

THE IMPACT OF STRATEGIC INTELLIGENCE IN ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE THROUGH CORE CAPABILITIES

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Abstract

This study sought to try to reduce or destroy the main gap between three main variables: strategic intelligence, sustainable competitive advantage, and core capabilities by identifying the nature of the relationship that brings them together, based on the main idea that strategic intelligence is the main foundation for achieving sustainable competitive advantage, taking into account the special principles With the capabilities of strategic intelligence, and in order to achieve this, the opinions of a number of customers entering (unit and section managers) were surveyed for the Union Food Industries Company Ltd. in the province of Babil / Al-Medhiyah. Inclusion of the independent variable (strategic intelligence) five dimensions are (foresight, systems thinking, future vision, partnership, motivation), and the mediating variable (intrinsic capabilities included five dimensions are (strategic flexibility, empowerment, human capital, technological capabilities, organizational learning), and as for the dependent variable competitive advantage. It included four dimensions (distinguished efficiency, quality, creativity and innovation, response to the beneficiary audience) and the number of retrieved questionnaires was 100 with a rate of 100% of the retrieved questionnaires and they were analyzed by statistical programs (SPSS V. 23) and (Amos V. 23) and (Microsoft Excel 2010), The results of the statistical analysis showed that the three variables of the study had moderate proportions in the Union Food Industries Company Limited under study, and the results of the analysis showed that there is a positive and moral correlation between the variables under study, as well as an indirect effect with a significant significance of strategic intelligence on competitive advantage. Sustainable through intrinsic capabilities, so the study recommended, in light of the intellectual perspective, the need for managers to pay attention to intellectual human resources because of their importance in the success and brilliance of the company.

Keywords: Strategic intelligence, sustainable competitive advantage, core capabilities.

Introduction

The past two decades have witnessed radical shifts in how we do business, and the globalization of markets and production has resulted in the integration of markets and the establishment of many alliances at the local and international levels, and developments in information technology and other developments related to it to increasing the ability of these organizations to link their operations with sophisticated information networks, which led to minimizing the time of gathering information and enabling it to improve its processes, and all this requires strategies that lead to improving opportunities. And adapting to the threats that allow it the largest possible time for survival, through the use of strategic intelligence. Strategic intelligence consists of five sub-dimensions:

A - Foresight: It is the extent to which an individual or group is able to predict what will happen

in the future and adapt to environmental changes.

B - Systems thinking: It is the ability or skill to analyze the problem in a complex system and understand how parts of the system can influence each other to form a comprehensive vision aimed at achieving the success of the organization.

C - Future vision: It is the extent to which the organization has a clear view of its future so that it is able to face future challenges in light of the changes taking place in its environment.

W - Partnership: The extent to which the organization is able to establish strategic alliances with others, whether from the same industry sector or from another sector.

C - Motivation: It is the extent to which the organization's management is able to motivate employees and push them towards achieving its goals.

J. R. López (2020)[1] Strategic intelligence is viewed as an essential activity in business, science, or education or any field in which the use of data, information and knowledge is of high value vital to achieving their goals.

There are several studies dealing with strategic intelligence, including :

(Kirilov, 2019)[2] study aimed to explore the strategies that nonprofit leaders use to develop performance improvement plans based on strategic intelligence The results indicated that the developing and implementing intelligence-based strategic plans can help nonprofit leaders improve organizational performance. This study includes implications for positive social change and provides strategies for nonprofit leaders on how to guide their organizations through rapidly changing evidence, compete successfully, and maintain To deliver goods and services that have a strong impact on the public and the communities they serve.

(Masoud Ahmadi 2020)[3] study aimed to examine the relationship between strategy intelligence (SI) with organizational development (OD), and entrepreneurial behavior (EB) in government agencies in underdeveloped countries. Its results were that there is a positive, statistically significant relationship between strategic intelligence and organizational development.

Abdimomynova Almakul (2017)[4] study The aim of the study is to investigate the impact of managers' strategic intelligence on the effectiveness of teamwork and employee performance. As for the results of the study, the strategic intelligence of managers was effective in the effectiveness of teamwork and the performance of employees in the General Administration of Education.

