

Strategic Marketing: The Importance of Competitive Intelligence in the Decision-Making Process for Strategic Marketing

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Abstract

Corporations' underlying principles have altered dramatically as a result of advances and threats over the previous two decades. Internal and external pressures on businesses have made it necessary for them to keep a careful eye on their surroundings, either to maintain competitiveness or to learn more about potential threats and opportunities. This study aims to determine if and how competitive intelligence might benefit small and medium-sized enterprise (SME) owners in the Kurdistan region of Iraq. Researchers evaluated the direct influence of competitive intelligence on strategic marketing decisions made by SMEs by focusing on five different types of intelligence: market intelligence, competitor intelligence, customer intelligence, partnership intelligence, and technical intelligence. The researchers also used the embeddedness of competitive intelligence as a moderator to assess the effect of competitive intelligence on marketing strategies. The research team used hierarchical multiple regression and the Sobel test to analyze the impact of competition information on the marketing strategies of SMEs in the Kurdistan region of Iraq. Nonetheless, the study quantified the direct influence on strategic marketing decisions made by SMEs by employing five distinct categories of competitive intelligence (market intelligence, competitor intelligence, customer intelligence, partner intelligence, and technical intelligence). Additionally, researchers used competitive intelligence as a mediator to evaluate the impact of competitive intelligence on strategic marketing choices. The study found that in all areas of competitive intelligence (market intelligence, competitor intelligence, customer intelligence, partner intelligence, and technical intelligence), competitive intelligence has a direct and ingrained effect on the strategic marketing decisions made by small and medium-sized businesses.

Keywords— Marketing, Market Intelligence, Decision Making.

I. INTRODUCTION

Information that can be used to plan and carry out a company's operations "Intelligence required for the formation of national and theater-level strategy, policy, and military plans and operations" is a definition of strategic intelligence. What the government refers to as a "national strategy" is an example of the kind of policy for which strategic intelligence is gathered and deployed. A policy is the thinking behind a plan, but it is not the plan itself (Ranjan and Foropon, 2021). An

effective strategy facilitates goal achievement by providing guidance on how to accommodate and/or coordinate a wide range of factors, many of which are outside the control of a single planner. Strategic intelligence provides this kind of in-depth understanding while dealing with foreign governments (Sadeghiani et al., 2022). Without the insights of deep expertise—dependent on a full understanding of obstacles and rewards, enemies and allies in a foreign field—a policy is nothing more than an abstract notion,

customer segments, and rapid technical advancements (Faeq et al., 2022). Due to these heightened uncertainties, the capacity to respond to market conditions and accurately gauge market conditions has become increasingly important for maintaining a competitive edge (Ncube & Ndlovu, 2022). As a result of the availability of data, the company's marketing managers can thrive in this setting (Ram & Zhang, 2021). An increasing proportion of today's labor is intellectual in nature and information-intensive as a means of gaining insights into the present unpredictable environment. Marketing managers need quick access to the ever-increasing volumes of information held in the organization's data warehouses so that they can perform the planning, coordination, control, and decision-making tasks that rely on this data (Anwar, 2017).

II. THEORETICAL BACKGROUND

Strategy Intelligence

As a result of modernity, academics and researchers began to acknowledge the significance of strategic intelligence. As a result of modernity, a variety of authors, researchers, and academics began to develop their own unique perspectives on the characteristics of strategic intelligence. Additionally, academics and researchers began to acknowledge the significance of strategic intelligence (Faeq et al., 2022). Strategic intelligence, according to a comparative study of its dimensions and the various aspects that were focused on, is a job that deals with the market environment and demand, corporate identity and get sources, environmental variables, and social and technological forecasting in order to achieve long-term and efficient results (Anwar, 2016). In addition to this, it intelligently categorizes leaders who have a prospective outlook (prospective, reflection, organization, collaboration, and motivational ability). Because of the framework and strategy, they are able to successfully recruit articles that result in intellectual and business resolutions (Jeong et al., 2021).

According to Anwar & Surarchith (2015) definition, "strategic intelligence" is the informational system through which an organization listens to the situation in order to decide on the measures and activities that are necessary to attain its objectives. Using the study of Faeq (2022), which effectively characterized the elements of leadership (prospective, systematic thinking, vision, partnership, and the ability to motivate employees),

Stages of Development of Strategic Intelligence

The adaptability of this type of intelligence was largely responsible for the rough outline of this theme (adopted by a variety of countries and government institutions, as well as public and private organizations, corporations, and individuals). She now lives in organizations that are facing new challenges and threats (new mechanisms and strategic approaches to anticipate and prepare for crises before they occur), turning the activity of these organizations to proactive rather than reactive activity. Since she lived through the last decade of the twentieth century and witnessed the increase in intelligence requirements and potential, she now lives in organizations that are facing new challenges and threats. (Li et al., 2019), one of the most famous military strategists in the world, was the first person to hire strategic intelligence for use in military operations in the fourth century BC. He did so "so that a wise commander under military dominance could do things beyond the ability of the ordinary leaders' former knowledge, beyond the knowledge outputs of wits, while highlighting their importance" (Sadq et al., 2020).

