

Strategic Intelligence Dimensions and its Role in Achieving Competitive Advantages

A Pilot Study for the Opinions of a Sample of Managers in General Company for the Drug Industries and Medical Appliances in Nineveh

Hameed Mohammed Fattah AL – Taie¹, Mohammed Taha khalaf Al-Lwayzee²

¹DHM, Ibn Sinaa Hospital, Directorate of Nineveh Health, Mosul, Iraq

²DHM, Alayman Health Sector, Directorate of Nineveh Health, Mosul, Iraq

ABSTRACT

The research aims to show the impact of strategic intelligence in achieving competitive advantages and chose an applied field for it in the General Company for the manufacture of medicines and medical supplies in Nineveh. The objective of the research is mainly to identify the role of strategic intelligence in the General Company for the Manufacture of Medicines and Medical Supplies in Nineveh as well as to achieve the following objectives: 1. To identify the extent of interest and awareness of the management of the organization researching the concept of strategic intelligence and the extent to which it applies it. 2. To identify the extent to which the research organization is able to achieve excellence from other similar organizations through its interest in strategic intelligence. 3. Provide a field study to manage the organization researching strategic intelligence and its impact on the achievement of competitive advantages 4. Make a set of recommendations based on the analysis and findings of the researcher through the default study model. The study depend on two hypothesis: first, There is a moral correlation between strategic intelligence and competitive advantages in the organization under study. There is a moral impact of strategic intelligence and competitive advantages in the study community organization.

Keywords: The author shall provide up to 5-6 keywords (in alphabetical order) to help identify the major topics of the paper. For eg; Engineering, magnetization, systems, conferences.

INTRODUCTION

This research is an attempt to measure the relationship of association and influence of strategic intelligence in competitive advantages, as strategic intelligence is an important and essential factor in achieving organizations' goals and objectives, where its basic idea is as a set of key activities through which the organization can develop long-term strategies and plans and make decisions that achieve excellence for competing organizations. Here the role of attention and focus on the dimensions of strategic intelligence (strategic vision, partnership, ability to motivate employers, intuition, creativity) is demonstrated due to the important and prominent role it plays in achieving the organization's desired goals and increasing its value and competitiveness.

The importance of research is highlighted by the following:

- 1- Focus and interest in strategic intelligence in decision-making because of its prominent and important role in achieving excellence in the organization.
- 2- As a result of the significant development in the pharmaceutical industry, the relevant organizations must keep up with developments in the pharmaceutical industry.

PROBLEM OF STUDY

The topic of strategic intelligence is a modern topic and distinguished leaders must be strategically intelligent because it is important in making successful decisions of the organization through obtaining information and employing it appropriately in the general company for the manufacture of medicines and medical supplies in Nineveh. Although there are many reasons for its excellence on the rest of the pharmaceutical companies, we find weakness in it as the leaders of the organization do not have a clear perception of the concept of strategic intelligence and the importance of its elements

in decision-making and this perception in the researcher came through the preliminary survey which led to the lack of culture. The reason is the scarcity of research and studies on strategic intelligence, so the problem of the study can be formulated through the following questions:

1. Does the management of the researched organization have a clear vision or idea of strategic intelligence and its importance and role in achieving excellence on other pharmaceutical companies?
2. Does the management of the research organization have an idea of competitive advantages, their importance and how to access them?
3. Does strategic intelligence contribute to the competitive advantages of the research organization?
4. What is the nature and type of correlation and impact relationships between both strategic intelligence and the competitive advantages of the research organization?

IMPORTANCE OF STUDY

The importance of the study comes as an attempt to present a theoretical and practical framework that demonstrates the impact of strategic intelligence in achieving the competitive advantages of the organization and that linking the researchers between these two topics may represent a modest addition worthy of attention and the importance of the study is illustrated by the following:

- 1- The scarcity of Arabic literature in the subject of strategic intelligence, as this study (and within the limits of the researcher's knowledge), is one of the few studies in this field.
- 2- Focus and interest in strategic intelligence in decision-making because of its prominent and important role in achieving excellence in the company.
- 3- As a result of the great development taking place in the pharmaceutical industry, the relevant companies must keep up with the developments in the pharmaceutical industry.

