



AL- Rafidain  
University College

PISSN: (1681-6870); EISSN: (2790-2293)

**Journal of AL-Rafidain  
University College for Sciences**

Available online at: <https://www.jrucs.iq>

**JRUCS**

Journal of AL-Rafidain  
University College  
for Sciences

## **The Impact of Strategic Intelligence on Achieving Sustainable Competitive Advantage in Iraqi Universities Field Study - University of Baghdad**

<b>Feryal M. Kareem</b> <a href="mailto:kareem@gmail.com">kareem@gmail.com</a>	<b>Hind K. Salman</b> <a href="mailto:hka036@live.aul.edu">hka036@live.aul.edu</a>
American University of Science and Technology College of Engineering, Mustansiriyah University, University, Baghdad, Iraq	Arts Sciences and Technology University in Lebanon Ministry of Education, Baghdad, Iraq
<b>Sura A. Abd</b> <a href="mailto:sab021@live.aul.edu.lb">sab021@live.aul.edu.lb</a>	
Arts Sciences and Technology University in Lebanon Ministry of migration & Displaced, Baghdad, Iraq	

### **Article Information**

#### **Article History:**

Received: April, 7, 2024

Accepted: June, 22, 2024

Available Online: 15, May, 2025

#### **Keywords:**

Strategic Intelligence, Sustainable Competitive Advantage, foresight, motivation, creativity, innovation

#### **Correspondence:**

Feryal M. Kareem

[kareem@gmail.com](mailto:kareem@gmail.com)

doi: <https://doi.org/10.55562/jrucs.v57i1.14>

### **Abstract**

*The study objective is to clarify the impact of strategic intelligence on achieving sustainable competitive advantage at the University of Baghdad. The descriptive analytical approach was used. Furthermore, a questionnaire was relied on as a tool for measuring and collecting data. The most important results are that administrators have a clear ability and great self-confidence to read and analyze the future and its changes, and respondents focus on external partnerships more than internal ones. The study's most important recommendations include the need for a special department specialized in foresight at the University of Baghdad that studies and analyzes the external market and competitors, determines the current competitiveness, and stimulates work motivation and achievement among university employees.*

### **1. Introduction**

Strategic intelligence refers to the ability to understand situations and seek to work realistically by the developments and circumstances that the institution or organization goes through. This process can be used to achieve the institution's goals and aspirations and to develop its strategies. To achieve its goals and reach its requirements, the organization must adopt modern and advanced strategic patterns and approaches and strive to be effective and efficient in the decision-making process, knowledge management, and the development of strategic management mechanisms that contribute to strategic orientation. With the rapid development and the increase of educational institutions number, the issue of competitiveness and competitive advantage has

become the main concern of these institutions' managements. Therefore, most leaderships have been searching for adopting and applying new management patterns at work to achieve competitiveness and raise their advantage. (Abu Nassar, 2022, p. 16)

### 1.1. Literature Review

Several previous studies discuss the study variables (strategic intelligence and sustainable competitive advantage), including:

- **Muntadher Kadhim Shamran Study, 2021: 'The impact of strategic intelligence on achieving competitive advantage - An analytical study of the opinions of a sample from the Karbala Governorate.**

This research clarifies the role of strategic intelligence in achieving competitive excellence. The sample consisted of health directorate employees in the provinces of Karbala and Babylon. A questionnaire 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 most important result of the statistical methods is that there is a significant impact of strategic intelligence on competitive excellence. The study recommended that since strategic intelligence and competitive excellence are very important, the directorate is required to take care of strategic intelligence for its role in enhancing competitive excellence.

- **Jawad and Matlak Study, 2022: "The relationship of strategic intelligence to sustainable competitive advantage".**

The main objective of the study is to reduce the main gap between strategic intelligence and sustainable competitive advantage by identifying the nature of the relationship that brings them together, based on the main idea that strategic intelligence is the main basis for achieving sustainable competitive advantage. A triangle questionnaire was used as a tool for collecting data, which was distributed to many customers. The results showed that there is a positive and moral correlation between the variables, as well as an indirect and significant effect of strategic intelligence on sustainable competitive advantage. Therefore, the study recommended that managers need to pay attention to intellectual human resources since they are important for the company's development.

- **Suhair Adel Hamed Study, 2023: "The Role of Strategic Sensitivity in Sustainable Competitive Advantage".**

This study aims to investigate the level of interest and implementation of strategic sensitivity in the General Company for the manufacture of cars and equipment and its various divisions and how it affects the achievement of sustainable competitive advantage. An analytical survey on the company workers was used to collect information and data. The most important result is that there is a positive correlation between strategic sensitivity and sustainable competitive advantage. The study recommended using strategic sensitivity inside organizations to improve their sustainable competitive advantage and overall performance.

- **Shahraki et al,2021: An Investigation of the Impacts of Strategic Intelligence on Improving Organizational Innovation**

The study seeks to identify the role of managers' strategic intelligence on the ability of organizational innovation in Signa for Insurance Company. The descriptive analytical approach was used, and a questionnaire for data collection. The most important result is that strategic intelligence and its determinants have a high role and impact on organizational innovation in the company.

- **Rateb Aref Al-Majali Study, 2020: "The Impact of Strategic Intelligence on Improving the Institutional Performance in Jordanian Public Universities through Organizational Learning as a Mediating Variable".**

The study tried to analyze the impact of strategic intelligence on enhancing and developing the institutional performance of Jordanian public universities using organizational learning as a mediating variable. The descriptive analytical approach was used. The study results show that there is a statistically significant impact of strategic intelligence on improving the level of institutional, performance through its dimensions (efficiency, effectiveness, and continuity).

- **Muhammed and Ishaq Study, 2020: "The Contribution of Strategic Intelligence to Competitive Advantage Sustainability for Cellular Telecommunications companies operating in Algeria - a Field Study".**

This study measures the ability of strategic intelligence to achieve sustainability for the competitive advantage of telecommunications companies operating in Algeria. The study sample consisted of 245 individuals from the management body of the company workers (Geeze, Eridu, Mobilis). The results showed a high impact and contribution of strategic intelligence on achieving sustainable competitive advantage. However, the study confirmed the importance and necessity of establishing an independent department in the study companies, which can fall under the so-called strategic intelligence.

