



International Journal of Research in Finance and Management

P-ISSN: 2617-5754
E-ISSN: 2617-5762
IJRFM 2024; 7(1): 359-367
www.allfinancejournal.com
Received: 03-04-2024
Accepted: 11-05-2024

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The role of strategic intelligence using information technology in enhancing competitive advantage a field study of a number of industrial organizations in Iraq

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DOI: <https://doi.org/10.33545/26175754.2024.v7.i1d.317>

Abstract

The study sought to elucidate the function of strategic intelligence in its many aspects (insight, future vision, motivation, systemic thinking, partnership) by utilizing information technology to enhance the dimensions of competitive advantage (cost, quality, innovation, and reputation). The study employed a descriptive analytical approach. The research population consisted of employees at industrial enterprises listed on the Iraq Stock Exchange in the regular, second, and third markets, totaling 21 companies. There were a total of 748 persons from senior, middle, and executive management in the community. In order to gather data for the field study, a survey was created and sent to a representative sample. Out of a total of 254 items, 236 questionnaires were retrieved and deemed appropriate for statistical analysis. Through the examination of the study data and the use of single and multiple regression analysis using the statistical program SPSS 24, the hypotheses were tested.

The researcher's findings indicate that Iraqi industrial enterprises have an average degree of strategic intelligence, utilization of information technology, and competitive advantage, both overall and on a dimensional level. The hypothesis testing findings demonstrated a favorable influence of the strategic intelligence dimensions on the competitive advantage dimensions. The utilization of information technology also has a favorable influence on the individual aspects of competitive advantage, namely cost, quality, innovation, and reputation. The findings indicated a favorable influence of strategic intelligence on the utilization of information technology. Furthermore, the utilization of information technology has a beneficial effect on the correlation between strategic intelligence and competitive advantage. It enhances the organization's competitive position.

Keywords: Strategic intelligence - information technology - competitive advantage - Iraqi industrial organizations

1. Introduction

Modern business organizations are confronted with a volatile and rapidly changing work environment. They also face intense competition due to numerous external factors in the political, economic, and social domains. Furthermore, the rapid advancements in information and communications technology over the past few decades have further intensified these challenges. Business organizations must prioritize the development of innovative thinking and the adoption of current concepts in order to ensure their survival, growth, development, and improved performance. Some of the most notable notions are those associated with the philosophy of strategic intelligence, which serves as a starting point for addressing anticipated strategic change. And adapt to sudden fluctuations in the surrounding environment.

1.1 Research Problem

The industry continues to make a significant contribution to the economies of many countries by creating jobs, contributing to GDP and social and economic development. The industry has gone through some significant challenges with various macro-environmental forces and factors creating a turbulent competitive environment. Amid a complex environment with a lot of uncertainty, this requires these organizations to fight for their survival and continuity, by creating and implementing sustainable business strategies and competitive advantage.

To answer the main research question:

Does strategic intelligence based on the use of information technology contribute to achieving competitive advantage in Iraqi industrial organizations?

The following sub-questions emerge from this question:

1. What is the reality of practicing strategic intelligence in Iraqi industrial organizations?
2. Is information technology used in Iraqi industrial organizations?
3. What is the level of interest of Iraqi industrial organizations in achieving competitive advantage?
4. Does strategic intelligence with its dimensions (insight, future vision, motivation, systems thinking, partnership) support the dimensions of competitive advantage (cost, quality, innovation, and reputation) in Iraqi industrial organizations?

2. Research Significance

The importance of the study stems from the importance of the topic it addresses, which is the role of strategic intelligence, and the extent to which information technology contributes to obtaining competitive advantage. The importance of the research can be highlighted in the following points:

The study provides a theoretical contribution to the literature related to the role of strategic intelligence using information technology and its contribution to obtaining competitive advantage.

