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The impact of strategic intelligence on achieving competitive advantage An analytical study of the opinions of a sample from the Karbala Governorate Health Department

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Abstract:
This research dealt with the role of strategic intelligence in achieving competitive excellence. The level of change in market conditions and the nature of customer needs and tastes necessitates the need for business organizations to innovate in their products and processes in order to achieve sustainable excellence. The problem was the question of the impact of strategic intelligence and its dimensions in the competitive excellence within a sample of employees of health directorate in the provinces of Karbala and Babylon, and sought to achieve a number of goals based on the premise of the President and the subsidiary. The questionnaire was used as a tool for collecting data and information related to the sample. It was distributed to a sample of 85 persons, including the cadre of general managers, assistant managers, department managers and service providers present in that directorate. The statistical methods showed a number of results, the most significant of which is the significant impact of strategic intelligence on competitive excellence. In view of the discussion of the results, the importance of strategic intelligence and competitive excellence is very important. The directorate is required to take care of strategic intelligence for its role in enhancing competitive excellence.
Key words: strategic intelligence, competitive advantage.

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Introduction:

Business organizations today are facing different fields and activities within the work environment, which are characterized by uncertainty and rapid change, in addition to this, the increasing intensity of competition and the rapid transformations in both the political, economic and social fields, and the tremendous development in information technology and the communications revolution, all of these variables forced organizations to The necessity of adaptation in order to ensure the chances of survival, growth, development and improvement of organizational performance levels. One of the concepts most used by organizations today is strategic intelligence, which allows them to deal with all expected strategic changes and respond to situations that achieve competitive advantage for the organization.

The first topic: research methodology

1 - Research problem:

Organizations today face major problems, the most prominent of which is inefficient planning in building competitive strategies and optimal investment of their human, information and material resources, which negatively affects their competitiveness. Understand the market needs in order to achieve a distinct competitive position. Accordingly, it is possible to formulate the elements of the study problem as follows:

1 - To what extent is the research organization aware of the advantages and benefits of strategic intelligence and its role in achieving competitive advantage?

2 Does strategic intelligence contribute to achieving competitive advantage?

3 Does the organization in question have the requirements for applying strategic intelligence?

4 What are the obstacles that limit the application of the concept of strategic intelligence in the organization under study?

A- Theoretical importance of the research:

The academic philosophical importance of research is to support and increase intellectual enrichment and knowledge accumulation in the light of the research variables, as well as to form a summary of the most important products of researchers in the field of strategic intelligence and competitive superiority, and focus on dealing comprehensively with research variables by striving to reach the most important modern scientific outputs and references. Of high value and in what contributes to the supply of Iraqi libraries and support the steps of the scientific research process.

B - The importance of the field of research:

The field importance of the research is highlighted by highlighting the research variables and their importance to the organizations operating in the Iraqi environment in general, and the Karbala Health Department in

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particular, which may suffer from weak interest and awareness of those variables and their impact on the competitive position in the business market, as it is an attempt to increase the awareness of the workers in the researched organization. And assisting them in diagnosing ways to adopt the dimensions of strategic intelligence in order to achieve competitive advantage.

3- Research objectives:

The current research aims to analyze the nature of the relationship between the research variables (strategic intelligence and competitive superiority), and the most important goals that the research seeks to achieve can be summarized:

A- Knowing the extent to which the research organization is interested in the concepts of strategic intelligence and competitive superiority.

B- Diagnosing the level and nature of the relationship and influence between strategic intelligence and competitive superiority in the organization under study.

c- Providing solutions to the problems that the organization in question may suffer from, as well as formulating recommendations, which contributes to adopting the dimensions of strategic intelligence to be able to provide the service with the required quality.