- **Saudi and Dahan, 2020: "Strategic Intelligence and its Impact on the Strategic Diagnosis Process- A Case Study of Basra Mills and Wiso Foundation".**

Strategic intelligence is one of the most important systems that organizations seek to achieve and maintain their position in the competitive market, where information and knowledge are some of the most important resources that the organization is trying to reach. The main result of the study is that there is a positive impact between the variable of strategic intelligence and the process of strategic diagnosis. Unlike the dimension of partnership, the dimension of foresight is a primary factor in influencing the process of strategic diagnosis.

- **Alomian, Alsawalhah and Almarshad, 2019: The Impact of Strategic Intelligence on Achieving Competitive Advantage: Applied Study on the Pharmaceutical Companies Sector in Jordan.**

This study aimed to determine the impact of strategic intelligence on achieving competitive advantage in pharmaceutical companies in the Jordanian context. Its results have shown that there is a statistically significant relationship at the level ( $P \leq 0.05$ ) for strategic intelligence on achieving competitive advantage in the pharmaceutical companies' sector in Jordan. Finally, the study has made several recommendations, including developing strategic intelligence tools that constantly evaluate the strategic situation and monitor the markets.

The current study is different from others since it concentrates on certain variables that very few studies have addressed the same. Additionally, the variables' dimensions mentioned in this study are not similar to those in other studies.

## 1.2.Study Problem

Based on the exploratory study, and relying on the related previous studies, the research problem can be expressed by the following main question: What is the determinant role of strategic intelligence in achieving sustainable competitive advantage at the University of Baghdad? A set of sub-questions emerges from it:

- ✓ Is there any role for the strategic vision in achieving sustainable competitive advantage at the University of Baghdad?
- ✓ Is there any role for foresight in achieving sustainable competitive advantage at the University of Baghdad?
- ✓ Is there any role for motivation in achieving sustainable competitive advantage at the University of Baghdad?
- ✓ Is there any role for organized thinking in achieving sustainable competitive advantage at the University of Baghdad?
- ✓ Is there any role for partnership in achieving sustainable competitive advantage at the University of Baghdad?

## 1.3.Study Importance:

The study is important since it addresses an important topic, which is the role of strategic intelligence in achieving sustainable competitive advantage by focusing on the determinants of strategic intelligence and its important dimensions. However, the study results may contribute to activating the concept of this intelligence and focus on the study of its dimensions.

### 1.4. Study Rationale

There is a desire to study the topic, the possibility of contacting the selected research community and facilitating fieldwork, and a lack of related studies in Iraqi educational institutions.

### 1.5. Study Objectives

Showing the reality of the strategic intelligence application and its basic concepts and determinants; studying the reality of competitive advantage in Iraqi universities; clarifying the role of strategic intelligence in achieving sustainable competitive advantage; and reaching a set of useful recommendations for this topic.

## 2. Material and Methods

### 2.1. Study Hypotheses

The study starts from a set of main and sub-hypotheses that can be formulated as follows:

- ❖ Main hypothesis: There is no significant impact of strategic intelligence on achieving sustainable competitive advantage at the University of Baghdad. The following sub-hypotheses are derived from it:
  - ✓ First sub-hypothesis: There is no significant impact of the strategic vision on achieving sustainable competitive advantage at the University of Baghdad.
  - ✓ Second sub-hypothesis: There is no significant impact of foresight on achieving sustainable competitive advantage at the University of Baghdad.
  - ✓ Third sub-hypothesis: There is no significant impact of motivation on achieving sustainable competitive advantage at the University of Baghdad.
  - ✓ Fourth sub-hypothesis: There is no significant impact of systematic thinking on achieving sustainable competitive advantage at the University of Baghdad.
  - ✓ Fifth sub-hypothesis: There is no significant impact of the partnership on achieving sustainable competitive advantage at the University of Baghdad.