The core capabilities related to customers and technology, and the operational and organizational capabilities play an important and effective role in improving job performance, developing new products and services, and opening new opportunities in the current market and new ones, improving the performance of the organization, and building a sustainable competitive advantage. Intrinsic capabilities consist of five sub-dimensions:

A - Strategic flexibility: is the organization's ability to face environmental changes, respond to unstable environments, and optimize the use of resources to adapt to circumstances and increase the organization's growth through the acquisition of new resources and increase its ability to generate competitive advantages.

b - Empowerment: is giving employees the responsibility and authority to take decisions on all

matters related to the products or services provided to the customer.

C - Human capital: It is everything that increases the productivity of workers and employees through the knowledge and technical skills (science, experience and technical skills) that they acquire, as it supports and enhances productivity, creativity and innovation processes, and better employment of workers, i.e. on the basis of creativity and innovation.

D - Technology capabilities: It is the responsibility of managers, executives and the board of directors. It consists of leading the process, organizational structures and processes that ensure technology in the organization to support the organization's strategies and objectives.

C - Organizational learning: is the organization's ability to manage its resources for a competitive response through the generation of ideas and knowledge, and this occurs through cooperation, participation and intervention to understand problems.

The Witcher 2020[5] defined core capabilities as special abilities that employees of the organization share and that give them the application of a competitive advantage.

There are several studies dealing with The core capabilities, including

Study Muhammad K. and etc.(2020)[6] The study aimed to identify the impact of choosing strategic goals and the intrinsic ability on creative behavior.

As for the results of the study, they indicated statistically significant differences between the averages of choosing strategic goals and objective abilities attributed to the variable of the age group and educational qualification, and there are no statistically significant differences in the creative behavior according to the gender variable .

Huang Jianji (2021)[7] This study aims to explore how Chinese multinational port companies (MNPEs) build their core capabilities.

The results of the study are innovation in business models and processes, use of technologies and access to strategic resources, developed a conceptual framework for the mechanism of building core capabilities (MBCC), which is the process of changing collective learning in the effective use of company resources in response to critical events, suggested three paths to building core capabilities, ie enhancing capabilities Intrinsic selection of sustainable processes and building a resource base.

Novita &Husna(2020)[8] defined sustainable competitiveness is the resources and capabilities that give the organization or economic unit an advantage over its competitors and lead to relatively high performance.

There are several studies, including

Almudena Eizaguirre, and etc.(2019)[9] The aim of the study is to determine the core capabilities of sustainability, taking into account three different geographical regions (Europe, Latin America and Central Asia), and the perspective from four different stakeholders (alumni, employers, students and academics).

The results of the study are to reveal the existence of a factor closely related to sustainability, which includes capabilities.

The concept of competitive advantage has emerged as one of the most important concepts in the modern management literature because of the challenges facing organizations and this concept occupied a prominent position in most of the relevant literature thinking and strategic

planning in the areas of strategic management and business economics. Sustainable competitive advantage consists of four sub-dimensions:

A - Distinguished competence: It is the resources and capabilities (financial, material, human, time) that distinguish the organization from its competitors.

B - Quality: is the satisfaction of customers with the products or services provided by the organization through the application of a set of standards and specifications in line with the requirements of the customer and the labor market.

C - Creativity / innovation: Creativity is a single intellectual process that combines knowledge and creative work, deals with reality and strives for the best. As for innovation, it refers to what is modern and new in the way the organization's products are managed, that is, every development that occurs in the types of products, management systems, production processes, strategies, The organizational structures adopted by the organization.

D - Responding to the public and the beneficiaries: It is the provision of products or services based on the needs of the beneficiaries, as this leads to the formation of good relations with the beneficiary, which leads to an increase in their confidence and consequently the formation of a long-term relationship with them, as well as clarifying the needs and desires of the beneficiaries more clearly.

There are several studies, including

Aluisius Hery Pratono, and etc. (2019)[10] This study aims to study the role of joint learning among organizations contributing to transforming the orientation of green entrepreneurship and the orientation of the market to improve sustainable competitive advantage.