According to Dinu et al. (2022), this type of intelligence is a field of activity that has a rich history but lacks a clear definition and agreement on how it should be classified. This is not meant to be taken as an attack on the work that many of its practitioners have done; rather, the following points to the fact that, despite the length and breadth of historical practice, there is still more work to be done to explore the boundaries of and opportunities for this type of intelligence. The Central Intelligence Agency (CIA) was the first to use this type of intelligence in the implementation of arms control agreements, as well as in supplying political decision makers and policy formulation. Agency intelligence cycles in the process of information acquisition and transfer, as well as strategic intelligence evaluation, have expanded opportunities for strategic intelligence. (Sadq et al., 2021) to the Central Intelligence Agency (CIA), which pioneered the use of this type of intelligence in the implementation of arms control treaties (Anwar & Ghafoor, 2017). Many organizations in Europe and North America began to recognize the value of this mode of intelligence and included several metrics on its evolution (Koseoglu et al., 2020). As a result, many organizations began to establish strategic intelligence units within their organizations in order to provide policymakers with insight and academic training programs on smart style intelligence. These institutions started developing strategic intelligence units within their organizations to provide insight to

policymakers and academic training programs. A great number of businesses are also working on the development of strategic intelligence, which is produced by a community of industry professionals who offer senior management the fundamental insight that serves as the basis for decisions regarding matters such as chairperson integration with other organizations and the development of new products (Anwar & Ghafoor, 2017).

Marketing Decisions

In circumstances in which markets are going through significant development in a variety of different ways, the process of making decisions can be difficult. When it comes to the items, there is the possibility of new products as well as the withdrawal of other products and the emergence of new products, in addition to an increase in the number of sellers or suppliers and other factors that play a role in the decision. The difficulty of this definition of timing marketing decisions stems from the fact that it is more nuanced than any other decision that the administration has ever made, and the scope of this return to a sentence of explanations is largely dependent on the presence of variables. Consequently, this definition of timing marketing decisions cannot be simplified (Faeq, 2022).

The difficulty in calculating relationships between different factors, which are prone to shifting and switching over different time spans, is typically restricted to the dispersion of different sources of data and knowledge, which frequently feature a high degree of risk and information for decision making (Anwar, 2017). It is important to keep in mind that determining relationships between variables and producing positive results is an expensive process. In addition, it is possible to forecast the behavior of external variables even when their magnitude levels are high. This is due to the fact that the majority of categories within a single project cannot be predicted. Production cannot be finished without the planned revenue numbers, the production table, or even the ability to make judgments unless they are provided by the marketing department's sales data. The Finance Department will not be able to finish the budget, and neither will the Production Department (Faeq et al., 2021). There is a fact that needs to be admitted, and that fact is that all administrative chores for each initiative that are accountable for adhering to the lower melisma, or marketing operation, are bilaterally liable for the reduction and access setup. This reality must be accepted. Perhaps the problem with the way marketing decisions are made in practice is that they are rarely made in isolation from the opinions of

others (Niu et al., 2021). Those specifics about this consumer will be discussed in more depth below. Dodd is, on the one hand, a marketing decision maker, and, on the other, marketing decision makers are coming to the conclusion that Another difficulty is that it is not possible or easy to obtain the necessary data and information, particularly if doing so comes at a great cost in terms of both time and money. This is a problem because it is a problem (Anwar & Climis, 2017). The selection of pertinent data and content information is extremely important in order to ensure that the end result will be favorable to the majority of parties rather than making teaser decisions in relation to the customer and how to fulfill his wants and wishes, despite the fact that the decision will take into consideration antitrust authorities, stock and bond investors, and other factors (Sadq et al., 2020).

The Concept of Strategic Decisions

Many of the numerous concepts may be understood without difficulty as a result of the various entrances that were taken in order to investigate the strategic option made by the book department, and the researchers agree with many authors, including Yang et al. (2022). Using market portals and the concept of strategic judgment, also known as strategic decisions, as decisions dealing with its scope as well as unpredictability and multidimensionality, Important choices to be made in areas having to do with the expansion and development of the organization will lead to a selection of strategic alternatives that reflect the most effective way to work toward the organization's objectives (Anwar & Louis, 2017).

According to Faraj et al. (2021), strategic decisions are those that take into account internal and external challenges and opportunities in order to support long-term developments. This indicates that strategic decisions that influence the organization entirely and have an effect that extends far and wide are considered to be strategic decisions (KM et al., 2021). The strategic choice has a broad impact on all activities of the organization, not just one component; it has a long-term rather than a short-term effect; and it is the president's attempt to fulfill the company's primary objectives, which have a long-term rather than a short-term effect (Borges et al. 2020). and responds (Faraj et al., 2021) with Mintzberg in a way that is understood when it comes to strategic decisions that effect the organization's future in depth by ensuring certain capacities to respond to environmental needs (Bag et al., 2021). Either (Drucker) is a description of the policy option that the administration ought to make in order to

attain the organization's goals in a competitive environment that is dependent on the actions of other people (Faeq, 2022). And, as Schönborn et al. (2019) point out, strategic decisions are exceptional special resolutions that entail long-term responsibilities and long commitments, in addition to a high degree of significance; hence, any mistake can subject the organization to various hazards. Although it is dependent on the introduction of strategic research into cases, the envisions (Faeq et al., 2022) a strategic choice situation developing between the organization's internal and external threats' strengths and vulnerabilities. This situation is related to strategic decision-making.

