

Strategic Planning Using the Balanced Scorecard and Its Impact on Marketing Creativity Within the Organization in the Kingdom of Saudi Arabia (A Field Study on a Group of Private Sector Companies in the Dammam Industrial Area)

Dr. May Sharaf Almeer

DBA in Business Administration, College of Business Administration, University of Lincoln,
Malaysia

Email: Almeermay@gmail.com

Dr. Abhijit Ghosh

DBA in Business Administration, College of Business Administration, University of Lincoln,
Malaysia

Dr. Mohamed Anas Shamsy

PhD in Business Administration, University of Bourgogne, Dijon, France

Abstract

The study aimed to clarify the role of strategic planning using the balanced scorecard and its impact on marketing creativity within the organization in the Kingdom of Saudi Arabia, and to find out the extent to which the organization adopted the concept of marketing creativity, and to measure the impact of using the value-added perspective and the internal process perspective on it.

The research problem is that some companies in the Kingdom of Saudi Arabia face severe regional competition, which requires them to increase work by increasing their marketing capacity in line with the importance of the role they play in attracting customers by developing the various operations they carry out to meet their needs and desires and develop work methods according to Modern management concepts, the most important of which is the balanced scorecard, which leads to increased marketing creativity within these organizations. Organizations are well aware of the importance of evaluating the performance of their activities in general, and marketing creativity in particular. Although the balanced scorecard enjoys a privileged position among performance appraisal tools, and has witnessed wide application in European and American organizations, the application of this tool still witnesses clear shortcomings in developing countries, especially the Kingdom of Saudi Arabia.

The study population included a group of private sector companies in the industrial area of Dammam, Saudi Arabia. The descriptive analytical method was used to analyze the data. The results indicated that there is a statistically significant effect of at least one of the dimensions of the balanced scorecard in promoting marketing creativity in the organizations under study, and that there is a statistically significant effect of the customer dimension as one of the dimensions of using the balanced scorecard in promoting marketing innovation, and that there is a statistically significant effect of the value dimension Additive for stakeholders in promoting marketing innovation.

Keywords: Strategic Planning, Balanced Scorecard, Marketing Creativity.

التخطيط الاستراتيجي باستخدام بطاقة الأداء المتوازن وأثره على الإبداع التسويقي داخل المنظمة في المملكة العربية السعودية (دراسة ميدانية لمجموعة شركات القطاع الخاص في المنطقة الصناعية بالدمام)

إعداد: الدكتورة/ مي شرف المير

دكتوراه في إدارة الأعمال، كلية إدارة الأعمال، جامعة لينكولن، ماليزيا

Email: Almeermay@gmail.com

الدكتور/ ابهيحيت غوش

دكتوراه في إدارة الأعمال، كلية إدارة الأعمال، جامعة لينكولن، ماليزيا

الدكتور/ محمد أنس شمسي

دكتوراه في إدارة الأعمال، جامعة بورغوني، ديجون، فرنسا

ملخص الدراسة

هدفت الدراسة إلى توضيح دور التخطيط الاستراتيجي باستخدام بطاقة الأداء المتوازن وأثره على الإبداع التسويقي داخل المنظمة في المملكة العربية السعودية، ومعرفة مدى اعتماد المنظمة لمفهوم الإبداع التسويقي، وقياس أثر استخدام منظور القيمة المضافة ومنظور العملية الداخلية عليه.

تمثلت المشكلة البحثية في مواجهة بعض الشركات في المملكة العربية السعودية منافسة إقليمية شديدة، مما يستلزم منها زيادة العمل من خلال زيادة قدرتها التسويقية بما يتماشى مع أهمية الدور الذي تلعبه في جذب العملاء من خلال تطوير العمليات المختلفة التي يقومون بها لتلبية احتياجاتهم ورغباتهم وتطوير أساليب العمل وفق مفاهيم إدارية حديثة وأهمها بطاقة الأداء المتوازن التي تؤدي إلى زيادة الإبداع التسويقي داخل هذه المنظمات. حيث أدركت المنظمات جيدًا أهمية عملية تقييم أداء أنشطتها بشكل عام، والإبداع التسويقي بشكل خاص. وعلى الرغم من تمتع بطاقة الأداء المتوازن بمكانة متميزة ضمن أدوات تقييم الأداء،

كما وأنها شهدت تطبيقاً واسعاً في المنظمات الأوروبية والأمريكية، إلا أنه لا يزال تطبيق هذه الأداة يشهد أوجه قصور واضحة في الدول النامية وخاصة المملكة العربية السعودية. شمل مجتمع الدراسة مجموعة من شركات القطاع الخاص في المنطقة الصناعية بالدمام بالمملكة العربية السعودية. تم اعتماد المنهج الوصفي التحليلي لتحليل البيانات. أشارت النتائج إلى وجود أثر ذي دلالة إحصائية لواحد على الأقل من أبعاد بطاقة الأداء المتوازن في تعزيز الإبداع التسويقي في المنظمات محل الدراسة، وجود أثر ذي دلالة إحصائية لبعد العميل كأحد أبعاد استخدام بطاقة الأداء المتوازن في تعزيز الابتكار التسويقي، وجود أثر ذي دلالة إحصائية لبعد القيمة المضافة لأصحاب المصلحة في تعزيز الابتكار التسويقي.

الكلمات المفتاحية: التخطيط الاستراتيجي، بطاقة الأداء المتوازن، الإبداع التسويقي.

1. Introduction

Since the end of the last century, the world has witnessed continuous and rapid changes and developments in all political, economic and technological fields. This development was characterized by dynamism and orientation towards globalization, competition and innovation, which constituted increasing pressures that prompted institutions, especially economic ones, to the necessity of rapid response and adaptation to changes in the surrounding environment.

In light of the increasing intensity of competition between different organizations in different business sectors, it has become required that the latter adopt modern and effective management methods and tools that enable them to acquire and maintain competitive advantages for the longest possible period, and help them to choose, implement and evaluate the strategies they adopt. Recently, the balanced scorecard, and this tool has witnessed wide interest, whether by researchers or businessmen, and its application in some companies has achieved remarkable success, which made it move from a mere administrative tool to an integrated strategic management system. The organizations that used this card achieved great returns, which helped them succeed in reaching what is required of them according to their specific vision and strategy, and satisfying their society by satisfying the needs and desires of their consumers (Al-Ghalibi and Idris, 2007).

The balanced performance measurement method helps the organization to measure strategic performance evaluation and even goes further; Assists in formulating the organization's strategies and translating them into strategic objectives and translating objectives into strategic actions that achieve the follow-up and evaluation of the strategy.

Several decades ago, measuring and evaluating the performance of institutions was limited to the financial aspect only, relying on various financial measures and indicators with complete neglect of non-financial aspects, and this is what made financial performance indicators receive many criticisms over time, because they reflect past performance and do not provide anything about future performance, and does not explain the relationship between the level of performance and its reasons, as well as its inability to link the long-term strategic goals with the organization's short-term operations, and therefore the traditional performance measures do not actually reflect the actual level of the organization's performance, which made the latter in dire need of a systematic basis integrated to rely on in evaluating its performance. From here, and in response to the shortcomings of traditional performance appraisal tools, (Robert Kaplan & David Norton, 1992) proposed a new performance appraisal model that addresses the previous negatives by integrating financial and non-financial indicators, which is called the balanced scorecard.

1.1. Problem Statement

In a fast-paced world governed by the pace of the times, some companies in the Kingdom of Saudi Arabia face severe regional competition, which necessitates increasing work by increasing their marketing capacity in line with the importance of the role they play to attract customers by developing the various operations they undertake to meet their needs and desires and developing methods Working according to modern administrative concepts, the most important of which is the balanced scorecard, which enhances the increase in marketing creativity within these organizations.

The Balanced Scorecard has enjoyed a distinguished position within the performance evaluation tools and has witnessed a wide application in European and American institutions. However, the application of this tool still witnesses clear shortcomings in developing countries, especially the Kingdom of Saudi Arabia, and institutions are exposed to intense competition from some national and foreign brands alike. Both, as institutions are well aware of the importance of the process of evaluating the performance of their activities in general, and marketing innovation in particular, as it is one of the activities that arrange the performance of the human element on the one hand and the technological factor on the other, so they urgently need an effective tool that enables them to evaluate their overall performance. In the beginning, the Balanced Scorecard appeared to address the shortcomings in the previous traditional measurement systems,

but this tool soon developed and showed greater advantages for it, the most important of which is its direct link to measuring and evaluating strategic performance in the institution.

The main purpose of this study was to determine the impact of using the balanced scorecard as a strategic planning tool and its ability and impact on marketing creativity within the organization in light of the growing interest in increasing competitiveness between different organizations, which requires the application of a set of modern management concepts to develop their operations, including the concept of card Balanced performance.