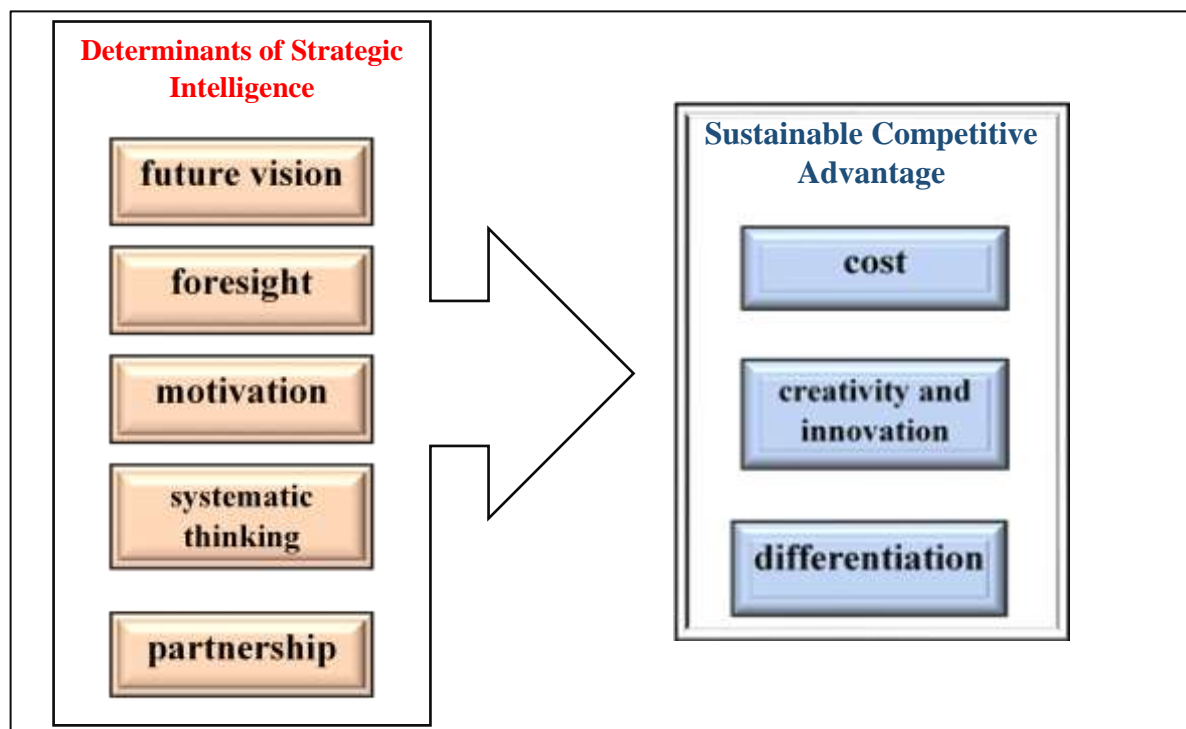


Figure (1): Study Paradigm

Source: prepared by researcher

### 2.2. Study Variables and Paradigm

- ✓ Independent variable: determinants of strategic intelligence (future vision, foresight, motivation, systematic thinking, partnership)

- ✓ Dependent variable: sustainable competitive advantage (cost, creativity and innovation, differentiation). Figure 1 shows the dimensions of study variables.

### 2.3. Study Methodology

The deductive approach was depended on as the study's general approach, and the descriptive analytical approach was used through reviewing the literature and previous studies to prepare the research's theoretical side and analyze the practical side results, while the statistical survey method was used to collect data through a questionnaire distributed to a sample of employees at the University of Baghdad. For the analysis of the variables' relationship, appropriate statistical techniques and methods were used, wherein information was entered into the SPSS program.

### 2.4. Study Community and Sample

The study community is represented by administrators at the University of Baghdad, and since the community is specific and heterogeneous, the stratified sample will be relied on in distributing the questionnaire.

The sample size will be determined according to the following law: (Asaad, 2022)

$$n1 = z^2 \cdot p \cdot q / d^2$$

$$n1 = (1.96)^2 \cdot (50\%) \cdot (50\%) / (0.05)^2 = 184$$

### 2.5. Research Limits

- **Spatial limits:** The Republic of Iraq is represented by the sample distributed to administrators at the University of Baghdad.
- **Time limits:** 2022-2023.

### 2.6. The definition of strategic intelligence and its importance

Strategic intelligence is defined as a type of individual intelligence who has the foresight to see future trends and organizational thinking and looks at things as a whole and not as a part. It is the future vision that expresses the individual's attitudes, motivation, and partnership that activates behavior and pushes them to make relationships to achieve common goals. (Saliha, 2021, p. 22).

**For the researcher, intelligence is the tool used efficiently in various organizations to have important data and information to satisfy all needs, solve problems and stay away from anyone that may occur later.** The importance of strategic intelligence is highlighted in the following:

- Managing risks that face the organization, as strategic intelligence helps the organization deal with future challenges and provides opportunities to enhance the organization's performance.
- This intelligence plays a main role in every field of management and the organization's decisions related to future plans.
- Strategic intelligence plays a role in building, managing, and growing the organization, enhancing teamwork, and preparing information. (Al-Habib et al., 2021, p. 60)
- Strategic intelligence is important in strategic planning and management and helps the organization maintain its competitive position in light of long-term future challenges.
- It has a major role in the process of supporting and enhancing the decision-making process.
- Being one of the main requirements of leaders, it develops and enhances leaders' characteristics. (Alhamadi, 2020, p. 5)

### 2.7. Strategic Intelligence Determinants

#### 2.7.1. Future Vision

Vision is the description of a better future image that an educational institution looks forward to and surpasses its current situation in one or more aspects of this image. The vision is a state of prediction that forms a certain image about future circumstances or events related to a particular framework or context (Asaad, 2020, p. 33). However, managers have three distinct tasks

in the formation and formulation of the future vision and make it a useful strategic preparation tool. These tasks are reaching a target message that clarifies the company's entity and position at present, using the content of the target message as a basis for determining a long-term path, and expressing it in simple words that increase commitment to it. (Zubair, 2021, p. 33)

### **2.7.2. Foresight**

Foresight is considered a prominent element for strategically leading educational institutions by helping them to predict opportunities and risks surrounding them, coordinate their mental abilities, and provide managers with strategic information and enable them to study the past and understand the present (Wahba et al., 2021, p. 22). The importance of foresight can be seen as follows:

- Coordinating leaders' mental abilities and providing them with vision.
- Providing administrators and planners with various future alternatives (Shaker et al., 2021, p. 18)

### **2.7.3. Motivation**

The motivation process is important and basic in organizations because it directs all employees' efforts in organizations according to a specific framework and a pre-prepared plan and also makes employees' motivations and desires compatible with the organization's endeavor and goals, as this ensures the highest and best-desired results to reach excellence and success (Nazir, 2022, p. 8). Motivation is the ability of strategically intelligent leaders to motivate employees and make them work hard, as well as raise their passion and enthusiasm in all fields, which helps the organization to advance and attain a competitive advantage among all organizations. (Sararati, 2022, 150)

### **2.7.4. Systematic Thinking**

Thinking systematically means the ability to completely formulate and synthesize all the disparate elements to understand their nature and the way they interact, and studying all parts to understand their relationship. However, this aims to focus on the way they interact with each other and then evaluate the results of whether they succeeded or failed in achieving the organization's goals. (N. irawati et al., 2021, p. 90)

### **2.7.5. Partnership**

Partnership means when the institution has internal and external relations based on mutual trust and measurement of risks and competencies. In general, an organization can make strategic alliances with other institutions. Thus, it is a process of cooperation and exchange of information between two or more organizations to build a successful business strategy for achieving the desired goals. (Roman, 2020, p. 73)

## **2.8. Difficulties of Strategic Intelligence**

1. Increasing information flow about the organization's surroundings increases the complexity and instability of its structures.
2. The difficulty of obtaining the information needed for growth.
3. The urgent need for communication, where the complexity of communication is due to the increase of information volume, which led to the complexity of communication networks and the delay of the right and appropriate decision-making process on time. (Abdulrahman et al., 2021, p. 6)

## **2.9. The definition of sustainable competitive advantage**

Sustainable competitive advantage is defined as a set of unique characteristics and advantages that make the organization more distinctive and have a higher position than the rest of its expected and current competitors. It helps the organization acquire many strengths and invest them so that all problems and weaknesses are fully addressed to develop all educational institution systems by applying new strategies that competitors cannot easily imitate in the long term (Rabiei, 2021, p. 54).