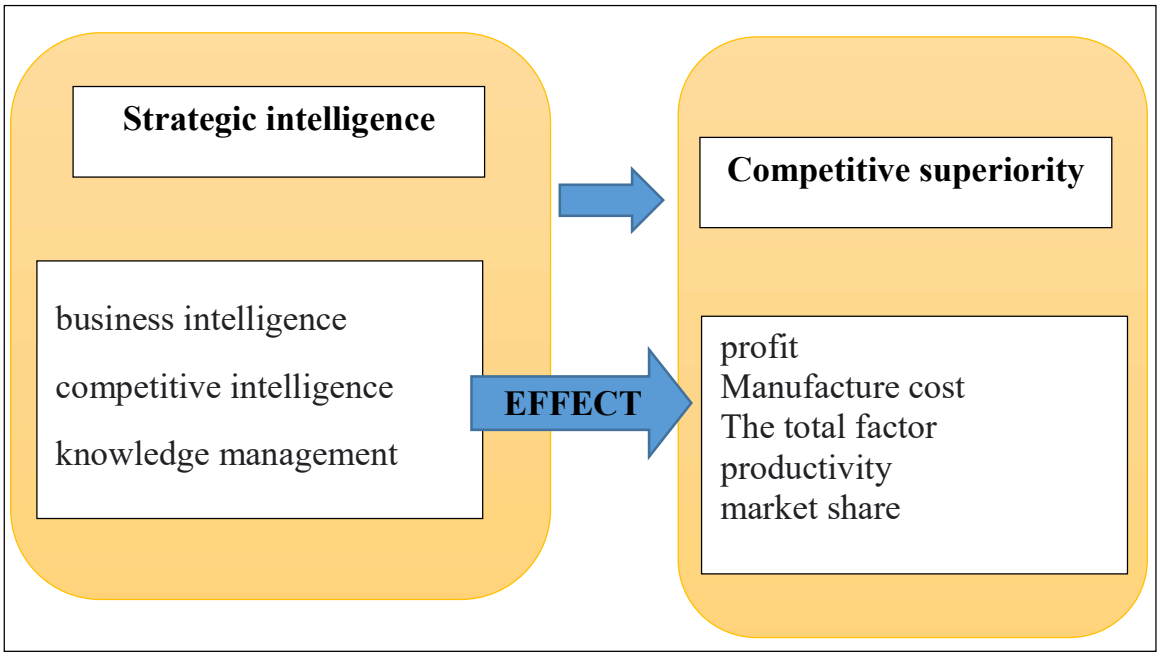
D- Building a hypothetical scheme describing the shape of the relationship between the research variables, and verifying the feasibility and scientific and practical credibility of that scheme.

4- The hypothetical research scheme:

Figure (1) indicates the hypothetical scheme that expresses the logical relationships between the research variables:

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Figure 1
The hypothesis of the research was prepared by the researcher



5- Research Hypotheses: The first main hypothesis:

In order to achieve the objectives of the research and to test its hypothetical scheme, the main hypothesis was relied upon, which states that:

H0: There is no correlation and a statistically significant effect of strategic intelligence on competitive superiority at the 0.05 level of significance.

H1: There is a correlation and a statistically significant effect of strategic intelligence on competitive superiority at the 0.05 level of significance.

The second main hypothesis:

There are no significant differences of statistical significance in the opinions of the sample members about the impact of strategic intelligence in achieving competitive superiority according to the demographic variables of the study sample members (gender, age, job title, educational qualification, years of service) at the level of significance of 0.05.

6 - Limitations of the search:

A -Spatial boundaries: The spatial boundaries of the research are represented by a sample of workers in the Karbala Health Department

b- Temporal limits: The temporal limits of the research extend for the period from 8/7/2021 to 1/8/2021

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7- Search tools:
In order for this research to achieve its goals, the process of collecting data and information was relied on a questionnaire form
The second topic / the theoretical side

First, strategic intelligence:
1- The concept of strategic intelligence:
Strategic intelligence is an executive tool used by organizations looking to maximize performance by achieving adaptation to the nature of changes in the business environment (Keikha and Hadadi, 2016: 264). As for (Alzu'bi, 2016: 233) it has shown that strategic intelligence is a revolution in modern thinking and adaptation practiced by organizations to ensure the acquisition of opportunities for survival, growth and development of performance levels. It is the most important concept that deals with the expected strategic change and response to every situation that can achieve sustainability of the organization
While (Maymund and others, 2015: 3871) showed that strategic intelligence is the important tool in achieving communication and support for a set of activities for strategic management and at different stages of strategy development, it can affect citizenship behavior, which in turn is considered the most valuable type of voluntary behavior that Reflects on raising the performance of the organization. As for (Salih and Abdulrahman, 2015: 498), he showed that strategic intelligence is the tool that enables it to improve the capabilities and capabilities possessed by managers and employees to achieve a deep understanding of changes in the business environment.