The results of the study showed that there is a strong tendency that inter-organizational learning plays a pivotal role as a the intervening variable that operates by receiving input from the market and directing green projects, which plays the role of external construction. Hence, learning between larger organizations leads companies to achieve a greater sustainable competitive advantage.

Muhammad Haseeb, and etc.(2019)[11] The study aimed to study the roles of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance.

The results of the study were that social and technological challenges played a major role in promoting sustainable competitive advantage and sustainable business performance. Moreover, strategic alignment was a key factor in reversing the positive roles of social and technological factors in a sustainable competitive advantage.

Bambang Jatmiko, and etc. (2021)[12] The study aimed to achieve a sustainable competitive advantage by applying the SWOT analysis method.

As for the results of the study, Kulonprogo MSMEs should pay attention to seven aspects of business management to achieve a sustainable competitive advantage. The seven aspects are: 1) business strategy. 2) Human Resources. 3) Information technology. 4) products; 5) promotion; 6) Collaboration. and 7) Corporate Social Responsibility (CSR).

Daniel Quaye, Isaac Mensah (2019)[13] The study aimed to determine how small and medium-sized enterprises (SMEs) operate. The water, beverage, soap and detergent industries,

metalworking, woodworking and furniture industries can continue or improve its competitive advantage by integrating specific resources and capabilities.

As for the results of the study, the study found that product design, packaging innovations, merchandising innovations, and retailing innovations and pricing innovations provide a sustainable market advantage for water, beverages, detergents, and SMEs to manufacture metals.

Research Methodology:

The problem of the study:

In addition to the process of addressing it in the introduction, we note that organizations have begun to realize the importance of strategic intelligence and have begun to adapt their needs to this type of intelligence. Leadership and excellence to reach a position and a good sustainable competition. Strategic intelligence is the most important of these topics. It is one of the types of intelligence that characterizes a successful leader and provides them with high estimation skills to obtain data necessary for making strategic decisions. From what was explained above, the study problem can be formulated through the following questions:

- 1-Is there a relationship between strategic intelligence and sustainable competitive advantage?
- ? 2-Is there a relationship between strategic intelligence and core capabilities
- 3-Is there a relationship between core capabilities and sustainable competitive advantage?
- 4-Is there an effect between strategic intelligence and sustainable competitive advantage through the presence of core capabilities?

Study Objectives:

This study aims to achieve a basic objective, which is to verify the level of availability and nature of the impact and the relationship between strategic intelligence, sustainable competitive advantage and core capabilities. To achieve this goal, sub-goals were formulated as follows:

1-Diagnosing the level of awareness of the concept of strategic intelligence in the Union Food Industries Company Ltd. in the province of Babil / Al-Madhatiya under study and according to the views of the sample.

2-To verify the existence of an effect between strategic intelligence and sustainable competitive advantage by achieving the core capabilities of the Union Food Industries Company Ltd.

The importance of the study: The importance of the study is represented in two aspects, one of them is the theoretical importance and the other is the field importance, as shown in the following:

: Theoretical importance and includes the following 1-

A - The noticeable interest of scientists and researchers in the subject of strategic intelligence and as it is one of the main important topics in the field of helping managers to achieve a sustainable competitive advantage for the organization, the researcher was motivated in an attempt to know and build the relationship between strategic intelligence and core capabilities and their ability to achieve sustainable competitive advantage.

B - Clarifying the philosophy and requirements for applying strategic intelligence through studies that dealt with the subject.

C - Identifying the features and characteristics that depend on it for the purpose of achieving

sustainable competitive advantage.

:2-Field importance and includes the following

A - Highlighting the essential role of adopting both strategic intelligence and core capabilities in achieving sustainable competitive advantage in the Union Food Industries Company Ltd.

B - Clarifying and using the most important metrics adopted in previous studies, whether local, Arab or global, to measure strategic intelligence, core capabilities, and sustainable competitive advantage.