- According to the researcher's knowledge, there are few studies that focused on the use of information technology to develop strategic intelligence on the one hand; The role of strategic intelligence using information technology in obtaining competitive advantage

We provide evidence of how strategic intelligence affects competitive advantage

- Explaining the role of strategic intelligence in enabling organizations to respond to changes in the current and future environment and plan and predict results in a way that reflects positively on their reputation and position in order to achieve a competitive advantage.
- Redirecting the attention of strategic leaders in companies towards the impact of using strategic intelligence on organizations achieving their strategic goals and confronting modern problems represented by: competition, globalization, and organizational conflicts, and directing their strategies towards achieving their goals through a commitment to excellence, and providing an integrated series of Competitive services, in line with the requirements of the local and global labor market

The results of the study contribute to drawing the attention of senior management in industrial companies towards the optimal use of the dimensions of strategic intelligence to benefit from them in raising the level of work performance in them.

3. Examine the proposed hypotheses

After thoroughly examining comparable theoretical and empirical studies pertaining to the research issue, the subsequent primary hypothesis was formulated

H₁: There is no statistically significant effect (at $\alpha \leq 0.05$) of

the dimensions of strategic intelligence (insight/intuition, future vision, motivation, systems thinking, partnership) on the dimensions of competitive advantage (cost, quality), innovation, reputation) in Iraqi industrial organizations

The theoretical framework of the research

Section 1: Strategic intelligence

3.1 Conceptual Introduction to Strategic intelligence

Strategic intelligence is one of the most modern intelligence concepts in the field of strategic management, as it represents a system that helps monitor changes in the environment surrounding the organization and works to exploit and benefit from them (Alhamadi: 2020: 1) ^[2].

In fact, according to previous studies, strategic intelligence is a widespread and multilateral concept that does not have a fixed and specific definition (Coccia, 2010) ^[6].

(Xu Mark,: 2007: 1-2) defined it as a set of processes and procedures through which the aim is to obtain appropriate information and make it accessible to the people who need it at the appropriate time, making them able to anticipate future changes. In the business environment; Design appropriate strategies that will create value for the customer; and take appropriate decisions regarding those changes to serve the organization's objectives

3.1.1 The Importance to Strategic intelligence

Strategic intelligence has gained great importance in various organizations, as it is used to provide a reliable information base in making strategic decisions, on the one hand, and on the other hand, strategic intelligence has emerged as one of the types of intelligence that provides leaders with future vision and creative capabilities (Mahmoud: 2018: 73) ^[22].

Strategic intelligence is the intelligence of shaping an organization's policies, competitive objectives, and business planning in a highly changing environment. Strategic information provides guidance and guidance to help policy makers make sound decisions. Organizational leaders use strategic intelligence in information gathering and analysis approaches to provide guidance, evaluate organization policies, conduct intelligent analysis, and determine appropriate methods to ensure business progress.

3.1.2 The Dimensions of Strategic intelligence

According to academic studies, strategic intelligence is a widespread and multilateral concept that does not have a fixed and specific definition. These studies agreed on a number of dimensions, and they can be addressed in five main dimensions, which are: (Tessaleno, D., 2010) (Coccia, A., 2010) ^[6] (Gupta, Kuldeep: 2019: 1902) ^[8], (Liebowitz: 2006: 13), (Maccoby, M.: 2015: 76) ^[12].

3.1.2.1 Foresight

It is the ability to anticipate trends of change that may pose threats or provide opportunities for the organization. Gaining insight requires the ability to recognize patterns that indicate threats and opportunities to the organization (Maccoby, M: 2015: 77) ^[12]. Foresight is different from predicting the future. Foresight stems from combining basic knowledge from observing the organization's environment and interpreting global trends and patterns (Maccoby, M: 2015: 77) ^[12]. Foresight is a crucial component of strategic intelligence, since it demonstrates the capacity of senior

management to perceive what others are unable to perceive (Maccoby, Scudder: 2011: 45) ^[12]. Modern technology has significantly contributed to shaping strategic intelligence between firms by providing reliable information, hence facilitating the foresight process. Organizations are compelled to make significant advancements and improvements, which necessitate their diligent efforts in enhancing the forecasting process. This entails modifying the conventional approaches employed by personnel in this domain, as well as the need for ongoing training to get success (Palacios, 2018) ^[16]. The presence of top executives in the business who has specialized expertise, competence, and aptitude in the forecasting process indicates promising future possibilities (David & Barnes: 2018) ^[7].