OBJECTIVES OF STUDY

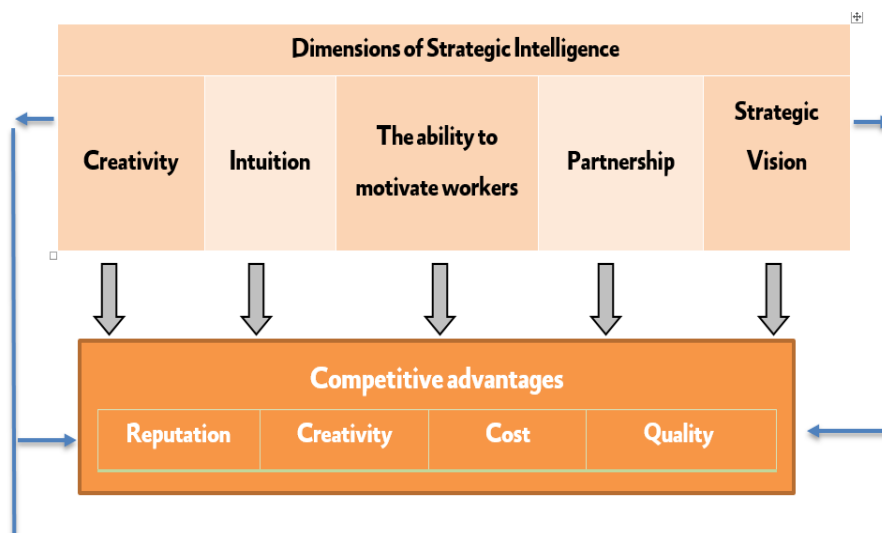
The objective of the research is mainly to identify the role of strategic intelligence in the General Company for the Manufacture of Medicines and Medical Supplies in Nineveh as well as to achieve the following objectives:

1. To identify the extent of interest and awareness of the management of the organization researching the concept of strategic intelligence and the extent to which it applies it.
2. To identify the extent to which the research organization is able to achieve excellence from other similar organizations through its interest in strategic intelligence.
3. Provide a field study to manage the organization researching strategic intelligence and its impact on the achievement of competitive advantages.
4. Offer a set of recommendations based on the analysis and findings of the researcher through the default study model.

RESEARCH HYPOTHESES

Hypothetical research chart

Systematic treatment in the light of its theoretical framework and field content requires the design of a flow chart (1)



Source: by two researchers

Fig 1: The flow chart of study

The main and sub-hypotheses emerge from flow chart above adopted by the research, and as follows

- **The first main hypothesis**

There is a moral correlation between strategic intelligence and competitive advantages in the organization under study. The following sub-hypotheses are branch out:

- 1- There is a moral correlation between strategic vision and competitive advantages.
1. There is a moral correlation between partnership and competitive advantages.
2. There is a moral correlation between motivation and competitive advantages.
3. There is a moral correlation between intuition and competitive advantages.
4. There is a moral correlation between creativity and competitive advantages.

- **The second main hypothesis**

There is a moral impact of strategic intelligence and competitive advantages in the study community organization, The following sub-hypotheses are branched out:

1. There is a moral impact between strategic vision and competitive advantages.
2. There is a moral impact between partnership and competitive advantages.
3. There is a moral impact between motivation and competitive advantages.
4. There is a moral effect between intuition and competitive advantages.
5. There is a moral impact between creativity and competitive advantages.

DATA COLLECTION AND ANALYSIS

The data and information needed to complete this study have been obtained alongside the theoretical and field aspects by adopting several methods as follows:

A. THEORETICAL ASPECT

In it, the researchers relied on the sources available to them, such as scientific references (books, research, university letters, and conferences).

The concept of intelligence

The philosopher of Rome (Cicero) was the first to call the term "intelligentsia" which means in Latin mind or mental, but the English philosopher Herbert Spencer was the first to refine the term, calling it intelligence (1). Intelligence is a key function that can help the individual to think logically and work meaningfully to adapt to his complex environment characterized by dynamism and rapid change (2). He developed the first measure in which he tried to distinguish between people's abilities and intelligence, and the attention of scientists and researchers on the subject of intelligence shifted from focusing on the nature of intelligence and what it is to the relative genetic and environmental effects in it and the methods of measuring it and detecting it (3).

The concept of strategic intelligence

The term strategic intelligence is often used in exchange with other terms such as data, information, knowledge, and intelligence (5), (6) Define also Strategic intelligence as the intelligence that senior executives and policymakers need to develop long-term strategy and policies.

Based on the foregoing, the researchers developed a theoretical concept of strategic intelligence, which indicates that strategic intelligence is an unconventional work and an important tool in providing information and analysis and supporting strategic management with appropriate decisions that benefit the organization in its present and future and is carried out by managers. Through their strategic intelligence, the strategic vision, partnership, the ability to motivate workers, intuition and creativity, and this leads to the production of a new product and the development of new methods of production that contribute to increasing the value of the product users, which achieves competitive advantages.

The importance of strategic intelligence:

1. Strategic intelligence is one of the components of decision-making and leads to excellence through the ability to develop solutions to complex business problems (7).
2. Achieving a competitive position ahead of others by assigning individuals and actors within the organization (officials in different departments and subordinates) to work together and interact to provide the appropriate possibilities (emotional and actual participation in work, conditions, and information) Equipment and other equipment) in the direction of strengthening what the organization aspires to in its present and future (2).

3. Strategic intelligence provides a context that strategy leads to an understanding of emergency threats.
4. Strategic intelligence is a systematic and continuous process intended to facilitate decision-making with the necessary intelligence and the right time to implement the outputs effectively (8).

