



## **Stimulating Sales and Developing Innovative Skills to Enhance Local Competition for National Industrial Companies in Jordan**

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**ABSTRACT:** This study aimed to explore the main factors that stimulate sales and develop innovative skills, represented by market research, sales strategies, customer relations, and e-commerce, to enhance local competition for industrial companies in Jordan through quality and efficiency as combined factors that drive competition. Also, how can slowly emerging sales strategies help local industries flourish by keeping pace with developments in the business environment and understanding the needs of individuals that affect sales performance? The study used a descriptive and analytical approach to collect, classify, analyze, test, and interpret the data. The researcher distributed 384 questionnaires to the study sample, of which 256 were retrieved and were valid for analysis, at a rate of 69%. The study concluded that stimulating sales has a direct and positive effect on enhancing local competition, based on the analysis of the integrative model included in the study, and its paragraphs were analyzed based on the statistical models used. It also showed that all dimensions of innovative skills are linked to enhancing sales and mediating a positive impact on enhancing local competition. Moreover, the analysis of the results showed a direct impact of innovative skills factors on the local competition of the companies under study.

**KEYWORDS:** Stimulating Sales, E-Commerce, Innovative Skills, Local Competition, Jordanian Industrial Companies

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## 1. INTRODUCTION

The concept of sales stimulation is a widely used promotional method by companies that allocate large sums of money for this purpose (Camilleri, 2018). This is due to technological and economic development, high advertising costs, and changes in consumer tastes (Cavenaile & Roldan-Blanco, 2021). Sales promotion takes several forms, such as the commercial approach, where sales promotion began (Ismaeel, 2019). This approach is characterized by the simplicity of the promotional methods and techniques used, such as price reduction and bulk sales (Boutroy, 2022). Promotion according to the consumer is an immediate effort made by the merchant who rarely sees it as a strategic endeavour for the brand, while the distributor sees that the promotion aims to exert influence on sales (Nwe, 2023). There is also a technical approach, whereby promoting sales to professionals in the field of communication has formed a group of commercial and promotional techniques that can be used in various contexts, sometimes far removed from commercial activity (Cartwright, Liu, & Raddats, 2021). Jordan, a country with limited natural resources, relies heavily on imports. Its industrial sector faces many challenges, such as low productivity, weak innovation, high energy costs, and fierce competition from regional and global markets (Sandri, Hussein, & Alshyab, 2020). To overcome these challenges and achieve sustainable economic growth, Jordan needs to stimulate sales and develop the innovative skills of its national industrial companies (Al-Weshah, Kakeesh, & Alhammad, 2022). Therefore, the current study seeks to explore the current status of the industrial sector in Jordan and its contribution to the national economy, the most important obstacles and opportunities for stimulating sales and developing innovative skills in the industrial sector, best practices and examples of successful local industrial strategies from other countries and regions, and policy recommendations and action plans to enhance competitiveness and innovation of national industrial companies in Jordan. Stimulating sales by fostering innovation drives local industrial companies to flourish on the Jordanian national scene (Sultan & van Dijk, 2023). So, the goals of the current study are to demystify slowly emerging sales strategies, explain why innovation is the way forward, and reveal how local competition can help industries thrive. The study will focus

on sales activation and developing innovative skills to understand market conditions, customer needs, pricing strategies, and revenue goals that affect sales performance. The innovative dimension involves developing new or improved products, services, processes, or business models that create value for customers and outperform competitors (Bashir & Verma, 2019). The social dimension focuses on building trust, relationships, and loyalty with customers, potential customers, and stakeholders through effective communication, cooperation, and problem-solving (Popova, et al., 2020). Enhancing local competition refers to the ability of local companies, production sectors, or the state to market their products and increase their sales in the face of competition from foreign goods in domestic and foreign markets (Nuruzzaman, Singh, & Pattnaik, 2019). Therefore, the dimensions of local competition will be limited to quality, efficiency, and innovation in production and marketing. Furthermore, the study contributes to enriching the theoretical and applied knowledge in the marketing and innovative strategies field, providing an original contribution to scientific research in this area. It also offers a scientific reference for researchers and others interested in the subject of the study, while analyzing the industrial reality in Jordan and comparing it with global and regional practices. On the other hand, the study provides practical solutions and proposals to national industrial companies in Jordan, aiming to stimulate sales, develop innovative skills, improve their competitiveness in local and international markets, achieve sustainable economic and social growth, and meet the needs and expectations of customers and consumers.

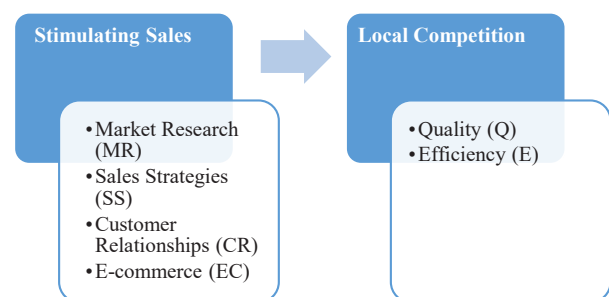


Figure 1. Theoretical framework of the study

Sources of Independent variables: (Kampani & Jhamb, 2020), (Purnomo, 2023), (Yoon, Choi, & Sohn, 2008), and (Saeed, Grover, & Hwang, 2005)

Sources of dependent variables: (Oates & Schwab, 1988), (Misra, Grimes, & Rogers, 2012), (Yan, Sheng, Yang, Yuan, & Gu, 2023), and (Yao, Xu, & Huang, 2021)

Also, the current study strives to explore the status of Jordan's industrial sector and its contribution to the national economy, identify the significant obstacles and opportunities for improving sales and developing innovative skills within the industrial sector, and provide recommendations to enhance the competitiveness and innovation of national industrial companies in Jordan. The theoretical framework is shown graphically in Figure 1 which illustrates a roadmap of the relationship between market research, effective sales strategies, customer relationships, and electronic commerce as the independent variables that play a significant role in activating sales and developing innovative skills, and the other part is the dependent variables with the indicators that measure local competition, specifically quality, and efficiency, in production and marketing.