3.1.2.2 Systems thinking

Systematic thinking may be understood by examining the interplay between the internal and external components of an organization, as well as the dynamics of their interactions and how they contribute to the organization's overall functioning. Systematic thinking is related with having a full understanding of the organization, including awareness of the linkages and factors involved in the production process. According to Maccoby (2015: 76) ^[12], the primary flaw that hampers leaders in commercial organizations is their failure to engage in systems thinking. The practice of systematic thinking is widely recognized as a key factor in the success of organizations, regardless of their field of operation. This approach involves the consolidation of efforts and their allocation within the company, ensuring that all members work together in a cohesive, coordinated, and efficient manner (Yousfi: 2019: 37) ^[20].

3.1.2.3 Visioning

It is the organizational ability to design a system to produce products and services that customers value and to continually improve operations, channels and services. It is a blueprint methodology for an ideal future that will achieve the organization's goals more effectively and efficiently (Maccoby, M: 2015: 77) ^[12].

The future vision encompasses the organization's desired state and serves as a projection of its long-term perspective and anticipated achievements (Al-Daouri, & Atrach: 42) ^[1].

3.2 Information technology Theoretical Framework

3.2.1 Information technology Concept

According to Turban *et al.* (2002) ^[17], information technology may be defined as the technological components of an information system, encompassing hardware, databases, software, networks, and other devices.

Van der Zee (2002) ^[19] highlights the importance of the IT user and asserts that IT refers to computers, software, communication networks, databases, and specialist individuals who work together to give information through computers and digital assistants. Personal and other intelligent devices are interconnected via local area networks (LANs), wide area networks (WANs), and personal area networks (PANs).

Some of them defined it as: computer-based information systems that use computer equipment and software, the Internet, and communication networks, in addition to other information technologies (O'Brien, 2003: 8) ^[14]. In another

direction, (Chalmeta, & Grangel, 2008:742) ^[5] indicates that information technology supports the intelligent integration of all computers in the organization and other components of individuals who analyze and access data and information in order to make decisions and /or carry out assigned activities. (Turban & Volonino, 2011: 5) ^[18] defined it as an interconnected group of components that collect, process, store or retrieve and disseminate information to support decision-making and control in the organization.

3.2.1.1 The importance of Information technology

Information technology is not only a technical issue, but it is a civilizational and cultural issue, as it is linked to changing the values, concepts, and customs prevailing in society (Ibrahim, Khadija: 2019: 87). Information technology has entered our lives as individuals, groups, private or governmental organizations, countries and governments, so that information technology has now become an integral part of today's world, enabling communication, communication, collecting, exchanging and storing information, at any time and from any place (Anaçoğlu, 2018: 22) ^[4]. The spread of this technology has been accompanied by the production of large amounts of information, which is constantly increasing, and thus the future has become dependent on the ability to store, employ and disseminate it with high efficiency, use the Internet, and rely on it in the management of public and private institutions.

3.2.2 Information technology

ICT refers to technology that enable the retrieval, processing, recording, and transfer of information. ICT refers to technology that facilitate communication, enabling collaboration among individuals and the sharing of data and information among groups. ICT is a collection of technologies that facilitate the gathering, sharing, retrieval, manipulation, transmission, and analysis of data. ICT, or Information and Communication Technology, encompasses any electronic product that enables the communication, processing, and transfer of information (Megha, & Zaware, 2019: 276) ^[13].

