were insignificant (pricing, place and physical evidence). Also, the impact of the moderating variable was significant, with a partial impact on innovative marketing strategy and sustainable competitive advantage. This research may contribute positively to the diffusion of awareness about adopting innovation in crafting marketing strategies to achieve sustainable competitive advantage in private hospitals in Jordan.

Keywords: Marketing strategy, Innovation, Sustainable competitive advantage, Dynamic capabilities, Hospitals, Jordan.

Introduction

Marketing is an essential factor for the success or failure of any organization and is becoming increasingly crucial to achieve superiority in any industry. Once a company has defined its target market and identified its competitive advantage, it can develop a marketing strategy based on the 4 Ps (product, price, promotion, and place), which bring a product or service with a higher value to a specific group of consumers. For each of the 4 Ps, a strategy must be developed, and all strategies must be mixed with the other Ps' strategies within an organization. For example, an excellent product/service with a poor distribution system could lead to failure. An excellent product with an excellent distribution system but an inappropriate price also leads to failure, too. Therefore, a successful marketing mix requires careful adjustment. The marketing mix is defined as "the set of marketing tools that the firm uses to pursue its marketing objectives in the target market" (Kotler, 2000, p. 15). In recent years the 4 Ps of marketing mix strategy had been extended to the 7 Ps as follows: product/service; price; place/accessibility; promotion; people; process and physical evidence. The extended 3 Ps that are part of the marketing mix are people, process, and physical evidence, and they identify a service company's success and existence. They influence purchasing needs, the satisfaction of customers and customer experience. Quality and feedback are always at the top of the list of service companies so that they can serve their customers well, retain them and improve the necessary service processes and achieve a competitive advantage. Global and local market competition has increased because of the fast-changing business environment that has affected all industries that produce products/services or both, which leads to a shorter product life cycle and greater market segmentation which encompasses forms of challenges that companies are subject to today. Therefore, the appearance of market challenges creates a need for innovative strategies to remain competitive in the market. As innovation is considered an entrepreneurial function of a business, it is not enough for a business to provide just commercial products and services; it must provide unique and more valuable ones; also, a business needs to grow and succeed. Linder, Jarvenpaa, and Davenport (2003) defined innovation as putting new ideas into practice that create value for customers. For example, healthcare services can be improved when hospital administrators encourage their staff to create ideas for service innovations (Tasi, 2013). The need for an innovative working environment is widely recognized as one of the key factors for success in achieving a sustainable competitive advantage (SCA) in the global and local markets. Healthcare organizations now realize that investing in innovation is essential for business success. New health services/products, price, place, promotion, process, physical evidence, and people strategies can be created and marketed to remain competitive. Meanwhile, healthcare organizations can achieve patient satisfaction and provide services that competitors cannot imitate. According to Moreira, Silva, Simões, and Sousa's (2012) study marketing innovation is "innovation in design and packaging of goods and services" and "innovation in sales methods and distribution" (p. 196). When a healthcare organization has profits exceeding the average for its industry, then that hospital has a competitive advantage over its competitors. Much of the objective of a business strategy is to achieve a sustainable competitive advantage. At the same time, the hospital needs capabilities that reflect the ability of the hospital to make effective use of its resources. Moreover, Jordan is distinguished as one of the countries having a high reputation in the medical field and providing high-quality medical care services at competitive prices in the Arab region and across the world, whether a public or private healthcare organization provider. Furthermore, the health sector in Jordan has made several accomplishments in the field of medical tourism, such as the Dead Sea and Ma'in Spa., making the Kingdom a destination for patients from all over the world. In addition, Jordan has accommodated many people in the last decade, including Palestinians, Iraqis, Libyans, and Syrians. During the Syrian crisis, the Jordanian government permitted full access to health care services in primary health care and hospitals for Syrian people, so they had the same services as Jordanians, based on the (Private Hospitals Association Jordan, 2019). Therefore, the current research examines the influence of an innovative marketing strategy on SCA moderating by hospital dynamic capabilities and resources of the Jordanian general private hospitals.

Literature Review

The Innovative Marketing Strategy and Sustainable Competitive Advantage

Despite increasing global competitiveness and accelerated information sharing, the future of most businesses depends on their ability to innovate (Talegeta, 2014). Baregheh, Rowley, and Sambrook (2009) described innovation as the multi-stage method by which companies move ideas for new or

enhanced goods, services or procedures to successfully develop, perform and distinguish themselves in their marketplace. Innovation is, therefore, widely considered to be the most significant competitive advantage that permits a company to succeed in today's complex business environment (Talegeta, 2014). Moreover, the main purpose of innovation is the creation of new or updated products/processes intended to improve corporate performance. Superior performance is necessarily based on knowing and meeting consumer needs better than rivals, and market orientation and innovation are implicitly related mechanisms (Augusto and Coelho, 2009). Therefore, it is widely recognized that innovation is a key driving force of economic growth and is often viewed, in general, as a critical driver of strategic improvement within a business setting, through which an organization achieves positive results of sustainable competitive advantage (Talegeta, 2014, Ahmad, et al., 2020). Moreover, the strategic marketing literature advocates a significant role in developing innovative products and services for a firm's core entrepreneurial decision-makers (Knight, 2000). Quaye and Mensah (2019) concluded that the concept of marketing innovation took on a new meaning as global business patterns changed, in part, the move of creative ideas from producer to customer. Therefore, through analyzing a variety of marketing factors and their interaction, an organization may accomplish marketing innovation to determine competitive advantages (Ren, Xie, and Krabbendam, 2009). So, managers can discover opportunities when they "think outside the box" and craft innovative and/or distinct marketing strategies to match the evolving strategies of aggressive rivals, customers, or regulatory demands (Quaye and Mensah, 2019). In addition, this may make it difficult for rivals to copy and duplicate the features of successful marketing innovations including a sound marketing strategy, the direction taken on the market, the quality of management skills within the business and its distinctive organizational culture. A particular combination of the previous factors defines whether an organization can derive strategic value from a marketing innovation (Ren et al., 2009). Moreover, Amini, Darani, Afshani, and Amini (2012) have noted that "a company can only achieve SCA when they provide unique and valuable marketing strategies that potential and dynamic rivals cannot imitate" (p. 193). Nonetheless, Genç, Özbağ, and Esen (2013) repeated the point that all organizations must have resources that are capable of creating SCA. Therefore, "to evolve marketing innovation for sustainable competitive advantage, internal and external resources must be inimitable, non-substitutable, rare, and valuable" (Genç et al., 2013). Indeed, good strategic planning needs an understanding of the organization's resources and capabilities as well as a knowledge of how each of these resources leads to the development of organizational strengths and, finally, to the creation of a competitive advantage for an organization (Pinho and Ferreira, 2017). Finally, from a healthcare viewpoint, hospital administrators are expected to craft a management strategy that is close to the rivals to maintain themselves in a competitive environment and to introduce an innovative management system to enhance internal performance (Tasi, 2013). From the previous literature on innovative marketing strategy and SCA, the following hypothesis can be hypothesized:

H01: There is no statistically significant impact of innovative marketing strategy components on sustainable competitive advantage

The Role of Innovation in Health Service

Grönroos (1990) describes service as an interaction or sequence of interactions with intangible features, which usually but not always, exist well into the relationship between the consumer and the service staff or/and the physical resources or goods and/or systems of the service provider that are offered in response to customer complaints. Various activities within medical services are hard to distinguish clearly (Oravo and Tuominen, 2002) because how they are developed, used, and assessed, services differ from products (Ahmad, 2007). Zeithaml (1986) said that "services are different from products because of their heterogeneity, inseparability, intangibility, and perishability". Furthermore, in healthcare, the product is the person more than in other services. When the patients think about medical treatment, they think of the service provider in terms of the people who will provide it, and a patient visualizes the medical treatment (Ahmad, 2013). Nowadays, healthcare organizations are faced with a relentless need to adapt, learn, and improve to satisfy the needs of customers, practitioners and payers. Therefore, innovation is constantly seen as a key capability for healthcare organizations to fulfil these needs (Savory and Fortune, 2015). OECD/Eurostat (2005) defined healthcare innovations as "implemented new or significantly improved products – goods or services, processes, marketing methods or business models, policies, or organizational structures". Hence, healthcare innovation aims to enhance measurable aspects of health care like quality, health inequalities, efficacy, patient-centeredness, safety, timeliness, etc. (Agency for Healthcare Research and Efficiency, 2013), which results in better health outcomes. Moreover,

Esmaeilzadeh (2010) has argued that services that hospitals offer should be enhanced in terms of quality and ability, which organizational innovation will achieve. Therefore, healthcare providers are adopting new approaches in the competitive marketplace of the healthcare sector, and the intention is constant innovation (Shekelle et al., 2005), which creates value for patients.