1.2. Research Questions

Study try to answer the following question:

➤ **What is the relationship of strategic planning to using the balanced scorecard and its impact on marketing creativity within the organization?, A number of sub-questions emerge from this question:**

- What is the impact of using a stakeholder value-added perspective on marketing creativity within the organization?
- What is the impact of using the perspective of internal processes for stakeholders on the marketing of creativity within the organization?
- What is the impact of using the growth and learning perspective on marketing creativity within the organization?
- What is the effect of using the customer perspective on marketing creativity within the organization?

1.2. Significance of the Study

1.2.1. Theoretical Importance

This study is of great importance to economic institutions, especially in light of the scarcity of studies that combine the balanced scorecard as a modern tool in evaluating the overall performance of the institution on the one hand, and marketing innovation as one of the contemporary marketing concepts on the other hand, and therefore this study can be considered an important reference, I can also open up other horizons for studies related to the balanced scorecard and marketing innovation.

1.2.2. Practical importance

The importance of this study stems from the need of Saudi economic institutions for effective tools that allow them to evaluate their overall performance, A comprehensive view that reflects the actual performance of these institutions, as well as the possibility of their use by managers of Saudi institutions as a strategic management tool that allows the implementation and control of the strategy..

1.3. Research Objectives

1. Recognize the availability of the dimensions of the balanced scorecard within the institutions understudy.
2. Knowing the extent to which the organization has adopted the concept of marketing innovation.
3. Determine the availability of the environmental and social dimension within the institutions understudy, and try to integrate its indicators within the card to obtain a sustainable balanced performance card.
4. Recognize the impact of using the balanced scorecard in its dimensions.
5. Recognize the possibility and how to apply the balanced scorecard in the institution understudy.
6. Measuring the effect of using the value-added perspective on marketing creativity.
7. Measuring the effect of using the internal process perspective on creativity on marketing.
8. Measuring the effect of using a learning and growth perspective on marketing creativity.
9. Measuring the effect of using the customer perspective on marketing creativity.

1.4. Research Hypothesis

- H01: There is no statistically significant effect of using the balanced scorecard in promoting the process of marketing creativity within the organization.
 - H01-1: There is no statistically significant effect of using the balanced scorecard in enhancing the Marketing creativity process related to the provision of services within the organization.

- H01-2: There is no statistically significant effect of using the balanced scorecard in enhancing the marketing creativity process related to promotion within the organization.
- H01-3: There is no statistically significant effect of using the balanced scorecard in enhancing the marketing creativity process related to the pricing of products and services within the organization.
- There is a statistically significant effect towards the use of the balanced scorecard within organizations and its effects are attributed to a set of variables such as experience, educational qualification, and Years of Experience.
- There is a statistically significant effect towards marketing creativity within organizations and its effects are attributed to a set of variables such as experience, educational qualification, and Years of Experience.

2. Theoretical Framework

2.1. Strategic:

- Strategic performance:

Performance is an essential concept as it is a mirror that reflects the status of the institution from its various sides. It is one of the most desirable areas of study and research in the field of management in general and strategic management in particular. Despite the great interest in strategic performance, it is difficult to give a unified definition of it due to the multiplicity of approaches, and some researchers have defined it as: “The organization’s ability to achieve its long-term goals (Wael Idris, 2007).

- The importance of strategic performance:

The importance of strategic performance is highlighted through three dimensions (Abdel-Razek, 2015):

- Theory: strategic performance is the center of strategic management; where all of its premises of management and its theories include implications and connotations related to performance, whether implicit or direct.

- The empirical aspect: The importance of strategic performance is highlighted through the use of most studies and research in the strategic management of performance in choosing different strategies and the resulting processes.
- The administrative aspect: through the increasing interest by the departments of organizations with its results and modifications in terms of objectives, strategies and policies depending on the results of performance.

2.1. Balanced Scorecard:

The first innovation of the Balanced Scorecard was in 1987 in (Analog Devices), a company specialized in semiconductor work in the United States of America with the aim of implementing the contents of total quality management, thanks to its invention by (Kaplan & Norton).

What this card added as an evaluation tool, as well as a strategic tool as a result of adopting four perspectives to evaluate the performance of organizations instead of focusing on the financial perspective only with its importance, but it is not sufficient to form a comprehensive picture of the organization for the contemporary business environment; The interest in a broader set of metrics that correlate with quality; market size; and customer and employee satisfaction, can lead to greater insight into the factors that drive financial performance; The shortcoming in it provides an early warning of the existence of a certain shortcoming in the financial performance and makes it possible to take remedial action to reduce the damage to the financial results (Abu Fadda, 2006).

Although many organizations are willing to have performance measurement systems in which they combine financial and non-financial (operating) measures, they often use them for control and feedback on short-term operations at the organization level (Kharma, 2002).

It is a management system that aims to help the organization translate its vision and strategies into a set of interrelated strategic goals and measurements (Al-Qarni, 2010).

- The importance of the BSC:

Through the benefits, the many institutions that have achieved from its use are as follows:

- The balanced scorecard translates the mission and strategy of the organization into goals and objectives organized in four axes: (financial; customers, internal operations, learning and growth); Balance between financial and non-financial indicators to assess performance in the short and long term.

- Spread the strategy on all lines from the top and bottom.
- Balance between the external environment for customers and stakeholders and the environment for internal operations, learning and growth.
- Translating strategy into tangible goals.
- A possibility of measuring and evaluating performance in the public sector and non-profit organizations.
- Solution Provides managers with cause-and-effect indicators of their organizations.
- It supports current and future decisions in a timely manner, anticipates problems, and defines responsibilities and accountability for each department.
- **The strategic dimension of the balanced scorecard:**

The strategy, in its general framework, which guides the organization in its orientation, in defining its image for the future, and in making decisions at its various administrative levels and divisions; It is a plan to achieve integration between the organization's main objectives and policies and follow up its procedures within a unified and comprehensive whole (Abdul Azim, 2005).

Strategic information means that information that supports management when carrying out strategic planning and facilitates the process of setting goals and selecting possible alternatives; Strategic information is characterized by certain characteristics and features that must be available to make it suitable for different uses; It is clear and precise so that it can be easily understood and evaluated; It must also be timely (Abdul-Azim; 2005).

- **Linking the Balanced Scorecard as a Strategic Management Tool:**

The Balanced Scorecard is considered as a strategic tool that will help the managers in the organization to adopt the future outlook; it also searches for ways to achieve results instead of focusing on the results themselves. The Balanced Scorecard is a framework through which the organization's strategy can be described through four basic dimensions, a communication system that connects the goals set by the different parties from executives and operational managers, and a measurement system that provides reports It reflects on past performance and directs future performance, in addition to being a strategic management system that will contribute to implementing and managing change in the organization.



Figure 1 - The balanced scorecard model as a strategic management tool

Early on, many organizations relied on the Balanced Scorecard concepts to improve their performance measurement systems and achieved tangible results but remained narrow; The adoption of these presented concepts illustrates a convergence in performance, and recently many organizations have witnessed the expansion of their use of the balanced scorecard, and this is due as a basis for achieving an integrated strategic management system.

When using the balanced scorecard, the goals that are set in each card stem from the organization's strategy. The organization that is trying to compete by reducing cost will be concerned with indicators of product cost, manufacturing efficiency, lack of waste and reduce the cost of raw materials. As for the organization that tries to be proactive. With new products or services, its focus will be on the ability to provide products quickly and the ability to create a creative atmosphere within the organization. Also, the organization that plans to expand globally will be interested in measuring the ability to enter new markets and the ability to meet the special needs of customers in each country; in this way, the Balanced Scorecard becomes a means to achieve the organization's strategy. It does not contain only financial goals, but rather links the financial goals with the goals of business development and improvement; thus, it helps link short-term goals to the organization's long-term strategy.

- Balanced Scorecard Success Requirements:

- 1- A clear definition of the strategic objectives:** as the latter is the main axis for the application of the balanced scorecard, and a set of criteria must be fulfilled in the objectives, **the most important of which are:**

- a. Strategic importance, which means that the objective is linked to a competitive advantage.
- b. The possibility of achieving goals, which means that the goals are achievable.
- c. The degree of influence, which means the availability of capabilities and competencies that enable the achievement of the set goals.

2- Taking the systems approach: This means using the balanced scorecard as a strategic management system and not a performance measurement system. This requires integrating the four aspects of the balance scorecard in the form of an integrated system that contributes to the application of the basic principles on which this system is based.

3- The presence of motivation to use the balanced scorecard: this is in response to changes in the business environment that unified the need to search for more effective methods and tools to confront these changes. Therefore, the balanced scorecard is one of the methods that are used in measuring and evaluating performance in the current business environment. Many researchers also pointed out other requirements for the balanced scorecard, which are:

- a. **Support of senior management:** it is necessary to establish the balanced scorecard and its success. Without this support, it is not possible to implement and use the programs adequately for the following reasons:
 - i. More understanding of the adopted strategy.
 - ii. Validity and accuracy of decisions.