According to Gillner (2021), it was stated that a resolution dealing with long-term variables relevant to the organization's results, or the significant axial effect in maintaining the success of existing programs, reflects a unique type of administrative decision made in the face of uncertainty. This was stated in the article. And discovering (Hassani & Mosconi, 2021) that strategic decisions are those that involve the study of dynamic issues that require analysis, are largely stable, and deal with the organization's goals; the significance of these decisions, as well as their order of priority, vary depending on the administrative level they are made at. Supreme strategic decisions of great significance, as well as the emotionally taxing and difficult use of analysts and advisors, as well as the participation of all actors involved in the issue to ensure sound decisions and market players, are all aspects that must be taken into consideration in order to guarantee success. Strategic decisions are defined (Faeq & Ismael, 2022) as those that describe the organization and course of the general foundation biography in terms of the anticipated and unforeseen factors that arise in the world and, in the end, shape the actual goals of the organization, and help draw the map from which the organization works and exercises the actual goals of the organization (Ismael, 2022).

The Concept of Strategic Marketing Decisions

As can be seen in the following chronological list of strategic marketing definitions, many of the meanings that have been supplied by authors and academics on the subject of strategic marketing decisions have been personal perspectives on both the nature of the research and their approach to the subject. In the current era, extraordinary decisions are made that have a high degree of significance in terms of possible outcomes. These decisions are based on the organization's purpose, and they are made by learning how decision-

making mechanisms flow, in addition to having the imaginative ability to persuade changes in both the internal and external climate (Al-MSloun & Alharbi, 2021). Also, according to Ismael, (2022), decisions made under conditions of uncertainty and a dearth of information are frequently incorrect. This is not only due to the fact that such decisions are made with insufficient information but also due to the fact that the future of the law is uncertain, which means that such decisions require specific capabilities and will most likely be made with incomplete information. in the context of a more comprehensive analysis of the organization's potential outcomes (Di Vaio et al., 2022).

decisions on the entity's management and future, as well as its climate, including if this kind of relatively steady long-term commitments or funds for deployment are made at the top of the corporate pyramid (Ranjan and Foropon, 2021). These decisions pertain to Parallels, while others are concerned with the organization's prospects in the years to come (Anwar & Shukur, 2015).

Decisions regarding the organization's priorities and the methods for achieving them, as well as forecasting and monitoring external trends, searching for ways to improve results, identifying the tools required to accomplish goals, as well as regulations that regulate the distribution and utilization of resources, and the top management expertise needed to achieve those goals are all part of this responsibility (Madureira et al., 2021). Actions like acquisitions and mergers, joint partnerships and corporate alliances, and locating a site for new funding and reorganization are some examples of the kinds of things that can impact the organization and the direction in which these decisions will go. The organization's senior management, which is led by the Executive Director or Manager of the Corporation, is responsible for making crucial judgments and decisions about the organization's overall strategy (Anwar, 2017). Prior resolutions take less time, but decisions on the primary options for business growth goals and orientations regarding the type of output or operation to which you want enterprise access take more time. Additionally, greater operational requirements are required (Asri & Mohsin, 2020).

Anwar (2016), decisions that "form the direction of the organization and have a broad effect on the organizational unit," such as decisions on the organization's integration, complexity, strategic position, and the goods and services delivered. important deeds that, in the long run, have had a transformative effect on the profile of the organization and have helped to define the organization's long-term

course (Faeq, 2022). Special resolutions can involve long-term commitments and acquisitions, but it is important to avoid making any mistakes that could put the organization in a position where it is vulnerable to several dangers (Hameed & Anwar, 2018). Decisions that are made now with a high degree of urgency in terms of their effect on the bank in future stages are based on achieving the bank's target by learning how to streamline the decision-making process during which the professional advocate is briefing the internal climate variables. Decisions made now with a high degree of urgency in terms of their future impact on the bank (Adetayo et al., 2021). Manufactured in unusual circumstances as a result of unexpected threats and potentially influential environmental opportunities that arise in the future, and the results of these decisions have long-term success for the organization, If this industry requires mental flexibility and creative skills to identify the greatest percentage of variables influencing the manufacturing process, If this industry requires mental flexibility and creative skills to identify the greatest percentage of variables influencing the manufacturing process, If this industry requires its own creative skills to identify the greatest percentage of variables influencing the manufacturing process (Anwar, 2017), Non-programmed choices require long-term priorities and strategies, as well as addressing new challenges with uncertain and unfamiliar knowledge and requiring rigorous and strategic thought from senior management. In addition, non-programmed choices require addressing new challenges with uncertain and unfamiliar knowledge (Faeq et al., 2020). The true objectives of the organization are the decisions that will determine the course that the general foundation will take in terms of both the factors that can be anticipated and those that cannot be predicted that may exist in the world. These decisions contribute to the creation of the map, the distribution of resources, and the evaluation of the organization's viability (Anwar & Shukur, 2015). the organization's long-term priorities, and this choice was made in light of both a long-term strategy and a medium-term plan (Hassani & Mosconi, 2022). Before a crisis occurs, non-traditional decisions that involve multiple dimensions and planning difficulties of substantial difficulty and depth that cannot be solved with a decision made on the spot are made to determine how to respond to these challenges (Faeq et al., 2021). Decisions that take into account opportunities, external risks, and internal resources in order to improve the organization's long-term performance, so that the improvement has a broad