3.2.3 Dimensions of information technology

The dimensions of information technology are among the important topics in establishing the theoretical vision of research, through which data is transformed into information with a higher meaning and value for the organization that effectively helps it in making decisions (O'Brien & Marakas: 2011: 4) ^[14].

Based on previous studies, the dimensions of information technology can be identified in five dimensions (Laudon & Laudon: 2012: 11) ^[11], (O'Brien & Marakas: 2011: 31) ^[14], (Peyman, 2011: 99) ^[15], which are:

3.2.4 Human resources

One of the most important dimensions considering that humans design, operate, manage and maintain information technology. It also represents the main beneficiary of the information generated by the system to make decisions related to various activities. (O'Brien & Maraka, 2011: 31) ^[14], (Turban & Volonino, 2011: 9) ^[18].

3.2.5 Physical components

All devices and materials used in processing information must perform four operations: accepting data, storing it, processing it, and outputting data and/or information (O'Brien & Maraka, 2011: 31)^[14]. The physical components may include computers, communications networks, fax machines, and even other electronic devices such as mobile phones.

3.2.6 Software

It is a series of instructions entered into the computer to carry out operations. It is also called the concept of software (Programs) that directs and controls the physical components of computers. We need the software component for the purpose of preparing commands to process information, to collect, process, and disseminate information appropriately to users (Turban & Volonino, 2011: 9)^[18], (Laudon & Laudon: 2012: 118)^[11].

3.2.7 Data

They are the raw facts that represent the events taking place in organizations or the physical environment, before they are arranged and organized into forms that individuals in the organization can understand and use (Laudon & Laudon: 2012: 15)^[11]. Therefore, information (Information) It is data that has been transformed into a context that is meaningful and useful to specific end users. Therefore, the process of processing data represents a process of adding value because: (O'Brien & Maraka, 2011: 34)^[14].

3.2.8 Communication networks

Communication networks are considered an essential dimension of information technology, because they transfer data and information from one point to another (196: Effy Oz, 2009). As (Turban & Volonino, 2011: 94)^[18] showed that communication networks support the functions of the organization by enabling: mobility, cooperation, relationships and research.

3.3 Competitive advantage Theoretical Framework

3.3.1 Competitive advantage Concept

The Organization for Economic Co-operation and Development (OCDE) defines competitive advantage as: "Competitiveness is the degree to which a country is able, under free global trade and market conditions, to produce goods and services that meet the tests and demands of international markets, while at the same time maintaining On the real income of its individuals and increasing it in the long term." This understanding highlights the point of view that competitiveness is embedded in the type of economic system that the state pursues (Midiani and Talhawi, 2016: 4). In the same way, the American Council on Competitiveness Policy (Council on Competitiveness, 2017) defines it as "the ability to produce goods and services that meet the needs of international markets while the individuals of that country obtain a continuous and sustainable level of income in the long term, as During that period or period, under free market conditions, the state can produce products and services that compete in global markets, and at the same time achieve an increase in income for its individuals in the long term.

3.3.2 The importance of Competitive advantage

An company possesses a sustainable competitive advantage when its profitability above the average profitability of all

other companies in the industry, and it is capable of maintaining this advantage over an extended period of time. Hence, the book aimed to examine the concept of sustainable competitive advantage and its constituent elements, highlighting their significance in the realm of business, which include: (Taleb and Al-Binaa: 2012: 148)

1. An effective tool to address the problems posed by the market and competing companies is for the company to enhance its competitive expertise and its capacity to fulfill future client demands.
2. Successful firms may be identified based on their ability to create innovative and distinctive models that are challenging to consistently replicate and mimic. Due to the widespread knowledge and availability of its outdated models, competitors have become aware of them.
3. It assesses the presence of fundamental success factors in relation to rivals. This means that the business develops its plans around a sustainable competitive advantage that is unique to them and has a long-term impact. It also eliminates methods that rely on assets that the business does not possess.
4. A fundamental and essential objective that all companies aiming for excellence and perfection pursue. The organization's capacity to use resources and capabilities to gain a competitive advantage and effectively meet client wants and desires in a manner that is challenging for other businesses to replicate.