4- Forming the Balanced Scorecard Team: The team is considered important and essential to success in the contemporary business environment success or failure and the key to success is taking care of this team, and the Balanced Scorecard is nothing but a methodology, the higher the level of the team, the better, because they are the ones who implement the card's vocabulary.

5- Training on the scorecard: The institution must start the training process on this entrance before its introduction. The training period depends on the level of the stakeholders and the training requirements. It is desirable to train the largest number of individuals and include the largest possible number of employees in this system. Continuous training is important to achieve a status Change in institutions.

6- Resources: It is necessary for the institution to know the available and currently available **resources** and how it can be developed for later, especially if we know that it is the basis for building the competitive advantage of the institution, and because the balanced scorecard represents a new perspective, the management must take into consideration the provision of all types of resources, both tangible and intangible.

2.3. The concept of creativity and its importance:

The opinions of researchers and writers about the concept of creativity varied. Some of them mean creativity, the ability to create something new and bring it into existence, while others mean processes, especially psychological ones, by which something new of high value is created, while another group looks at creativity and the creative process that leads. Ultimately, it is up to the creative work and its realization.

- In the sense that creative work results from capabilities and processes that lead to its achievement. There are many conventional definitions of the concept of creativity:
- Galton defined: A process that results in new work that satisfies a group or accepts it as useful (Al-Sarayra 2003).
- As defined by (Smith): a process through which relationships are found between variables that were not previously addressed (Abu Thayeh, 2003).
- Robbins (1998, Sunnatah), defined creativity as: the ability to collect ideas in a unique way to find an unusual link between them.

The adoption of creativity by organizations is one of the basic concepts that play a positive role on the level of activity and life of the organization and its continuity, where there is intense competition for the complement of the human element, Considering the human being as the essence of the creative process; Adopting this concept requires the availability of a set of values and principles that seek to achieve creativity.

- Desire and tendency to achieve and give priority to performance over analysis and committee work; As well as working to develop connections; and relationships with consumers.

- Giving autonomy to the units; administrative departments; which encourages her to think and create.
- Development of the regulatory environment; ability of subordinates; In order to increase productivity.
- The organization's dependence on the principle of participation in management and considering training as a functional duty; And renewed for all employees and the adoption of objective systems for the purposes of performance and evaluation.

– **Elements of marketing creativity:**

The concept of creativity includes a set of elements, the importance of which lies in the fact that it is one of the necessities, and not only the birth of core ideas with high values. Therefore, marketing creativity is formed from the following elements (Hassan, 1995),

- Fluency in the volume of marketing activities within a limited period of time.
- Moving between one marketing position and another and dealing with all situations.
- Originality in the individual's ability to put forward new marketing ideas that no one has proceeded before.
- The ability to perceive marketing problems and understand their nature.
- The tendency to highlight the details, i.e. accurate and comprehensive treatment that shows the dimensions of marketing issues.
- Develop individual creative abilities

The creative abilities and skills of individuals are developed by increasing the ability to analyze and awareness of the various dimensions to address the subject. In addition to increasing attention to others and their needs, focusing on strategic planning related to general goals and not procedural matters, increasing the ability to focus and limiting time to things that can be done special things in, and showing patience skills, which is the ability to re-evaluate oneself and increase the ability to adapt to change by considering it something inevitable.

– **Stages of Marketing Creativity:**

- **The stage of searching for the idea:**

Organizations differ from each other in terms of their need for ideas (profitable and non-

profitable). Some of them need many ideas and some need few ideas; The more the ideas are many, new, diverse and formed, the more there is access to new and wonderful ideas and getting these new ideas is through the personal inspiration of the members of the organization sometimes; And quoting from the surrounding environment sometimes. But the organization must be committed to searching for ideas formally; And identifying people to search for them. The organization also determines the procedures for searching for new ideas, but these procedures include creative components if and then find them (Admur, 2009).

▪ **Sifting and filtering the idea:**

The primary purpose of sifting is to reach promising ideas that have attractive commodity implications; the process of sorting out promising commodity ideas also involve the possibility of error. There are two types of errors:

- **Elimination error:** occurs when an organization decides to exclude an idea for a promising good; She deprives herself of a tourist opportunity.
- **Continuation error:** It occurs when the organization adopts an unpromising commodity idea and continues to develop and produce it.

In general, the sifting process should not be random in its mechanism and procedures. Rather, it should be subject to objective criteria; It takes into account the capabilities and resources of the organization and the possibility of marketing and profitability of the product (Tawfiq, 2003).

▪ **Evaluate innovative ideas:**

At this stage, the detailed evaluation of the ideas that passed from the previous stage is carried out; this is based on a number of criteria, such as the cost-benefit criterion. Each of these criteria differs from one organization to another, from one element of the marketing mix to another and from time to time. More than one method is used in the evaluation process for ideas, including the method of strengths and weaknesses (advantages and defects) in the idea or innovation, the method of gradual deletion, and the weighted point's method. Note that there is a set of administrative activities that must be performed in order to take the step of evaluating ideas (innovations). The most important of these activities is the development of an evaluation system, the method in which it is used, and when each method is used.

Those responsible for the evaluation process are; and the style of work and how to write reports (Aber Jumaa, 2003).

▪ **Innovation (idea) test:**

The tests are carried out on a specific geographical scale and are also based on models and offers that show the advantages and characteristics of the service or commodity and whether the product is acceptable in the market in terms of form and substance. At this stage, a number of decisions are related to some of the rewards, such as:

- Determine the areas in which the product is tested.
- Determining the period during which the product is to be tested.
- Determining the data that will be collected during the service testing phase. (Al-Taei, 2009)

▪ **Application of innovation (Obeidat, 2007),**

At this stage, the actual application of innovation takes place on the ground and becomes imminent, tangible, felt and touched by the customer, and becomes the subject of actual application and in the actual environment for practicing the marketing activities to which it is related (Al-Sarhan, 2008).

▪ **Evaluate the results of the evaluation:**

The actual performance of the innovation is compared with what should have been verified, and this process requires setting standards for evaluating and measuring the actual performance of the innovation; The comparison entails determining the extent of congruence between the two, whether there is a difference between them, who is responsible for it, and making the necessary correction (Abu Juma'a, 2003).

3. Previous Studies

3.1. Arabic Studies

- *Study (Latrash Walid, 2017), Entitled: The role of the balanced scorecard in measuring and evaluating strategic performance.*

The study aimed to find out the comprehensiveness and benefit of applying the balanced scorecard model in measuring and evaluating the strategic performance of the telecom service sector companies in the country, by identifying the components and levels of strategic performance and

the measures that fall under each of its components; The study found a set of results, the most important of which is that the mobile phone service sector companies have knowledge of the concepts of strategic performance and a high degree of awareness of the dimensions of the balanced scorecard, and that there is strong integration between strategic planning and preparing the balanced scorecard, and the study concluded that the application of the balanced scorecard would To provide economic institutions with a road map to be implemented, and these institutions determine where they should focus their energies, priorities and resources within their various departments and units durable strategic performance.

- *Study (Rais Wafaa, 2016), entitled: Contribution to improving the performance of economic institutions through the balanced scorecard.*

The study aimed to identify the availability of the dimensions of the balanced scorecard and the availability of the elements of their application in the institution under study. It also aimed to try to develop a model that contains a number of non-financial measures in addition to the financial measures, which provide management with a comprehensive perception of the effectiveness of the institution's performance; and evaluate its performance based on the proposal.

It has been concluded that the institution under study relies on leadership tables instead of the balanced scorecard, relying on non-financial metrics in addition to financial metrics, but it does not adopt the same classification of dimensions, which indicates that the institution can have a strategic orientation towards balanced scorecard concept.

- *Study (Quaider, 2005), entitled: Integrating Environmental Performance Indicators into the Balanced Scorecard to Achieve Corporate Social Responsibility.*

This study aimed to identify the possibility of activating social responsibility in the economic institution through the balanced scorecard model, by including the latter environmental and social indicators by adding a fifth dimension to the four classic dimensions of the card (customers, internal processes, learning and growth), which is the societal dimension.

The study concluded that the institution under study does not have a specific and clear social and environmental strategy, given that it does not have a well-studied plan or program for its environmental and social aspects; Most of its efforts to integrate this dimension are within the framework of the state's social and environmental legislation and laws,

and the study culminated in the need to meet a set of conditions and requirements so that this institution can benefit from this model in achieving its social responsibility.