impact and lasts a long time (Hanif et al., 2022). The resolution of value is centered on envisioning and predicting the future of the organization as well as forecasting their needs to activate both data and administrative, scientific, and technological capabilities. To assist the organization in adjusting to the outside world by conducting a review and coming up with notifications, for the purpose of achieving a variety of growth goals and desired aims (Faeq et al., 2021), done by senior management in order to secure the organization's continued existence over the long term by distributing resources in order to adapt to their climate and goals that are in conflict with one another (Anwar & Shukur, 2015).

Abdullah et al. (2017) represent the fundamental trajectory of the organization and makes decisions on job choices based on methodology and the visualization of advancements as well as expected external and internal dynamics. Choices at a higher level of the strategic hierarchy include the organization's policy option, which determines the long-term pattern because it deals with non-traditional formulae and upcoming employment opportunities (Sahin & Bisson, 2021). The judgment is of great significance because it is based on predictability and Orientalism for the future of the organization and predicting their requirements to unlock all of the data and administrative, scientific, and technological tools, and it requires efficient professional and managerial leadership that is fully aware of how intuition will function in the future and measures all of the variables surrounding it. to aid the organization in adjusting to the outside world by conducting a review and coming up with notifications, for the purpose of achieving a variety of growth goals and desired aims (Faeq et al., 2022). According to the marketing analyst, strategic decisions are "special decisions made by senior management to achieve long-term sustainability and designed on the basis of foreseeing and vision for the organization's potential leaders and by predicting, visualizing, and tracking global developments in order to capture opportunities and reduce the effects of risks." Strategic decisions are "special decisions made by senior management to achieve long-term sustainability and designed on the basis of foreseeing and vision for the organization's potential leaders and by foreseeing and vision for the organization" (Hernández et al., 2020).

III. METHODOLOGY

The research was conducted at both small and medium-sized enterprises in the city of Erbil. The purpose of the study was to evaluate the perspective of change management in the health sector at private hospitals. As a consequence of this, the researchers decided to use five different change management dimensions, such as cultural change, duration of the change, strategic marketing decisions, change assessment, degree of change, and technical intelligence, in order to evaluate the health sectors' strategic marketing decisions. In addition, the researcher utilized embeddedness in competitive intelligence as a mediator between all five independent variables in order to measure the strategic marketing decisions made by health sectors. In order to gain a better understanding of change management in the healthcare industry, the researchers used the quantitative research method. The questionnaire was handed out in a randomized fashion to a total of 130 administrative staff members working in private hospitals. The participants in this study came from a variety of private hospitals located in the Kurdistan area of Iraq. There were a total of 112 participants. The questionnaire contained 59 questions pertaining to cultural change, duration of the change, strategic

marketing decisions, change assessment, partner intelligence, strategic marketing decisions, and competitive intelligence embeddedness. Each of these questions was graded on a five-point Likert scale, with 1 representing strong disagreement, 2 representing disagreement, 3 representing neutrality, and 4 representing agreement up to and including strong agreement.

Research Hypotheses:

H1: Market intelligence and Strategic marketing decisions are brought together by competitive intelligence.

H2: Competitor intelligence and Strategic marketing decisions are brought together by competitive intelligence.

H3: Customer intelligence and Strategic marketing decisions are brought together by competitive intelligence.

H4: Partner intelligence and Strategic marketing decisions are brought together by competitive intelligence.

H5: Technical intelligence and Strategic marketing decisions are brought together by competitive intelligence.

IV. ANALYSIS AND RESULTS

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Factors	N of items	n	KMO	Bartlett test	
				Chi-Square	Sig
Market Intelligence	10	124	.772	1871.3	.000
Competitor Intelligence	9	124			
Customer Intelligence	11	124			
Partner Intelligence	10	124			
Technical Intelligence	9	124			
Competitive Intelligence	11	124			
Strategic Marketing Decisions	10	124			

As we can see in table (1), the result of KMO for all five independent variables (cultural change, duration of the change, change assessment, degree of change, and advocates change), and Strategic marketing decisions as dependent variable also change management as

mediator factor; is .751 which is higher than .001 this indicates that the sample size used for the current study was more than adequate. Furthermore, the result of Chi-Square is 2155.2 with the significant level .000.