The Innovative Service Marketing Mix Strategies

The Innovative Product/ Service Strategy

Roberts and Beck (1989) describe a product as a package to recognize advantages that meet the needs of the consumer and could also include services offered before and after purchase. Product strategy is McCarthy's first component of the marketing mix. This strategy can be defined as the ultimate result of the benefits that the consumer receives at the time of buying or receipt of a service of a company (Kotler, 1997). Here the product mix must be identified as the collection of all product lines and elements made available to consumers by a specific organization (Ahmad, 2007). Much study has shown that the development of the new service is a crucial competitive driver of the service sector (Johnson, 2000). Ahmad (2007) also noted that "new service development involves developing offerings such as health care services, telecommunications services, information services, financial services, hospitality services, facilities management services, educational services, and consulting services" (p. 27). A new service can, therefore, achieve greater overall customer loyalty by expanding the number of fulfilled customers and increasing the satisfaction of current customers (Ahmad, 2007). Today, almost all organizations are seeking to deliver new products or services to satisfy the needs of consumers, focus on organizational innovation to create, model, and constantly improve these new products/services (Poulymenakou and Prasopoulou, 2004). From the previous literature on the innovative Service/Product strategy, the following hypothesis can be hypothesized:

H01a: There no statistically significant impact of innovative product (health service) strategy on sustainable competitive advantage.

The Innovative Pricing Strategy

Many scholars Harrison, (2000); Gouvea et al., (2001); Avlonitis and Indounas, (2005) have argued that pricing is also one of the main marketing factors and is at the core of the marketing mix strategy in the service sector. While a successful pricing strategy could never overcome the inadequate implementation of the other components, poor pricing could certainly avert these measures resulted in financial success (Ahmad, 2007). Therefore, the pricing strategy must be incorporated and aligned with the other marketing mix strategies within the business to meet the goals of the company. (Palmer, 2001). Also, Harrison (2000); Wirtz and Lovelock (2016) have indicated that the price element is the only variable in the marketing strategy that generates company profits, while others contribute to costs. Customer price elasticity generally affects the hospital pricing strategy. Demand elasticity of demand tests the response of the amount required for the service to any change in price (Ahmad, 2007). Moreover, pricing strategies rely on the perception of value to consumers (patients), health service costs competitiveness, government, and technology provided (Van Raaij, 2005). However, the development of innovative pricing strategies needs significant strategic marketing tools and skills such as good intelligence, reliable information and employee experience. Innovative pricing, skills of workers and all related basic and secondary considerations are vital to understanding the setting of prices that are realistic and appropriate for companies, consumers, businesses, and industry (Quayed and Mensah, 2019). From the previous literature on the innovative pricing strategy, the following hypothesis can be hypothesized:

H01b: There is no statistically significant impact of innovative price strategy on sustainable competitive advantage.

The Innovative Place Strategy (Accessibility)

Distribution concerns with both the availability and accessibility of goods and services (Kotler, Shalowitz and Stevens, 2008, Al-Gasawneh and Al-Adamat, 2020). The relationship between perceived destination image, social media interaction and travel intentions relating to Neom city. *Academy of Strategic Management Journal*, 19(2), 1-12.). Health service providers must build good sales staff

with the basic and appropriate capabilities, experience and motivation to deliver health services (Kotler et al., 2008). Every effort to improve the delivery and administration of care today includes strengthening the management, quality, accessibility, and use of data and its related technologies (Ahmad, 2007). Health care organizations whose products are mainly services should consider three distribution decisions: physical access, time access, and informational and promotional access (Jones, 2003). Furthermore, Ahmad (2007) believed that healthcare providers must embrace a creative way of understanding and utilizing information technology to lead a successful healthcare institution. For example, consider telemedicine, which is a method of medical care employing voice, video and data communications that involve the delivery of medical care, assessment, diagnosis, rehabilitation, education and transmission of medical data. Therefore, telecommunications technologies and services could be utilized to strengthen passage to better-quality healthcare, the degree and efficiency of human resource training and education, cost-effective disease and service control, and inaccessible treatment and diagnostic technological developments (Gagnon et al., 2005). From the previous literature on the innovative place (accessibility) strategy, the following hypothesis can be hypothesized:

H01c: There is no statistically significant impact of innovative place (accessibility) on strategy sustainable competitive advantage.

The Innovative Promotion Strategy

Another of the main elements of the service marketing mix strategy is the promotion and communication strategy that allows hospitals to communicate their healthcare services to patients (Lovelock and Wirtz, 2004). The Ottawa Charter for Health Promotion (1986) described health promotion as “a process for enabling people to increase control and to improve, their health” (p. 1). Hence, hospital managers should first investigate the requirements of clients in the environment they serve and select methods of communication that are best suited to that environment based on profit and growth opportunities aligned with hospital resources and priorities (Ahmad, 2007). In fact, promotion can afford an opportunity for companies to distinguish themselves at the organizational and brand levels. Innovation in promotion requires major changes in communication tactics and logos that are distinct from what an organization has already identified, and which have happened (Ilić Ostojić, and Damnjanović, 2014). In fact, “in an era where physical “word of mouth” is giving way to “word of mouse” and social media,” changes are necessary (Resnick, Cheng, Simpson, and Lourenço 2016). As Sudarmiatin and Suharto (2016) suggested that innovative promotional activities like networking and Internet adoption are critical to sustaining as a market advantage. Indeed, innovative promotional techniques can boost brand loyalty, consumer satisfaction, and marketing identity (Chuwiruch, Jhundra-Indra, and Boonlua, 2015) and help to reach better market growth (Schaupp and Bélanger, 2013). From the previous literature on the innovative promotion strategy, the following hypothesis can be hypothesized:

H01d: There is no statistically significant impact of innovative promotion strategy on sustainable competitive advantage.

The Innovative Physical Evidence Strategy

Physical evidence is a vital element of the new extended service marketing mix and service marketing strategy (Ahmad, 2007, Nusairat et al., 2020). Hospitals could utilize physical evidence to present tangible evidence of the quality of service and to improve the hospital image (Mayer, Bowen, and Moulton, 2003). Al-Shawi, MacEachern, and Greco (2005) confirmed that physical features play an integral part in a customer’s evaluation of the expected service. Other marketing services scholars Palmer, (2001); Lovelock and Wirtz, (2004) have emphasized the valuable significance of physical evidence for service organizations to convey a positive message and to preserve a clear picture of the company. Palmer (2001) concentrated on the crucial role of delivering tangible resources as a key element of a company's service offering. Lovelock and Wirtz (2004) found that physical evidence is also a critical element of the 8Ps model of service management that enables an organization to provide clients with tangible items throughout the service delivery process and visible features utilized in communications, including ads, logos and brands. From the previous literature on the innovative physical evidence, the following hypothesis can be hypothesized:

H01e: There is no statistically significant impact of innovative physical evidence strategy on sustainable competitive advantage.

The Innovative Process Strategy

Process is another vital component of the expanded marketing mix of services (Ahmad, 2007). Even though process can affect a consumer's initial buying decision, service, and the degree of consumer satisfaction are important for additional buying decisions (Collier, 1991). As a result of the human element's involvement in the service provision process, service organizations must understand the value of handling and monitoring the service delivery process (Ahmad, 2007). In addition, Ahmad (2007) has noted that a quality service delivery system results in the most beneficial and reduced associated costs of the use of company resources. He also added that humanistic and technical approaches could be used to deliver services on identification schemes of services (Ahmad, 2007). Both approaches are important for increasing productivity and the velocity of the "Technology Approach," but the "Humanistic approach" is key to providing a competitive advantage in health service (Ahmad, 2007). Zeithaml and Bitner (2000) noted that "the process had three main components: 1) flow of operations (standardized or customized), 2) the number of phases (simple or complex), 3) customer participation." Their familiarity with the process of service affects a patient's view of service (Ahmad, 2007). Furthermore, the innovation of the delivery process applies to the core institutional structures by which the service staff perform their required duties and provide creative services (Hertog, 2000; Avlonitis et al., 2001). It could be defined as internal working procedures and structures (Ahmad, 2007). From the previous literature on innovative process strategy, the following hypothesis can be hypothesized:

H01f: There is no statistically significant impact of innovative process strategy on sustainable competitive advantage.