The sustainable competitive advantage represents a strong system that is unavailable to competitors. However, the main idea is to create the customer's real value efficiently and appropriately, since it is considered the means through which the organization can get into the markets to gain a highly competitive position. (Habib et al., 2021, p. 97)

## **2.10. The Importance of Sustainable Competitive Advantage**

- Improving the use of resources, which means achieving efficiency before the innovation process.
- The constant endeavor to achieve excellence of new resources and improve business by developing all methods of dealing with other organizations. (Ibrahim et al., 2022, p. 55)
- Sustainable competitive advantage is a key to the success and development of organizations in the future, as it is considered one of the strong indicators that contribute to raising the organization's profitability and enhancing its market share compared to its competitors.
- Sustainable competitive advantage seeks to achieve two forces: internal (capabilities, possibilities, and resources) and external (the organization's position in the market. It provides support to the organization so that it can face all environmental changes, invest in opportunities, and avoid all problems and threats. (Jameel, 2021, p. 83)

## **2.11. Dimensions of Sustainable Competitive Advantage**

### **2.11.1. Cost**

Cost is one of the important dimensions of educational institutions that compete directly and clearly on the price. So, the low cost becomes a primary goal in any process, as these institutions seek to deliver services at the lowest possible price to customers, whether internal or external. The more the organization can reduce its services' cost, the more customers there are, and this reduction does not affect its quality, which raises all profit margins. (S. Muathe et al., 2021, p. 44)

### **2.11.2. Creativity and Innovation**

It refers to the process of renewal and change, so it is the essence of sustainable competitive advantage. Innovation is defined as the organization's effectiveness in producing and generating several new ideas and methods that are unknown to help it deal with the variables that affect the internal work environment in a way that enhances all the organization's adaptive capabilities. (Isfenti et al., 2021, p. 253). Creativity and innovation focus on giving the organization a competitive position in the labor market, as the success of any organization is related to its ability to be creativity and innovative in providing new services and products. Therefore, creative organizations gain high profits. (Fernández et al., 2020, p. 69)

### **2.11.3. Differentiation**

Differentiation is an important dimension in the institution to build sustainable competitive advantage. Through differentiation, services and products are presented uniquely and existing or new competitors cannot imitate them. However, differentiation comes from innovative and creative individuals. Therefore, the organization should develop a distinctive design for its products and services, and these offers should be different from what other competitors offer. (Abdelaal, 2023, p. 77)

## **3. Discussions of Results**

### **3.1. Study Methodology and Procedures**

Questionnaire tool design: The questionnaire was relied on as a tool to measure and collect data. Depending on the previous studies, the variables with their dimensions were identified. Also, the Likert scale was used to determine the closed answers, where the respondent chooses one of the five existing choices. Accordingly, the average of each statement is calculated and compared with the category to which it belongs and the intensity corresponding to that category as divided and shown in the following table:

**Table (1): Likert Answer Scale**

Domain	Strength
1.8-1	very weak
2.60-1.81	Weak
3.40-2.61	Medium
4.20-3.41	Large
5-4.21	Very large

Source: prepared by the researcher based on (Assad, 2022)

Obviously, there are five types of severity, and the intensity within this classification means the question approval degree, so the higher the approval is, the higher the intensity is, and vice versa.

### 3.2. Descriptive Study

#### 3.2.1. The results of the analysis of the independent variable dimensions (strategic intelligence):

##### a) Foresight Results

The following table describes the foresight variable as follows:

**Table (2): Foresight Description**

No.	Expression	Mean	deviation	T	Intensity	Order
1	I have the ability of prediction which helps me develop a long-term strategy for the university.	4.11	0.622	19.32	High	1
2	I have the ability of predicting the problems that the university could face in the future.	3.52	0.538	21.67	High	4
3	Modern technology was depended on to predict the future in order to rationalize the decision-making process at the university.	4.03	0.533	26.34	High	2
4	I permanently analyze the internal and external environment and adjust the plans according to the circumstances.	3.56	0.867	17.76	High	3
<b>Total</b>		<b>3.80</b>	-	-	-	-

Source: prepared by the researcher based on SPSS program

The previous table shows that the arithmetic mean of the foresight is 3.80, and this indicates that the present strength is of high significance, and there is good neutrality and credibility in the answers since the calculated T is above the tabular one.

##### b) Results related to systems thinking

The following table refers to the results of systems thinking variable as follows:

**Table (3): Characterization of Systematic Thinking**

No.	Expression	Mean	deviation	T	Intensity	Order
1	The university is treated as a set of interconnected subsystems.	3.81	0.817	22.64	High	2
2	I link the variables and events surrounding the university.	2.81	0.886	29.37	Medium	4
3	I tend to analyze the problem's causes and solve it.	3.83	0.582	19.54	High	1
4	The university and its employees have the ability and skills to acquire knowledge.	3.37	0.937	23.57	High	3
<b>Total</b>		<b>3.45</b>	-	-	-	-

The arithmetic mean of systematic thinking is 3.45, which indicates a high intensity of answers, while answers are neutral and credible, due to the higher T-values calculated above than the tabular one.



### c) Future Vision Results

The results of the future vision variable are shown in Table (4):

**Table (4): Future Vision Description**

No.	Expression	Mean	deviation	T	intensity	order
1	My vision forms the cornerstone of my decision-making at university.	3.99	0.664	19.94	High	2
2	I feel that I have the ability to read the future in scientifically and objectively.	3.56	0.637	22.64	High	5
3	I have a clear, long-term vision that I seek to achieve at university.	3.93	0.492	29.73	High	3
4	I have the abilities and skills to put my vision into practice.	3.67	0.573	31.94	High	4
5	My vision reflects the strategic objectives that the university seeks to achieve.	3.99	0.849	19.94	High	1
Total		<b>3.82</b>	-	-	-	-

The intensity of the answers available for all expressions is high. The arithmetic mean of the future vision is 3.82, which indicates that the present intensity is high and expressive. The answers are also neutral, and the representation is credible, as the calculated T is above its tabular one.