## 2. RELATED LITERATURE

### 2.1. The industrial sector in Jordan

The industrial sector plays a significant role in Jordan's economy, contributing to the GDP, sustainable development, and international competitiveness (Kardoosh, 2004, September). It is divided into three sub-sectors, namely manufacturing industries, mining industries, and electricity and water (JORDAN, 2019). Additionally, there are ten sub-sectors according to Industry Law No. (10) of 2005, such as therapeutic industries, plastic and rubber industries, chemical and cosmetics industries, etc (Alhawamdeh, 2023). However, the industrial sector in Jordan faces several challenges, including high production, energy, and transportation costs, weak innovation and skills, and intense competition from regional and global markets (O'Brien, et al., 2022). To overcome these challenges, the government and the private sector are working to develop and implement effective strategies (Aladwan, AL-Yakoub, & Adaileh, 2022). The industrial sector contributes approximately 25% directly to the gross domestic product, and its indirect contribution is associated with other economic sectors (Mazur, 2023). Despite its importance, industrial companies in Jordan face various challenges that hinder their growth, such as tax pressures, high costs of energy and raw materials, regional and international competition, weak local demand, administrative and regulatory barriers, and a lack of qualified

human resources (Alshirah, Magablih, & Alsqour, 2021). To improve their competitiveness, local industrial companies are investing in technology and innovation, focusing on quality and international standards, leveraging bilateral and multilateral trade agreements, expanding into foreign markets, cooperating with the public sector and supporting organizations (Zureiqat & Ostermeier, 2022).

### 2.2. Sales stimulation for local industrial companies in Jordan

Strengthening the Jordanian national economy by increasing local, regional and global competitiveness is a fundamental goal through stimulating sales for Jordanian industrial companies. (Huang, Abu-Salih, & Megdadi, 2013). These companies aim to improve the quality of their products and services by leveraging modern technologies and scientific innovations (Qandah, Suifan, Masa'deh, & Obeidat, 2021). To expand their markets, they seek new export opportunities and take advantage of free trade agreements that Jordan signs with various countries (Khwaileh, 2022). Furthermore, they provide incentives and facilities to customers, such as price reductions, discounts, financing options, and guarantees and after-sales services (Samhan, 2023). Effective marketing and advertising campaigns that highlight the features and benefits of products, and differentiate them from competing products, are also crucial (Abuhashesh, Alshurideh, Ahmed, Sumadi, & Masa'deh, 2021). Finally, industrial companies encourage innovation and creativity by motivating workers to participate in developing ideas and proposals and providing rewards and incentives to the most creative and distinguished employees (Aldabbas, 2021). In Figure 2 a sequential bullet point explanation, starting with market research and ending with electronic commerce, which are considered tools for stimulating sales from the point of view of the surveyed companies, as well as previous literature.

As shown in Figure 2, market research is an essential tool for understanding the Jordanian target market, customer needs and expectations, competitors, opportunities, and threats (Dajah & Alshora, 2022). It helps identify key categories of customers, products, and markets that are feasible and priority, and define differentiation, positioning, pricing, and promotion strategies (Shammout, 2020). In addition, developing effective sales and marketing strategies is based on analyzing market research results