C - Providing a comprehensive framework to be a guide and guide for all productive organizations for the purpose of facilitating strategic decision-making in them and at the same time creating awareness and interest among strategic leaders to adopt the good effects it has on them.

Characteristics of the statistical study sample

Include: age, gender, educational attainment, current position, length of service

Methods of data and information collection:

Documents, records and reports of the company in question, personal interviews, questionnaires, honesty and reliability tests

Means of statistical analysis:

A set of statistical methods were used for the purpose of data analysis, and they were processed using the electronic calculator and the statistical package:

a. The tools of honesty and constancy, which are as follows :

1-Normal distribution test: to determine the moderation of the data in order to determine the appropriate analytical tools in hypothesis testing.

2. Confirmatory factor analysis: To confirm the structural validity of the standards and ensure their suitability to their theoretical premises.

3-Stability coefficient (Cronbach's alpha): To verify the stability and accuracy of scales in measuring variables in the field without complexity or overlap.

B. Descriptive statistical tools, which are as follows:

1-Arithmetic mean: to determine the level of the answer around the paragraphs and to know the level of the variables in the field.

2-Standard deviation: To find out the level of dispersion of the sample answers around the arithmetic mean.

3-Relative coefficient of variation: to determine the homogeneity of the sample answers.

4-Relative importance: to determine the severity of the answers and their level of relative importance in the field.

c. Analytical statistical tools, including the following:

1-Pearson correlation coefficient: It is used to determine the strength and type of relationship between two variables.

2-Structural Equation Modeling: It is used to measure the level of influence relationships between variables.

3-Path Analysis: It is used to determine the level of indirect influence between the research variables.

4-Sobel test: It is used to test the significance of the mediating variable and its feasibility in achieving the role of mediation.

The implementation of the above tools has been relied on some ready-made programs:

1-Software (SPSS V. 23)

)Program (Amos V. 23 2-

Software (Microsoft Excel 2010) 3-

Testing the main hypothesis: There is an indirect, significant effect of strategic intelligence on sustainable competitive advantage through core capabilities.

It is evident from the results that the standard regression paths and (R²) ratios for evaluating the direct and indirect relationship between variables, i.e., showing the interpretation of the direct effect between the independent variable (strategic intelligence) and the dependent variable (sustainable competitive advantage) and the indirect effect through the mediating variable (intrinsic capabilities) as It is clear from the results the values of the model matching indicators that were of high matching, as the root mean residual squares index (RMR) was (0.500). It is also clear from the results that there is a direct positive effect of strategic intelligence on the core capabilities, as the standard regression coefficient reached (0.81), and it was also clear that there was a direct effect of the core capabilities on the sustainable competitive advantage, as the standard regression coefficient amounted to (0.46), while it became clear that there was a direct effect of strategic intelligence In the sustainable competitive advantage, the standard regression coefficient was (0.42), and all of these effects were significant, because the critical ratio values (C.R.) shown in the table (1) amounting to (12.535, 4.412, 4.020), respectively, are significant values.

Table (1): The paths and parameters of testing the indirect impact of strategic intelligence on sustainable competitive advantage by averaging the core capabilities

Tracks			Standard gliding weights	Non- standard assessment t	standar d error	critica l ratio	Significanc e
core capabilitie s	<-- -	strategic intelligenc e	.807	.866	.069	12.535	***
sustainabl e competitiv e advantage	<-- -	strategic intelligenc e	.416	.462	.115	4.020	***
sustainabl e competitiv e advantage	<-- -	core capabilitie s	.456	.473	.107	4.412	***

Thus, we note that the value of the indirect influence is deduced through the two paths in which the mediating variable mediates the intrinsic capabilities between the independent variable strategic intelligence and the dependent variable sustainable competitive advantage. Thus, the indirect effect reached (0.368), and this is what appeared in Table (2) and thus it becomes clear that the direct total effect And the indirect has reached (0.784). It is also evident from Table (2) that the value of the interpretation coefficient (R²) of the sustainable competitive advantage has reached (0.69), which means that the changes that occur in the sustainable competitive advantage are due to the change in the value of strategic intelligence and core capabilities by (69%), while the remaining percentage the amount of (31%) is due to the influence of other variables not included in the study model.