### d) Motivation Results

This table includes the most important results of motivation:

**Table (5): Motivation Description**

No.	Expression	Mean	Deviation	T	intensity	order
1	I tend to follow an effective incentive system that motivates workers to do their best.	3.57	0.817	22.64	High	4
2	I can motivate employees to implement decisions and directives in the interest of the business.	4.02	0.889	37.61	High	1
3	I tend to share decisions with others.	3.74	1.102	44.61	High	3
4	I strive to provide a suitable work environment that helps employees improve their performance levels.	3.96	0.962	41.94	High	2
Total		<b>3.82</b>	-	-	-	-

The calculated averages of motivation indicate that the entire expressions have high intensity. On the other hand, the arithmetic mean of motivation is 3.82, which shows that the answers have a high intensity, and the needed neutrality is good, as well as the tool has acceptable credibility in representation, due to the higher calculated T values than the tabular one.

### e) Partnership Results

The most important results of the partnership can be seen in table 6. The calculated means of the partnership indicate that the whole expressions have a high intensity, as the arithmetic mean of the partnership is 3.86. This indicates that the present intensity is high and the responses to participation are neutral, and the questionnaire has good credibility because the calculated T is higher than the tabular one.

**Table (6): Partnership Description**

No.	Expression	Mean	deviation	T	Intensity	Order
1	I believe that forming partnerships and strategic alliances is an effective way to succeed.	3.56	1.112	13.64	High	4
2	I look at partnerships as a door to enter the foreign market.	4.13	1.210	21.29	High	1
3	I believe that alliances and partnerships can contribute to supporting and assisting it in crises.	3.69	0.867	16.67	High	3
4	Strategic alliances and partnerships are an effective way to strengthen the University's ability in a highly competitive environment.	4.08	0.991	17.69	High	2
<b>Total</b>		<b>3.86</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 3.2.2. The results of the analysis of the independent variable dimensions (sustainable competitive advantage)

#### a) Cost Results

The results of the cost analysis are presented in this table:

**Table (7): Results of Statistical Analysis of Cost statements**

No.	Expression	Arithmetic mean	Standard deviation	T Test	Degree of approval	Order
1	The university tries to reduce prices for all services, including the increase of customers' number.	3.88	1.04	15.08	High	2
2	The university contributes to the delivery of services and products at the lowest possible price to customers.	4.00	1.28	24.0 2	High	1
3	Cost reflects the quality of work, which increases all profit margins.	3.57	1.31	21.0 2	High	3
4	The organization aims to achieve a quick response for all customers	3.43	1.33	15.85	High	4
<b>Total</b>		<b>3.72</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

According to the previous table, we find that all means are of high intensity, as the arithmetic of cost is 3.72, which is of high and significant intensity. Moreover, the answers are acceptedly neutral and credible, because the calculated T is higher than the tabular one.

#### b) Creativity and Innovation Results

This table includes the most important results of creativity and innovation:

**Table (8): Results of Statistical Analysis of Creativity and Innovation statements**

No.	Expression	Arithmetic mean	Standard deviation	T Test	Degree of approval	Order
1	The university focuses on innovators and excellence and seeks their participation in planning and decision-making.	4.01	1.11	20.10	High	1
2	The university seeks to enhance tablets' creative abilities at all levels.	3.48	1.32	25.15	High	4
3	The university adopts the principle of reward and motivation to support innovative ideas.	3.66	1.34	19.53	High	3
4	The university is highly able to adapt to the external environment changes.	3.83	1.12	19.23	High	2
<b>Total</b>		<b>3.75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

According to Table (8), it is clear that the arithmetic mean of creativity and innovation is 3.75, which indicates the answers' strength of the questions. While the respondents' views are characterized by neutrality and credibility, due to the higher value of T calculated than the tabular one.

### c) Differentiation Results

The results of the differentiation analysis are presented in table (9) as follows:

**Table (9): Results of statistical analysis of differentiation statements**

No.	Expression	Arithmetic mean	Standard deviation	T Test	Degree of approval	Rank
1	The University pays great attention to its talented employees' new initiatives in various fields.	3.78	1.48	18.18	High	2
2	The university seeks to offer distinctive products and services from other competitors in the same field.	3.67	1.33	20.14	High	3
3	The university has a full conviction that having a high percentage of innovators will strengthen its competitive position in the market.	3.52	1.33	12.95	High	4
4	The university seeks to create new opportunities for distinguished students in all disciplines.	3.90	1.27	21.00	High	1
<b>Total</b>		<b>3.71</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

According to Table (9), it is clear that the arithmetic mean of differentiation is 3.71 and has a strong intensity, and the respondents' views are characterized by required neutrality and credibility in the representation of the sample, due to the higher calculated T value than the tabular one.

### 3.3. Hypothesis Testing

❖ **Main hypothesis:** There is no significant impact of strategic intelligence on achieving sustainable competitive advantage at the University of Baghdad.

The following table shows how strategic intelligence achieves sustainable competitive advantage:

**Table (10): Strategic Intelligence Model in Achieving Sustainable Competitive Advantage**

M	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.728 <sup>a</sup>	.530	.527	.32865

Table 11 shows the impact of strategic intelligence on achieving sustainable competitive advantage as follows:

**Table 11: The impact of strategic intelligence on achieving sustainable competitive advantage**

M	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	b	Std. Error	Bet		
	.672	.221		3.047	.003
Strategic Intelligence	.841	.059	.728	14.211	.000

The applied model is significant. On the one hand, the correlation value  $R = 0.728$  indicated that it was acceptable with a positive spread, while  $R^2 = 0.530$  indicated that 53% of the possible changes in achieving sustainable competitive advantage at the university were due to strategic intelligence, while 47% were due to a range of other outside causes. On the other hand, it was found that  $\text{Sig} = 0.000$  is less than  $\alpha = 0.05$ , and therefore the hypothesis is rejected and the alternative one is accepted, which states: There is a significant impact of strategic intelligence on achieving sustainable competitive advantage at the University of Baghdad.