The Innovative People Strategy

People have a significant impact on service organizations, especially throughout the service delivery process, when members are in contact with customers (Ahmad, 2007, Nusairat, et al., 2017). At present, the role of staff in the delivery of services varies significantly across service domains (Ahmad, 2007). It is widely suggested that the general quality of services provided by organizations, including healthcare services, is affected, along with other factors, by the essence of the interaction between the patient and the healthcare service provider (Ahmad, 2007). Relationships with customers are subject to several different types of events, which vary in terms of content, frequency length and regularity (Ahmad, 2013). In healthcare, the skills, capabilities, and attitudes of existing employees may allow for a certain required change to the service delivery (Ahmad, 2007). Therefore, a physician has great autonomy in meeting the needs of a patient, and the interaction assessment is mainly considered on the attributes of such experiences (Avlonitis and Indounas, 2005). In fact, hospital staff are particularly significant in the health service sector due to the behavior, skills, appearance, and attitudes of employees, which have an effect on consumers/patients' view of the quality of health services and help to create a positive perception of the hospital by offering measurable cues (Ahmad, 2007). Hence, to achieve innovation in people strategy, hospital administrators are, therefore, empowering hospital personnel to develop ideas for service innovations that can enhance healthcare services (Junarsin, 2010). Moreover, by acquiring new equipment, hospital administrators may permit personnel to develop new skills to run new equipment or to obtain new information and ideas to develop innovative services via training and education (Tsai, 2013). Medical staff should be mindful of current health information and innovations that offer the best healthcare services for patients, and an innovative hospital must acquire new resources and learn new healthcare skills to enhance healthcare services. Hospital administrators must allow the staff to gain the appropriate service skills and capabilities and develop them on a regular basis to achieve this goal (Tsai, 2013). From the previous literature on the innovative people strategy, the following hypothesis can be hypothesized:

H01g: There is no statistically significant impact of innovative people strategy on sustainable competitive advantage.

Hospital Dynamic Capabilities and Resources

Capabilities are key to the success of a company, and, as an organization, process resources are transformed into values that lead to the competitive advantage of the company (Dierickx and Cool, 1989). Abdelrahman (2012) emphasized the need for a company to acquire resources and capabilities to achieve SCA. A firm should, therefore, use structures designed to protect its resources and its capability to discover its true value (Ambrosini, Bowman, and Collier, 2009). Barreto (2010) noted that capability is needed to be dynamic whenever it enhances the ability of a company to make decisions, resolve issues, identify opportunities and threats, and modify the current resources. Dynamic capabilities are the capacity of a company to extend and strengthen its resource base (Helfat et al., 2009). Furthermore, dynamic capability is a substitute for the exercise of organizational resources, the improvement of their identity as well as the protection of their strict existence (Minbashrazgah and Shabani, 2019). Also, dynamic capability researches focus not only on preserving firm resources but also on how firms can find the right resources or modify existing ones to reach their objectives (Helfat and Peteraf, 2003). In short, they serve as a means of linking, allowing an organization to respond effectively to improvements in the general conditions, enhance its competitive advantage, and increase efficiency (Krasnikov and Jayachandran, 2008). Indeed, the higher-level performance of companies relies, above all, on their capability to innovate and protect intangible resources, including knowledge (Giudice and Maggioni, 2014). Firms need, therefore, to be able to respond to changing environmental requirements by creating new resources (Minbashrazgah and Shabani, 2019). So, “when firm resources are economically valuable, relatively rare, difficult to imitate, and imperfectly mobile across firms, they can explain the differences in firm performance” (Ruivo, Oliveira, and Neto, 2015, p. 106) also provide the foundation for business competitiveness and economic rent (Lin and Wu, 2014). Moreover, Newbert (2007) indicated that value and rare resources are connected to a competitive advantage, and that is related to performance. Essentially, resources such as “brand name, business contacts, effective processes” (Barney, 2014), “technical skills, knowledge software, relationships” (Remeikiene and Startiene, 2009), “finance and materials” (Saunila, Pekkola, and Ukko, 2014) are needed to produce innovative marketing strategies to achieve a sustainable competitive advantage (Barney, 2012). Where a particular resource or capability of a company can allow a firm to reduce costs and to react continuously to environmental opportunities and threats, it immediately takes on significant value (Newbert, 2008). From the previous literature on hospital dynamic capabilities and resources, the following hypothesis can be posited:

H02: Hospital dynamic capabilities and resources moderated the impact of innovative marketing strategy on sustainable competitive advantage.

Research Framework

Based on the hypotheses mentioned above, the conceptual model was developed and shown in Fig. 1. The model depicts the impact of innovative marketing strategy on sustainable competitive advantage: hospital dynamic capabilities and resources as a moderating variable.

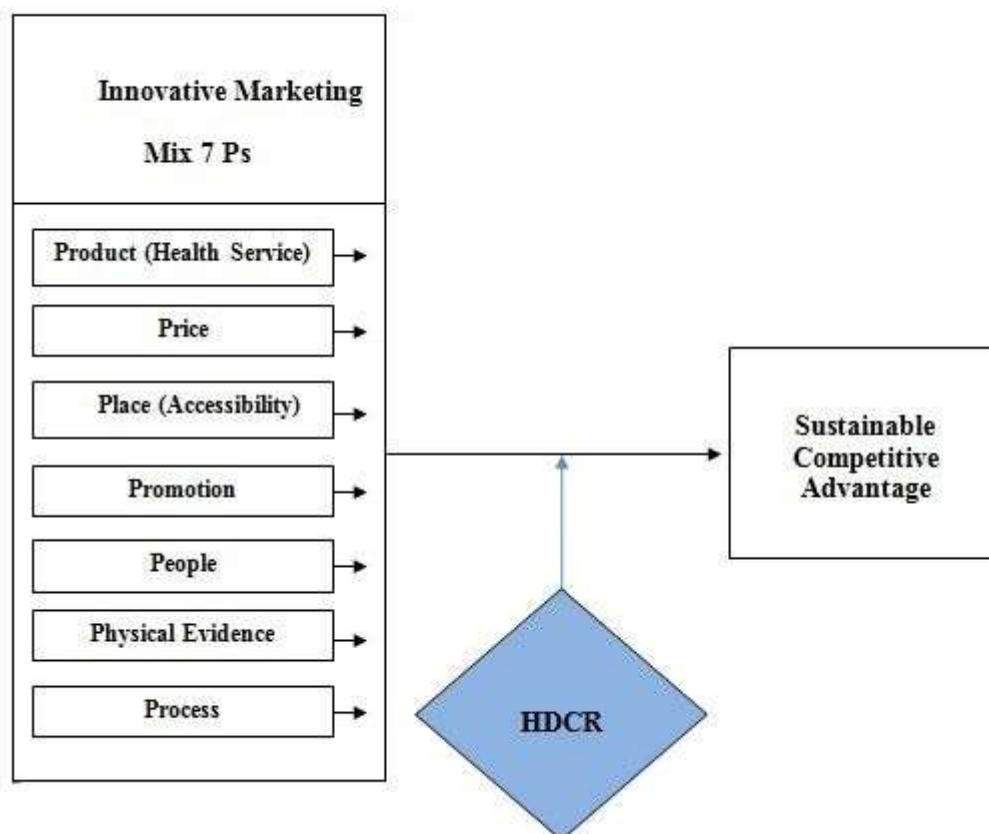


Figure 1. Conceptual Model

The conceptual framework in the current research is built on the different previous studies. A questionnaire was developed based on previous researches (Ahmad, 2007, Ferreira and Fernandes, 2017, and Quaye and Mensah, 2018), covering all aspects of independent and dependent research variables in a certain way to examine the hypotheses of the research that were developed, installed and transmitted to the sample participants.

Research Methodology

Research Type

This research is descriptive-analytical research designed to assess the impacts that may occur between independent and dependent variables. The research also sought to evaluate the effects of an innovative marketing strategy based on hospital dynamic capabilities and resources on a sustainable competitive advantage in the private general hospitals in Jordan. This study used a cross-sectional research survey, which included several private general hospitals in the Jordanian health market.