Strategic Intelligence Framework

To create an environment for strategic intelligence, these high-level steps below are necessary (9)

1. Set up a strategic intelligence foundation
2. Create report
3. Analyze
4. foresight
5. Act

Strategic Intelligence Activities

There are six main activities that can be associated with the strategic intelligence process:

- 1) Intuition
- 2) Collecting information
- 3) Organizing information
- 4) Processing information
- 5) Communication

The Key roles for strategic intelligence activities

There are six key roles for strategic intelligence activities that are used in strategic decision-making which are: (8)

1. Describing the Competitive environment
2. Anticipating the of competitive Environment future
3. Identify implicit assumptions and ask the right questions.
4. Identifying and assessing the organization's weaknesses against market opportunities and threats
5. Using intelligence in the application and regulation of the strategy related to the changing competitive environment.
6. Determining whether the strategy is unsustainable for a long time.

Dimensions of Strategic Intelligence

Dimensions that include (strategic vision, motivation, and partnership) and because insight is an element of strategic vision, we will only take the strategic vision, as well as other dimensions (intuition and creativity) that the researcher considers important as the basic dimensions of strategic intelligence that are related to the current study

First: Strategic Vision

It is worth mentioning (11) that the strategic vision reflects the organization's ambitions, interests or actions, provides it with a panoramic view of (where it goes) and gives insights into the future of its plans, it translates the long-term purpose and embodies the identity of the organization. It also defines the organization in a certain direction and charts a strategic path for its followers.

Second: The ability to motivate workers

The ability is focused on pushing individuals and motivating them to believe with a general goal that brings them together from visions and perceptions that should be implemented and certainly requires that what drives and influences individuals to work towards the goal (2).

Third: Partnership

Partnership is a cooperative agreement between competing or non-competing companies that are looking for investment opportunities or owning and is a partnership between two or more companies to enter into the ownership of a project or just a short-term agreement limited to solving a problem where an agreement is signed between the two companies for cooperation, for example, folding T a specific product (12).

Fourth: Creativity

Many of us do not sometimes differentiate between creativity and creativity, but they see that they are two words that indicate one meaning and the fact that there is a difference between creativity and creativity as creativity is the production of new and which is not very beautiful, but creativity means finding the new provided that it is beautiful (13).

Fifth: Intuition

Intuition is the ability of the individual to anticipate change or potential event in the light of the breadth of vision and in-depth in the context of adopting risk within the framework of self-confidence. It is captured by the competitor and therefore harnessing the strengths of the organization with normal capabilities and in a unique way different from the methods of competitors (14).

The concept of competitive advantages

It is known (15) as the skill, technology or unique resource that allows the organization to produce more values and benefits for customers than competitors and confirms its distinction and difference from those competitors from the point of view of customers who accept this difference and excellence that brings them more benefits and values that outperform what other competitors offer them.

The importance of competitive advantages

The importance of competitive advantages is highlighted by a set of objectives that can be summarized as follows:

- 1- The importance of competitive advantages is reflected in the organization's ability to convince its customers of the products it offers that are more distinct from competitors and therefore to achieve their satisfaction (16).
- 2- The importance of competitive advantages is manifested by the ability to meet the needs of the consumer or the value obtained from that product, such as the short supply period or the high quality of the product or different from what the organization is concerned with(17).
- 3- The importance of the location of competitive advantages in the study of strategic management, as studies and research within the strategy are not without the concept of competitive advantages, which called on a number of thinkers and writers to say that strategic management can be defined as competitive advantages (18).
- 4- Competitive advantages are a competitive weapon essential to meet the challenges of the market and competing organizations through the organization's development of its competitive knowledge and its ability to meet the needs of customers in the future by creating rapidly changing technologies (19) and the researchers believe that the importance of advantages Competitiveness lies in the ability to achieve the wishes of customers and that their satisfaction is the main goal of what the organization seeks and that these products must be distinct in terms of quality, cost, reputation, creativity and different from what other competitors offer in the market.

Stages of the development of competitive advantages

Identify (20) four key stages for the development of competitive advantages

1. Factor -Driven Stage
2. Investment - Driven Stage
3. Creativity - Driven Stage
4. Wealth - Driven Stage

Dimensions of competitive advantages

Dimensions to be adopted in current search

First: Cost

The cost objective is the determining factor in the sustainability and viability of the organization and the success of the organization, as the organization must seek a competitive advantage through cost reduction and Kostas indicates that cost is the strategic counterpart of the price as a competitive weapon in the market and is a measure of the efficiency of the manufacturing function (21)

Second: Quality:

It is noteworthy (22) that the superiority of the organization in terms of the quality advantage of its products over the counterparts of other similar companies is a necessary and necessary requirement for the success of this organization in adopting the advantage of quality.