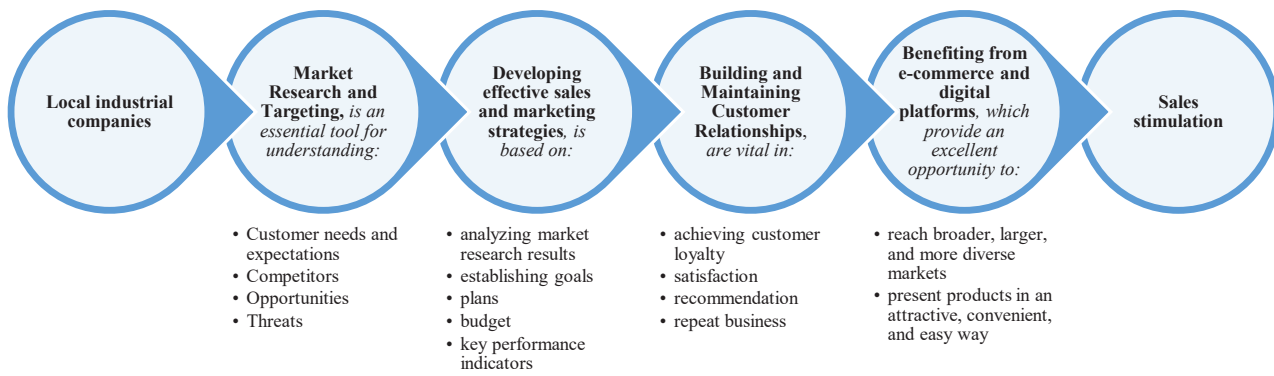


Figure 2. Tasks of sales stimulation tools

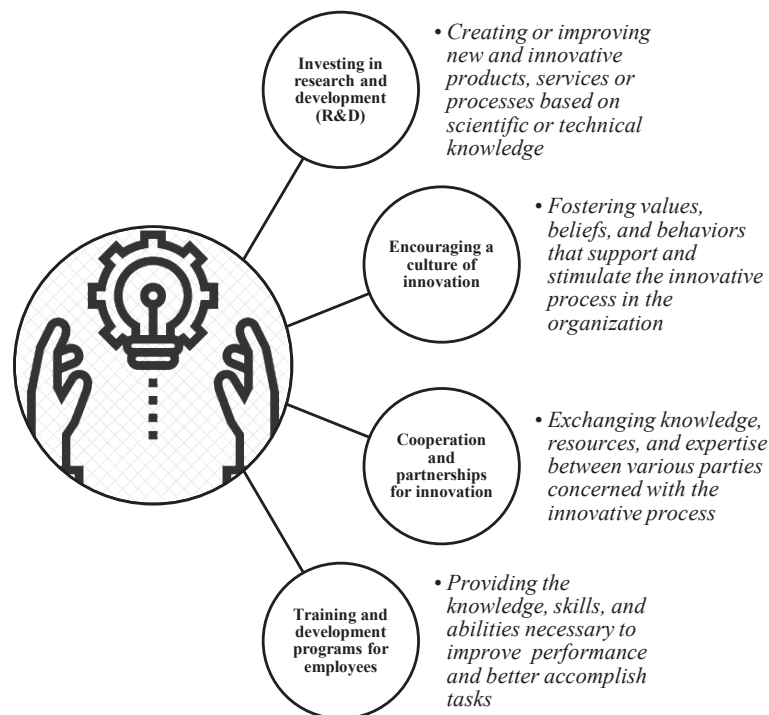


Figure 3. Innovative skills

Source: Formulated by the author

and establishing goals, plans, budgets, and key performance indicators (Alqudah, O. M. A. A., 2023). Such strategies aim to increase customer awareness, interest, desire, and action, and convert potential customers into permanent ones (Kilani, 2021). Moreover, customer relationships are vital in achieving customer loyalty, satisfaction, recommendation, and repeat business (Al-Diabat, 2022). They include a set of activities and practices aimed at providing added value to customers, meeting their needs and expectations, solving their problems, and listening to and responding to their feedback (Alshurideh, et al., 2023). Finally, industrial companies can also benefit from e-commerce and digital platforms, which provide an excellent opportunity

to reach broader, larger, and more diverse markets, and present products in an attractive, convenient, and easy way (Al-Adwan, et al., 2019). E-commerce and digital platforms help reduce costs and increase efficiency, flexibility, innovation, interactivity, personalization, and scale (Mohammad Salameh, et al., 2018).

### 2.3. Developing the innovative skills of local industrial companies

Local industrial companies can develop innovative skills by investing in R&D, encouraging a culture of innovation, forming partnerships, and offering training programs for employees, as shown in Figure 3.

According to Fig. 3 above, investing in research and development (R&D) involves creating or improving new and innovative products, services or processes based on scientific or technical knowledge (Freihat & Kanakriyah, 2017). R&D helps generate new ideas, test them, and apply them in the market, thereby increasing added value, quality, and efficiency (Ghannajeh, et al., 2015). According to the (Al-Hyari & Al-Nsour, 2020) study, Jordan spent only 0.34% of its GDP on R&D in 2018, which is lower than the average spending of Arab countries (0.47%) and European countries (2.06%). Therefore, Jordanian industrial companies need to increase their investments in this field and benefit from government support, international grants, and academic partnerships (Abu-Rumman, Khdair, & Khdair, 2020). In addition, encouraging a culture of innovation involves fostering values, beliefs, and behaviours that support and stimulate the innovative process in the organization (Carmona, Gomes, & da Costa, 2020). An innovation culture includes factors such as strategic vision, supportive leadership, empowerment and engagement, continuous learning and improvement, tolerance for mistakes and risk, collaboration and communication, and motivation and reward (Morris, Ma, & Wu, 2014). A culture of innovation helps foster creativity, flexibility, and adaptation to changes in the external environment (Do, Yeh, & Madsen, 2016). According to (Al-Sa'di, Abdallah, & Dahiyat, 2017) study conducted on a sample of small and medium-sized Jordanian industrial

companies, there is a positive and significant relationship between comprehensive innovation management and organizational development. Therefore, Jordanian industrial companies need to embrace a culture of innovation as part of their identity and values and reinforce it through appropriate practices and policies (Alawamleh, et al., 2019). Moreover, cooperation and partnerships for innovation involve exchanging knowledge, resources, and expertise between various parties concerned with the innovative process, such as companies, universities, research centers, government institutions, and civil society (Carayannis & Campbell, 2011). Collaboration and partnerships help achieve mutual benefits, such as saving time and cost, increasing quality and efficiency, improving competitiveness, expanding markets and opportunities, and enhancing trust and relationships (Manfredi & Capik, 2022). According to the Jordanian Innovation Center for the Fourth Industrial Revolution, the center aims to enhance cooperation and partnerships between the private, public, and academic sectors in the fields of innovation and technology (Alkhaldeh, et al., 2021). Therefore, Jordanian industrial companies need to engage in local, regional, and international cooperation networks, platforms, and partnerships and benefit from the opportunities and challenges presented by the Fourth Industrial Revolution (Adaileh & Alshawawreh, 2021). Furthermore, training and development programs for employees involve providing them with the knowledge, skills, and abilities