- *Study (Al-Amri, 2003), entitled: Balanced scorecard as a system for evaluating the performance of business establishments in the information age.*

The study aimed to clarify the basic ideas of the organizations evaluation system, its contents and how to use it in light of the nature of the work of private universities; The study concluded that it is necessary to adapt and apply the balanced scorecard model for performance in the environment of private universities, in order to include all the main elements of performance; The study also found that the balanced performance scorecard maintains the privacy of the education activity and supports it by adding another dimension, which is the social responsibility of private universities. The study recommended that private universities take the initiative to study, adapt and apply the model proposed by the researcher, in addition to the necessity of teaching the model and training workers in various sectors to apply it.

3.2. Foreign Studies

- *Study: (Nigel Halpen, 2010), entitled: Marketing innovation: sources, capabilities and consequences for airports in the periphery of Europe.*

This study aimed to investigate the sources, capabilities and results of marketing innovation at the level of airports in the European regions. The questionnaire was distributed to airport managers, and the study found ten sources of marketing innovation in airports. It also found that airports that are managed as an independent entity in which innovation is significantly higher compared to airports that are managed as part of a regional or national airport system, and that major airports It has an advanced level of innovation compared to smaller airports. This innovation has significant positive impacts on the airport's marketing performance regardless of the airport's strategic location.

- *Study: (Jakobseh, 2008), Entitled: Balanced Scorecard development in Lithuanian Companies.*

This study aimed to apply the Balanced Scorecard to consulting engineering companies in order to achieve efficiency and effectiveness and enhance the competitive position of these companies.

It also aimed to provide these companies with broad lines for developing the balanced scorecard by focusing on the expected benefits from a theoretical and practical point of view, and knowing the feasibility of compatibility of the balanced scorecard with the employee incentives and rewards system. The study concluded that the application of balanced performance measurement leads to a fundamental improvement in internal operations; and that consulting engineering firms apply a task-oriented management style, and that there is support for the idea that there is compatibility between the balanced scorecard and the system of rewards and incentives.

4. Research Methodology

4.1. Study Approach

In order to achieve the objectives of the study which is strategic planning using the balanced scorecard and its impact on marketing creativity within the organization in the Kingdom of Saudi Arabia, a field study on a group of private sector companies in the Dammam Industrial Estate. The descriptive-analytical curriculum will be used for the purpose of answering the study questions and testing hypotheses, as the theoretical side was relied on as well as the analytical side.

4.2. Sources of data

The primary data of any study is the data collected directly by the researcher for a specific purpose, while the secondary source of data is defined as that data that has already been collected not for a particular study, but the researcher resorts to these data for his study.

4.2.1. Primary data

Primary sources of data are first-hand information. The data was generated by the researcher for the purpose of this study. Primary data for this study was collected through observations, questionnaires and interviews. But it was mainly through questionnaires. Questionnaires were submitted to some private sector companies in the Dammam Industrial Area.

4.2.2. Secondary data

In addition to the data collected from the primary source, which is the basis of the analysis process, some data were also extracted through advertising papers, publications and circulars located within the private sector companies in the Dammam Industrial Area, Kingdom of Saudi Arabia.

4.3. Study Population

The study population consists of a group of private sector companies in the industrial area of Dammam, in the Kingdom of Saudi Arabia, and a total of five different industrial companies were targeted. The researcher tried to diversify the activities of these companies.

A field survey was conducted and the questionnaire distributed to the total study sample of 145, the number of forms that were collected, analyzed and accepted statistically 115 questionnaires, which represents a percentage of 79.31%.

4.4. Study tool

4.4.1. Questionnaires

It is defined as a tool that contains a set of declarative questions or sentences, which the sample member is asked to answer personally and in the manner determined by the researcher according to the purposes of the research.” The sample member answers and this person’s name are (Alyan & Ghoneim, 20001). As for (Kandilji, 2000), the questionnaire is defined as a set of different questions and inquiries related to each other. In order to achieve the objectives that the researcher is looking for in light of his subject and the problem he has chosen for his research, written inquiries are sent to a group of individuals and institutions that the researcher has chosen as a research sample.

4.4.2. Interview

The interview gives the researcher an immediate answer from the respondents who provided supplementary data to the questionnaire.

4.4.3. Note

During his field visit, the researcher recorded Observation, followed up the variables and compared them with previous visits in an attempt to understand and draw conclusions

4.5. Statistical methods

The statistical package (SPSS) program will be used to analyze the questionnaire data and obtain outputs for all the questionnaire questions to determine the extent to which the sample members agree on the different questions of the questionnaire. Among these statistical methods used:

- Frequencies
- Arithmetic Mean
- Standard Deviation
- Simple Regression.
- Multiple Regression

4.6. Reliability and Validity

4.6.1. Reliability

It turned out that all values of Cronbach's alpha coefficient were above 0.93, which is the lowest acceptable value of Alpha this indicates that all Alpha values are suitable for the purposes of the current study (Sekaran, 2003).

Var.		Corrected Item-Total Correlation
BSC.	Value-added perspective for stakeholders.	0.741
	Customers Metrics.	0.728
	Internal Operations Metrics.	0.752
	Learning and growth metrics.	0.734
	Total	0.891
Marketing Creativity	Service Innovation.	0.753
	Promotion Creativity	0.795
	Pricing Innovation	0.739
	Total	0.762
Total All		0.880

Table 1 - Stability coefficients of the study - Cronbach's Alpha

4.6.2. Validity

For the purposes of testing the validity of the measuring instrument for this study, the following were relied on:

- Discussing the study questionnaire with the supervisor doctor to ensure its ability to measure the study variables, its problem and its hypotheses.

- Review the literature and previous studies previously mentioned whose validity and reliability were tested based on some of the measurement tools that were used, and thus develop a questionnaire for this study.

5. Analysis of the Results

5.1. Study sample:

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	82	71.3	71.3	71.3
	Female	33	28.7	28.7	100.0
	Total	115	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	75	65.2	65.2	65.2
	From 30 < 45	30	26.1	26.1	91.3
	From 45 < 60	10	8.7	8.7	100.0
	Total	115	100.0	100.0	
Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	48	41.7	41.7	41.7
	Bachelor	34	29.6	29.6	71.3
	Diploma	22	19.1	19.1	90.4
	Master/DBA	11	9.6	9.6	100.0
	Total	115	100.0	100.0	
Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 Years	37	32.2	32.2	32.2
	From 5 to 10 Years	63	54.8	54.8	87.0
	From 10 to 15 Years	10	8.7	8.7	95.7
	More than 15 Years	5	4.3	4.3	100.0
	Total	115	100.0	100.0	

Table 2 - Distribution of the study sample

5.2. Analysis of the results:

The degree of agreement with the statements of the study variables was determined by determining the degree of approval of the paragraphs of the scale and according to the following equation:

Scale extent = (5) strongly agree = (1) strongly disagree = (4) Therefore, we find the measurement of the length of the category according to the following equation:

Category length = range + number of levels (weak, medium, high)

= (4 + 3 – 1.33)

- (1-2.3) indicates a low approval score.
- (2.34 -3.67) and indicates a medium degree of approval.
- (5 - 3.68) indicates a high degree of approval.

5.3. Balance Score Card:

5.3.1. Value-added variable:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
The Balanced Scorecard enhances the value and importance of administrative processes.	115	4.47	.88	High	1
The balanced scorecard contributes to improving the quality of work for employees within organizations.	115	4.27	.88	High	2
The balanced scorecard enhances the quality of the services provided.	115	3.99	1.03	High	4
Organization has human cadres qualified to use the balanced scorecard.	115	4.15	.81	High	3

The organization realizes the importance of the balanced scorecard and its role in increasing performance.	115	3.92	.81	High	5
Valid N (list wise)	115	4.16	.88	High	

Table 3 - The mean and standard deviations for value-added variable

It is noted from the data of the previous table that there is a high degree of approval of the value-added variable, the mean answers for the total score on the value-added variable were (4.16) and with a standard deviation (.882).

At the level of the variable phrases, we note that the highest degrees of agreement were on the first question phrase, with an arithmetic mean (4.47) and a standard deviation (0.88). It states, “The Balanced Scorecard enhances the value and importance of administrative processes.” As for the lowest degrees of approval, it was on question number five with an arithmetic mean (3.92) and a standard deviation (.81), which states: “The organization realizes the importance of the balanced scorecard and its role in increasing performance”

5.3.2. Customer variable:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
The organization takes into consideration the satisfaction of the needs and desires of customers.	115	4.09	0.93	High	1
The organization seeks to find and solve customer problems	115	3.91	1.05	High	4
The organization seeks to achieve satisfaction for the goods, services and products offered.	115	3.99	1.05	High	2

The organization works to improve the level of quality and specifications of the provided goods, services and products.	115	3.72	1.16	High	5
The efficiency of work within the organization is evaluated by the number of customers.	115	3.95	1.07	High	3
Valid N (list wise)	115	3.93	.73	High	

Table 4 - The mean and standard deviations for customer variable

It is noted from the above table data that there is a high degree of approval of the variable related to customers. The mean of the total score answers on this variable was (3.93) with a standard deviation of (0.73). At the level of variable data, we note that the highest degree of agreement was for the first statement, with a mean (4.09) and a standard deviation (0.93). It states that “the organization takes into account the satisfaction of the needs and desires of customers”. While the lowest degrees of approval of the fourth paragraph, with a mean (3.72) and a standard deviation of (1.16), states that "the organization is working to improve the level of quality and specifications for the goods, services and products provided."