Research Sample

The research population included managers from private general hospitals in Amman and Irbid, Jordan. The population was defined as all Jordanian private general hospitals licensed by Jordan's Ministry of Health (MOH). Because the population was small, the research examined the whole population, which included 29 hospitals in Amman and Irbid. All managers in private hospitals in Jordan were involved in the research population as follows: General Manager, Medical Manager, Administrative Manager (HR, Finance, and Accounting Managers), Marketing Manager (if any), Outpatient Clinic Manager, Public Relations, and Emergency Manager, other department directors and deputy directors. A total of 290 research questionnaire was distributed to all of them. Of the 290 questionnaires, 198 questionnaires were

retrieved, and 19 were excluded because of their lack of validity for statistical analysis. Thus, 179 were analyzed (61.7%).

Research Tool Reliability

To enhance the reliability of the data collected, this research relied on the measurement of the study variables in the previous studies, which were found to be valid and reliable.

Cronbach's alpha was conducted for the purpose of assuring the internal consistency and the sufficient convergence of the variables. Table 1 shows the values of the Cronbach's alpha test. Sekaran and Bougie (2010) argued that the reliability of the elements should be equal to or greater than 0.06 percent that assuring the internal consistency and the sufficient convergence of the variables.

Table 1. Reliability of Questionnaires Dimensions

No.	Variable	Dimensions	No of items	Cronbach's alpha Value
1	7Ps		34	92.5%
	1	Product	7	87.8%
	2	Price	4	91.5%
	3	Place	4	89.2%
	4	Promotion	4	89.1%
	5	People	5	87.9%
	6	Physical Evidence	5	89.3%
	7	Process	5	91.5%
2	Sustainable competitive advantage		5	90.5%
3	Hospital dynamic capabilities and resources		6	91.2%
All Questionnaires			45	92.7%

The above Table 1 shows the values of the Cronbach's alpha test of all variables (7Ps, Sustainable competitive advantage, Hospital dynamic capabilities and resources, and all questionnaire items) are (92.5%, 90.5%, 91.2%, and 92.7%), respectively, greater than (60%). This indicates that all variables were reliable.

Table 2. Normal Distribution of Data

		Product	Price	Place	Promotion	People	Physical	Process
N		179	179	179	179	179	179	179
Normal	Mean	3.8516	3.9022	4.0168	4.3827	4.2514	4.2413	4.2291

Parameters ^{a,b}	Std. Deviation	.76278	.74733	.64018	.51678	.52321	.49158	.62030
Most Extreme Differences	Absolute	.136	.167	.149	.223	.199	.225	.149
	Positive	.082	.089	.103	.223	.199	.225	.136
	Negative	-.136-	-.167-	-.149-	-.186-	-.137-	-.133-	-.149-
Test Statistic		.136	.167	.149	.223	.199	.225	.149
Asymp. Sig. (2-tailed)		.000 ^c	.000 ^c	.000 ^c	.000 ^c	.000 ^c	.000 ^c	.000 ^c

The table shows that the distribution of data was normal.

Research Results

Research Sample Characteristics

In this research, gender, age, educational level, position, and nationality were measured. See Table 3.

Table 3. Description of the Study Sample According to the Demographic Variables

Variable	Level / category	Number	Percentage %
Gender	Male	107	59.8%
	Female	72	40.2%
	Total	179	100%
Age	less 30	10	5.6%
	30-40	48	26.8%
	41-50	64	35.8%
	51-60	31	17.3%
	more 60	26	14.5%
	Total	179	100%
Educational Level	Diploma	24	13.4%
	Bachelor	94	52.5%
	Master	24	13.4%
	PHD	37	20.7%
	Total	179	100%
	General Man	12	6.7%
	Medical Man	30	16.8%

Position	Admin Man	64	35.8%
	Marketing Man	36	20.1%
	Clinics Man	22	12.3%
	Public Relation	15	8.4%
	Total	179	100%
Nationality	Jordanian	162	90.5%
	Foreigner	17	9.5%
	Total	179	100%

Research Variables

Table 4. Mean and Standard Deviations of Research Variables

Variable	Mean	Standard deviation	Importance
Product	4.3827	.76278	High
Pricing	3.9022	.74733	High
Place	4.0168	.64018	High
Promotion	3.8516	.5167	High
People	4.2514	.52321	High
Physical evidence	4.2413	.49158	High
Process	4.2291	.62030	High
Sustainable Competitive Advantage	3.8715	.74230	High
Hospital Dynamic Capabilities and Resources	3.8987	.65530	High

Table 4 shows the averages of respondents' answers to the research variables. The variable with the highest mean was product at 4.38, and the lowest mean was for promotion at 3.85.

Hypotheses Test

The First main hypothesis

There is no statistically significant impact of innovative marketing strategy components (health service, price, promotion, place, physical evidence, people and process) on sustainable competitive advantage, at ($\alpha \leq 0.05$).

Table 5. Simple Linear Regression Analysis to Ensure the Impact of Innovative Marketing Strategy on SCA

Dependent Variable	Model Summary		ANOVA			Coefficient		
	R	R²	F	df	Sig.	β	t	Sig.

SCA	0.693	0.480	44.329	1	0.000	0.455	4.168	0.000
-----	-------	-------	--------	---	-------	-------	-------	-------

The innovative marketing strategy (health service, Price, Place, Promotion, People, Physical Evidence, and Process) have a statistically significant impact on SCA. A Simple linear regression test is conducted to investigate H011-H017 hypotheses. Results of the test are shown in Table 5. From the table, R value represents simple correlation and is (0.693), which indicates that the relationship between two variables is generally considered a good impact size. The R^2 value indicates how much of the total variation in the success of SCA can be explained by innovative marketing strategy. In this case, (48.0%) can be explained; while the remaining proportion (51.9%) can be explained by other variables are not included in the regression model.

ANOVA table provides an F-test to determine whether the model is a good fit for the data. According to this p-value, it is. Since $F(1, 178 \text{ degree of freedom}) = 44.329$, ($\alpha \leq .05$), which indicates that, overall, the regression model statistically significant (a good fit for the relationship between innovative marketing strategy and SCA).

The Coefficients table provides the necessary information to predict the SCA from various innovative marketing strategy, as well as determine whether innovative marketing strategy contributes statistically significantly to the model. Besides, Beta values for SCA has reached (0.693) which indicate that predicting (69.3%) of the SCA from innovative marketing strategy. In other word, the results can be interpreted as (For every unit increase in innovative marketing strategy, there is a prediction of (69.3%) unit increases in the SCA. Based on these results, null hypothesis should be rejected and accept the alternative hypothesis.

This main hypothesis included seven sub hypotheses:

H01a: There no statistically significant impact of innovative health service strategy on sustainable competitive advantage.

H01b: There is no statistically significant impact of innovative price strategy on sustainable competitive advantage.

H01c: There is no statistically significant impact of innovative promotion strategy on sustainable competitive advantage.

H01d: There is no statistically significant impact of innovative place (accessibility) on strategy sustainable competitive advantage.

H01e: There is no statistically significant impact of innovative people on strategy sustainable competitive advantage.

H01f: There is no statistically significant impact of innovative process strategy on sustainable competitive advantage.

H01g: There is no statistically significant impact of innovative physical evidence strategy on sustainable competitive advantage.

To test this hypothesis, the researcher uses the multiple regression analysis to ensure the impact of innovative marketing strategy (health service, price, promotion, place, physical evidence, people and process) on SCA. As shown in Table 6.

Table 6. Multiple Regression Analysis to Ensure the Impact of Innovative Marketing Strategy Dimensions on the SCA

Dependent Variable	(R)	(R ²)	F	DF	Sig*	β		T	Sig*
				7		health service	0.396	3.416	.000

Sustainable Competitive Advantage	0.651	0.423	11.402		0.000	Pricing	0.103	1.636	.550
				172		Place	0.161	1.429	.302
						Promotion	0.374	2.945	.000
				179		People	0.249	2.653	.000
						Physical evidence	0.142	1.235	.539
						Process	0.387	2.498	.000

*The impact is significant at level ($\alpha \leq 0.05$)

Table 6 shows the impact of innovative marketing strategy on the SCA. The regression model achieve a high degree of fit, as reflected by (R) and (R²) value (0.651) , (0.423), which asserted that (42.3%) of the explained variation in SCA can be accounted for innovative marketing strategy (health service, price, promotion, place, physical evidence, people and process). On the other hand, Table 6 for the executive data set indicated the slope value of (0.396), (0.374), (0.249) and (0.387) for the regression line. This suggested that for a one unit increase in innovative marketing strategy (health service, promotion, people, and process) can significantly predict a (39.6%), (37.4%), (24.9) and (38.7%) increase in SCA. As well as Table 6 shows that the analysis of variance of the fitted regression equation is significant with F value of (11.402). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The Second main hypothesis

There is no statistically significant impact of innovative marketing strategy on sustainable competitive advantage moderated by hospital dynamic capabilities and resources, at ($\alpha \leq 0.05$).