3.3.3 Dimensions of Competitive advantage

The two basic factors that indicate competitive advantage are the value that customers perceive of the organization's goods or services and the cost of producing them. Thus, the factors that constitute competitive advantage are efficiency, quality, innovation, and responsiveness to customer needs. Achieving competitive advantage is linked to two basic dimensions: (Mahdi: 2018: 193)^[21] (Hosseini, *et al.*, 2018: 3)^[9].

3.3.4 The Cost

Cost is an important competitive tool if implemented well. Organizations cannot set competitive prices without continuous cost control, and the majority of distinguished organizations seek to be the leader in reducing costs with their competitors. One of the requirements in this field is a reduction in purchasing, storage, and personnel costs. (Talib, Al-Banna: 2012: 145-146)^[22].

3.3.5 The Quality

Organizations seek to achieve high market shares by relying on product quality, which refers to the ability of the product or service to meet the customer's expectations and meet his requirements, so that price is no longer the only factor driving customer behavior (Ambarwati, & Rumah, 2020: 5)^[3]. The organization relies on the concept of comprehensive quality as a strategic weapon to gain competitive advantages in the international market by gaining the trust of those dealing with it.

3.3.6 The Innovation

It is the process of producing new products that customers consider valuable and which enhance the organization's

authority in pricing. Process innovation creates value by reducing the cost of production (Hosseini, *et al.*: 2018: 8) ^[9].

3.3.7 The reputation

(Jankauskaite & Urboniene: 2016: 22) ^[10] defines an organization’s reputation as “the sum of stakeholders’ opinions about the organization, and it also represents a collective construct that describes the overall perceptions of multiple stakeholders about the organization’s performance.” The organization’s reputation is always centered on About the various opinions that others have

about the organization, where positive opinions constitute the organization’s good reputation and describe the overall performance of the organization according to certain and particular trends.

The practical aspect of the study

The table (1) displays The Pearson correlation coefficients between the dimensions of the strategic intelligence axis, the overall axis, and the total score of the instrument are displayed.

Morale level	The paragraph’s connection to the tool as a whole	Morale level	The connection of the paragraph to the axis	The dimension	Dimension number
0.000	0.871	0.000	0.893	Dimension Insight	
0.000	0.896	0.000	0.939	Dimension Future vision	
0.000	0.914	0.000	0.957	Dimension Motivation	
0.000	0.901	0.000	0.944	Dimension Systems thinking	
0.000	0.913	0.000	0.933	Dimension Partnership	

Source: Created by the researcher based on the statistical analysis results of the field study data

The correlation coefficients between the dimensions of the axis "strategic intelligence" and the total axis score, as well as the total score of the tool, were calculated. The results in Table No. (11) indicated a significant correlation between each dimension of the first axis and the total score of the axis. These correlation coefficients ranged from 0.893 to 0.957. The correlation coefficient values suggest a strong association between each dimension of the first axis and the

total score of the axis. The table demonstrates a significant association between each dimension of the first axis and the overall score of the questionnaire. The correlation coefficients ranged from 0.871 to 0.914. The correlation coefficient values suggest a significant association between each dimension of the first axis and the total score of the questionnaire.

Table 2: Shows the Pearson correlation coefficients between the dimensions of the second axis: competitive advantage in the overall axis and in the total score.