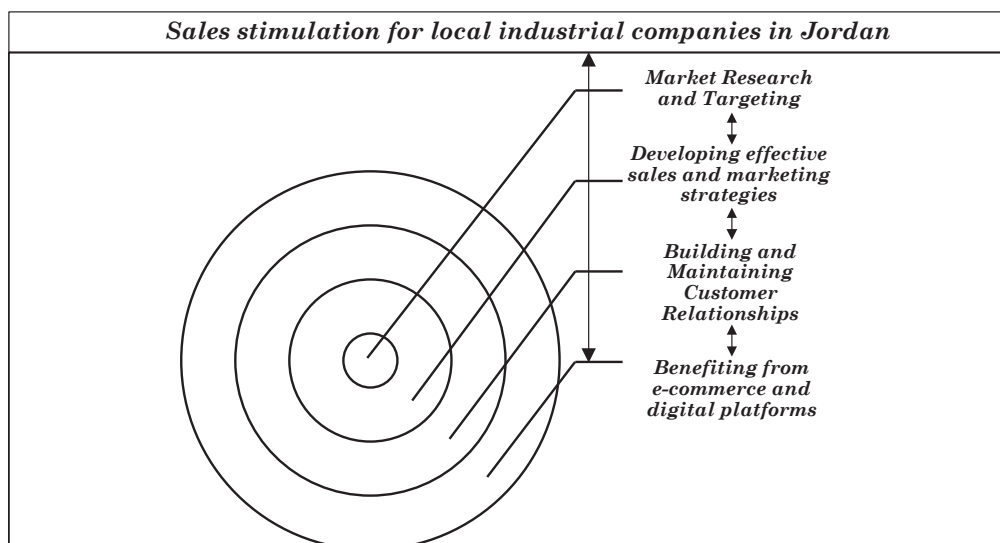


Figure 4. The integration relationship of the sales stimulation factors

Source: formulated by the researcher by adopting previous literature of Kampani & Jhamb (2020), Purnomo (2023), Yoon, et al., (2008), and Saeed, et al., (2005)

necessary to improve their performance and better accomplish their tasks (Rodriguez & Walters, 2017). Training and development programs help raise the level of efficiency and productivity, increase loyalty and belonging, reduce absenteeism and turnover rates, and improve the work climate and job satisfaction (Nguyen & Duong, 2020). Training and development programs need to be proportionate to the needs and expectations of employees and the organization, consistent with overall objectives and strategies, and renewed and updated with changes in the external environment (Ogbeibu, et al., 2023). Jordanian industrial companies need to allocate sufficient budget for training and development programs, implement them in effective and innovative ways, and evaluate them with clear and objective criteria (Hyasat, Al-Weshah, & Kakeesh, 2022). Fig. 4 shows an integration relationship among the sales stimulation factors.

Figure 4 above demonstrates how local industrial companies can achieve a comprehensive integration of the sales stimulation factors. By adopting a holistic and synergistic approach, each factor complements and reinforces the other, creating a positive feedback loop that enhances the overall performance and outcomes of the companies. Through market research and targeting, companies can identify and segment their customers, develop effective sales and marketing strategies, and build and maintain customer relationships to increase customer loyalty and advocacy. Additionally, companies can benefit from e-commerce and digital platforms to offer more convenience and value to their customers. By doing so, they can achieve a sustainable competitive advantage and higher levels of sales stimulation in both local and global markets.

#### **2.4. Enhancing local competition for national industrial companies**

Increasing the competitiveness of national industrial companies locally and internationally by benefiting from government support, encouraging exports, and comprehensive improvement of quality standards and industrial technical exploitation, according to (Jiang, Tang, & Huang, 2023), is through obtaining government support and encouraging industry, including tax exemption, customs protection, grants, and participation in conferences and exhibitions. It is also possible to employ Government support in reducing costs, enhancing revenues, and increasing competitiveness.

The Jordanian National Strategy 2020-2025 refers to improving the economy and enhancing the business environment and the ability to purchase through digital platforms (European Bank for Reconstruction and Development, 2020). In addition to exploiting the available support and communicating with relevant authorities to submit proposals and requests for improvement. Furthermore, to employ production and marketing strategies directed towards foreign exports instead of restricting them locally (Jum'a, Ikram, Alkalha, & Alaraj, 2022). Companies can benefit from economies of scale, diversify sources of income, and improve reputation and prestige (Ahmed, Shaukat, & AlDhaen, 2023). National industrial companies should encourage export-oriented strategies and benefit from free trade agreements that Jordan signs with different countries (Almasri, 2021). Quality Standards and Certifications apply requirements and specifications that determine the level of performance, efficiency, safety, and social and environmental responsibility of products, services, and processes (Alkayed & Omar, 2023). By obtaining quality certificates and implementing quality management systems, companies can improve performance and efficiency, increase customer satisfaction, and reduce errors and complaints (Alshourah, 2021). National industrial companies should improve quality standards and certifications and take advantage of available institutional and regulatory support (Alzubi & Akkerman, 2022). Technology and Industry Initiative to the effective and innovative use of technology and scientific knowledge to improve quality, efficiency, and added value (Al-Khatib & Al-Ghanem, 2022). Companies can benefit from investing in technology and adopting industry initiatives. National industrial companies should take advantage of technology and industry initiatives to improve their performance and competitiveness (Al-Abdallah & Al-Salim, 2021).

#### **2.5. Case studies and best practices in Jordanian industrial companies**

According to Al-Abdallah & Al-Salim (2021) there are certain strategies that local Jordanian industrial companies can follow to achieve profitability, growth and competitiveness in both the local and international markets. One example of such a company is the Arab Potash Company which has a strategy focused on excellence in quality, efficiency and innovation (Ahmad, Rami, Maram, Raed, & Mustafa,

2022). They invest in research and development, technology and human resources, and cooperate with strategic partners, suppliers and customers (Al-Badayneh, 2021). Additionally, they are committed to social and environmental responsibility (Jamal & Alzoubi, 2023). They also take advantage of their geographical location, natural resources and free trade agreements that Jordan has signed with various countries (Khwaileh, 2020). On the other hand, certain international industrial companies possess best practices that enable them to achieve leadership and excellence in the global market (Al-Hyari K., 2021). For instance, Toyota follows a lean production strategy which aims to reduce waste and costs while increasing value, quality and customer satisfaction (Deshmukh, Gangele, Gope, & Dewangan, 2022). They use a comprehensive quality management system that aims to improve performance, efficiency and innovation at all levels of the organization (Betegon, et al., 2021). They also rely on the Kaizen philosophy which aims at continuous learning and improvement in all processes (Kelendar, 2020). Jordanian industrial companies often face intense competition regionally and internationally as a result of rapid changes, legal and customs restrictions, scarce financing, and scarcity of resources, which poses a major challenge to them (Abaddi & AL-Shboul, 2024). Therefore, they need the ability to adopt and adapt strategies and practices that are compatible and favorable-Shboul to the external environment and take advantage of the opportunities and

threats posed by the 4<sup>th</sup> Industrial Revolution (AL-Zyadat, et al., 2022). Here are some recommendations that can help with this:

- Developing and improving the quality of products and services provided to customers by benefiting from modern technologies and scientific innovations.
- Expanding the scope of target markets, searching for new export opportunities and benefiting from the free trade agreements that Jordan has signed with different countries.
- Providing incentives and facilities to customers such as reducing prices, offering discounts, financing purchases and providing guarantees and after-sales services.
- Implementing effective marketing and advertising campaigns that use various media, highlight the advantages and benefits of products and clarify competitive differences from competing products.

Encouraging innovation and creativity in industrial companies by motivating workers to participate in developing ideas and proposals and providing rewards and incentives to creative and distinguished people.

## 2.6. Research of previous literature

Several literatures related to the dimensions of the current study were discussed, some of which are shown in Figure 5.

On the one hand, the innovation and sales stimulation, Aguiar & Waldfogel (2018) explored the impact of music streaming

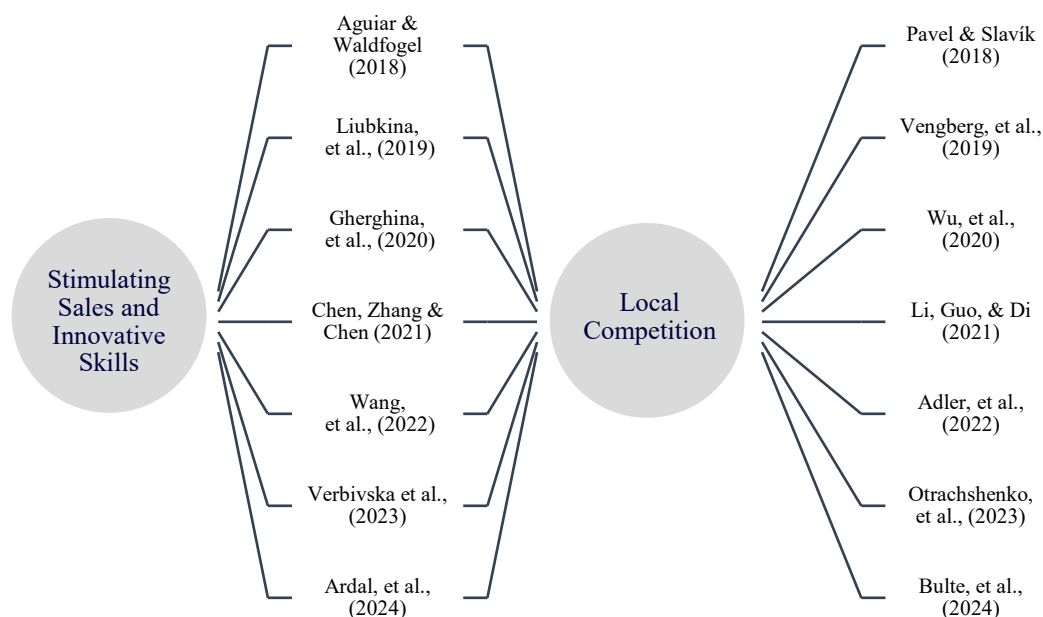


Figure 5. Overview of previous literature

Source: Composed by the author

on music industry revenues by measuring the sales, unpaid consumption, and growth of streaming services by companies such as Spotify, Pandora, and YouTube. The paper finds that a decline in song-level sales can lead to a positive trickle-down in overall revenue if support from streaming is large enough. The paper found that music streaming is replacing music piracy. This is due to sales strategies that would stimulate sales and enhance the creative side adopted by the researched companies. Liubkina, et al., (2019) analyzed how financial factors influence innovation in firms. The study was experimental to determine the importance of financial instruments in stimulating innovation in companies. The study concluded that these tools can be improved by taking into account factors such as the social, economic and political conditions of the country. It also recommends analysing the strengths and weaknesses of real innovative projects to determine the feasibility of implementing similar projects in similar circumstances. From the point of view of the current study, this is consistent with the aspect of creativity that can be adopted to stimulate sales and which directly affects revenues by developing financial tools and technical processing systems, which consider the aspect of electronic commerce that the current research addresses. Gherghina, et al., (2020) addressed the engine of economic growth through investments and innovation for SMEs. The paper showed the activity of Romanian companies in the period from 2009 to 2017 and concluded that investments had a positive impact on the turnover of all companies, while innovation expenditures were particularly beneficial for large companies. This enhances the dimension adopted in the current study, which affects the aspect of investment in creativity and provides a fertile environment for applying innovation tools. Chen, Zhang & Chen (2021) investigated whether China's fossil fuel trading system and carbon emissions stimulate green innovation in companies. The paper concluded that the experiment did not achieve Porter's hypothesis, and the percentage of green patents decreased by 9.26%. It also limits green innovation in the surveyed companies, especially small and private manufacturing companies. The surveyed companies tend to reduce production rather than increase green technological innovation to achieve emissions reduction goals, which leads to lower investment in R&D. This is consistent with the reduction of traditional production and is consistent with green