- ❖ **First sub-hypothesis:** There is no significant impact of the strategic vision on achieving sustainable competitive advantage at the University of Baghdad.

The following table shows the Strategic Vision Model for Achieving Sustainable Competitive Advantage as follows:

**Table 12: Strategic Vision Model in Achieving Sustainable Competitive Advantage**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 <sup>a</sup>	.898	.897	.26327

The impact of strategic vision on achieving sustainable competitive advantage is interpreted in the following table:

**Table 13: The impact of strategic vision on achieving sustainable competitive advantage**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	.479	.067		7.167	.000
Strategic Vision	.882	.018	.948	49.430	.000

According to the values of the linear analysis model, the model is statistically significant. The R-value was 0.948, referring to a relationship with an excellent and clear spread, while the coefficient of determination  $R^2 = 0.898$  indicates that 89% of sustainable competitive advantage changes are due to the strategic vision, while the remaining 11% are due to various outside causes.

Since  $\text{sig}=0.000$  is below  $\alpha=0.05$ , the main hypothesis is rejected and the alternative is accepted, which states: There is a significant impact of the strategic vision on achieving sustainable competitive advantage at the University of Baghdad.

- ❖ **Second sub-hypothesis:** There is no significant impact of foresight on achieving sustainable competitive advantage at the University of Baghdad.

The following table shows the Foresight Model in Achieving Sustainable Competitive Advantage:

**Table 14: Foresight Model in Achieving Sustainable Competitive Advantage**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 <sup>a</sup>	.680	.679	.46611

The impact of foresight on achieving sustainable competitive advantage is shown in the following table:

**Table 15: The impact of foresight on achieving sustainable competitive advantage**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	.849	.120		7.061	.000
Foresight	.773	.032	.824	24.293	.000

The model is significant. In addition,  $R=0.824$  refers to an acceptable correlation with a clear positive spread, while  $R^2=0.680$  indicates that 68% of sustainable competitive advantage changes can be explained by foresight, whereas the remaining 32% is due to various outside causes.

On the other hand,  $P=0.000$  implies the rejection of the hypothesis and the acceptance of its alternative, which states: There is a significant impact of foresight on achieving sustainable competitive advantage at the University of Baghdad.

- ❖ **Third sub-hypothesis:** There is no significant impact of motivation on achieving sustainable competitive advantage at the University of Baghdad.

The following table shows the motivation model for achieving sustainable competitive advantage:

**Table 16: Motivation Model in Achieving Sustainable Competitive Advantage**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 <sup>a</sup>	.726	.725	.43122

The impact of motivation on achieving sustainable competitive advantage is presented in the following table:

**Table 17: The impact of motivation on achieving sustainable competitive advantage**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1.129	.098		11.527	.000
Motivation	.682	.025	.852	27.135	.000

There is the needed significance for representing the model. On the other hand,  $R=0.852$  indicates that there is a kind of good correlation with the positive spread at the same time, while  $R^2=0.726$  shows that 72% of sustainable competitive advantage's possible changes are mainly due to motivation. On the other hand, 28% of the explanation is due to several outside factors.

According to the value of  $\text{sig}=0.000$ , this hypothesis is rejected and the alternative one is accepted, which states: There is a significant impact of motivation on achieving sustainable competitive advantage at the University of Baghdad.

- ❖ **Fourth sub-hypothesis:** There is no significant impact of systematic thinking on achieving sustainable competitive advantage at the University of Baghdad.

The following table shows the systematic thinking model for achieving sustainable competitive advantage:

**Table 18: Systematic Thinking Model in Achieving a Sustainable Competitive Advantage**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 <sup>a</sup>	.735	.734	.42377

The impact of systematic thinking on achieving sustainable competitive advantage is presented in the table (19):

**Table 19: The impact of systematic thinking on achieving sustainable competitive advantage**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1.154	.095		12.172	.000
Systematic Thinking	.715	.026	.858	27.790	.000

The applied model has good significance, while  $R=0.858$  shows an acceptable correlation and positive spread at the same time. On the other hand,  $R^2=0.735$  shows that 73% of the sustainable competitive advantage changes can be explained by systematic thinking, while the remaining 27% are due to several outside causes. In addition,  $\text{sig}=0.000$  implies the rejection of this hypothesis and the acceptance of the alternative one, which states: There is a significant impact of systematic thinking on achieving sustainable competitive advantage at the University of Baghdad.

- ❖ **Fifth sub-hypothesis:** There is no significant impact of partnership in achieving sustainable competitive advantage at the University of Baghdad.

The following table shows the Partnership model for achieving sustainable competitive advantage:

**Table 20: Partnership Model in Achieving Sustainable Competitive Advantage**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.776	.775	.39024

The impact of the partnership on achieving a sustainable competitive advantage is presented in

table (21):

**Table 21: The Impact of partnership on achieving sustainable competitive advantage**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1.165	.085		13.733	.000
Partnership	.705	.023	.881	30.993	.000

The model has a significant representation, and  $R=0.881$  refers to a very good correlation and a positive spread. On the other hand,  $R^2=0.776$  indicates that 77% of the sustainable competitive advantage changes can be explained by partnership, while 23% are due to several other causes.

On the other hand,  $P=0.000$  implies rejecting the hypothesis and accordingly accepting the alternative one, which states: There is a significant impact of the partnership on achieving sustainable competitive advantage at the University of Baghdad.