A multiple regression analysis was carried out to determine the impact of innovative marketing strategy components on sustainable competitive advantage moderated by hospital dynamic capabilities and resources at the level of significance ($\alpha \leq 0.05$).

Table 7. Hierarchical Multiple Regression Analysis to Ensure the Moderator

Dependent Variable	Independent Variable	Model 1			Model 2		
		B	T	Sig.	β	T	Sig.
sustainable competitive advantage	innovative marketing strategy	.240	5.816	.000			

	innovative marketing strategy X		.728	19.247	.000
	R	.940 ^a	.696 ^a		
	R ²	.884	.485		
	ΔR^2	.882	.477		
	ΔF	477.802	59.329		
	ΔF Sig.	.000 ^b	.000 ^b		

Table 7 shows the results of the path impact analysis of innovative marketing strategy on sustainable competitive advantage moderated by hospital dynamic capabilities and resources. The table shows the value of LL (UL), the confidence interval (45%) that gives the minimum (LL) UL as well as VAF values that were greater than 20% and less than 80% indicating a partial effect of the moderator. Therefore, there is an impact at the level of (0.05) of innovative marketing strategy on sustainable competitive advantage moderated by hospital dynamic capabilities and resources, based on the VAF (Hair, Ringle, and Sarstedt, 2014).

Research Model

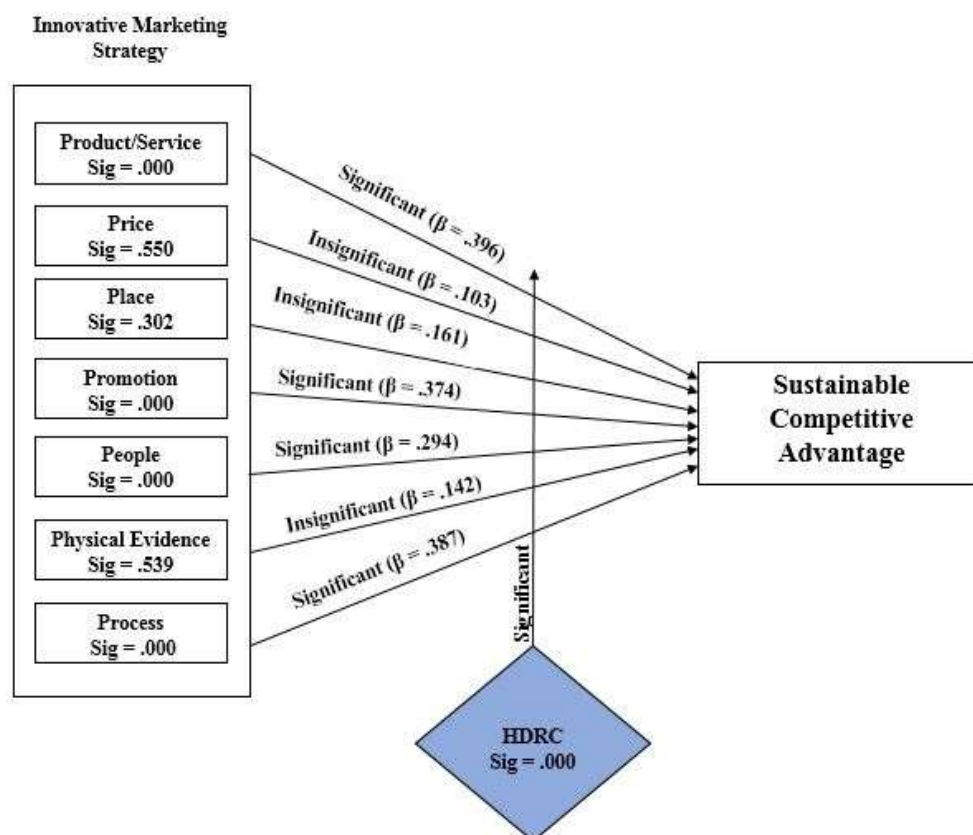


Figure 2. Research Model

Discussion

For the first main hypothesis, the results showed the statistically significant impact of innovative marketing strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (innovative marketing strategy components) and the variable (sustainable competitive advantage) was 69.6%. Also, the statistical significance level is (0.00) and thus is less than (0.05). Hence, the alternative hypothesis was accepted, and the null hypothesis was rejected. So, there is an impact of innovative marketing strategy components (Health service, Price, Place, Promotion, People, Physical Evidence, and Process) on the sustainable competitive advantage at a significant level ($\alpha \leq 0.05$).

The current research has harmonized with Ahmad's (2013) study that the marketing mix strategy component, measured by patient satisfaction, has had a substantial impact on hospital results. In addition, Tasi (2013) found that hospital management should promote organizational innovation and implement market-based management policies to constantly upgrade health care services to enable them to always generate value for patients. So, the findings were consistent and harmonized with the literature on the same topic.

For the first sub-hypothesis, the results showed the statistically significant impact of innovative product/service strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (Product) and the variable (sustainable competitive advantage) was % 39.6. Also, the significance was (0.000) less than (0.05), indicating that an innovative product (health service) strategy had a statistically significant impact on sustainable competitive advantage. So, the alternative hypothesis was accepted, and the null hypothesis was rejected.

Ahmad (2007) found that the health service (product) strategy was the most significant element in all requirements for hospital quality. In addition, Ahmad (2013) found that the importance of new health services was multifaceted. It is a main strategic means for hospital growth and sustainability and to allow the hospital to meet the needs and desires of the largest market. Second, considering current global medical technology, it allows hospitals to gain opportunities leading to increased market share and new markets.

For the second sub-hypothesis, the results showed a statistically significant impact of innovative pricing strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (price strategy) and the variable (sustainable competitive advantage) was 10.3%. Besides, the significance was (0.550) more than (0.000), indicating that innovative price strategy has a no statistically significant impact on sustainable competitive advantage. Consequently, the alternative hypothesis was rejected, and the null hypothesis was accepted.

The current research agreed with Ahmad's (2013) study in that the most commonly adopted pricing strategy relates to government regulation controlled by the Ministry of Health (MOH). In addition, price strategy is a key element in the success of Jordanian private sector hospitals. Also, price strategy has an impact on the market and financial criteria (Ahmad, 2007) which was not harmonized with this research.

For the third sub-hypothesis, the results showed a statistically significant impact of innovative promotion strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (innovative promotion strategy) and the variable (sustainable competitive advantage) was % 37.4. And the significance was (0.000) less than (0.05), indicating that an innovative promotion strategy has a statistically significant impact on sustainable competitive advantage. Thus, the null hypothesis was rejected, and the alternative hypothesis is accepted.

Moreover, another finding of Ahmad's (2007) study concluded that promotion strategy has an important role in improving the performance of Jordanian private sector hospitals by having good communications toward targeted clients.

For the fourth sub-hypothesis, the results showed a statistically significant impact of innovative place (Accessibility) strategy on (sustainable competitive advantage). The value of the correlation coefficient of

the variables (place (accessibility) strategy) and the variable (sustainable competitive advantage) was 16.1%. And the significance was (0.302) more than (0.05), indicating that innovative place (accessibility) strategy have no statistically significant impact on sustainable competitive advantage. Hence, the null hypothesis was accepted, the alternative hypothesis was rejected.

This research disagreed with Ahmad's (2013) study, whereas the majority of Jeddah hospitals in the private sector are found to have hourly service in the event of non-programmed crisis or accidents and there was an impact of place strategy on hospital performance.

For the fifth sub-hypothesis, the results showed a statistically significant impact of innovative people strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (innovative people strategy) and the variable (sustainable competitive advantage) was 29.4%. And the significance was (0.000) less than (0.05), indicating that innovative people strategy has a statistically significant impact on sustainable competitive advantage. Thus, the null hypothesis was rejected, and the alternative hypothesis was accepted.

Because medical workers are the primary providers of patient healthcare services, hospital managers should strengthen their ability to provide services by instructional and training employees to fulfil the principle of customer orientation, leading to an improvement in service quality (Tasi, 2013). The study also found that hospital administrators should, in addition to new medical expertise, have the latest medical instruments to facilitate medical treatment and should put emphasis on technical innovation rather than on managerial innovation (Tasi, 2013).