5.3.3 Internal Operations variable:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
Specific metrics are established for internal operations that enable management to see the status of operations.	115	3.90	1.08	High	3
Assessing the organization's strengths and weaknesses and rationalizing costs by analyzing its internal operations.	115	3.88	1.01	High	4

The organization's operations are designed to have sufficient flexibility to achieve the desired goals.	115	3.98	.87	High	2
The organization always strives to improve the quality of operations.	115	4.10	.87	High	1
Continuous improvement and development processes aim to reduce wastage of time.	115	3.79	1.07	High	5
Valid N (list wise)	115	3.81	.63	High	

Table 5 - The mean and standard deviations for internal Operations variable

It is noted from the above table data that there is a high degree of approval of the variable related to internal operations. The mean of the total score answers on this variable was (3.81) with a standard deviation of (.63). At the level of variable data, we note that the highest degree of agreement was for the fourth statement, with a mean (4.10) and a standard deviation (.87). It states that “the organization always strives to improve the quality of operations.” While the lowest degree of approval was for the fifth statement, with a mean (3.79) and a standard deviation of (1.07), it states that "continuous improvement and development processes aim to reduce wasting time".

5.3.4. Learning and growth:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
The organization designs adequate and appropriate training programs for the employees.	115	3.68	1.15	High	3
The employees of the organization have the potential to learn and the ability to develop and innovate.	115	3.60	1.22	High	5

The organization works on building work teams that provide suggestions for the development of work on a permanent basis.	115	3.98	1.04	High	2
The organization seeks to involve employees in decision-making processes.	115	4.04	.84	High	1
The organization provides employees with an appropriate organizational environment for creativity and innovation.	115	3.67	1.07	High	4
Valid N (list wise)	115	3.8	.62	High	

Table 6 - The mean and standard deviations for learning and growth variable

It is noted from the above table data that there is a high degree of approval of the variable related to learning and growth. The mean of the total score answers on this variable was (3.8) with a standard deviation of (.62). At the level of variable data, we note that the highest degree of agreement was for the fourth statement, with a mean (4.04) and a standard deviation (.84). It states that "The organization seeks to involve employees in decision-making processes" While the lowest degree of approval was for the second statement, with a mean (3.60) and a standard deviation of (1.22), it states that "The employees of the organization have the potential to learn and the ability to develop and innovate ".

5.3.5. Marketing creativity

5.3.5.1. Service Innovation:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
The organization is working to provide new services that meet the needs of customers.	115	3.76	1.14	High	1

The organization keeps pace with new scientific developments in the field of marketing services.	115	3.45	1.12	High	4
The organization allocates financial budgets for conducting scientific research related to services.	115	3.59	.99	Medium	3
The organization resorts to using innovative methods in providing its services.	115	3.74	.98	High	2
The organization has a department specialized in research and development.	115	2.77	1.34	Medium	5
Valid N (list wise)	115	3.46	.71	Medium	

Table 7 - The mean and standard deviations for service Innovation variable

It is noted from the above table data that there is a medium degree of approval of the variable related to service innovation. The mean of the total score answers on this variable was (3.46) with a standard deviation of (.71). At the level of variable data, we note that the highest degree of agreement was for the first statement, with a mean (3.76) and a standard deviation (1.14). It states that “The organization is working to provide new services that meet the needs of customers” While the lowest degree of approval was for the fifth statement, with a mean (2.77) and a standard deviation of (.71), it states that “The organization has a department specialized in research and development.”.

5.3.5.2. Promotion Creativity:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
The organization relies on advertisements of all kinds to promote its products.	115	2.54	1.57	Medium	2

The organization uses innovative and modern promotional methods.	115	2.39	1.45	Medium	5
The organization has an online store.	115	2.49	1.43	Medium	4
The organization uses e-marketing as one of the marketing methods.	115	2.51	1.44	Medium	3
Social networks are used to promote different products.	115	3.73	1.39	High	1
Valid N (list wise)	115	2.73	1.08	Medium	

Table 8 - The mean and standard deviations for Promotion Creativity variable

It is noted from the above table data that there is a high degree of approval of the variable related to promotion creativity. The mean of the total score answers on this variable was (2.73) with a standard deviation of (1.08). At the level of variable data, we note that the highest degree of agreement was for the second statement, with a mean (2.39) and a standard deviation (1.45). It states that “The organization uses innovative and modern promotional methods.” While the lowest degree of approval was for the fifth statement, with a mean (3.73) and a standard deviation of (1.08), it states that “Social networks are used to promote different products”.

5.3.5.3. Pricing Innovation:

Descriptive Statistics

	N	Mean	Std. Deviation	Grade	Order
The customer gets a greater return from the marketing creativity in the price.	115	4.05	1.17	High	5
The prices of products sold online are lower than those in traditional exhibitions.	115	4.30	.98	High	1

The organization seeks through innovation in prices to maintain the market share	115	4.19	.99	High	3
The organization aims through innovation in prices to maximize the return on investment	115	4.25	.91	High	2
Prices are changed in response to different economic conditions	115	4.19	1.05	High	4
Valid N (list wise)	115	4.20	.68	High	

Table 9 - The mean and standard deviations for pricing innovation variable

It is noted from the above table data that there is a high degree of approval of the variable related to pricing innovation. The mean of the total score answers on this variable was (4.20) with a standard deviation of (.68). At the level of variable data, we note that the highest degree of agreement was for the second statement, with a mean (4.30) and a standard deviation (.98). It states that “The prices of products sold online are lower than those in traditional exhibitions.” While the lowest degree of approval was for the second statement, with a mean (4.05) and a standard deviation of (1.17), it states that “The customer gets a greater return from the marketing creativity in the price.”.

5.4. Hypothesis test:

5.4.1. H0: There is no statistically significant effect of using the balanced scorecard in enhancing the marketing innovation process within the organization.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.120	1	10.120	47.023	.000
Residual	58.756	273	.215		
Total	68.876	274			

Table 10 - Analyze the result of variance for the first hypothesis

It is clear from the results of the analysis of variance that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the balanced scorecard in promoting marketing creativity within the private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia. Where the value of (F) reached (47,023) which is higher than the tabular value of (f) at (1, 273) (df), which is (3.841).

Coefficient

Independent variable	R	R ²	Coefficients	Beta	t	Sig.
BSC	.383	14.7	.402	.383	6.857	.000*

Table 11 - Regression analysis to test the validity of the first hypothesis

The results of the regression analysis show that there is a statistically significant effect at the level of significance (0.05) for the use of the balanced scorecard in promoting marketing innovation in the private sector companies in the industrial area of Dammam, Kingdom of Saudi Arabia.

Where the calculated (t) value was (6.857) higher than the tabulated (t) value at (274) degrees of freedom (1.660), the regression results also showed that the use of the balanced scorecard explains (14.7) the difference in promoting marketing creativity in the private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia. Thus, the null hypothesis was rejected from the first main hypothesis, which states that “there is no statistically significant effect of using the balanced scorecard in enhancing the marketing innovation process within the organization” . So the alternative hypothesis will be accepted.

5.4.1.1. H01-1: There is no statistically significant effect of using the balanced scorecard in enhancing the process of marketing innovation related to the provision of services within the organization.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.942	1	34.942	92.992	.000*
Residual	102.580	273	.376		
Total	137.522	274			

Table 12 - Analyze the result of variance for the H01-1 hypothesis

It is clear from the results of the analysis of variance that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the balanced scorecard in promoting marketing innovation related to the provision of services within the private sector companies in the industrial area of Dammam, Kingdom of Saudi Arabia. Where the calculated value of (F) reached (92.992) which is higher than the tabular value of (f) at (1, 273) (df), which is (3.841).

Coefficient

Independent variable	R	R ²	Coefficients	Beta	t	Sig.
BSC	.504	25.4	.746	.504	9.643	.000*

Table 13 - Regression analysis to test the validity of the H01-1hypothesis

The results of the regression analysis show that there is a statistically significant effect at the level of significance (0.05) for the use of the balanced scorecard in promoting marketing innovation related to services in private sector companies in the industrial area of Dammam, Kingdom of Saudi Arabia.