technological innovation in the current study. Wang, et al., (2022) examined credit sales and their relationship with green technology innovation in supply chains. A model was developed and a numerical simulation was conducted to test the factors that affect decisions before and after using the model for the researched companies. The paper finds that a win-win situation can be achieved through internal supply chain transactions and that the green subsidies provided by the government are beneficial around "green technology innovation for credit sales" in the entire supply chain. This enhances the investment environment for innovation in the current study and makes projections for Jordanian companies to enhance their competition. It also enables the optimal use of such simulation models that operate with technical and numerical processing systems. Verbivska, et al., (2023) investigated the role of e-commerce in stimulating innovative business development under conditions of European integration. It aimed to determine the extent of the development of electronic commerce in Ukraine and its impact on the development of innovative businesses. I concluded that e-commerce provides access to global markets expands sales opportunities, and contributes to the gross domestic product, and this is important for the consumer, the companies studied as well, and the state. Alsakarneh et al. (2024) discussed antibiotic innovations and their difficulties as antibiotic resistance increases internationally. She pointed out that the clinical pipeline for antibiotics indicated by the World Health Organization is insufficient to meet the challenge of the increasing emergence and spread of antimicrobial resistance. To prevent the development of resistance, new antibiotics are used as a treatment of last resort, and if used correctly, the number of patients is small, resulting in the industry's sales revenue being somewhat low. This requires education about innovation in the world of the pharmaceutical industry, specifically antibiotics, and this enhances the dimension of innovative education in the current study.

On the other hand, regarding the factor of local competition for companies, the researcher showed some studies that were conducted recently, for example, Pavel & Slavík (2018) investigated the role of competition in the waste collection market in the Czech Republic, by assessing the effect of the intensity of competition on the supply side of the market on the efficiency of waste collection services. Two regression models were developed, the first testing



the competitive impact on the public procurement market for the provision of waste collection services; The second tests the factors that influenced municipal expenditures for waste collection services per capita. It was concluded that competition in the waste collection market increases through open tenders for suppliers at equal intervals, by adapting the duration of contracts to the economic life of fixed assets, while continuing to put pressure on service providers by changing suppliers or distributing resources. Vengberg, et al., (2019) investigated the impact of patient choice and provider competition on quality in Swedish primary care through semi-structured interviews with 24 managers and physicians in 13 healthcare centres. The study found that providers lack information about patients' choices, making it difficult to respond accordingly. Reputation and quality are important factors in selection, making service providers aware of access concerns and encouraging quality enhancement. This enhances the second dimension of the current study, which is enhancing competition through the quality and efficiency of the companies studied. Wu, et al., (2020) analyzed how environmental decentralization and local government competition affect regional green development in China. The results were that environmental decentralization and administrative decentralization enhance regional green development, while environmental supervision and decentralized control have negative effects. The combined effect of local government competition and environmental decentralization reduces the efficiency level of regional green development. This is consistent with the creativity dimension as one of the dimensions of independent study and local competition as a dependent dimension. Li, Guo, & Di (2021) explored regional competition and environmental decentralization and their relationship to the choice of goals of local governments in China. It finds that environmental decentralization significantly enhances economic development and enhances control of environmental pollution, which generates a strong Porter effect. However, regional competition distorts the effect of decentralization and shows significant regional heterogeneity. Adler, et al., (2022) used a two-stage model to estimate the performance of seaports, the second to understand the drivers. It was applied to major Indian seaports from 1995 to 2015, and the results found that the average efficiency of seaports has gradually increased over time. Specialization and the participation of external

stakeholders positively affect performance, but competition between major and local seaports has a negative impact due to excessive infrastructure. Changes in regulatory mechanisms over time also lead to improved efficiency. This is consistent with the efficiency and quality dimension in the current study. Otrachshenko, et al., (2023) tested the impact of quality on energy efficiency in transition countries in Central Asia. It has been found that companies with quality certifications are more energy efficient. Competition from the private sector is also a crucial factor in improving energy efficiency. This is consistent with the efficiency dimension of local competition for the current study. Bulte, et al., (2024) explored the impact of traders' market power on smallholder farmers' investment in crop quality in local agricultural spot markets with incomplete input markets and a lack of third-party contract enforcement. It finds that farmers and traders can engage in relational contracts where future rents support current cooperation. As local markets become more competitive, fewer farmers are included in relational contracting with traders, and farmers who remain in such relationships receive less support from traders. Empirical evidence from local wheat markets in Ethiopia supports this theory. The current research supports the dimension of customer relations as one of the parties to the supply chain and is considered an independent dimension, and local competition as a dependent dimension.

### 3. METHODOLOGY

#### 3.1. Study strategy

The study style involved a descriptive and field approach. Relevant information was gathered from sources and literature about the subject and the dimensions of the study. To collect primary data, the researcher developed a questionnaire. This questionnaire was distributed to several professionals involved in the marketing process, such as marketing managers, sales managers, CR managers, general managers and operations managers. The objective of the questionnaire was to determine the level of achievement in dimensions related to activating sales and innovative skills, as well as enhancing local competition. The researcher used the field method to gather data from primary sources. The study aimed to analyze

the impact of stimulating sales on the local competition of Jordanian industrial companies.

### 3.2. Study population, and sample size selection

The study population of 251,000 employees spread across 53 industrial companies in Jordan, according to (SDC of Jordan, 2023) and (Jordan Chamber Of Industry, 2023). The researcher distributed questionnaires to the marketing and administrative staff in these companies based on the selected sample shown below. The following formula was used to determine the appropriate sample size for a study and this equation assumes a confidence level of 95%, a margin of error of 5%, and a population Proportion of 50%: (Sharma, et al., 2020)

$$n = \frac{z^2 p (1 - p)}{e^2}$$

whereas,

$n$  = sample size,

$z$  = confidence coefficient

$p$  = proportion of the population

$e$  = Margin of Error

We get the following values:  $z = 1.96$ ,  $p = 0.5$ ,  $e = 0.05$

Therefore, the sample size is:

$$n = \frac{(1.96^2)(0.5)(1 - 0.5)}{0.05^2} \approx 384$$

Accordingly, the number of distributed questionnaires reached (384) questionnaires and (265) valid questionnaires were retrieved for analysis, with a retrieval rate of (69%).