For the sixth sub-hypothesis, the results showed a statistically significant impact of innovative physical evidence strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (physical evidence strategy) and the variable (sustainable competitive advantage) was 14.2%. And the significance was (0.539) more than (0.05), indicating that innovative physical evidence strategy has a no statistically significant impact on sustainable competitive advantage. Then, the null hypothesis was accepted, and the alternative hypothesis was rejected.

The new result did not harmonize with Ahmad (2013) study whereas a key objective in implementing a physical evidence strategy is to establish a customer-friendly environment and easy access to health facilities for Jeddah's private sector hospitals. Clients in hospitals therefore are faced with a psychologically completely different situation than clients in other services who are required to make further efforts in order to mitigate the level of stress that is being experienced by focusing on atmospheric physical evidence.

For the seventh sub-hypothesis, the results showed a statistically significant impact of innovative process strategy on sustainable competitive advantage. The value of the correlation coefficient of the variables (innovative process strategy) and the variable (sustainable competitive advantage) was % 38.7, and the significance was (0.000) less than (0.05), indicating that an innovative process strategy has a statistically significant effect on sustainable competitive advantage. Thus, the null hypothesis was rejected, and the alternative hypothesis was accepted.

Other studies the health / medical services policy has been found to be the most critical and insecure operation of Jeddah's private sector hospitals, as is the case with any hospital worldwide. In most cases, medication delays are not appropriate (Ahmad, 2013).

For the second main hypothesis, the results showed a statistically significant impact of innovative marketing strategy on sustainable competitive advantage moderating by hospital dynamic capabilities and resources. The value of LL (UL), the confidence interval (45%) that gives the minimum (LL) UL) as well as VAF values that were greater than 20% and less than 80% indicating a partial effect of the moderator. Therefore, there is an impact at the level of (0.05) of innovative marketing strategy on sustainable competitive advantage moderated by hospital dynamic capabilities and resources. For that reason, the null hypothesis was rejected, and the alternative hypothesis was accepted.

The current result aligned with Ferreira and Fernandes's (2017) study, which found that the higher the significance of a company's resource/capability combination, the greater the probability that it will have a competitive advantage. Moreover, Quaye and Mensah (2019) also found that management should

<http://annalsofrscb.ro> 16901

explore, exploit and deploy resources and capabilities that are important for small and medium-sized enterprises to stay competitive with the environmental changes that result in SCA.

Conclusion

Innovation helps business providers to remain relevant in a competitive market also plays a vital role in economic growth, and its ability to solve critical problems means that developed and developing countries need innovations now more than ever before. This fact creates greater interest by researchers to conduct more studies on the impact of innovation in various fields and to understand what factors or variables can enhance the innovation process that leads to superior outcomes for organizations.

This research helps to fill this knowledge gap by investigating the impact of innovative marketing strategy on a sustainable competitive advantage moderated by hospital dynamic capabilities and resources in Jordanian private hospitals. To recognize such impact, hospital management can adapt an innovative marketing strategy that leads to sustainability in the healthcare industry by utilizing their dynamic capabilities and resources to make sure of their success.

The results of this research concluded that an innovative marketing strategy, especially (product, promotion, people, and process strategies), would make a significant contribution to achieving a sustainable competitive advantage among private hospitals in Jordan. This result is consistent with what other researchers have concluded on the same subject. The conclusion is that an innovative marketing strategy is a concept that needs to be considered and successfully adapted by hospital managers who desire to have superior performance and achieve sustainability.

Recommendations

The recommendations made as a result of this research are as follows:

Because the innovation concept is expanding in Jordan, more studies should be conducted on the success factors and sustainable competitive advantage that lead to superior outcomes. Because an innovative marketing strategy has a significant statistical impact on achieving sustainable competitive advantage, more studies should be conducted about innovative marketing strategies and investigating their impacts on the achievement of a sustainable competitive advantage.

Hospital management should become more aware of the value of innovative marketing elements as one of the key concepts in modern marketing. These elements provide a clear vision for the future, anticipate risks and identify opportunities in the environment for healthcare organizations so that they can provide creative ideas that allow them to create innovative marketing plans that are difficult for rivals to replicate.

Because a sustainable competitive advantage is vital and directly affects healthcare institutions, which may impede the development and growth of hospitals, it is, therefore, necessary to increase the attention of administrative managers in hospitals to study and consider the characteristics of the phases and methods of successful sustainable competitive advantage that develop and grow hospitals through them. They also need to know how to manage these phases in a way that achieves a sustainable competitive advantage and avoids crises that may accompany the development and growth of hospitals.

Elements of the innovative marketing mix in terms of product/service, promotion with all its detail should be developed along with flexible strategies adapted to the dynamic capabilities and resources. This should be done in a way that harmonizes the internal operations of healthcare organizations with the conditions of their business environment. Lastly, alternative plans and programs should be developed that can be used in the event of any change in these capabilities and resources.

Each element of innovative people and process strategies should be available and be utilized by hospital management to meet future aspirations and reach the position that it attempts to achieve.

Hospital management should be improved by hiring personnel with the skills and experience acquired and developed over many years of professional work. This encourages them to carry out their duties and responsibilities in such a manner as to accomplish the aims of healthcare organizations to strengthen their position and competitiveness by utilizing the existing resources of hospitals in the optimal investment opportunities in the business environment, and by taking advantage of those opportunities before rivals.

Research Limitations and Future Work

During the conduct of this research, certain limitations have been addressed, which can be pointed out below:

Geographical limits: The study was conducted only in the capital Amman and Irbid city because of the very high density of private general hospitals. To generalize the results of the study, research should be conducted on other hospitals in other Jordanian cities to provide accurate results for private general hospitals.

Sample limits: The research analyzed 179 quantitative completed questionnaires; thus, a larger sample could be utilized. Additionally, further study could utilize qualitative or mixed-methods to provide a better scope and more reliable results.

Scientific limitations: Seven key elements were identified as variables that represent an innovative marketing strategy. Future studies could utilise other variables for further investigations that could have an impact on the achievement of a sustainable competitive advantage in Jordan.

Because of the limitations of this research, and despite the in-depth review of this study and its outcomes, more research is needed in the future to fill the existing knowledge gaps. These could include:

A larger geographic area, given that the current study was conducted in Amman and Irbid;

Addressing a larger sample or population that could contribute to the generalization of the findings; and

Linking the societal marketing concept to an innovative marketing strategy, which could reflect on achieving sustainable competitive advantage.

References

- Abdelrahman, S. O. (2012). *The impact of entrepreneurial marketing factors on competitive innovativeness among female entrepreneurs in Egypt* (Unpublished master's thesis). Cairo University.
- Ahmad, A. E. M. K. (2007). *The impact of competitive environment on the service marketing mix strategy of health organisations in developing countries: Jordanian private sector hospital senior managers perspective* (Unpublished doctoral dissertation). The University of Huddersfield.
- Ahmad, A. E. M. K., Al-Qarni, A. A., Alsharqi, O. Z., Qalai, D. A., & Kadi, N. (2013). The impact of marketing mix strategy on hospitals performance measured by patient satisfaction: An empirical investigation on Jeddah private sector hospital senior managers perspective. *International Journal of Marketing Studies*, 5(6), 210-227.
- Ahmad, A., Madi, Y., Abuhashesh, M., M Nusairat, N., & Masa'deh, R. E. (2020). The Knowledge, Attitude, and Practice of the Adoption of Green Fashion Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 107.
- Al-Gasawneh, J. A., & Al-Adamat, A. M. (2020). The relationship between perceived destination image, social media interaction and travel intentions relating to Neom city. *Academy of Strategic Management Journal*, 19(2), 1-12.
- Al-Shawi, A. K., MacEachern, A. G., & Greco, M. J. (2005). Patient assessment of surgeons' interpersonal skills: A tool for appraisal and revalidation. *Clinical Governance: An International Journal*, 10(3), 212-216.