Ranking	Relative weight	Standard deviation	Arithmetic average	Dimension	Dimension number
0.000	0.932	0.000	0.950	Dimension the cost	
0.000	0.939	0.000	0.967	Dimension Quality	
0.000	0.820	0.000	0.805	Dimension Innovation	
0.000	0.949	0.000	0.961	Dimension Reputation	

Source: Prepared by the researcher in light of the results of the statistical analysis of the field study data

The correlation coefficients between the dimensions of the second axis, namely competitive advantage and the total score of the tool, were calculated. The results in Table No. (12) indicate a strong correlation between each dimension of the second axis and the total score of the axis, with correlation coefficients ranging from 0.805 to 0.967. The correlation coefficient values suggest a suitable association between each dimension of the second axis, namely

competitive advantage and the overall score for the axis. The table also shows a strong association between each dimension of the second axis and the overall score of the questionnaire, with correlation values ranging from 0.820 to 0.949. The correlation coefficient values suggest a strong association between each dimension of the second axis and the total score of the questionnaire.

Table 3: Values of stability coefficients

Stability coefficient	Number of paragraphs	Dimensions
0.983	25	Dimensions of the axis: strategic intelligence
0.919	5	Dimension Insight
0.947	5	Dimension Future vision
0.952	5	Dimension Motivation
0.950	5	Dimension Systems thinking
0.940	5	Dimension Partnership
0.982	20	Dimensions of the second axis: competitive advantage
0.957	5	Dimension the cost
0.959	5	Dimension Quality
0.966	4	Dimension Innovation
0.951	6	Dimension Reputation
0.921	11	The third axis: the use of information technology
0.989	56	The questionnaire as a whole

Source: Prepared by the researcher in light of the results of the statistical analysis of the field study data

The previous table No. (4) clearly indicates that the scale's reliability was high, as measured by the Cronbach's alpha method, with a value of 0.989. The dimensions of the tool, specifically the strategic intelligence axis, also demonstrated very high reliability coefficients, with a value of 0.983. The dependability coefficients for the dimensions of the second axis, competitive advantage (0.982), and the third axis, utilization of information technology (0.921), are both high.

Thus, it can be concluded that the criteria used in the study to assess the dimensions of the tool demonstrate internal consistency across its components. This consistency allows for the use of these responses to effectively meet the study's objectives and evaluate its findings.

The study scale

Table 5: Estimating alternatives to measurement weights

Category	Degree of approval
1 - 1.79	Very low approval
1.80- 2.59	Low approval
2.60- 3.39	Average approval
4.19-3.40	High approval
4.20- 5	Very high approval

The characteristics of the study sample

Table 6: Characteristics of the Study Sample

The ratio	The number	Gender	
74.7	177	Male	Gender
25.3	60	Female	
100.0	237	Total	
16.9	40	Less than 25 years	Age
21.9	52	25to less than 35 years	
24.9	59	35to less than 45 years	
26.2	62	45 to 55 years	
10.1	24	More than 55 years	
100.0	237	Total	
12.2	29	Intermediate diploma	qualification
73.0	173	Bachelor's degree	
9.3	22	Higher diploma	
4.6	11	Master's degree	
0.8	2	Doctorate	
100.0	237	Total	
13.5	32	Less than five years	Doctorate
26.2	62	5to less than 10 years	
30.8	73	10to less than 20 years	
29.5	70	More than 20 years	
100.0	237	Total	
17.3	41	General Manager and his deputies or assistants	Job Position
30.4	72	Administration director and his deputies or assistants	
52.3	124	Department head and his deputies	
100.0	237	Total	

Source: Prepared by the researcher from the field study

The frequencies and percentages in Table No. (7) indicate that the largest number of individuals in the study sample are males, at a rate of (74.7%), and females, at a rate of (25.3%).

It is also clear from the study sample members according to the age variable, that the highest age groups were for the two groups (from 45 to 55 years), with the percentage for each of them reaching (26.2%), and that the percentage (24.9%) was for the age group (from 35 to less). From 45 years, a percentage of (21.9%) is from the category from 25 to less than 35 years, and the lowest percentage is for the category over 55 years, at a rate of (10.1%).