Third: Creativity:

Creativity is defined by (23) as the ability to enrich a person's company with new ideas that may offer a creative solution to an intractable problem or an idea to develop a part of a machine or device in the company or to put forward ideas to create a new product that surprises its competitors in the market.

Fourth: The reputation of the organization

Reputation is important for building long-term relationships with beneficiaries, which is reflected in alliances with another organization because of its reputation and reliability advantage that paints a prominent position among the organizations with which it is in the same sector, and (4) indicates that many consumers are reassured To use the company's long-standing products, they will look for the same brand that they used to buy when the consumer is in a position to choose between several brands during the purchase and then reputation becomes an important source of competitive advantages.

Strategic intelligence's relationship to competitive advantages

The survival and continuity of the organizations depends mainly on their ownership of strategic intelligence, which has become the key element that creates the added value of all the resources of the organization that it possesses (9) as strategic intelligence plays a vital role through the role it plays in the organization. Traditionally or routinely performed as it includes maximum analytical, diagnostic and creative roles in all activities and processes within different business organizations (10)

B. FIELD ASPECT

The researchers relied to cover the field side on the following methods:

1. Interviews: The researchers interviewed a number of members of the study sample for the purpose of identifying the facts that serve the study.
2. Questionnaire form: The main means in collecting field-side data is its coverage of variables and its ability to diagnose and measure the main and sub-variables of the study.
Statistical analysis tools

The following tools were used:

1. Frequency, percentages, mathematical averages and standard deviations.
2. Simple and multiple correlation coefficient.
3. Multiple regression.

Characteristics of studied individuals

According to the data provided by its members through their answers to the first part (metadata) of the questionnaire, the research sample was characterized by the following characteristics:

- 1- **Sex:** The study showed that the largest proportion of the sample members of the study were male (73.35%) while the proportion of females (26.65%) was
- 2- **Age:** The study showed that the percentage of the age group (31-40) reached (45.58%) The largest proportion of the sample members, followed by the age group (41-49) (26.47%) Of the sample members, followed by the age group (30 years of age), the proportion (19.12%) Finally, the age group (50 years and older) reached 8.83 % from the sample members.
- 3- **Scientific qualification:** It is clear from table (9) that the highest percentage is for bachelor's degree holders, which amounted to (76.47%) Followed by master's degree (13.23%) And then the holder of the higher diploma, which amounted to 5.88% Followed by other certificate holders with (2.94%). then the Ph.D. holder sat at 1.47%.
- 4- **Length of service:** The study showed that the sample members who had a service (5-10) amounted to (33.82%) The 16-year-old and older category (26.47%) accounted for 26.47 percent of the total. The category who served (less than 5 years) was 25%. While the category who served (11-15) years was 14.7
- 5- **Occupational Status:** The study showed that the largest percentage is for the managers of the divisions, reaching (79.64%). This is followed by the percentage of heads of department at 17.64%, while the general manager and assistant general manager (1.47%).
- 6- **Participation in training courses for strategic intelligence:** The study showed that the percentage of sample members who did not participate in training courses reached (88.2%) Those who participated in training courses (11.8%) accounted for 11.8 percent of the total. This underscores the weakness of the organization's culture of strategic intelligence as there is no interest in training courses in strategic intelligence.

Description of the dimensions of the research and its diagnosis

This research describes the dimensions of the main study, which is strategic intelligence as a dimension (independent) and the competitive advantages in the organization researched as a dimension (certified), and accordingly, statistical

analyses such as frequency distribution, percentages, mathematical circles and deviations were used. Standard for both dimensions using SPSS 11.5 program.

Description and diagnosis of the dimensions of strategic intelligence

Strategic vision

Consistent (42.7%) Of the individuals researched as stabilizing the future towards the development of the organization's strategies in the long term, the arithmetic average of the variable (X1) (3.16) and a standard deviation of 1.101 percent (54.4%) Among them they follow the changes in the external environment and then rethink their implications for the organization, as the Arithmetic mean and the standard deviation of the variable (3.47) (1.085) respectively, indicates (55.8%) From the sample members as they constantly diagnose strategic issues that have an impact on the future of the organization came in the center of my account (3.51) and standard deviation (1.000) for variable (X3), as for (X4) were (58.8%) agreed). From the sample members, they analyze any problem due to the causes combined instead of separating it from each other in the center of my account (3.60) and standard deviation (1.067) and sees (51.4%) From the sample members they perceive the organization in the form of a coherent and coordinated system where the Arithmetic mean of the variable (X5) (3.41) and standard deviation (1.040) indicates (50%) From the members of the sample as they study the ideas collectively instead of studying them individually to see their long-term value and that the Arithmetic mean and the standard deviation amounted to (3.35) and (1.059) respectively for the variable (X6) and as described in table (1)

Table 1: Frequency distribution, percentages, Arithmetic mean, and standard deviations of the first dimension of strategic intelligence (Strategic vision)