### 3.3. Statistical methods

The study data was analyzed using the SPSS. The data was collected through a questionnaire, and the Cronbach Alpha test was used to measure the consistency coefficient of the study tool. A simple regression test was conducted to measure the relationship between the independent

and dependent variables, using an F-test to test hypotheses. Additionally, a multiple regression test was performed to determine the impact of sales stimulation on the levels of local competition (Pallant, 2020).

## 4. RESULTS AND DISCUSSIONS

### 4.1. Study and Tool stability

Table 1. Cronbach's Alpha Reliability Coefficient for the Study Tool.

	Cronbach's Alpha
Stimulating Sales and Innovative Skills	0.812
Local Competition	0.745
Study Tool	0.849

Source: Author, from the collection data

The Cronbach Alpha formula was used to calculate the reliability of the study tool and the overall value was found to be .849, as shown in Table 1. These percentages were deemed acceptable for this study as they exceeded the acceptable rate according to Sekaran & Bougie (2019).

### 4.2. Hypothesis Testing

**H1:** Sales stimulation and innovation (MR, SS, CR, and EC) improve local competition (Q and E) for Jordanian industrial firms.

To examine the primary hypothesis, a multiple regression analysis was conducted to determine the effect of sales stimulation (MR, SS, CR, and EC) on enhancing local competition (Q and E). The results are presented in Tables 2, 3, and 4 below.

Table 2 shows the results of the regression model. Table 3 provides information on the ANOVA test and Table 4 displays all dependent variables that are statistically significant at  $\alpha \leq 0.05$ . According to Table 2, sales stimulation along with its dimensions accounted for 0.978 of the coefficients of determination  $R^2$  in the local competition along with

Table 2. Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.989 <sup>a</sup>	.978	.977	.83110	.978	2856.793	4	260	.000

a. Predictors: (Constant), EC, SS, CR, MR

b. Dependent Variable: Local Competition

Table 3. ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7893.016	4	1973.254	2856.793	.000 <sup>b</sup>
1 Residual	179.588	260	.691		
Total	8072.604	264			

a. Dependent Variable: Local Competition

b. Predictors: (Constant), EC, SS, CR, MR

Table 4. Coefficients<sup>a</sup>

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
(Constant)	.555	.257		2.154	.032
SS	-.133-	.040	-.070-	-3.292-	.001
1 MR	1.285	.129	.922	9.944	.000
CR	-.425-	.126	-.309-	-3.369-	.001
EC	.624	.045	.449	13.924	.000

Dependent Variable: Local Competition

Table 5. Linear Regression Analysis for the 1<sup>st</sup> Sub-Hypothesis

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R <sup>2</sup>	F	D. F.	Sig. F*	Statement	B	St. E	$\beta$	t	Sig. t
Local Competition	.980	.960	6316.772	1	0.006	MR	.852	0.017	0.980	79.478	0.000

its dimensions. The F-value = 2856.793 with a Sig. level = 0.000 is statistically significant at the  $\alpha \leq 0.05$  level. This finding indicates that sales stimulation has a positive impact on enhancing local competition. Therefore, the main hypothesis has been accepted.

**H1-1:** MR and audience targeting boost sales and profits and improve local competition for Jordanian industrial firms.

To test the first sub-hypothesis, a regression analysis was conducted to determine the impact of MR on enhancing local competition. The results are handed out in Table 5 below.

The data presented in Table 5 shows that there is a correlation between the variables, with a magnitude of 98.0%. The correlation coefficient (R) is equal to 0.980, indicating a strong correlation. The MR dimension is deemed significant for local competition. The determination coefficient value (R<sup>2</sup>) of 0.960 indicates that this dimension accounts for 96.0% of the observed variability in local competition. The ANOVA table shows that the regression is statistically significant at a level of  $\alpha \leq 0.05$ , with an F value of 6316.772 at 1 degree of

freedom and a significance level of sig = 0.006. The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.852 and a T value of 79.478 at a level of significance of sig = 0.000 and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, indicating that there is a statistically significant impact of MR on enhancing local competition in Jordanian industrial companies.

**H1-2:** Effective SS enhance business promotion and improves local competition for Jordanian industrial firms.

To test the second sub-hypothesis, a regression analysis was done to show the impact of SS on enhancing local competition. The results are handed out in Table 6 below.

The data in Table 6 indicates that there is a strong correlation between the variables, with a magnitude of 86.6%. The correlation coefficient (R) is 0.866, which is a significant indicator of a strong correlation. The SS dimension significantly affects local competition, and the determination coefficient value (R<sup>2</sup>) of 0.750 shows that this dimension accounts for 75.0% of the observed variability in local competition. The results of the ANOVA table show

Table 6. Linear Regression Analysis for the 2<sup>nd</sup> Sub-Hypothesis

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R <sup>2</sup>	F	D. F.	Sig. F*	Statement	B	St. E	$\beta$	t	Sig. t
Local Competition	.866	.750	789.134	1	0.045	SS	1.695	0.058	0.866	28.092	0.000

Table 7. Linear Regression Analysis for the 3<sup>rd</sup> Sub-Hypothesis

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R <sup>2</sup>	F	D.F.	Sig. F*	Statement	B	St. E	$\beta$	t	Sig. t
Local Competition	0.975	0.951	5153.183	1	0.000	CR	1.238	0.019	0.975	71.786	0.000

Table 8. Linear Regression Analysis for the 4<sup>th</sup> Sub-Hypothesis

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R <sup>2</sup>	F	D.F.	Sig. F*	Statement	B	St. E	$\beta$	t	Sig. t
Local Competition	0.973	0.946	4620.931	1	0.018	EC	0.860	0.02	0.973	67.977	0.000

that the regression is statistically significant at a level of  $\alpha \leq 0.05$ , with an F value of 789.134 at 1 degree of freedom and a significance level of  $\text{sig} = 0.045$ . The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.866 and a T value of 28.092 at a level of significance of  $\text{sig} = 0.000$  and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, indicating that SS has a statistically significant impact on enhancing local competition in Jordanian industrial companies.