Table 2: Reliability analysis

Factors	N of items	n	Cronbach's Alpha
Market Intelligence	10	124	.791
Competitor Intelligence	9	124	.737
Customer Intelligence	11	124	.721
Partner Intelligence	10	124	.729
Technical Intelligence	9	124	.787
Competitive Intelligence	11	124	.776
Strategic Marketing Decisions	10	124	.755

As seen in table (2), the reliability analysis for 59 items used to measure the influence of five independent variables (cultural change, duration of the change, change assessment, degree of change, and advocates change), and Strategic marketing decisions as dependent variable also change management as mediator factor. The above 59 questions were distributed as follow; 8 items for Cultural Change, 9 items for Duration of the Change, 8 items for Change Assessment, 8 items for Degree of Change, 9 items for Advocates Change, 9 items for Firm Performance, and items for 8 items for change management. The researchers applied reliability analysis to find out the reliability for each factor, the findings revealed as follow: as for Cultural Change was found the Alpha to be .733 with the sample size of 112 for 8 questions which indicated that all 8 questions used to measure Cultural Change were reliable for the current study, as for Duration of the Change was found the Alpha to be .729 with the sample size of 112 for 9 questions which indicated that all 9 questions used to measure Duration

of the Change were reliable for the current study, as for Change Assessment was found the Alpha to be .768 with the sample size of 112 for 8 questions which indicated that all 8 questions used to measure Change Assessment were reliable for the current study, as for Partner intelligence was found the Alpha to be .791 with the sample size of 112 for 9 questions which indicated that all 9 questions used to measure Partner intelligence were reliable for the current study, as for Technical intelligence was found the Alpha to be .788 with the sample size of 112 for 9 questions which indicated that all 9 questions used to measure Technical intelligence were reliable for the current study, as for Firm Performance was found the Alpha to be .774 with the sample size of 112 for 9 questions which indicated that all 9 questions used to measure Firm Performance were reliable for the current study, and as for Change Management was found the Alpha to be .739 with the sample size of 112 for 8 questions which indicated that all 8 questions used to measure Change Management were reliable for the current study.

Table 3: Correlation Analysis

Correlations								
		Market	Competitor	Customer	Partner	Technical	CIE	SMD
Market Intelligence	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	124						
Competitor Intelligence	Pearson Correlation	.601**	1					
	Sig. (2-tailed)	.002						
	N	124	124					

Customer Intelligence	Pearson Correlation	.547**	.591**	1				
	Sig. (2-tailed)	.000	.000					
	N	124	124	124				
Partner Intelligence	Pearson Correlation	.573**	.609**	.618**	1			
	Sig. (2-tailed)	.000	.001	.000				
	N	124	124	124	124			
Technical Intelligence	Pearson Correlation	.587**	.512**	.493**	.482**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	124	124	124	124	124		
Competitive Intelligence	Pearson Correlation	.631**	.667**	.597**	.614**	.632**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	124	124	124	124	124	124	
Strategic Marketing Decisions	Pearson Correlation	.637**	.648**	.536**	.691*	.644**	.663**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	124	124	124	124	124	124	124
**. Correlation is significant at the 0.01 level (2-tailed).								

As it can be seen in table (3), the correlation analysis between cultural change, duration of the change, change assessment, degree of change, and advocates change), and Strategic marketing decisions as dependent variable also change management as mediator factor. The finding revealed that the value of Pearson correlation ($r = .599^{**}$, $p < 0.01$), between cultural change and Strategic marketing decisions this indicated that there is positive and strong correlation between cultural change and Strategic marketing decisions, the value of Pearson correlation ($r = .602^{**}$, $p < 0.01$), between duration of the change and Strategic marketing decisions this indicated that there is positive and strong correlation between duration of the change and Strategic marketing decisions, the value of Pearson correlation ($r = .617^{**}$, $p < 0.01$), between change assessment and Strategic

marketing decisions this indicated that there is positive and strong correlation between change assessment and Strategic marketing decisions, the value of Pearson correlation ($r = .697^{**}$, $p < 0.01$), between partner intelligence and Strategic marketing decisions this indicated that there is positive and strong correlation between partner intelligence and Strategic marketing decisions, and the value of Pearson correlation ($r = .501^{**}$, $p < 0.01$), between technical intelligence and Strategic marketing decisions this indicated that there is positive and strong correlation between technical intelligence and Strategic marketing decisions.

Testing Research Hypotheses

H1: Competitive intelligence mediates market intelligence and Strategic marketing decisions.