Table (2)

Pathways direct and indirect influence of the hypothesis

Tracks	Direct effect,	indirect effect	overall effect	R ²
Strategic intelligence<--- sustainable competitive advantage	0.416	-	0.784	0.7
Strategic Intelligence<--- Core Capabilities<--- Sustainable Competitive Advantage		0.368		

To test the significance of the results of the indirect influence of the independent variable (strategic intelligence) on the dependent variable (sustainable competitive advantage) through the mediating variable (intrinsic capabilities), it was relied on the (Sobel) test, through which it was possible to ascertain the significance of the indirect influence entered by the variable. Mediator . The value of (Sobel Test) can be reached through a computer program that depends on the value of four basic parameters, as shown in the table(3):

Table (3): Results of (Sobel) test

form	input	test value Sobel	P-value
Strategic intelligence<--- sustainable competitive advantage	a = 0.708 b = 0.338 S_a = 0.070 S_b = 0.109	4.169	0

As it is clear from Table (3) that the (p-value) was a significant value and this confirms the significance of the results of the indirect impact test of strategic intelligence on sustainable competitive advantage through the mediating variable intrinsic capabilities. This confirms the partial mediation role played by the mediating variable, the core capabilities in the relationship between the independent variable, strategic intelligence, and the dependent variable, the sustainable competitive advantage at the level of the Union Food Industries Company, the study sample.

Conclusion:

The conclusions related to the cognitive (theoretical) aspect, including:

1- The scarcity of research that focused on studying and interpreting the relationship between the three variables of the current study (strategic intelligence, core capabilities, sustainable competitive advantage) in business organizations in general and in the research organization in particular.

2- Strategic intelligence represents one of the most important means that serve companies and business organizations, including production organizations, which seek to expand permanently and effectively. This is done through core capabilities that have an effective role in obtaining a sustainable competitive advantage.

Conclusions related to the practical aspect (field):

1- Each of the following dimensions (future vision, partnership, motivation) got moderate answers, thus confirming its importance for the study sample.

2- The indicators that were produced by the answers of the study sample in relation to the variable of intrinsic abilities achieved a moderate level of answers, where the arithmetic mean reached (3,373) and with a standard deviation (0.843), and this indicates the dispersion of the sample's answers from its arithmetic mean, while the achieved answers amounted to (67,450), and this indicates that the variable He was given a moderate importance score according to those answers.

3- The statistical indicators that were produced by the answers of the study sample in relation to the variable of sustainable competitive advantage achieved a high answer level, where the weighted arithmetic mean reached (3,550) and the value of standard deviation (0.831), and this indicates the dispersion of the sample's answers from its arithmetic mean, while it obtained a coefficient of difference (23,369%). This indicates that the variable obtained a high degree of importance according to those answers.

4- It is clear from the hypothesis test that there is an indirect, significant effect of strategic intelligence on sustainable competitive advantage through core capabilities, as it is clear that there is a direct positive effect of strategic intelligence on core capabilities, as the standard regression coefficient reached (0.81), as well as a direct effect of core capabilities in The sustainable competitive advantage and the standard regression coefficient was (0.46), while it was clear that there was a direct impact of strategic intelligence on the sustainable competitive advantage, and the standard regression was (0.42).

Recommendations:

1- Deepening the awareness of officials in the Union Food Industries Company Ltd. of the importance of the three study variables (strategic intelligence, core capabilities, and sustainable competitive advantage).

2- The knowledge of organizations that are looking for continuous excellence of the importance of relying on studies related to strategic intelligence as a topic with prospects and strategic and entrepreneurial directions.

3- Relying on academic expertise for the purpose of analyzing the relationship between

(strategic intelligence, core capabilities, sustainable competitive advantage).

4-Interest in providing an effective level of intellectual resources for society in general and the organization in particular.

5-Paying attention to administrative practices that achieve better integration of employees in order to achieve a sustainable competitive advantage.

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