According to the academic qualification variable, the majority of the sample members were holders of university academic qualifications and above, as the percentage of

bachelor's degrees was (73%), the intermediate diploma was (12.2%), and the postgraduate studies (higher diploma, master's, and doctorate) were (12.2%). It reached (15.7%), and thus this indicates that the sample members have the ability to understand the questionnaire items and answer them with a high degree of efficiency. This enhances the validity and accuracy of the results reached, and is an indicator of the availability of scientific competencies in Iraqi industrial organizations.

The study sample members' years of experience can be categorized as follows: 30.8% have 10 to less than 20 years of experience, 29.5% have less than 25 years of experience, and 26.2% have less than 10 years of experience. This suggests that a significant proportion of the participants in the study possess extensive expertise and are very skilled,

which has a direct impact on the reliability and precision of the findings that will be obtained.

The study sample primarily consists of individuals in leadership positions, specifically heads of departments and their deputies, accounting for 52.2% of the sample. The next largest category is department directors and their deputies or assistants, making up 30.4% of the sample. Lastly, general managers and their deputies or assistants represent 17.3% of the sample.

Descriptive Analysis of Study Variables

Testing the Study Hypotheses

H2: The characteristics of strategic intelligence

(insight/intuition, future vision, motivation, systems thinking, partnership) do not have a statistically significant influence (at $\alpha < 0.05$) on the dimensions of competitive advantage (cost, quality). The study aims to investigate the impact of three key factors (technology, innovation, reputation) on Iraqi industrial enterprises.

H2.1: The dimension of strategic intelligence (insight/intuition, future vision, motivation, systems thinking, partnership) does not have a statistically significant effect on the cost dimension, which is one of the dimensions of competitive advantage in Iraqi industrial organizations, at a significance level of $\alpha \leq 0.05$.

Table 8: Results of the stepwise multiple regression analysis using the Enter method to distance strategic intelligence (insight/intuition, future vision, motivation, systems thinking, partnership) on the cost dimension as one of the dimensions of competitive advantage

Sig.	F	R Square	R	Sig.	t	Beta	Independent variables
0.000	145.638	0.759	0.871	0.008	2.690	0.237	For insight/intuition
				0.000	4.212	0.394	Future vision
				0.824	0.222	0.020	Motivation
				0.615	0.504	0.046	Systems thinking
				0.000	4.018	0.371	Partnership

Source: Created by the researcher based on the statistical analysis of the data collected during the field investigation

The regression analysis results, as displayed in Table No. (8), demonstrate the impact of various dimensions of the independent variable strategic intelligence (insight/intuition, future vision, motivation, systems thinking, partnership) on the cost dimension, which is one of the dimensions of competitive advantage and serves as the dependent variable. The calculated F value of 145.638 at a significance level of 0.000 indicates the model's significance. The adjusted coefficient of determination for the R2 regression model is 0.759, meaning that the group of independent variables represented by the dimensions of strategic intelligence explain 75.9% of the variance in the cost dimension, which is one of the dimensions of competitive advantage. This suggests that the regression curve effectively describes the relationship between this variable and the independent variables. Additionally, the multiple correlation coefficient R of 0.871 indicates a strong relationship or association between the explanatory variables. The dependent variable's value not only indicates the lack of a complete relationship between the independent variables, but also supports the acceptance of the alternative hypothesis. This hypothesis states that the dimensions of strategic intelligence (insight/intuition, future vision, partnership) have a statistically significant positive effect on the cost dimension, which is one of the dimensions being considered. Strategic advantage in a competitive environment.

The regression model revealed a statistically significant impact of removing strategic intelligence (comprising insight, intuition, future vision, and cooperation) on the cost dimension variable, which is one of the dimensions of competitive advantage. Our analysis reveals that the regression coefficients exhibit a positive and statistically significant relationship at a significance level of 0.05. There was no statistically significant impact of the two dimensions (motivation, systemic thinking) on the dependent variable. The statistical analysis conducted here reveals a significant effect, at a significance level of 0.05, of the dimensions of strategic intelligence (insight/intuition, future vision,

partnership) on the cost dimension, which is one of the dimensions of competitive advantage. However, no statistically significant effect was found. Regarding the two dimensions of motivation and systems thinking, the cost dimension is considered one of the factors that contribute to competitive advantage at the given level of morale.