2- The importance of strategic intelligence:
Today, with confidence, any individual can say with high confidence that the identification and use of strategic intelligence achieves the competitive advantage of the organization and makes it distinct from other competitors. Now there is a great necessity for the concept of strategic intelligence in order to achieve response to current situations and develop the capabilities of managers to practice tasks around the world. The use of strategic intelligence will enable the organization to create an effective and more efficient information structure over time with a specific goal that will lead to the transfer of information without restrictions, as well as the presence of A new operating model that can be easily used by managers. As long as managers work in organizations that are affected by both the internal and external environment, they need the power of learning In order to respond appropriately and solve problems, so within the framework of the special importance of strategic intelligence, managers can be helped and empowered to meet the needs of the organization with attention to capabilities and respond in a timely manner to manifestations of change in

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the environment. on improving the level of performance (Alzu'bi, 2016: 235).

3 - Dimensions of strategic intelligence:

The strategic intelligence includes three dimensions (business intelligence, competitive intelligence, and knowledge management), which will be addressed below (Keikha and Hadadi, 2016: 264-265).

1- Business intelligence:

An important tool used to improve the decision-making process and to serve the achievement of organizational excellence, as business intelligence refers to business management used to describe applications and technology in the field of collecting, displaying, accessing and analyzing data in order to help the organization and to achieve optimal decisions in the field of business. Business intelligence is a set of capabilities, technology, tools and strategies that help managers understand business conditions more efficiently.

2- Competitive intelligence:

The art of finding, collecting and processing stored information in order to achieve the process of accessing and using it by all employees at the organizational levels and in a way that contributes to shaping the future of the organization and working to confront competitive threats. Competitive intelligence is a systematic process of gaining information from competitors and exploring that information in order to facilitate the process of organizational learning, development and individualization in achieving goals in the field of industry, market and customers.

3- Knowledge management:

Knowledge management is an integrative and systematic approach that aims to distinguish, manage and participate in all intellectual assets, including databases, documents, policies and experiences in the minds of individuals. Knowledge management is a process through which organizations gain experiences in the field of learning (internal knowledge) and encoded knowledge (external knowledge). Knowledge management is a process established as a result of the necessity related to identifying and acquiring data, information and knowledge required by the organization from the internal and external environment and transferring it to decision makers within the organization.

Second, competitive advantage:

1- The concept of competitive advantage:

The concept of competitive superiority has gained great importance in the contemporary literature of management due to the dynamic competition witnessed by the business environment as a result of the information

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technology revolution, knowledge and the momentum towards focusing on the customer. The advantages of comparison, as the real challenge has become how to transform competitive advantages and benefit from them in achieving competitive advantage. And (Safiullah, 2010: 201) showed that the concept of competitive superiority refers to having a higher ability than competitors, as well as superior administrative performance. As for (Willow and others, 2010: 1), he defined it as the ability to create value that customers perceive as superior to competitors.

2- Sources of competitive advantage:

Attention to monitoring environmental changes and identifying ways to deal with them is the biggest challenge for business organizations, whatever the size of the organization, it seeks to find the means and sources that achieve success and excellence in its changing environment, and the great challenge facing leaders in business organizations is how to turn comparative advantage into an advantage. Competitiveness through the ability to create production factors that are based on high human skills (Al-Hayali, 2011: 17).

Al-Janabi, 2006: 84)

A- Internal sources: stemming from within the organization, represented by its strategic capabilities, resources, and strengths that represent a source of competitive advantage, represented by the following:

♣ Physical and human capabilities and special abilities.

♣ Methods and methods of work.

♣ Analyzing the value chain, i.e. the activities that the organization performs with high skill and efficiency.

B- External sources: represented by the external environment and the opportunities that exist in it that represent a source of competitive advantage, which includes (technology, patents, competition, alliances and legislation).

3- Indicators for measuring the competitiveness of the organization:

A- Profit:

Profit constitutes a sufficient indicator and measure of the current competitiveness, and if the profit of the project that wants to stay in the market should extend for a period of time, the present value of the project's profits is related to its market value. The ratio of the market value of the debt and the capital of the project to the cost Replacing its assets is called the tobin index, and if this percentage is less than one, the project is not competitive.

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b- Manufacturing cost:

The average manufacturing cost compared to the manufacturing cost of competitors represents a sufficient measure of competitiveness in a branch of activity with homogeneous production, unless the cost is doubled at the expense of the future profit of the project.

c-The total factor productivity:

The total factor productivity measures the efficiency in which a project transforms a group of production factors into products. It is possible to compare the total factor productivity or its growth for several projects at the local and international levels, and its growth can be traced either to technical changes and moving the cost function downward or to achieving economies of scale. This indicator is affected by the differences in prices based on marginal cost.