Table 4-Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.	.	.	3.	.
	Market Intelligence	.	.	.	2.	.
2	(Constant)	1.	.	.	2.	.
	Market Intelligence	.	.	.	1.	.
	CIE	.	.	.	3.	.

a. Dependent Variable: Strategic Marketing Decisions

Table (4), demonstrates a hierarchal multiple regression analysis to investigate first research hypothesis which stated that Competitive intelligence mediates marketing intelligence and Strategic marketing decisions. Concerning model (1) the direct relationship between marketing intelligence and strategic marketing decisions, the value of B = .602, the value of Beta = .606 with P-value =.000 this indicated that there is a significant and positive relationship between marketing intelligence and strategic marketing decisions. As for model (2) which applied multiple regression analysis to find both marketing intelligence as independent factor and Competitive intelligence as a mediator factor with strategic marketing decisions as dependent factor, the

findings showed that the value of B =.611, the value of Beta = .617 with P-value .001 as indirect relationship between marketing intelligence and strategic marketing decisions, on the other hand the value of B =.609, the value of Beta = .614 with P-value .000 as mediation between Competitive intelligence and strategic marketing decisions. The findings proved that there is a positive and significant direct and indirect relationship between marketing intelligence and strategic marketing decisions, moreover Competitive intelligence has a positive and significant mediating role between marketing intelligence and strategic marketing decisions.

Table 5: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.611	Sobel test: 12.71231682	0.02927075	0.000
b	.609	Aroian test: 12.70452973	0.02928869	0.000
s _a	.041	Goodman test: 12.72011826	0.02925279	0.000
s _b	.025	Reset all	Calculate	

P-value is significant at level 0.005

Table (5), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between market intelligence and Strategic marketing decisions, P-value =.000 this indicated that there is a significant and positive direct relationship between market intelligence and Strategic marketing decisions. Furthermore, P-value is .000 as indirect relationship between market intelligence and Strategic

marketing decisions. Moreover, the results proved that there is a positive and significant direct and indirect relationship between market intelligence and Strategic marketing decisions, moreover competitive intelligence has a positive and significant mediating role between market intelligence and Strategic marketing decisions.

H2: Competitive intelligence mediates competitor intelligence and Strategic marketing decisions.

Table 6: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.	.		4.	
	Competitor Intelligence	.	.	.	2.	
2	(Constant)	1.	.		2.	
	Competitor Intelligence	.	.	.	1.	
	CIE	.	.	.	2.	

a. Dependent Variable: Strategic Marketing Decisions

Table (6), demonstrates a hierarchal multiple regression analysis to investigate second research hypothesis which stated that competitive intelligence mediates competitor intelligence and Strategic marketing decisions. Concerning model (1) the direct relationship between competitor intelligence and Strategic marketing decisions, the value of B = .671, the value of Beta = .679 with P-value =.000 this indicated that there is a significant and positive relationship between competitor intelligence and Strategic marketing decisions. As for model (2) which applied multiple regression analysis to find both competitor intelligence as independent factor and Competitive intelligence as a mediator factor with Strategic marketing decisions as

dependent factor, the findings showed that the value of B =.677, the value of Beta = .681 with P-value .001 as indirect relationship between competitor intelligence and Strategic marketing decisions, on the other hand the value of B =.639, the value of Beta = .643 with P-value .000 as mediation between Competitive intelligence and Strategic marketing decisions. The findings proved that there is a positive and significant direct and indirect relationship between competitor intelligence and Strategic marketing decisions, moreover Competitive intelligence has a positive and significant mediating role between competitor intelligence and Strategic marketing decisions.

Table 7: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.677	Sobel test: 8.55476351	0.05056867	0.000
b	.639	Aroian test: 8.54644263	0.0506179	0.001
s _a	.072	Goodman test: 8.56310874	0.05051939	0.002
s _b	.031	Reset all	Calculate	

P-value is significant at level 0.005

Table (7), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between competitor intelligence and Strategic marketing decisions, P-value =.000 this indicated that there is a significant and positive direct relationship between competitor intelligence and Strategic marketing decisions. Furthermore, P-value is

.001 as indirect relationship between competitor intelligence and Strategic marketing decisions. Moreover, the results proved that there is a positive and significant direct and indirect relationship between competitor intelligence and Strategic marketing decisions, moreover Competitive intelligence has a positive and significant mediating role between

competitor intelligence and Strategic marketing decisions.

H3: Competitive intelligence mediates customer intelligence and Strategic marketing decisions.

Table 8: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.			1.	
	Customer Intelligence				2.	
2	(Constant)	1.			2.	
	Customer Intelligence				1.7	
	CIE				1.	

a. Dependent Variable: Strategic Marketing Decisions

Table (8), demonstrates a hierarchal multiple regression analysis to investigate third research hypothesis which stated that Competitive intelligence mediates change assessment and Strategic marketing decisions. Concerning model (1) the direct relationship between change assessment and Strategic marketing decisions, the value of B = .611, the value of Beta = .617 with P-value =.000 this indicated that there is a significant and positive relationship between change assessment and Strategic marketing decisions. As for model (2) which applied multiple regression analysis to find both dur change assessment as independent factor and Competitive intelligence as a mediator factor with

Strategic marketing decisions as dependent factor, the findings showed that the value of B =.622, the value of Beta = .629 with P-value .001 as indirect relationship between change assessment and Strategic marketing decisions, on the other hand the value of B =.633, the value of Beta = .639 with P-value .000 as mediation between Competitive intelligence and Strategic marketing decisions. The findings proved that there is a positive and significant direct and indirect relationship between change assessment and Strategic marketing decisions, moreover Competitive intelligence has a positive and significant mediating role between change assessment and Strategic marketing decisions.