Variable	Very high		High		Medium		Low		Very low		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
X1	5	7.4	24	35.3	24	35.3	7	10.3	8	11.8	3.16	1.101
X2	11	16.2	26	38.2	19	27.9	8	11.8	4	5.9	3.47	1.085
X3	9	13.2	29	42.6	22	32.4	4	5.9	4	5.9	3.51	1.000
X4	13	19.1	27	39.7	21	30.9	2	2.9	5	7.4	3.60	1.067
X5	9	13.2	26	38.2	20	29.4	10	14.7	3	4.4	3.41	1.040
X6	7	10.3	27	39.7	23	33.8	5	7.4	6	8.8	3.35	1.062
Average		13.2		38.5		31.6		8.8		7.3	3.41	1.059

1- Partnership:

Indicates (35.3%) From the individuals researched to agree to establish a strategic partnership with the corresponding organizations where the value of the arithmetic average variable (X7) (3.52) and the standard deviation (1.070) and see (42.7%) The sample members in the partnership are a method that loses the organization's chances of excelling in implementing its vision on the corresponding organizations and has reached the Arithmetic mean and standard deviation (0.925) respectively for the variable (X8) and feel (41.2%) One of the individuals researched that the difficulty of managing the relationship with partners reduces the chances of alliance with other organizations where the variable (X9) (center of my account (3.28) and standard deviation (0.979) as described in the

Table 2: Frequency distributions, percentages, Arithmetic means and standard deviations of the second dimension of strategic intelligence (Partnership)

Variable	Very high		High		Medium		Low		Very low		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
X7	7	10.3	17	25	21	30.9	17	25	6	8.8	3.52	1.070
X8	5	7.4	24	35.3	19	27.9	12	17.6	8	11.8	3.58	0.925
X9	6	8.8	22	32.4	27	39.7	11	16.2	2	2.9	3.28	0.994
Average		8.8		30.9		32.8		19.6		7.8	3.46	0.979

The ability to motivate workers

Preferably (63.2%) One of the members of the sample provoked competition among the workers to motivate them to achieve where the variable (X10) appeared in the center of my account (3.69) and a standard deviation (1.083) while leaning (51.5%) From the individuals surveyed to make workers perform their tasks even if they are in return for deferred incentives and reached the arithmetic average (3.46) and standard deviation (1.165) while leaning (57.3%) From the members of the sample to urging employees to prefer teamwork over other methods of work as the variable (X12) reached its average arithmetic (3.50) and with a standard deviation (1.133) as shown in table (3)

Table 3: Frequency Distribution, percentages, Arithmetic means, and standard deviations of the third dimension of strategic intelligence the ability to motivate workers

Variable	Very high		High		Medium		Low		Very low		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
X10	16	23.5	27	39.7	17	25	4	5.9	4	5.9	3.69	1.083
X11	14	20.6	21	30.9	19	27.9	10	14.7	4	5.9	3.46	1.152
X12	13	19.1	26	38.2	17	25	6	8.8	6	8.8	3.50	1.165
Average		21.1		36.2		25.9		9.8		6.8	3.55	1.133

4. Intuition

Consistent (69.2%) From the members of the sample to the fact that they are in harmony with the creative people to a degree that exceeds their compatibility with the realities where the arithmetic average (3.85) and the standard deviation (1.110) of the variable (X13) and sees (75%) Among the individuals researched, they benefit greatly from their personal experiences in analyzing the future directions of the organization as the mathematical medium of the variable (X14) (3.97) and with a standard deviation (1.022) and confirms (70.6%) Sample members say that when they are alert they find solutions to the problems that concern them, where the Arithmetic mean and the standard deviation (3.90) (1.010) of the variable (X15) respectively and as shown in table (4).

Table 4: Frequency distribution, percentages, Arithmetic means, and standard deviations of the fourth dimension of strategic intelligence (Intuition)

Variable	Very high		High		Medium		Low		Very low		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
X12	22	32.4	25	36.8	14	20.6	3	4.4	4	5.9	3.85	1.110
X14	23	33.8	28	41.2	12	17.6	2	2.9	3	4.4	3.97	1.022
X15	21	30.9	27	39.7	14	20.6	4	5.9	2	2.9	3.90	1.010
Average		32.3		39.2		19.6		4.4		4.4	3.90	1.047

5- Creativity

There are (69.1%) respondents agree that they are keen to expand their communications beyond the organization's borders, with the variable average (X16) (3.94) and standard deviation (0.995) while (63.3%) Sample members are constantly looking for new risk-taking initiatives with the variable average (X17) (3.55), standard deviation (0.833) and indicates (60.2%) From sample members to those who are reluctant to suggest the change required for the activities of the organization's management, who is its president or member, with a mathematical average (3.18) and a standard deviation (1.010) of the variable (X18) as described in table (5)

Table 5: Frequency Distribution, percentages, Arithmetic mean, and standard deviations of the fifth dimension of strategic intelligence (Creativity)

Variable	Very high		High		Medium		Low		Very low		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
X16	15	22.1	32	47	14	20.6	6	8.8	1	1.5	3.94	0.995
X17	16	23.5	27	39.7	14	20.6	6	8.8	5	7.4	3.55	0.833
X18	18	26.4	23	33.8	18	26.4	5	7.4	4	5.9	3.18	1.010
Average		24		40.1		22.5		8.3		4.9	3.55	0.946

Description and diagnosis of the dimensions of competitive advantages.