D- Share of the market:

It is possible for a project to be profitable and acquire a significant part of the internal market without being competitive at the international level. This happens when the local market is protected by obstacles towards international trade. National projects can also be profitable immediately, but they are unable to maintain competition towards trade liberalization or because of market conditions, so the project costs should be compared with the costs of international competitors, and when there is a state of equilibrium that maximizes benefits within a sector of activity with homogeneous production, the lower the marginal cost of the project compared to the costs of its competitors

The greater its share of the market, as a result of the decrease in total costs and its repercussions on the price level, the greater the profit of the project. (Wadih, 2003: 10)

The third topic

The third topic / measuring the relationship and influence between research variables

This topic aims to measure the relationship and the influence of the independent variable} strategic intelligence {on the dependent variable} competitive superiority {and in order to test the research hypotheses, a set of statistical methods were used, as well as employing the ready-made statistical program for social sciences} SPSSv21 {and the statistical methods used are :

Inferential analysis and hypothesis testing.

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A: Spearman Correlation Test: Correlations TEST (Spearman)

Table (1) Spearman's Test

			ABC	DEFG
Spearman's rho	ABC	Correlation Coefficient	1.000	.359*
		Sig. (2-tailed)	.	.011
	DEFG	Correlation Coefficient	.359*	1.000
		Sig. (2-tailed)	.011	.
		N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

The null hypothesis H0: There is no correlation between the two variables
The alternative hypothesis H1: There is a correlation between the two variables
It is clear from the above table regarding the correlation coefficient that there is a correlation at the Sig level of 0.01 which is less than 0.05, thus rejecting the null hypothesis and accepting the alternative hypothesis (that is, there is a correlation between the two variables) and its amount is 35%, which is a somewhat moderate positive correlation. As for the demographic variables, see Table (2) below:

Correlations

			sex	Age	Job title	Qualification	Years of service	competitive advantage
Spearman's rho	sex	Correlation Coefficient	1.000	-.088-	-.120-	-.256-*	.133	.022
		Sig. (1-tailed)	.	.271	.204	.036	.178	.439
		N	50	50	50	50	50	50
	age	Correlation Coefficient	-.088-	1.000	.400**	.166	.736**	-.219-
		Sig. (1-tailed)	.271	.	.002	.124	.000	.063
		N	50	50	50	50	50	50

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Job title	Correlation Coefficient	-.120-	.400**	1.000	.591**	.345**	.165
	Sig. (1-tailed)	.204	.002	.	.000	.007	.127
	N	50	50	50	50	50	50
qualification	Correlation Coefficient	-.256-*	.166	.591**	1.000	-.034-	.134
	Sig. (1-tailed)	.036	.124	.000	.	.407	.177
	N	50	50	50	50	50	50
Years of employment	Correlation Coefficient	.133	.736**	.345**	-.034-	1.000	-.092-
	Sig. (1-tailed)	.178	.000	.007	.407	.	.262
	N	50	50	50	50	50	50
competitive advantage	Correlation Coefficient	.022	-.219-	.165	.134	-.092-	1.000
	Sig. (1-tailed)	.439	.063	.127	.177	.262	.
	N	50	50	50	50	50	50

It is clear from the above table for measuring the correlation coefficient of demographic variables and it was found that there is no correlation at the significance level Sig 0.05 because all values are greater than 0.05 and thus the null hypothesis is accepted i.e. (there are no significant differences with statistical significance in the opinions of the sample members about the impact of strategic intelligence in achieving Competitive superiority according to the demographic variables of the study sample members (gender, age, job title, educational qualification, years of service) at the 0.05 level of significance.

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B: Regression Test

Table (3) Regression Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359[a]	.129	.111	.415

a. Predictors: (Constant), strategic intelligence

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.225	1	1.225	7.102	.010[b]
	Total	9.504	49			

a. Dependent Variable: Competitive superiority

b. Predictors: (Constant), strategic intelligence

Model		Unstandardized Coefficients		Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.773	.511		5.422	.000
	strategic intelligence		.158	.359	2.665	.010

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Dependent Variable: Competitive superiority

Source: Prepared by the researcher based on the statistical analysis program Spss.

We note from the above table related to the Regression Test of the first variable intelligence with the second variable competitive superiority and the calculated result (7.102), which is greater than the tabular F, which represents (1.96) at the degree of free and at the level of significance (0.05), i.e. with a confidence degree of 95 % This inc acceptance of the research hypothesis related to the first dimension (that is, the exis statistically significant relationship of 35% - R-) at the level of significance of Sig (0.000 less than 0.05 and this is evidence of acceptance of the research hypothesis

We note the level of (R2) is (0.129), meaning that approximately 13% of the changes tha the competitive differentiation are due to strategic savvy.