Table 9: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.528	Sobel test: 5.15031023	0.06222848	0.001
b	.607	Aroian test: 5.13515762	0.06241211	0.000
s _a	.092	Goodman test: 5.16559777	0.06204432	0.002
s _b	.052	Reset all	Calculate	

P-value is significant at level 0.005

Table (9), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between change assessment and Strategic marketing decisions, P-value =.000 this indicated that there is a significant and positive direct relationship

between change assessment and Strategic marketing decisions. Furthermore, P-value is .000 as indirect relationship between change assessment and Strategic marketing decisions. Moreover, the results proved that there is a positive and significant direct and indirect

relationship between change assessment and Strategic marketing decisions, moreover Competitive intelligence has a positive and significant mediating role between change assessment and Strategic marketing decisions.

H4: Competitive intelligence mediates partner intelligence and Strategic marketing decisions.

Table 10: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.	.	.	1.	.
	Partner Intellige	n	.	.	1.	.
2	(Constant)	1.	.	.	1.	.
	Partner Intellige	n	.	.	1.	.
	CIE	.	.	.	1.	.

a. Dependent Variable: Strategic Marketing Decisions

Table (10), demonstrates a hierarchal multiple regression analysis to investigate fourth research hypothesis which stated that competitive intelligence mediates partner intelligence and Strategic marketing decisions. Concerning model (1) the direct relationship between partner intelligence and Strategic marketing decisions, the value of B = .588, the value of Beta = .592 with P-value =.000 this indicated that there is a significant and positive relationship between partner intelligence and Strategic marketing decisions. As for model (2) which applied multiple regression analysis to find both partner intelligence as independent factor and Competitive intelligence as a mediator factor with

Strategic marketing decisions as dependent factor, the findings showed that the value of B =.591, the value of Beta = .595 with P-value .001 as indirect relationship between partner intelligence and Strategic marketing decisions, on the other hand the value of B =.644, the value of Beta = .649 with P-value .000 as mediation between Competitive intelligence and Strategic marketing decisions. The findings proved that there is a positive and significant direct and indirect relationship between partner intelligence and Strategic marketing decisions, moreover Competitive intelligence has a positive and significant mediating role between partner intelligence and Strategic marketing decisions.

Table 11: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.591	Sobel test: 7.00930741	0.0542998	0.002
b	.644	Aroian test: 6.9944425	0.0544152	0.003
s _a	.046	Goodman test: 7.02426751	0.05418416	0.002
s _b	.077	Reset all	Calculate	

P-value is significant at level 0.005

Table (11), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between partner intelligence and

Strategic marketing decisions, P-value =.002 this indicated that there is a significant and positive direct relationship between partner intelligence and Strategic

marketing decisions. Furthermore, P-value is .003 as indirect relationship between partner intelligence and Strategic marketing decisions. Moreover, the results proved that there is a positive and significant direct and indirect relationship between partner intelligence and Strategic marketing decisions, moreover Competitive

intelligence has a positive and significant mediating role between partner intelligence and Strategic marketing decisions.

H5: Competitive intelligence mediates technical intelligence and Strategic marketing decisions.

Table 12: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.	.3		7.	
	Technical Intelligence				1.	
2	(Constant)	1.			1.	
	Technical Intelligence				1.	
	CIE				1.	

a. Dependent Variable: Strategic Marketing Decisions

Table (12), demonstrates a hierarchal multiple regression analysis to investigate fifth research hypothesis which stated that Competitive intelligence mediates technical intelligence and Strategic marketing decisions. Concerning model (1) the direct relationship between advocates changes and Strategic marketing decisions, the value of B = .633, the value of Beta = .637 with P-value =.000 this indicated that there is a significant and positive relationship between technical intelligence and Strategic marketing decisions. As for model (2) which applied multiple regression analysis to find both technical intelligence as independent factor and Competitive intelligence as a mediator factor with

Strategic marketing decisions as dependent factor, the findings showed that the value of B =.691, the value of Beta = .695 with P-value .001 as indirect relationship between technical intelligence and Strategic marketing decisions, on the other hand the value of B =.642, the value of Beta = .647 with P-value .000 as mediation between Competitive intelligence and Strategic marketing decisions. The findings proved that there is a positive and significant direct and indirect relationship between technical intelligence and Strategic marketing decisions, moreover competitive intelligence has a positive and significant mediating role between technical intelligence and strategic marketing decisions.