This paragraph describes the dimensions of competitive advantages as the results of the field questionnaire.

1. Cost:

There are (57.3) of the respondents agree that the organization's management seeks to reduce the costs of products provided to beneficiaries, with the average variable (Y1) (3.50), the standard deviation (1.044) and the (69.1%) One of the individuals researched is that the organization's management is seeking a higher return than the cost of obtaining it, with the average variable (Y2) (3.65), the standard deviation (1.089) and confirms (69.1%) One of the individuals researched is that the management of the organization considers that the reduction in the prices of its products compared to competing organizations achieves a competitive advantage, where the arithmetic average and the standard deviation of the variable (Y3) (3.78) (0.990) respectively, indicates (61.8%) From the individuals researched to the organization's management is trying to provide its best products to its customers while maintaining the cost as the average variable (Y4) (3.66) and the standard deviation (1.060) as described in table (6)

Table 6: Frequency distribution, percentages, Arithmetic means and standard deviations of the first dimension of competitive advantage (cost)

Variable	Strongly agree		Agee		Neutral		Disagree		Strongly disagree		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
Y1	10	14.7	24	42.6	17	25	9	13.2	3	4.4	3.50	1.044
Y2	12	17.6	35	51.5	11	16.2	5	7.4	5	7.4	3.65	1.089
Y3	16	23.5	31	45.6	12	17.6	8	11.8	1	1.5	3.78	0.990
Y4	15	22.1	27	39.7	17	25	6	8.8	3	4.4	3.66	1.060
Average		19.4		44.8		20.9		10.3		4.4	3.64	1.045

2. Quality:

(63.3%) of the respondents see that the organization's management seeks to provide high-quality products to beneficiaries, with the arithmetic average and the standard deviation of the variable (y5) (3.63) (1.145) respectively, and indicates (44.1%) One of the individuals researched is that the organization's management seeks to attract individuals with high scientific qualifications, with the average variable (y6) (3.38), standard deviation (1.210) and consistent (48.5%). From the sample members that the management of the organization is keen on quality to face the competing organizations where the computational average of the variable (y7) (3.44) and the standard deviation (1.202) and confirms (66.1%) Of the individuals researched that the management of the organization considers that improving the quality of its products achieves a competitive advantage as the computational average of the variable (y8) (3.79) and the standard deviation (1.059) as described in table (7).

Table 7: Frequency distribution, percentages, Arithmetic means and standard deviations of the second dimension of competitive advantage (Quality)

Variable	Strongly agree		Agee		Neutral		Disagree		Strongly disagree		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
Y5	16	23.5	27	39.7	13	19.1	8	11.8	4	5.4	3.63	1.145
Y6	16	23.5	14	20.6	23	33.8	10	14.7	5	7.4	3.38	1.210
Y7	16	23.5	17	25	21	30.9	9	13.2	5	7.4	3.44	1.202
Y8	19	27.9	26	38.2	16	23.5	4	5.9	3	4.4	3.79	1.059
Average		24.6		30.8		26.8		11.4		6.2	3.56	1.154

3. Creativity

Agrees (58.9%) Of the individuals surveyed, the organization's management allocates financial budgets for scientific research, with the arithmetic average of the variable (y9) (3.59), the standard deviation (1.096) and the (54.4%) One of the members of the sample that the management of the organization is an important factor for scientific research, where the Arithmetic mean and the standard deviation of the variable (0.856) respectively, indicates (57.3%) From the sample members to the organizational structure of the organization's management helps to innovate, the computational average of the variable (y11) (3.53) and the standard deviation (1.050) while confirming (60.3%) Of the individuals researched, the nature of the relationships between different management levels is designed to help workers innovate, with the Arithmetic mean and standard deviation of the variable (3.55) (0.957) and (64.7%) One of the individuals researched is that the organization's management is seeking to create links for its innovative leadership, with the arithmetic average of the variable (y13) (3.37) and the standard deviation (1.043) as described in table (8).