A: TEST: ONE SAMPLE TEST

Table (4) ONE SAMPLE TEST

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
strategic intelligence	50	3.21	.375	.053
Competitive superiority	50	4.13	.440	.062

Source: Prepared by the researcher based on the statistical analysis program Spss

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
strategic intelligence	3.942	49	.000	.209	.10	.32
Competitive superiority	18.099	49	.000	1.127	1.00	1.25

Source: Prepared by the researcher based on the statistical analysis program Spss

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We note from the above table related to the ONE SAMPLE TEST test for the first variable, strategic intelligence, with the second variable, competitive superiority. The calculated T result was (3.94), which is greater than the tabular T, which represents (1.96) at the degree of freedom of 49 and at the level of significance (0.05), i.e. with a degree of confidence. 95% and this indicates acceptance of the research hypothesis (that is, there is a statistically significant relationship) and the Sig level was (0.000) which is less than 0.05 and this is evidence of rejecting the null hypothesis and accepting the alternative research hypothesis.

The fourth topic

Conclusions and Recommendations

in this topic, the conclusions will be presented and then the proposed recommendations for the researched organization in particular and other similar organizations in general will be presented.

First: Conclusions: The most important conclusion reached by the researcher is:

There is a correlation and a statistically significant effect of strategic intelligence on competitive superiority at the 0.05 level of significance.

1- Conclusions related to strategic intelligence: for business.

A- The researched organization is greatly interested in the strategic intelligence variable as it represents an effective tool that contributes to developing performance through realistic reading of environmental developments and responding optimally to them according to the company's capabilities.

B - The researched organization is greatly interested in business intelligence, and this is evident by delegating authority to workers through their active participation in information and activities in order to reach positive results at work.

C- The organization under study focuses on competitive intelligence and its importance, and this is demonstrated through the continuous and growing emphasis and encouragement for workers to acquire experiences and information in order to achieve change in their behavior and the way they perform business.

D- The organization in question is largely concerned with knowledge management, and this is done through the flow of data and information in the form of facts between its functional divisions within the organizational structure.

2- Conclusions related to competitive advantage:

A- The organization under study is highly aware of the competitive advantage variable, and this appears through its focus on possessing

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competitive advantages and reaching performance levels that achieve the advantage.

B- The organization under study is interested in profit to a noticeable degree, and this appears through its focus on the present value of the profits of its subsidiary institutions and an attempt to reduce the total costs to the lowest level.

C- The organization in question realizes the importance of the manufacturing cost, and this is evident through its quest to reduce the drain on resources and the sustainable search for the best human competencies to achieve distinguished service for its customers.

D - The organization in question gives great importance to the dimension of total productivity of factors when providing services to customers, and this is done through the organization's desire and willingness to achieve sustainable growth annually in services and renewal in a manner that meets the most accurate details that the customer aspires to.

C- The organization under study is interested in the market share to a noticeable degree, and this appears through its focus on providing services that match what competitors have in order to achieve closing entry points and not allowing competitors to take possession of customers.

Second: Recommendations

1- Recommendations related to strategic intelligence:

A- Paying more attention to empowering workers and delegating them some powers and involving them in formulating strategies and the decision-making process related to their work, by selecting people who represent workers in communicating their proposals and problems realistically to the management of the institution.

b- The need to pay attention to the intensive collection and processing of updated information about customers in a way that contributes to developing the skills of employees and ensuring familiarity with all methods of the art of dealing with customers and the internal work environment.

C- Strengthening knowledge management systems for their effective role in exchanging information and guiding workers to carry out the tasks assigned to them, as well as obtaining feedback that helps in developing performance.

2- Recommendations related to competitive advantage:

A- The need for the management of the organization in question to focus more on innovation in the way of providing services to customers, such as using Internet sites to complete their customers' requests and direct communication electronically.

b- The management of the organization in question is interested in providing services in a way that contributes to enhancing the perceived value of the customer and working to improve the quality of service provided to him in accordance with international specifications and standards.

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C- The administration of the organization in question seeks to provide services that simulate the needs of customers and that are commensurate with their various requirements by creating a database to document their personal information.

D- Greater interest by the management of the organization in question in increasing relations and mutual interaction with customers, through training and developing the behavior of employees in providing information to customers about its most important services in a sustainable manner.

E- Focus by the management of the organization in question on providing additional services in a renewed manner in order to achieve superiority over competitors.

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