**H1-3:** Strong CR ensure customer satisfaction and loyalty and improves local competition for Jordanian industrial firms.

To test the third sub-hypothesis, a regression analysis was done to illustrate the impact of CR on enhancing local competition. The results are discovered in Table 7 below.

Table 7 presents data indicating a strong correlation between variables, with a magnitude of 97.5%. The correlation coefficient (R) has a value of 0.975. The CR dimension is significant in the context of local competition, accounting for 95.1% of the observed variability in local competition. The regression is statistically significant at a level of  $\alpha \leq 0.05$ , as shown by the ANOVA table, which displays an F value of 5153.183 at 1 degree of freedom and a significance level of  $\text{sig} = 0.000$ . The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.866

and a T value of 71.786 at a level of significance of  $\text{sig} = 0.000$  and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, suggesting that CR has a statistically significant impact on enhancing local competition in Jordanian industrial companies.

**H1-4:** EC and digital platforms expand business reach and improve local competition for Jordanian industrial firms.

To test the fourth sub-hypothesis, a regression analysis was conducted to show the impact of EC on enhancing local competition. The results are discovered in Table 8 below.

The data presented in Table 8 indicates a strong correlation between the variables of 97.3%. The correlation coefficient (R) is 0.973, which is a significant value. The EC dimension is found to be significant for local competition, accounting for 94.6% of the observed variability. The ANOVA table shows that the regression is statistically significant at a level of  $\alpha \leq 0.05$ , with an F value of 4620.931 at 1 degree of freedom and a significance level of  $\text{sig} = 0.018$ . The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.973 and a T value of 67.977 at a level of significance of  $\text{sig} = 0.000$  and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, indicating that there is a statistically significant impact of EC on enhancing local competition among Jordanian industrial companies.

## 5. RESULT DISCUSSION

Through testing the hypotheses and analyzing the data collected in the current study, the results showed that stimulating sales as a main dimension directly and positively affects the local competitive situation of the companies surveyed, and this is attributed to their ability to enhance their competitive position in the local market and employ marketing strategies and campaigns capable of increasing their sales and maintaining a market share as required. This is agreed with the study (Ofosu-Boateng & Agyei, 2020) which showed the role of stimulating sales as a key factor in increasing market share and increasing loyalty and profitability. Also, the results of the current study show that each variable of innovative skills has a significant and positive impact on improving the local competitive position of the surveyed companies, which is attributed to its role in employing market research as an important dimension in addition to sales strategies, employing e-commerce, and durability relationships with customers in enhancing and improving local competition, which is consistent with a study of (Dyduch, et al., 2021), that showed that innovative skills are crucial in providing customers value meeting their needs, and response to changing market conditions. Furthermore, the independent sub-variables of innovative skills and sales stimulation combined have an intervention effect on quality and efficiency as two dimensions in the local competition of the surveyed companies, which indicates the extent to which sales stimulation affects the competitive situation through its impact on innovation factors, which is attributed to the role of sales stimulation as a direct driver of local competition and indirectly enhancing innovative skills. Among the surveyed companies – which distinguishes the interconnected relationship between independent workers in their four dimensions and enhances the role of its tools of research, strategy, relations, and electronic leadership in enhancing local competition, which is consistent with the study of Koehorst, et al., (2021). As a result of some spatial restrictions of some of the branches of the surveyed companies, the researcher used some reports from their general departments to link and interpret the answers so that they are more objective. Time constraints also made it difficult for the researcher to obtain answers from a larger sample, as the study

was limited to a period that ranged between 3 to 4 months.

## 6. CONCLUSION

Based on the current results, Jordanian national industrial companies must focus on developing innovative methods that keep pace with changes in the business environment on an ongoing basis, in addition to strengthening sales strategies to increase local competition and enhance their competitive position, which enables them to obtain a competitive advantage in the local and international market. It is necessary to note the complementary and interconnected role of the factors of stimulating sales and developing innovative skills in enhancing each other. This requires adopting a comprehensive and integrated approach that brings together these two factors in the business strategies of the companies studied. In addition, the varying effects on local competition require companies to take into account the important role of market research, customer relationships, sales strategies, and e-commerce as creative skill dimensions, and to modify methods and techniques for stimulating sales according to the extent of the variation. Market research can help determine customer needs and preferences, while sales strategies help design and develop marketing campaigns and effective pricing policies. Also, the current results indicate that stimulating sales and developing innovative skills affects stakeholders such as the government, the private sector, and society in general, and this requires cooperation and alliance between the companies studied and stakeholders to create an environment conducive to innovation and supportive competition. The government and the private sector can provide support and assistance financially, technically, and organizationally to these companies. The community can also benefit from the environmental and social opportunities created by these companies. The researcher recommends that the surveyed companies rely on effective and more efficient technology to stimulate their sales in light of what the business sector is witnessing in the world in general and Jordan in particular, such as providing marketing and promotional campaigns capable of stimulating and attracting targeted customers to increase their sales and acquire an acceptable market share, which means maintaining their competitive position locally.

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