#### 4. Findings and Conclusion

##### ➤ Findings

1. There are good abilities in studying and analyzing potential risks facing the business, in addition to predicting and identifying most of them.
2. Respondents focus clearly on using available technologies and optimally exploiting them in predicting the work future and linking them to the appropriate decision-making process.
3. There is an interest in and focus on studying and analyzing each problem accurately and objectively, identifying its various causes, and then finding appropriate solutions according to the current reality.
4. Administrators have a clear ability and great self-confidence to read and analyze the future and its changes, relying on modern objective scientific foundations with remarkable results.
5. Administrators pay special attention to the analysis process and its methods
6. There is an interest in the motivation process to make its effect in pushing employees to do their best and efficiently and optimally carry out their tasks.
7. Respondents focus more on external partnerships than internal ones, and they represent them as an opportunity to attract students and enter foreign markets.
8. The university strives to provide high-value services to its customers, as it strives to achieve an ideal balance between the quality of services and the appropriate low prices.
9. The university's goal is to enhance creative awareness among members in all departments and fields, and this requires educating individuals about the importance of creativity in different aspects of work.
10. Special attention is paid to the motivation process to be carried out efficiently.
11. The university aims to provide exceptional and distinctive services to distinguish it from its competitors in the market and give it a priority. So, it tries to develop a competitive superiority by innovating and providing unique services that exceed and satisfy customer expectations.
12. There is a significant impact of strategic intelligence on achieving sustainable competitive advantage at the University of Baghdad.

##### ➤ Conclusion

Organizations focus on the use and application of modern administrative concepts nowadays because of their great importance in improving work performance and reality. The most important of these modern concepts is probably strategic intelligence, which includes many important components that lead to positive effects at work. Many previous studies and references have confirmed the existence of a clear and important role for strategic intelligence in achieving sustainable competitive advantage in organizations in general and universities in particular, and the current study comes to confirm this important role at the University of Baghdad.



## References

- [1] Abdel Aal, Abdel Aal, (2023), "Measuring the Impact of Strategic Intelligence on Strengthening Sustainable Competitive Advantage in Commercial Banks in Egypt - A Field Study", Scientific Journal of Financial and Commercial Studies and Research, Vol. (4), Issue (1), Part (3), p. 77.
- [2] Abu Nassar, Walid, (2022), "The Impact of Strategic Intelligence on the Maintenance of Human Resources in NGOs in the Southern Palestinian Governorates", Master's Thesis in Jerusalem – Palestine, p. 16.
- [3] Abderrahman et al., (2021), The Role of Strategic Intelligence in Improving Outstanding Performance, Master's Thesis, Ahmed Derayah University of Adrar, Algeria, Faculty of Economic, Commercial and Management Sciences, pp.5-6.
- [4] Al-Habib et al., (2021), "The Impact of Strategic Intelligence Dimensions on Employee Performance – A Field Study in the Ministry of Human Resources and Social Development in Qassim Region", Arab Journal for Scientific Publishing, No. 35, p.97.
- [5] Al-Habib, R. and Al-Sultan, M., (2021), "The Impact of Strategic Intelligence Dimensions on Employee Performance – A Field Study in the Ministry of Human Resources and Social Development in Qassim Region, Master's Thesis, Arab Journal for Scientific Publishing, Issue Thirty-Five, Saudi Arabia, p. 60.
- [6] Alhamadi, Mohamed Sulaiman (2020). Impact of Strategic Intelligence on the Sustainable Competitive Advantage of Industries Qatar Global. Journal of Management and Business Research: Administration and Management. 20(2), P.5
- [7] Al-Majali, Rateb Aref, 2020: "The Impact of Strategic Intelligence on improving of the Institutional Performance in Jordanian Public Universities through Organizational Learning as an Mediating Variable", Mutah University, postgraduate studies college, Jordan, p. 1-225.
- [8] Alomian, Nayef Rage; Alsawalhah, Ayyoub Ahmad and Mohammad Nasser Almarshad, 2019, The Impact of Strategic Intelligence on Achieving Competitive Advantage: Applied Study on the Pharmaceutical Companies Sector in Jordan. International Journal of Business and Social Science Vol. 10 • No. 4 • April 2019 doi:10.30845/ijbss.v10n4p8.
- [9] Asaad, Bassel Anwar, Hassan, Rania Mohsen, Minla, Abdaljalil, Muhammad, Lama, (2022), Entrepreneurship Impact in Improving Competitive Advantage in the Health Services Sector" in World Academics Journal of Management, Volume10, Issue-3, p. 88.
- [10] Asaad, Bassel, (2020), The importance of using artificial intelligence models in economic forecasting during a crisis period (Using the NARX model to predict demand for hospital health services), World Academics Journal of Management, Volume8, Issue3, p. 33.
- [11] Hamed, Suhair Adel, 2023, The Role Of Strategic Sensitivity In Sustainable Competitive Advantage, Intern. Journal of Profess. Bus. Review. |Miami, v. 8 | n. 7 | p. 01-25 | e02437 | 2023.
- [12] Ibrahim, Doaa, Al-Shammari, Nahla, Al-Tamimi, Amal, (2022), "The Impact of Applying Computerized Information Systems in Achieving Sustainable Competitive Advantage", Al-Riyada Journal for Finance and Business - Volume (3), Issue (4), p. 55.
- [13] Jameel, Shafan, (2021), "Patterns of Strategic Alliances and their Role in Achieving Sustainable Competitive Advantage: An Exploratory Study of the Opinions of a Sample of Managers in a Number of Companies and Travel and Tourism Offices in the City of Duhok", University of Duhok Journal, Vol. (24), Issue (2), Humanities and Social Sciences, p. 83.
- [14] Jawad, Rehab Hussein and Matlak, Karar Adel, the relationship of strategic intelligence o sustainable competitive advantage, magazine of college Administration & Economics for economic & administration & financial studies 2022, Volume 14, Issue 3, Pages 202-226.
- [15] Manuel Antonio Fernández- VillacañasMarín, (2020), "Strategic Intelligence Management and Decision Process: An Integrated Approach in an Exponential Digital Change Environment", University Foundation San Pablo CEU , P69.
- [16] Muhamed, Falak and Ishaq, Khurashi Study, 2020: "the Contribution of Strategic Intelligence to Competitive Advantage Sustainability for cellular telecommunications companies operating in Algeria - a field study", Hassiba Ben Bouali University