Table 13: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.691	Sobel test: 6.88344068	0.06444771	0.000
b	.642	Aroian test: 6.88012193	0.0644788	0.002
s _a	.022	Goodman test: 6.88676424	0.06441661	0.002
s _b	.091	Reset all	Calculate	

P-value is significant at level 0.005

Table (13), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between technical intelligence and strategic marketing decisions, P-value =.000 this indicated that there is a significant and positive direct relationship between technical intelligence and Strategic marketing decisions. Furthermore, P-value is .002 as indirect relationship between technical intelligence and Strategic marketing decisions. Moreover, the results proved that there is a positive and significant direct and indirect relationship between technical intelligence and strategic marketing decisions, moreover competitive intelligence has a positive and significant mediating role between technical intelligence and Strategic marketing decisions.

V. CONCLUSIONS

Respondents mostly agreed that five-star SMEs in Erbil's market were influenced by competitive intelligence diagnosis and explanation of outcomes. The results seemed too large for the degree attained by anticipating the future and seeing the highest level, which in the long term offers a future for marketing tactics, structures, and diagnosis for small and medium enterprises before other small and medium businesses could catch up. These near-perfect results confirm the presence of a high level. Successful strategies for small and medium-sized businesses can be understood through the lens of opportunity diagnosis. Based on my descriptive analysis, it's clear that I need to do more to inspire faith in future vision and the ability to predict the future among my staff at small and medium-sized businesses so that I can make informed business decisions. This finding lends credence to the value of strategic foresight, robust intuition, and policymaking in small and medium businesses. The study states that the goal of developing systems that respond to the time commitments made by the management of small and medium-sized businesses in order to acquire information from a variety of sources was met. The findings showed that business owners of small and medium enterprises dedicated time to aggregating information from various sources. The outcomes demonstrated a remarkable capacity for anticipating future events. The deployment of specific approaches in the management of small and medium companies is highly sought after by these firms in order to facilitate the adoption of marketing strategy decisions. The capability manager would analyze the trends and causes of high-level success in SMEs using the results of the extensive study conducted. Higher levels of motivation were found, with this indicator

representing a willingness to financially reward employees for realizing the mission, values, and goals of small and medium businesses. Results demonstrated a high level of creativity as a business intelligence dimension, which reflects a drive to provide novel solutions to the marketing challenges faced by SMEs and a never-ending quest to find fresh approaches to promoting and selling their products and services. Results at the macro level were discovered when studying the marketing alternatives available to small and medium-sized business managers, making predictions about the future of these businesses, and providing services to them.

To learn how small and medium-sized enterprises in Iraq's Kurdistan region use competitive information while making marketing decisions, researchers employed hierarchical multiple regression and the Sobel test. However, the direct impact on SMEs' strategic marketing decisions was measured through five categories of competitive intelligence (market intelligence, competitor intelligence, customer intelligence, partner intelligence, and technical intelligence). Furthermore, researchers employed competitive intelligence as a mediator to evaluate the impact of competitive intelligence on strategic marketing decisions, allowing for an examination of the indirect role of competitive intelligence.

According to the findings, which support the first research hypothesis, there is a positive and significant direct relationship between market intelligence and strategic marketing decisions (P-value =.000). Market information and strategic marketing decisions are connected indirectly, but the P-value for this link is 0.000. Results also showed that there is a positive and substantial association between market intelligence and strategic marketing decisions, both directly and indirectly, and that competitive intelligence plays a positive and significant mediating function between these two variables. We find support for a positive and significant link between competition knowledge and strategic marketing decisions (P-value =.000) for the second hypothesis. Furthermore, there is a 0.001 significant indirect association between competitor intelligence and strategic marketing decisions. And the findings confirmed a positive and statistically significant link between competition intelligence and strategic marketing choices, both directly and indirectly. The presence of embedded competitive intelligence mediates the relationship between competitor intelligence and strategic marketing decisions in a meaningful and favorable way. The findings of this study

support the third research hypothesis, which states that there is a positive and significant direct relationship between change evaluation and strategic marketing decisions (P -value = .000). As for the indirect connection between the evaluation of change and strategic marketing decisions, the p -value is .000. The findings also demonstrated a positive and statistically significant link between change evaluation and strategic marketing decisions. Positively and significantly moderating the relationship between change evaluation and strategic marketing decisions is the embeddedness of competitive intelligence. Finding a P -value of .002 for the direct association between partner intelligence and strategic marketing decisions supports the fourth research hypothesis, showing that such a relationship exists and is significant and favorable. Furthermore, the indirect relationship between partner knowledge and strategic marketing decisions has a .003 P -value. In addition, the outcomes demonstrated a good and strong connection between partner intelligence and strategic marketing decisions, both directly and indirectly. When it comes to the relationship between partner intelligence and strategic marketing decisions, embedded competitive intelligence plays a major and constructive mediation role. The data supports the fifth study hypothesis, showing a significant correlation between technical acumen and marketing strategies (P .0001). This demonstrated a robust and constructive connection between technical savvy and tactical advertising choices. Furthermore, the P -value for the indirect relationship between technological proficiency and marketing strategies is only .002. The findings also showed that technical intelligence has a positive and substantial association with strategic marketing decisions, both directly and indirectly, and that competitive intelligence has a positive and significant role in mediating the relationship between the two.

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