To demonstrate the importance of each independent variable separately in contributing to the mathematical model that represents the effect of strategic intelligence (insight/intuition, future vision, motivation, systemic thinking, partnership) on the cost dimension as one of the dimensions of competitive advantage, use stepwise multiple regression analysis. Analysis Stepwise Multiple.

Results and recommendations

First: Results

In light of the statistical analysis of the study data, the researcher reached several conclusions

The conclusions are as follows

1. There is a statistically significant effect at a significant level (0.05) for the variable of the strategic intelligence dimensions (insight/intuition, future vision, partnership) on the cost dimension as one of the dimensions of competitive advantage, while there is no statistically significant effect for the two dimensions (motivation, Systems thinking) on the cost dimension as one of the dimensions of competitive advantage, and this may indicate that the management of Iraqi industrial organizations does not realize or does not consider motivation and systems thinking as sources of cost advantage.
2. There is a statistically significant effect at a significant level (0.05) for the variable of the dimensions of strategic intelligence (insight/intuition, future vision, motivation, partnership) on the quality dimension as one of the dimensions of competitive advantage, while there is no statistically significant effect for the dimension (Systems thinking) on the quality dimension

- as one of the dimensions of competitive advantage
3. There is a statistically significant effect at a significant level (0.05) for the dimension variable (future vision) on the innovation dimension as one of the dimensions of competitive advantage, while there is no statistically significant effect for the dimensions (insight/intuition, motivation, systemic thinking, partnership). On the innovation dimension as one of the dimensions of competitive advantage
 4. There is a statistically significant effect at a significant level (0.05) for the variable of the dimensions of strategic intelligence (motivation, partnership, systemic thinking) on the reputation dimension as one of the dimensions of competitive advantage, while there is no statistically significant effect for the two dimensions (insight / intuition, Future vision) on the reputation dimension as one of the dimensions of competitive advantage
 5. There is a statistically significant positive effect of the use of information technology on the dimensions of competitive advantage separately (cost, quality, innovation, reputation).
 6. There is a statistically significant effect of strategic intelligence as a single unit on the use of information technology in Iraqi industrial organizations.
 7. There is a statistically significant effect at ($\alpha \leq 0.05$) of the use of information technology on the relationship between strategic intelligence and competitive advantage in Iraqi industrial organizations. Whereas the information technology use variable partially mediates the relationship between the strategic intelligence variable and the competitive advantage variable.

Second: Recommendations

Based on the study's results, the researcher recommends the following to Iraqi industrial organizations

1. The necessity of developing strategic intelligence as part of training programs for leaders at various administrative levels in order to develop and refine the dimensions of strategic intelligence so that they lead to all new decisions, strategies and plans in the long term.
2. Consider the components of strategic intelligence when selecting and appointing competent and qualified managers in Iraqi industrial organizations.
3. Industrial organizations must enhance the strategic intelligence of their managers through training. Managers can also enhance strategic intelligence by improving business intelligence, competitive intelligence, and knowledge management systems.
4. Actions must be taken and the necessary resources must be provided to use strategic intelligence in order to make effective organizational decisions to improve competitive performance.
5. Continuously developing strategic intelligence tools, evaluating the strategic situation, and monitoring markets
6. Giving strategic intelligence acceptance at the organization level, making it part of its culture, and recruiting it to establish strategic partnerships with similar industrial organizations.
7. The need for companies to adopt and invest in advanced information technology and work on digital

transformation, as only organizations that have a high level of IT infrastructure maturity can implement strategic intelligence and the process of developing it continuously.

8. Using motivation as a source to increase employees' focus on thinking about the future of the organization and not just thinking about completing its daily work.

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