Table 8: Frequency distribution, percentages, Arithmetic means and standard deviations of the third dimension of competitive advantage (Creativity)

Variable	Strongly agree		Agee		Neutral		Disagree		Strongly disagree		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
Y9	15	22.1	25	36.8	15	22.1	8	16.2	2	2.9	3.59	1.096
Y10	12	17.6	25	36.8	19	27.9	6	8.8	6	8.8	3.73	0.856
Y11	19	27.9	20	29.4	18	26.5	6	8.8	5	7.4	3.53	1.050
Y12	17	25	24	35.3	16	23.5	4	5.9	7	10.3	3.55	0.957
Y13	14	20.6	30	44.1	11	16.2	9	13.2	4	5.9	3.37	1.043
Average		22.6		36.4		23.2		10.6		7.1	3.55	1.001

4. Reputation

See (72%) From the sample members, the organization's management believes that the organization's good reputation has a competitive advantage, with the variable average (y14) (3.90), the standard deviation (0.964), and the (72.1%) From individuals researched to the organization's management, reputation is important for building good long-term relationships with beneficiaries, with the arithmetic average and the standard deviation of the variable (y15) (3.99) (1.029) respectively, consistent (67.6%) of the members of the sample that the management of the organization believes that reputation is an important feature that drives the development of organization's activities for conservation amounted to the average variable (y16) (3.87) and the standard deviation (0.991) and confirms (64.7%) Among the individuals researched that the organization's management considers that the good reputation of the organization facilitates the state of alliance with other organizations where the arithmetic average of the variable (y17) (3.72) and the standard deviation (1.131) as described in table (9)

Table 9: Frequency distribution, percentages, Arithmetic means and standard deviations of the fourth dimension of competitive advantage (Reputation)

Variable	Strongly agree		Agee		Neutral		Disagree		Strongly disagree		Arithmetic mean	Standard deviation
	Seq.	%	Seq.	%	Seq.	%	Seq.	%	Seq.	%		
Y14	19	27.9	30	44.1	14	20.6	3	4.4	2	2.9	3.90	0.964
Y15	25	36.8	24	35.3	15	22.1	1	1.5	3	4.4	3.99	1.029
Y16	20	29.4	26	38.2	17	25	3	4.4	2	2.9	3.87	0.991
Y17	18	26.5	26	38.2	16	23.5	3	4.4	5	7.4	3.72	1.131
Average		30.1		38.9		22.8		3.7		4.4	3.87	1.028

Testing the research model and its hypotheses

Analysis of correlation relationships between study variables

The first main hypothesis indicates a moral correlation between the dimensions of strategic intelligence and competitive advantages and presents the table (11) Results of the analysis of the values of correlation between strategic intelligence and competitive advantages, where the results at the macro level show a high moral correlation between them reflected by the total correlation factor of (0.620) at a moral level (0.01) This confirms the acceptance of the first main hypothesis.

Table 10: The link between strategic intelligence and competitive advantages

Independent variable	Strategic intelligence	
	Dependent variable	
	0.620	
Competitive advantages	0.000	

$p \leq 0.01$ $n = 68$

1- The relationship between strategic vision and competitive advantages

The first sub-hypothesis indicates a moral correlation between strategic vision and competitive advantages and table (11) shows a moral correlation between strategic vision and competitive advantages and equal (0.528) at a moral level (0.05) and this confirms the acceptance of the first sub-hypothesis.

Table 11: Relationships between strategic intelligence dimensions and competitive advantages

Independent variable	Strategic Intelligence				
	Strategic vision	Partnership	Ability to motivate employees	Intuition	Creativity
Competitive advantage	0.528 0.000	0.556 0.003	0.763 0.000	0.302 0.005	0.490 0.002

2- The relationship between the company and the competitive advantages

The second subhypothesis indicates a moral correlation between partnership and competitive advantages and table (25) shows a moral correlation between partnership and competitive advantages which is equal to (0.556) at a moral level (0.05) and this reinforces the acceptance of the sub-hypothesis -second.

- 3- The relationship between the ability to motivate employees with competitive advantages
The third subhypothesis indicates a moral correlation between the ability to motivate workers and competitive advantages and table (11) shows a moral correlation between the ability to motivate workers and competitive advantages which are equal to (0.763) at a moral level (0.05) and this proves the sub-hypothesis -fourth and then accept it.
- 4- The relationship between intuition and competitive advantages
The fourth subhypothesis indicates a moral correlation between intuition and competitive advantages and table (11) shows a moral correlation between intuition and competitive advantages which are equal to (0.302) at a moral level (0.05) and this proves the third subhypothesis and then accepted.
- 5- The relationship between creativity and competitive advantages
The fifth subhypothesis indicates a moral correlation between creativity and competitive advantages and table (11) shows a moral correlation between creativity and competitive advantages which is equal to (0.490) at a moral level (0.05) and this proves the fifth sub-hypothesis and thus its acceptance.

Analysis of the impact relationships between the study variables.