Where the calculated (t) value (9.643) was higher than the tabulated value (t) at (274) degrees of freedom (1.660), the regression results also showed that the use of the balanced scorecard explains (25.4) the difference in marketing services in private sector companies in the region Industrial area in Dammam, Kingdom of Saudi Arabia. Thus, the null hypothesis was rejected from the first sub-hypothesis, which states that “there is no statistically significant effect of using the balanced scorecard in enhancing the process of marketing innovation related to providing services within the organization” , so the alternative hypothesis will be accepted.

5.4.1.2. H02-1: There is no statistically significant effect of using the balanced scorecard in enhancing the marketing innovation process related to promotion within the organization.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.142	1	30.142	28.432	.000
Residual	289.426	273	1.060		
Total	319.569	274			

Table 14 - Analyze the result of variance for the H02-1hypothesis

It is clear from the results of the analysis of variance that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the balanced scorecard in promoting marketing innovation related to promotion within private sector companies in the industrial field in the Dammam region, Saudi Arabia. Where the calculated value of (F) reached (28,432) which is higher than the tabular value of (f) at (1, 273) (df), which is (3.841).

Coefficient

Independent variable	R	R ²	Coefficients	Beta	t	Sig.
BSC	.307	9.4	.693	.307	5.332	.000*

Table 15 - Regression analysis to test the validity of the H02-1hypothesis

The results of the regression analysis show that there is a statistically significant effect at the level of significance (0.05) for the use of the balanced scorecard in promoting marketing innovation related to promotion in private sector companies in the industrial area of Dammam, Kingdom of Saudi Arabia.

Where the calculated (t) value (5.332) was higher than the tabulated value (t) at (274) degrees of freedom (1.660), the regression results also showed that the use of the balanced scorecard explains (9.4) the difference in marketing promotion in private sector companies in the region Industrial area in Dammam, Kingdom of Saudi Arabia. Thus, the null hypothesis was rejected from the second sub-hypothesis, which states that “There is no statistically significant effect of using the balanced scorecard in enhancing the marketing innovation process related to promotion within the organization” ‘so the alternative hypothesis will be accepted.

5.4.1.3. H03-1: There is no statistically significant effect of using the balanced scorecard in enhancing the marketing innovation process related to the pricing of products and services within the organization.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.312	1	.3012	.668	.415
Residual	127.473	273	.467		
Total	127.784	274			

Table 16 - Analyze the result of variance for the H03-1hypothesis

It is clear from the results of the analysis of variance that there is no a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the balanced scorecard in promoting marketing innovation related to pricing of products within private sector companies in the industrial field in the Dammam region, Saudi Arabia. Where the calculated value of (F) reached (0.668) which is lowest than the tabular value of (f) at (1, 273) (df), which is (3.841).

coefficient

Independent variable	R	R2	Coefficients	Beta	t	Sig.
BSC	.049	.2	.070	.049	.817	.415

Table 17 - Regression analysis to test the validity of the H03-1 hypothesis

The results of the regression analysis show that there is not a statistically significant effect at the level of significance (0.05) for the use of the balanced scorecard in promoting marketing innovation related to pricing of products in private sector companies in the industrial area of Dammam, Kingdom of Saudi Arabia.

Where the calculated (t) value (.817) was lowest than the tabulated value (t) at (274) degrees of freedom (1.660), the regression results also showed that the use of the balanced scorecard explains (.2) the difference in marketing pricing of products in private sector companies in the region Industrial area in Dammam, Kingdom of Saudi Arabia. Thus, the null hypothesis was accepted from the third sub-hypothesis, which states that “There is no statistically significant effect of using the balanced scorecard in enhancing the marketing innovation process related to the pricing of products and services within the organization”.

5.4.2. H02: There is a statistically significant effect towards the use of the balanced scorecard within organizations and its effects are due to a set of variables (experience, educational qualification and job position).

Independent variable	Model	Sum of Squares	df	Mean Square	F	Sig.
Experience	Between Groups	0.169	3	.056	.245	.865
	Within	62.587	271	.231		

	Groups					
	Total	62.757	274			
Qualification	Between Groups	2.239	3	.746	3.342	.020*
	Within Groups	60.518	271	.223		
	Total	62.757	274			
Job Position	Between Groups	1.340	4	.335	1.473	.211
	Within Groups	61.417	270	.227		
	Total	62.757	274			

Table 18 - Analysis of variance towards the use of the balanced scorecard within organizations and its effects are due to a set of variables (experience, educational qualification, and job)

It is clear from the results of the analysis of variance that there are statistically significant differences in the trends towards the use of the balanced scorecard in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, due to the difference in educational qualifications, the calculated (F) value of (3.342) was higher than the critical (F) value at degrees of freedom (4 ,270) and the level of significance (0.05), which is (2.372).

The results of the analysis of variance did not show the presence of statistically significant differences in the trends towards the use of the balanced scorecard in the private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia due to the difference in experience and job title, the calculated (F) values for them were (0.245 , 1.473) less than the critical (F) value at (3, 271) degrees of freedom and (0.05) and the level of significance (0.05) which is (2.605).

5.4.3. H03: There is a statistically significant effect towards marketing creativity within organizations and its effects are due to a group of variables as (experience, educational qualification, and job position)

Independent variable	Model	Sum of Squares	df	Mean Square	F	Sig.
Experience	Between Groups	0.449	3	.150	.593	0.620
	Within Groups	68.427	271	.252		
	Total	68.876	274			
Qualification	Between Groups	9.231	3	3.077	13.981	0.000 *
	Within Groups	59.645	271	.220		
	Total	68.876	274			
Job Position	Between Groups	6.429	4	1.607	6.950	0.000 *
	Within Groups	62.447	270	.231		
	Total	68.876	274			

Table 19 - Analysis of variance towards the use of the marketing creativity within organizations and its effects are due to a set of variables (experience, educational qualification, and job)

It is clear from the results of the analysis of variance that there are statistically significant differences in the trends towards marketing creativity in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, due to the difference in educational qualification and job title ‘The calculated (F) values for it (13.981 5.950) were higher than the critical (F) value at (3, 271) degrees of freedom and (0.05) which amounted to (2.372).

The results of the analysis of variance did not show the presence of statistically significant differences in the trends towards marketing creativity in the private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, due to the difference in experience, the (F) value calculated for it was (0.593) less than the critical (F) value at the degrees of freedom (4 • 270) and the level of significance (0.05), which is (2.605).

6. Discuss the results

The results of the study indicated that there is a statistically significant effect at the level of significance ($0 \leq 0.05$) for at least one of the dimensions of the balanced scorecard in promoting marketing creativity in the private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, and this indicates that the dimensions of the balanced scorecard (value added , internal processes , learning and growth) help to carry out administrative processes in a way that helps improve performance and develop administrative processes in a way that enhances the ability to market the services of companies and industrial institutions in the Kingdom of Saudi Arabia , This is consistent with what was indicated by other studies, such as the study (Al-Khoury, 2001) and the study (Eswelf & Noor, 2005).

The study also showed the existence of a statistically significant effect of the customer dimension as one of the dimensions of using the balanced scorecard in promoting marketing creativity in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia. Learning and growth) from the dimensions of the balanced scorecard in promoting marketing creativity in private sector companies in the industrial zone in Dammam, in the Kingdom of Saudi Arabia. The Dammam Industrial Area, within the Kingdom of Saudi Arabia, this indicates that the dimension of customers is linked to them in meeting their needs and desires and dealing with them in a way that helps to design marketing programs in a creative manner, which reflects the ability of industrial companies to choose marketing programs that are able to reach a state of satisfaction with the services or products provided by industrial companies.

The study indicated that there is a statistically significant effect of the value-added dimension of stakeholders in promoting marketing innovation in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia. The industrial company in Dammam, inside the Kingdom of Saudi Arabia, and this indicates that the workers in these industrial companies have an awareness of the importance of the operations that they carry out, which contributes to improving the quality of services provided by the industrial companies, which is reflected in the various administrative processes in the company, which requires work on innovation and marketing creativity to comply with Marketing needs of companies and institutions.

The study showed that there is a statistically significant effect of at least one of the dimensions of the balanced scorecard in promoting creativity related to promotion in private sector companies in

the Dammam Industrial Area in the Kingdom of Saudi Arabia. Using the Balanced Scorecard to promote creativity related to promotion in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia. Where the calculated (t) value of (2.128) was higher than the tabular (t) value at (274) degrees of freedom of (1.660), the results of the multiple regression analysis did not show a statistically significant effect of the dimensions (value added, internal operations, customers) from the dimensions of the balanced scorecard in promoting innovation related to promotion in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, where the calculated (t) value was It has less than the tabular (t) value at (274) degrees of freedom, which is (1.660), the regression results also show that the dimensions of using the Balanced Scorecard combined explain (11.8) of the variation in innovation related to promotion in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia.