- Ambrosini, V., Bowman, C., & Collier, N. (2009). Dynamic capabilities: An exploration of how firms renew their resource base. *British Journal of Management*, 20(1), 9-24.
- Amini, A., Darani, M., Afshani, M., & Amini, Z. (2012). Effectiveness of marketing strategies and corporate image on brand equity as a sustainable competitive advantage. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 192-205.
- Aparecida Gouvêa, M., Luciano Toledo, G., & Nogueira Rodrigues Filho, L. (2001). The prices of mailing services evaluated by companies. *Marketing Intelligence & Planning*, 19(4), 282-294.
- Armstrong, G., & Kotler, P. (2001). *Marketing: An introduction*. Upper Saddle River, NJ: Pearson, Prentice-Hall.
- Augusto, M., & Coelho, F. (2009). Market orientation and new-to-the-world products: Exploring the moderating effects of innovativeness, competitive strength, and environmental forces. *Industrial Marketing Management*, 38(1), 94-108.
- Avlonitis, G. J., & Indounas, K. A. (2005). Pricing objectives and pricing methods in the services sector. *Journal of Services Marketing*, 19(1), 47-57.
- Avlonitis, G. J., Papastathopoulou, P. G., & Gounaris, S. P. (2001). An empirically based typology of product innovativeness for new financial services: Success and failure scenarios. *Journal of Product Innovation Management*, 18(5), 324-342.
- Baregheh, A., Rowley, J., & Sambrook, S. (2009). Towards a multidisciplinary definition of innovation. *Management Decision*, 47(8), 1323-1339.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. B. (2012). Purchasing, supply chain management and sustained competitive advantage: The relevance of resource-based theory. *Journal of Supply Chain Management*, 48(2), 3-6.
- Barney, J. B. (2014). *Gaining and sustaining competitive advantage*. London: Pearson Higher Education.
- Barreto, I. (2010). Dynamic capabilities: A review of past research and an agenda for the future. *Journal of Management*, 36(1), 256-280.
- Berry, L. L., & Yadav, M. S. (1996). Capture and communicate value in the pricing of services. *MIT Sloan Management Review*, 37(4), 41.
- Bitner, M. J. (1990). Evaluating service encounters: The effects of physical surroundings and employee responses. *Journal of Marketing*, 54(2), 69-82.
- Booms, B. & Bitner, M. J. (1981). Marketing strategies and organizational structures for service firms. In *Marketing of Services* (pp. 47-51). Chicago, IL: American Marketing Association.
- Bowers, M. R., & Powers, T. L. (1991). Personal selling in health care organizations: A status report. *Marketing Health Services*, 11(3), 19-27.
- Carter, R. L., Ennew, C., & Wright, M. (1988). *Deregulation and the distribution of personal financial services in the UK*. *Journal of the American Society of CLU and CHFC*, 43(4), 68-73.
- Carvalho, L., & Costa, T. (2014). Small and medium enterprises (SMEs) and competitiveness: An empirical study. *Journal of Management Studies*, 2(2), 88-95.
- Chuwiruch, N., Jhundra-Indra, P., & Boonlua, S. (2015, July). Marketing innovation strategy and marketing performance: A conceptual framework. *Proceedings of the Academy of Marketing Studies*, 19(2), 82-93.
- Collier, D. A. (1991). New marketing mix stresses service. *Journal of Business Strategy*, 12(2), 42-45.
- Consoli, D., & Elche-Hortelano, D. (2010). Variety in the knowledge base of Knowledge Intensive Business Services. *Research Policy*, 39(10), 1303-1310.
- Cowell, D. (1984). *The marketing of services*. Portsmouth, NH: Heinemann Professional Publishing Ltd.
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, CA: SAGE Publications.
- Damanpour, F., & Evan, W. M. (1984). Organizational innovation and performance: the problem of "organizational lag." *Administrative Science Quarterly*, 34(3), 392-409.
- Del Giudice, M., & Maggioni, V. (2014). Managerial practices and operative directions of knowledge management within inter-firm networks: A global view. *Journal of Knowledge Management*, 18(5), 841-846.
- Deshpandé, R., & Farley, J. U. (1998). Measuring market orientation: generalization and synthesis. *Journal of Market-focused Management*, 2(3), 213-232.
- Dierickx, I., & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35(12), 1504-1511.
- Duffy, J. (2000). Measuring customer capital. *Strategy & Leadership*, 28(5), 10-15.

- Esmailzadeh, P. (2011). How to manage and flourish innovation in hospitals' clinical IT? *Academy of Health Care Management Journal*, 7(2), 69-88.
- Gamble, J., Thompson, A., & Peteraf, M. (2016). Essentials of strategic management: the quest for competitive advantage (6th ed.). New York, NY: McGraw-Hill Education
- Gagnon, M. P., Lamothe, L., Fortin, J. P., Cloutier, A., Godin, G., Gagné, C., & Reinharz, D. (2005). Telehealth adoption in hospitals: an organisational perspective. *Journal of Health Organization and Management*, 19(1), 32-56.
- Genç, N., Özbağ, G. K., & Esen, M. (2013). Resource based view and the impacts of marketing and production capabilities on innovation. *Journal of Global Strategic Management*, 14(1), 24-35.
- Grönroos, C. (1990). *Service management and marketing: Managing the moments of truth in service competition*. San Francisco, CA: Jossey-Bass.
- Guest, D. E. (1990). Human resource management and the American dream. *Journal of Management Studies*, 27(4), 377-397.
- Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market orientation and organizational performance: is innovation a missing link? *Journal of Marketing*, 62(4), 30-45.
- Harrison, T. (2000). *Financial services marketing*. London: Pearson Education.
- Helfat, C. E., & Peteraf, M. A. (2003). The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24(10), 997-1010.
- Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D., & Winter, S. G. (2009). *Dynamic capabilities: Understanding strategic change in organizations*. Hoboken, NJ: John Wiley & Sons.
- Hertog, P. D. (2000). Knowledge-intensive business services as co-producers of innovation. *International Journal of Innovation Management*, 4(4), 491-528.
- Ilić, D., Ostojić, S., & Damjanović, N. (2014). The importance of marketing innovation in new economy. *Singidunum Journal of Applied Sciences*, 11(1), 34-42.
- Johnson, S. P. (2000). A critical evaluation of the new services development process: integrating service innovation and service design. In J.A. Fitzsimmons & M.J. Fitzsimmons (Eds.), *New service development, creating memorable experiences* (pp. 1-32). Thousand Oaks, CA: SAGE Knowledge.
- Jones, R. (2003, December). Making health information accessible to patients. *Aslib Proceedings*, 55(5/6), 334-338.
- Junarsin, E. (2010). Issues in the innovation service product process: A managerial perspective. *International Journal of Management*, 27(3), 616-627.
- Kasper, H., van Helsdingen, P. J., & De Vries, W. (1999). *Services marketing management, an international perspective*. Hoboken, NJ: John Wiley & Sons.
- Kelley, S. W. (1989). Efficiency in service delivery: technological or humanistic approaches? *Journal of Services Marketing*, 3(3), 43-50.
- Kerin, R. A. (1992). Marketing's contribution to the strategy dialogue revisited. *Journal of the Academy of Marketing Science*, 20(4), 331-334.
- Kerlinger, F.N, & Lee, H. B. (1973). *Foundations of behavioral research*. Boston, MA: Wadsworth Publishing.
- Kim, M., Song, J., & Triche, J. (2015). Toward an integrated framework for innovation in service: A resource-based view and dynamic capabilities approach. *Information Systems Frontiers*, 17(3), 533-546.
- King, N., & Anderson, N. (2002). *Managing innovation and change: A critical guide for organizations*. Boston, MA: Cengage Learning.
- Knight, G. (2000). Entrepreneurship and marketing strategy: The SME under globalization. *Journal of International Marketing*, 8(2), 12-32.
- Kolter, P. (1997). *Marketing management: Analysis, planning, implementation, and control* (International ed.). Upper Saddle River, New Jersey: Prentice-Hall International.
- Kotler, P. (2000). *Marketing management: The millennium edition*. Upper Saddle River, NJ: Pearson Prentice-Hall.
- Kotler, P., Hayes, T., & Bloom, P. N. (2002). *Marketing professional services*. Upper Saddle River, NJ: Prentice-Hall.
- Kotler, P., & Shalowitz, J., & Stevens, R. (2008). *Strategic marketing for healthcare organizations: Building a customer-driven health system*. San Francisco, CA: Jossey-Bass.
- Kotler, P. (2011). Reinventing marketing to manage the environmental imperative. *Journal of Marketing*, 75(4), 132-135.

- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1-18.
- Krasnikov, A., & Jayachandran, S. (2008). The relative impact of marketing, research-and-development, and operations capabilities on firm performance. *Journal of Marketing*, 72(4), 1-11.
- Linder, J. C., Jarvenpaa, S., & Davenport, T. H. (2003). Toward an innovation sourcing strategy. *MIT Sloan Management Review*, 44(4), 43-49.
- Lin, Y., & Wu, L. Y. (2014). Exploring the role of dynamic capabilities in firm performance under the resource-based view framework. *Journal of Business Research*, 67(3), 407-413.
- Lovelock, C. H., & Wirtz, J. (2004). *Services marketing: People, technology, strategy*. Upper Saddle River, NJ; Pearson Prentice-Hall.
- MalekiMinbashrazgah, M., & Shabani, A. (2019). Eco-capability role in healthcare facility's performance: Natural-resource-based view and dynamic capabilities paradigm. *Management of Environmental Quality: An International Journal*, 30(1), 137-156.
- Mayer, K. J., Bowen, J. T., & Moulton, M. R. (2003). A proposed model of the descriptors of service process. *Journal of Services Marketing*, 17(6), 621-639.
- Melin, A., & Granath, J. Å. (2004). Patient focused healthcare: an important concept for provision and management of space and services to the healthcare sector. *Facilities*, 22(11/12), 284-289.
- Moreira, J., Silva, M. J., Simões, J., & Sousa, G. (2012). Drivers of marketing innovation in Portuguese firms. *Amfiteatru Economic Journal*, 14(31), 195-206.
- Nagle, T. T., & Holden, R. K. (1995). *The strategy and tactics of pricing*. Englewood Cliffs, NJ: Prentice-Hall.
- Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: an assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121-146.
- Newbert, S. L. (2008). Value, rareness, competitive advantage, and performance: a conceptual-level empirical investigation of the resource-based view of the firm. *Strategic Management Journal*, 29(7), 745-768.
- Nusairat, N. M., Akhorshaideh, A. H. O., Rashid, T., Sahadev, S., & Rembielak, G. (2017). Social cues-customer behavior relationship: the mediating role of emotions and cognition. *International Journal of Marketing Studies*, 9(1), 1-17.
- Nusairat, N., Hammouri, Q., Al-Ghadir, H., Ahmad, A., & Eid, M. (2020). The effect of design of restaurant on customer behavioral intentions. *Management Science Letters*, 10(9), 1929-1938.
- OECD. (2005). *Oslo Manual: Guidelines for collecting and interpreting innovation data*. Available from https://www.oecd-ilibrary.org/science-and-technology/oslo-manual_9789264013100-en
- Onwumere, J., & Ozioma-Eleodinmuo, P. (2015). Enhancing innovativeness among small and medium scale (SMEs) leather enterprises to boost performance in Abia State, Nigeria. *International Journal of Community and Cooperative Studies*, 3(1), 1-4.
- Orava, M., & Tuominen, P. (2002). Curing and caring in surgical services: a relationship approach. *Journal of Services Marketing*, 16(7), 677-691.
- Palmer, A. (2001). *Principles of services marketing*. London: McGraw-Hill.
- Pinho, C. S. B., & Ferreira, J. J. (2017). Impact of information technologies, corporate entrepreneurship and innovation on the organizational performance: A literature review. In *Entrepreneurship: Concepts, methodologies, tools, and applications* (pp. 1933-1952). Hershey, PA: IGI Global.
- Poulymenakou, A., & Prasopoulou, E. (2004). Adopting a lifecycle perspective to explain the transition from technological innovation to alliance management. *Management Decision*, 42(9), 1115-1130.
- Private Hospitals Association Jordan. (n.d.). *Healthcare system overview*. Retrieved from <https://phajordan.org/EN-article-3809->
- Proudlove, N. C., & Boaden, R. (2005). Using operational information and information systems to improve in-patient flow in hospitals. *Journal of Health Organization and Management*, 19(6), 466-477.
- Quaye, D., & Mensah, I. (2019). Marketing innovation and sustainable competitive advantage of manufacturing SMEs in Ghana. *Management Decision*.
- Ratza, C. L. (1993). A client driven model for service pricing. *Journal of Professional Services Marketing*, 8(2), 55-64.
- Reichheld, F. F., & Sasser, W. E. (1990). Zero defections: Quality comes to services. *Harvard Business Review*, 68(5), 105-111.
- Remeikienė, R., & Startienė, G. (2009). Does the interaction between entrepreneurship and unemployment exist? *Ekonomikairvadyba*, (14), 903-911.

- Ren, L., Xie, G., & Krabbendam, K. (2009). Sustainable competitive advantage and marketing innovation within firms: A pragmatic approach for Chinese firms. *Management Research Review*, 33(1), 79-89.
- Ren, S., Eisingerich, A. B., & Tsai, H. T. (2015). How do marketing, research and development capabilities, and degree of internationalization synergistically affect the innovation performance of small and medium-sized enterprises (SMEs)? A panel data study of Chinese SMEs. *International Business Review*, 24(4), 642-651.
- Resnick, S. M., Cheng, R., Simpson, M., & Lourenço, F. (2016). Marketing in SMEs: a “4Ps” self-branding model. *International Journal of Entrepreneurial Behavior & Research*, 22(1), 155-174.
- Roberts, C. C., & Beck, E. C. (1989). *Marketing in small and rural hospitals*. Chicago, IL: American Hospital Publishing.
- Ruivo, P., Oliveira, T., & Neto, M. (2015). Using resource-based view theory to assess the value of ERP commercial-packages in SMEs. *Computers in Industry*, 73, 105-116.
- Saunila, M., Pekkola, S., & Ukko, J. (2014). The relationship between innovation capability and performance: The moderating effect of measurement. *International Journal of Productivity and Performance Management*, 63(2), 234-249.
- Savory, C., & Fortune, J. (2015). From translational research to open technology innovation systems. *Journal of Health Organization and Management*, 29(2), 200-220.
- Shipley, D., & Jobber, D. (2001). Integrative pricing via the pricing wheel. *Industrial Marketing Management*, 30(3), 301-314.
- Shimp, T. (2003). *Promotion management and marketing communications*. Fort Worth, TX: The Dryden Press.
- Schaupp, L. C., & Bélanger, F. (2013). The value of social media for small businesses. *Journal of Information Systems*, 28(1), 187-207.
- Sekaran, U. & R. Bougie. (2010). *Research methods for business: A skill building approach*. Hoboken, NJ: John Wiley & Sons.
- Shekelle, P. G., Ortiz, E., Newberry, S. J., Rich, M. W., Rhodes, S. L., Brook, R. H., & Goldman, D. P. (2005). Identifying potential health care innovations for the future elderly: Prospects for advances in medical research and technology in the first part of the twenty-first century. *Health Affairs*, 24(Suppl2), W5-R67.
- Shipley, D., & Jobber, D. (2001). Integrative pricing via the pricing wheel. *Industrial Marketing Management*, 30(3), 301-314.
- Sirmon, D. G., Gove, S., & Hitt, M. A. (2008). Resource management in dyadic competitive rivalry: The effects of resource bundling and deployment. *Academy of Management Journal*, 51(5), 919-935.
- Sudarmiatin, M., & Suharto, S. (2016). Sustainable competitive advantage on SMEs: bringing local product toward global market. *Journal of Business and Management*, 18(7), 46-53.
- Swanson, Richard A., & Elwood F. Holton. (2005). *Research in organizations: Foundations and methods in inquiry*. Oakland, CA: Berrett-Koehler Publishers.
- Talegeta, S. (2014). Innovation and barriers to innovation: small and medium enterprises in Addis Ababa. *Journal of Small Business and Entrepreneurship Development*, 2(1), 83-106.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.
- The Ottawa Charter for Health Promotion. (1986). Retrieved from <https://www.who.int/healthpromotion/conferences/previous/ottawa/en/>
- Tsai, Y. (2013). Health care industry, customer orientation and organizational innovation. *Chinese Management Studies*, 7(2), 215-229.
- Van Raaij, E. M. (2005). The strategic value of customer profitability analysis. *Marketing Intelligence & Planning*, 23(4), 372-381.
- Verma, R. (2000). An empirical analysis of management challenges in service factories, service shops, mass services and professional services. *International Journal of Service Industry Management*, 11(1), 8-25.
- Weerawardena, J. (2003). The role of marketing capability in innovation-based competitive strategy. *Journal of Strategic Marketing*, 11(1), 15-35.
- Wirtz, J., & Lovelock, C. (2016). *Services marketing* (8th ed.). Hackensack, NJ: World Scientific Publishing.
- Woschke, T., Haase, H., & Kratzer, J. (2017). Resource scarcity in SMEs: Effects on incremental and radical innovations. *Management Research Review*, 40(2), 195-217.

- Zeithaml, V. A., & Bitner, M. J. (2000). *Services marketing—Integrating customer focus across the firm*. New York, NY: McGraw-Hill.
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1985). Problems and strategies in services marketing. *Journal of Marketing*, 49(2), 33-46.