Within the framework of the steps of systematic treatment of the hypotheses of the study and after analyzing the relationship between strategic intelligence and competitive advantages, the model of the study and its hypotheses require determining the degree of impact of the dimensions of strategic intelligence in competitive advantages, and this is as stipulated in the second main hypothesis. In order to choose this hypothesis, it is necessary to determine the impact of each dimension of strategic intelligence (strategic vision, partnership, ability to motivate workers, intuition, creativity) in the competitive advantages individually according to the sub-hypotheses arising from the second main hypothesis and as following

Table (12) indicates that there is a moral effect of the dimensions of strategic intelligence in the competitive advantages at the organization level (study society) (the calculated value (F) (22.352) which is greater than its scheduled value of (2.37) at the degrees of freedom (62.5) and the value of the identification coefficient (R²) (0.643) which explains the contribution of strategic intelligence dimensions (strategic vision, partnership, ability to motivate workers, intuition, creativity) to competitive advantages is 64.3%. This means that there are other dimensions not taken in this study, which cover 35.7% of the population.

With regard to the interpretation of the partial effects of the dimensions of strategic intelligence in competitive advantages is illustrated by table (25) and through the follow-up of transactions (B) and test (T) for each of them, the highest impact in competitive advantages is through the ability to motivate workers as the value (B) (0.623) and the value of (T) reached (7.093), then comes the strategic vision and reached the value of (B) (0.377) and the value (t) reached (2.849), then comes the partnership and the value of (B) (0.355) and the value (t) reached (2.445), then creativity comes and the value of (B) (0.342), the value of (t) was 2.221 and the least impact was intuition where the value of (B) (0.310) and the value (t) was 2.175.

Table 12: The impact of strategic intelligence dimensions on competitive advantages

Independent variable	Strategic intelligence					R ²	F	
Dependent variable	Strategic vision	partnership	Ability to motivate employees	Intuition	Creativity			
	B1	B2	B3	B4	B5		Calculated	scheduled
competitive advantages	0.377 2.849	0.355 2.445	0.623 7.093	0.310 2.175	0.342 2.221	0.643	22.352	2.37

CONCLUSION

- 1- The study showed the important role in which strategic intelligence contributes to framing the relationship between strategic intelligence and achieving competitive advantages by the organization.
- 2- The use of strategic intelligence through its main activities is a prerequisite for achieving competitive advantages.
- 3- The interview with the members of the sample showed that there is a deficiency in their understanding of strategic intelligence and its exclusion tagged with (strategic vision, partnership, ability to motivate workers, intuition, creativity) and that their understanding of this modern concept is very limited.
- 4- The results of the descriptive analysis of the study variables revealed a small percentage of the individuals surveyed who are stabilizing the future towards the development of the organization's long-term strategies.

- 5- The respondents indicated that there was a high rate of agreement in that they were following changes in the external environment and then rethinking their implications for the organization.
- 6- The results of the descriptive analysis have led to the fact that most of the respondents see the partnership as a way of losing the organization's chances of achieving its vision to the corresponding organizations.
- 7- The results of the researchers showed a high percentage that they tend to provoke competition among workers to motivate them to achieve.
- 8- On the other hand, the results of the researchers showed a small percentage that they make workers perform their tasks even if they are in return for deferred incentives.
- 9- The respondents indicated that they benefit greatly from their personal experiences in analyzing the future directions of the organization.
- 10- The results showed that a high proportion of individuals surveyed were keen to expand their communications beyond the organization's borders.
- 11- The results of the analysis showed a moral correlation between strategic intelligence and competitive advantages, as there was a high moral correlation between (strategic vision, partnership, ability to motivate workers, intuition, creativity) with competitive advantages.
- 12- The results of the impact relationship showed that strategic intelligence has an impact in contributing to competitive advantages, as it has been shown that there is a moral impact of strategic vision, partnership and the ability to motivate workers, creativity, and intuition to contribute to the achievement of competitive advantages.

SUGGESTIONS & RECOMMENDATION

To complete the methodological requirements and based on our findings, the researchers found it appropriate to submit a set of suggestions and recommendations that could be useful to the research organization and these suggestions and recommendations are as follows:

1. The management of the organization should take care of the role of strategic intelligence because it has a moral impact on competitive advantages.
2. Making strategic intelligence part of the culture of the organization so that it is accepted into the organization and can, therefore, be exploited in achieving the competitive advantages of the organization.
3. The formation of a strategic intelligence unit whose mission is to provide the organization with the required information and contribute to the long-term shaping of the organization.
4. Attracting, motivating and training innovators to become a source of strength for the organization in seizing the opportunities available to the organization to achieve competitive advantages.
5. Making strategic intelligence part of the training program for senior management leaders in order to develop the dimensions of strategic intelligence in them and refine them so that it leads to all the new decisions, strategies and long-term plans.
6. Focus ing and constantly updating in information technology because of its importance in providing information more quickly as strategic intelligence depends on information significantly through its main activities.
7. Encouraging creative workers to do more effort and creativity in return for deferred incentives.
8. Attention to strategic partnerships with the corresponding organizations and encourage them because of their great positive impact on the organization and gaining competitive advantages that enhance its position and save it from the risks of environmental instability that surrounds it.
9. Encouraging management leaders who have the talent to read the future towards the development of the organization's strategies in the long term.

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