The results of the study also indicated that there is a statistically significant effect at the level of significance ($0 \leq 0.05$) for at least one of the dimensions of the balanced scorecard in promoting innovation related to pricing in private sector companies in the Dammam Industrial Estate in the Kingdom of Saudi Arabia. The results of the study showed that there was a statistically significant effect at the level of significance (0.05) for the customer dimension from the dimensions of using the balanced scorecard in promoting innovation related to pricing in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, where the value of (t) calculated for it was (2.810). It is higher than the tabular (t) value at (274) degrees of freedom, which is (1.660).

The results of the multiple regression analysis did not show a statistically significant effect of the dimensions (value added, internal processes, learning and growth) from the dimensions of the balanced scorecard in promoting innovation related to pricing in private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia, where the calculated value (t) was It has less than the tabular (t) value at (274) degrees of freedom, which is (1.660), and the regression results show that the dimensions of using the balanced scorecard combined explain (3.7) of the variation in innovation related to pricing in private sector companies in the Dammam industrial area in the Kingdom of Saudi Arabia.

The results of the analysis of variance did not show the presence of statistically significant differences in the trends towards the use of the balanced scorecard in the private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia due to the difference in both experience and job title, the (f) values calculated for them were $(0.245 \cdot 1.473)$ less than the critical (f) value at $(3 \cdot 271)$ degrees of freedom and (0.05) and the level of significance (0.05), which is (2.605). The results also indicate that there are statistically significant differences at the significance level of (0.05) of (2.605) in the trends towards the use of the balanced scorecard in private sector companies in the Dammam Industrial Area within the Kingdom of Saudi Arabia within the educational level and in favor of any other educational degrees.

- The necessity of strengthening the elements of applying the balanced scorecard in the industrial sector to increase its ability to develop its performance.
- The necessity of involving all employees of the private sector companies in the Dammam Industrial Estate in the Kingdom of Saudi Arabia in the decision-making process in various fields in a sufficient manner to enhance the elements of the application of the balanced scorecard.
- The necessity of providing integrated measures that link short-term operations with long-term goals to a sufficient extent that enhances the elements of applying the balanced scorecard.
- The need to increase attention to the learning and growth dimension of employees by the departments of private sector companies in the Dammam Industrial Area in the Kingdom of Saudi Arabia.
- The necessity of restructuring the four dimensions of the balanced scorecard, where the customer dimension is replaced by the dimension (target groups) and organizations take into account the achievement of the targeted development strategy for those groups.
- The necessity of following up on changes in the levels of institutional commitment of employees and taking the necessary corrective measures in the event of a decline in any dimension of institutional commitment.

Consolidating the concepts of institutional commitment among the respondents in a way that pushes them towards more commitment and striving to reach a high level of organizational loyalty.

6.1. Suggestions:

- A very large group of private sector companies in the Dammam Industrial Estate in the Kingdom of Saudi Arabia implement the components of the Balanced Scorecard, and exercise the activities and efforts necessary for this, as many industrial companies established in Dammam have paid great attention to non-financial measures (customers , after internal processes, learning and growth) Besides financial metrics, this tool does not work in an integrated manner , Each of these dimensions works independently without coordination or correlation between the goals and indicators of the card dimensions.
- Industrial companies set goals in each axis of the card, It also carries out the performance measurement process and realizes the importance of this process. However, these industrial companies lack the necessary coordination between departments and their divisions in the performance measurement process, This means that there is no correlation between the dimensions of the card.
- Industrial companies also set general goals related to the direction of the company, and specific goals for each department, However, some goals are not translated into indicators , No initiatives are proposed for it, in line with the principle of Balanced Scorecard work.
- Industrial companies use a variable and different number of Balanced Scorecard indicators, and therefore need some complementary and organizing process to become an integrated card.
- The group of field visits to industrial companies showed that by relying on the indicators they use in addition to the indicators that have been proposed, they can reach an integrated model for the balanced scorecard through:
 - Defining goals accurately in each of the axes of the balanced scorecard.
 - Translating these goals into indicators that allow measuring the extent to which these goals have been achieved.
 - Determining the necessary initiatives and actions to achieve the desired goals
 - Achieving integration, interaction and coordination between the card axes through the causal relationship.
 - Clarify and simplify the organization's strategy for all employees in the organization.

- The need for industrial companies to keep pace with developments in management science, and reconsidering its performance appraisal system by moving from traditional tools to modern tools.
- Adoption and support of the senior management of the balanced scorecard model in an attempt to fill the shortcomings in the performance appraisal.
- The necessity of linking financial and non-financial metrics with the organization's strategy in one model that combines goals and indicators for all dimensions and directing them to achieve the organization's strategy

7. References

7.1. Arabic References

- Abu Tayeh, Sultan Nayef (2003), the relationship between leadership style and creative behavior of an individual. Studies Journal, University of Jordan, . Volume (30), Number 2).
- Abu Juma, Naim Hafez (2003), innovative marketing, Arab Organization for Administrative Development, Cairo, Egypt pp. 156-4.
- Abu Fadda, Marwan Muhammad Abd al-Rahman, (2006), Towards developing a balanced system for measuring strategic performance in Islamic banking institutions, unpublished doctoral thesis, Arab Academy for Banking and Financial Sciences. Ahmed Maher, Human Resources Department, Cairo » 1993 pg 47.
- Al-Bishtawi, Suleiman Hussein Suleiman, (2001), Performance appraisal according to the 85© system, using the integration of costing and activity-based management systems., A case study in a Jordanian bank. An unpublished PhD thesis, Mustansiriyah University.
- Gouda Abdel Ra'umouf Mohamed Zaghloul, (2010). Using the Balanced Performance Scale in building a four-track measurement model for managing the strategic and operational performance of intellectual asset, Research presented to the program of the twelfth symposium on ways to develop accounting in the Kingdom of Saudi Arabia: "The

Accounting Profession in the Kingdom of Saudi Arabia and the Challenges of the Twenty-First Century”, Saudi Arabia” May 08-19, p.: 13.

Judah by Mahfouz Ahmed (2008). The application of the balanced performance measurement system and its impact on the institutional commitment of workers in the Jordanian aluminum companies, A field study, private university of applied sciences, Jordan Journal of Applied Sciences, Volume Eleven, Issue Two, Amman.

Seraglio, Hussein (2006), Management of Organizations: A Holistic Perspective, (i 1), Amman, Jordan: Al-Hamid Publishing and Distribution.

Husseini, Falah Hassan Addai (2006), Strategic management: its contemporary concepts, approaches and operations, Oman, Dar Wael for Publishing and Distribution, p53.

Hawamdeh, in the name of Ali, Muhammad Al-Aboud Harahsheh (2006), The level of administrative creativity among educational leaders” Journal of King Saud University, Volume 18.

Hawamdeh, Nidal. (2003) the relationship of the elements of meeting management to their adequacy and effectiveness in the Jordanian ministries, Jordan University Studies Journal, volume 30, number 1.

Kharm, Hussein Ali, agglomeration (2002), evaluating the performance of the public sector in Jordan from the point of view.

The companies themselves and the bodies responsible for them, A field study, Dirasat Journal of Administrative Sciences, University of Jordan, volume (29), Number (2).

The old ones, Hala Abdullah (2001), the use of the balanced performance measurement model in measuring the strategic performance of business enterprises, Journal of Accounting, Management and Insurance» fortieth year, Issue 57.

Dargham, Maher and Abu Fadda, Marwan, the impact of applying the balanced performance model on enhancing the strategic financial performance of Palestinian national banks, Islamic University Journal, Human Studies Series, volume VII, Issue 2 09 766-74.

- League, Zakaria Mutlaq and Saleh, Ahmed Ali (2009) International Business Management from a Behavioral and Strategic Perspective, Al-Yazuri Scientific Publishing and Distribution House. Amman, Jordan, p. 205.
- Reda Abdul Razzaq Wahib and others, (1993). Baghdad Administration «Ministry of Higher Education. p. 45.
- Al-Rafati, Adel Jawad. (2011). The extent of the ability of health NGOs in the Gaza Strip to apply balanced performance (85) as a tool for evaluating financial performance, Islamic University, p. 34.
- Zoelf, Anaam and Nour Abdel Nasser. (2005). The importance of the use of the balanced scorecard in evaluating performance, An applied study in a sample of Jordanian banks, The Jordanian Council in Business Administration., University of Jordan, volume 1, Issue 2, p. 69.
- Zidane, Muhammad Salem and Al-Ajrami, Abeer and Ahmed, nihil, Al-Ghamari, Wissam (2011) The role of marketing innovation and technology in achieving the competitive advantage of banks operating in the Gaza Governorate from the point of view of customers, Journal of Al-Azhar University in Gaza, Number 2, m 13, Gaza 1 p. pp. 138-107.
- Aber Jumaa Laeem Hafez Innovative Marketing. (2011). the Arab Organization for Administrative Development, 2nd Edition, Cairo, Egypt.
- Abu Alfa Issam El-Din Amin, Marketing Concepts and Strategies - Theory and Practice-, Part One, Horus Foundation international, Egypt 2.
- Idris Wael Muhammad Sobhi and Al-Ghalbi Taher Mohsen Mansour. (2009). Basics of Performance and the Balanced Score Card, Wael Publishing House, first edition, Amman, Jordan.
- Al-Bakri Thamer. (2015). Marketing Communications and Promotion, Third Edition, Dar Al-Hamid for Publishing and Distribution, Amman, Jordan.
- Al-Hariri Muhammad Sorour. (2010). Advanced Management Accounting, Methodology House for Publishing and Distribution, First Edition, Amman, Jordan.