- [17]Nazir, Roy, (2022), The Impact of Strategic Intelligence on the Quality of Higher Education: A Case Study of the University of Adrar, Master's Thesis, Ahmed Derayah University Adrar, Faculty of Economic, Commercial and Management Sciences, pp.8-7.
- [18]N. irawati & ells, (2021), The Impact of strategic intelligence on entrepreneurial behavior and organizational development, vol 202, nol 3, 3rd, advances in economics, business and management research, international conference on business and management of technology (ICONBT 2021), salt - Jordan, published by Atlantis press international b.v., p. 90.
- [19]Rabiei, El Hashimi, (2021), The Role of Strategic Intelligence in Improving the Outstanding Performance of Business Organizations, PhD Thesis, Ahmed Derayah University Adrar, Algeria, pp. 38-54.
- [20]Roman, toulama (2020) "The relationship between the application of the dimensions of strategic intelligence and its impact on organizational performance, p. 73.
- [21]Saliha, Kaddour, (2021), The Contribution of Strategic Intelligence to the Sustainability of the Competitive Advantage of Small and Medium Enterprises, Master's Thesis, Faculty of Economic, Commercial and Facilitation Sciences, University of May 8, 1945, p.22.
- [22]Saratati et al., (2022), Strategic intelligence and its relationship to academic advancement among graduate students, Babylon University Journal for Humanities, Vol. 30, No. 11, p. 150.
- [23]Sedalia, Isfenti et all, ( 2021). The impact of strategic intelligence on enter preneurial Behavior and organizational development ,3rd international conference on Business and Management Research, Atlantis press, volume 202, p 253.
- [24]Shahraki, A. M., ANSARI, M., & Keivani, S., (2020), An Investigation of the Impacts of Strategic Intelligence on Improving Organizational Innovation. International Journal of Psychosocial Rehabilitation, 24(04), p 10951.
- [25]Shaker, Shatha, Ibrahim, Khaled, (2021), "The Role of Total Quality Management in Achieving Sustainable Competitive Advantage: An Exploratory Study of the Opinions of a Sample of Employees of the Directorate of Preparation and Training", Journal of Business Economics, Issue (1), p. 18.
- [26]Shamran, Muntadher Kadhim, 2021, Karbala University - College of Tourism Sciences, The impact of strategic intelligence on achieving competitive advantage An analytical study of the opinions of a sample from the Karbala Governorate Health Department, New Period 4, No 32, 2021, P 507-523.
- [27]S. Muathe & ells, (2021), Strategic Intelligence and Firm Performance: An Analysis of the Mediating Role of Dynamic Capabilities from Commercial Banks in Kenya, Vol: 9, No:1, DOI: 10, Science and Education Publishing, San Francisco, California, Journal of Business and Management Sciences, p. 44.
- [28]Saudi, Iman and Dahan, Muhammed, 2020, Strategic Intelligence and its Impact on the Strategic Diagnosis Process- A Case Study of Basra Mills and Wisso Foundation, social and human sciences review, volume 21, No. 1, p. 591-622.
- [29]Wahba, Mohamed, Abdel Salam, Iman, (2021), "The Impact of Strategic Intelligence on Improving the Organizational Performance of Educational Institutions - A Field Study on the Arab Academy for Science, Technology and Maritime Transport", Vol. (12), No. (4), pp. 22-25.
- [30]Zubair, Alawiyeh, (2021), "The Impact of Vigilance and Strategic Intelligence on Creating Competitive Advantage for Arab Institutions, An Applied Study on a Sample of the Sudanese Employers' Union", International Journal of Economics and Business, 10(2), p. 33.



AL- Rafidain  
University College

PISSN: (1681-6870); EISSN: (2790-2293)

مجلة كلية الرافدين الجامعة للعلوم

Available online at: <https://www.jrucs.iq>

JRUCS

Journal of AL-Rafidain  
University College  
for Sciences

## أثر الذكاء الاستراتيجي في تحقيق الميزة التنافسية المستدامة في الجامعات العراقية دراسة ميدانية – جامعة بغداد

هند كاظم سلمان <a href="mailto:hka036@live.aul.edu">hka036@live.aul.edu</a>	فريال محمد كريم <a href="mailto:kareem@gmail.com">kareem@gmail.com</a>
جامعة الآداب والعلوم والتكنولوجيا في لبنان وزارة التربية، بغداد، العراق	الجامعة الأمريكية للعلوم والتكنولوجيا كلية الهندسة، الجامعة المستنصرية، بغداد، العراق
سرى عبد الإله عبد <a href="mailto:sab021@live.aul.edu.lb">sab021@live.aul.edu.lb</a>	
جامعة الآداب والعلوم والتكنولوجيا في لبنان، وزارة الهجرة والمهجرين، بغداد، العراق	

### معلومات البحث

#### تواريخ البحث:

تاريخ تقديم البحث: 7/4/2024  
تاريخ قبول البحث: 22/6/2024  
تاريخ رفع البحث على الموقع: 15/5/2025

#### الكلمات المفتاحية:

الذكاء الاستراتيجي، الميزة التنافسية المستدامة،  
الاستشراف، التحفيز، الإبداع، الابتكار

#### للمراسلة:

فريال محمد كريم

[kareem@gmail.com](mailto:kareem@gmail.com)

### المستخلص

هدفت الدراسة الى توضيح اثر الذكاء الاستراتيجي في تحقيق الميزة التنافسية المستدامة في جامعة بغداد. تم استخدام المنهج التحليلي الوصفي. علاوة على ذلك، اعتمد على استبيان كأداة لقياس البيانات وجمعها. ومن أهم النتائج التي توصلت إليها الدراسة أن الإداريين لديهم قدرة واضحة وثقة كبيرة بالنفس على قراءة وتحليل المستقبل وتغييراته، ويركز المستجيبون على الشراكات الخارجية أكثر من الشراكات الداخلية. وتوصي الدراسة بجملة من التوصيات أهمها الحاجة الى قسم خاص مختص بالاستشراف في جامعة بغداد يقوم بدراسة وتحليل السوق الخارجي والمنافسين وتحديد التنافسية الحالية إضافة الى تحفيز دافعية العمل وإنجازه لدى موظفي الجامعة.

doi: <https://doi.org/10.55562/jrucs.v57i1.14>