- Altfaji Nima Abbas and Yaghi Ehsan Mohammed. (2012). Using the balanced scorecard to measure the performance of commercial banks.
- A multidimensional perspective, Dar Al-Ayyam for Publishing and Distribution, first edition, Amman, Jordan, 2004
- Al-Saad Muslim Allawi and others, (2012). The Balanced Score Card - An Introduction to Sustainability Management - Dar Al-Kitab Al-Alamia, First Edition, Beirut, Lebanon.
- Al-Sirani Muhammad Abdul-Fattah, (2003). The Leading Administration, First Edition, Dar Safa for Publishing and Distribution, Amman, Jordan.
- Al-Sirqi Muhammad Abdel-Fattah, (2008). Scientific Research, The Applied Guide for Researchers, Wael Publishing House, second edition, Aman, Jordan.
- Obeidat Muhammad Ibrahim, (2010). New Product Development - Behavioral Entrance -, Wael House for Publishing and Distribution, Fourth Edition, Amman, Jordan.
- Alaskri, Ahmed Shaker. (2000). Marketing, Dar Al-Shorouk, first edition, Amman, Jordan.
- Akroush Mamoun, and Akroush Soheir Nadam, (2004). The development of the Hodeidah curves, Dar Wael for Publishing and Distribution, first edition, Amman, Jordan.
- Muhammad Anmar Abdul-Razzaq, (2015). Integration and Re-engineering Strategy and its Impact on Strategic Performance using the Balanced Score Card, Dar Al-Hamid for Publishing and Distribution, first edition, Amman, Jordan.
- Muhammad Muhammad Hani, (2015). Management, Organization and Business Development - Balanced Performance Measurement, Dar Al-Ataz for Publishing and Distribution, first edition, Amman, Jordan.
- Mualla Naji and Tawfiq Raef, (2005). Marketing Principles--An Analytical Introduction--, Dar Wael for Publishing and Distribution, third edition, Amman, Jordan.
- Western Abdel Hamid Abdel Fattah and Western Ramadan Fahim, (2006). Strategic planning by performance measurement for equilibrium, the modern machine for publishing and distribution, Mansoura, Egypt.
- Mounir Nouri, Marketing Information and Strategy Entrance, Second Edition, Office of University Publications.

7.2. Foreign References

- Edralin, Divina M. (2010). Human Resource Management Practices Drivers for Stimulating Corporate Entrepreneurship in Large Companies in the Philippines, DLSU Business & Economics Review, Vol 19, No 2.
- Fey, Carl, (2001). The effect of human resource management practices on MNC subsidiary performance in Russia, journal of International Business Studies, Vol. 32, No. 1 (1st Qtr.), pp. 59-75.
- Garson, G. D. (2006), Reliability Analysis [online], Available from:
<http://www2.chass.ncsu.edu/garson/pa765/reliab.htm> [Accessed 15 July 2006].
- Hair, J. E., Anderson, R. E., Tatham, R. L. and Black, W. C. (1998), Multivariate Data Analysis, 5th Edition, New Jersey: Prentice-Hall.
- Kaplan, R. S, and Atkinson, Anthony, (1998). Advanced Management Accounting, 3rd Edition, Prentice Hall, New Jersey. pp368-374157
- Morisawa, Toru, (2002), Building Performance Measurement Systems with the Balanced scorecard Approach, Nomura Research Institute (NAI) Papers No. 45, April, 1-15.
- Niven, Paul R., (2002), Balanced Scorecard step by step, John Wiley and Sons, Inc., Hoboken, New Jersey, Published simultaneously in Canada, P p 12-21.
- Rene S. Thumban, Utilizing Non-Financial Rewards as Competitive Advantage in attracting and Retaining Employees, 2002
- Robert Kaplan et David Norton, le tableau de bord prospectif (pilotage stratégique : les quatre axes du succès), éditions d'organisation, Paris, France, 1998., p :69
- Amabile Teresa M. & Fisher Colin M., (2009). Stimulate Creativity by Fueling Passion, In E. Locke: Handbook of Principles of Organizational Behavior, 2nd Edition, John Wiley & Sons.
- Armstrong Gary et al, Principes de marketing, 10ème édition, Pearson éducation, France, 2010
- Chai Nan, Sustainability Performance Evaluation System in Government -A Balanced Scorecard Approach towards Sustainable development, Springer Science, London, 2009.
- Horngren Charles T. et al, (2012). Cost accounting: a managerial emphasis, 14 th edition, pearson education, New Jersy, USA.

- Kaplan Robert S. & Norton David P., (1996). The Balanced Scorecard: Translating Strategy into Action, Harvard Business School Press, Boston, Massachusetts, USA.
- Kotler Philip et al, Marketing, 5th edition, Sydney, Prentice Hall, U.S.A, (2001), 7. Kotler Philip & Armstrong Gary, Principles of Marketing, 14ème édition, prentice Hall Pearson, New Jersey, USA, 2011.
- Kotler Philip & Bernard Dubois, (2000). Marketing Management, 10ème édition, pupli Union, Paris.
- Kotler Philip, (2006). Marketing Management, 12th édition, Upper Saddle River, New Jersey, USA. 10.
- Kotler Philip et al, (2009). Marketing Management, pearson éducation, 13ème édition, France.
- Kotler Philip et al, (2012). Marketing Management, 14ème édition, Paris, Pearson.
- Lachman Jean, (1993). le financement des stratégies de l'innovation, Economica, Paris.
- Lambain Jean Jacques, (1993). Le Marketing Strategique, 2ème édition, Ediscience international.
- Lambin Jean Jacques, (2008). Marketing Strategique et Opérationnel, édition Dunod, 7ème édition, France.
- Loning Hélène et al, (2003). Le contrôle de gestion, organisation et mise en oeuvre, 2ème édition, Dunod, Paris. 16.
- Manual Oslo, (2005). Guidelines for Collecting and Interpreting Innovation Data, 3rd Edition, OECD publications, Paris, France.
- Niven Paul R., (2003). Balanced Scorecard: step-by-step for governments and nonprofit agencies, John Wiley & Sons, New Jersey.
- Védrine Sylvie Martin, (2003). Initiation au Marketing, édition d'organisation, Paris.
- Alan Butler et al, (1997). Linking the balanced scorecard to strategy, Long Range Planning, Vol 30, No 2, April.
- Divandri Ali & Yousefi Homayoun, (2011). "Balanced Scorecard: A Tool For Measuring Competitive Advantage Of Ports With Focus On Container Terminals", International Journal of Trade, Economics and Finance, Vol 2, N6, December.
- Figge Frank et al, (2002). The Sustainability Balanced Scorecard- Linking Sustainability Management to Business Strategy, Business Strategy and the Environment, No 11.

- Halpen Nigel, (2010). Marketing innovation: sources, capabilities and consequences at airports in Europe's peripheral areas, journal of air transport management, march.
- Kaplan Robert S. & Norton David P., (1992). The Balanced Scorecard: measures that drive performance, Harvard Business Review, January – February.
- Kaplan Robert S, & Norton David P, (1996). Linking the Balanced Scorecard to Strategy, California Management Review, Vol 39, No 1.
- Kaplan Robert S. & Norton David P., (2001). Transforming the Balanced Scorecard from Performance Measurement to Strategic Management, Part I, Accounting Horizons, Vol 15, N 01.
- Morisawa Toru, (2002). Building Performance Measurement Systems with the Balanced Scorecard Approach, Nomura research institute, N 45.
- Norreklit Hanne, (2000). The balance on the balanced scorecard- a critical analysis of some of its assumptions, Management accounting Research, No 11.
- Manel Benzerafa, (2007). L'universalité d'un outil de gestion en question: Cas de la Balanced Scorecard dans les administrations de l'Etat, Thèse de Doctorat en Management Publique, Centre d'études et de recherches sur les organisations et sur les stratégies, Université Paris X- Nanterre, France.

Doi: doi.org/10.52133/ijrsp.v4.41.1