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Strategic Intelligence and Its Role in Enhancing Competitive Advantages for Organizations – A Field Study – Antibiotical Pharmaceutical Industries Company.

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Abstract:

Through this study, our aim was to measure the correlation and impact of strategic intelligence on competitive advantages. Strategic intelligence holds significant importance and is an indispensable factor in organizations' pursuit of achieving goals and objectives. Its main concept revolves around a series of pivotal activities that enable organizations to formulate long-term strategies, plan, and make decisions that surpass those of their competitors. The motivation behind this study was to conduct research within the Antibiotical Company, a subsidiary of the Saidal Group. Therefore, we adopted an analytical and descriptive approach and conducted a field study using a well-designed questionnaire to collect data, which was then distributed to a sample of 80 employees and officials in the aforementioned company. By using appropriate statistical methods and leveraging the SPSS program, we meticulously analyzed the collected data. The study conclusively revealed that strategic vision, partnership, the ability to inspire employees, creativity, and intuition all have a profound impact on enhancing competitive advantages.

Keywords: Intelligence, Foresight, Creativity, Performance, Motivation, Drive.

1. Introduction:

Strategic intelligence plays a pivotal role in influencing the competitive advantages of companies and organizations. Strategic intelligence is defined as the ability to think strategically and make precise and effective decisions regarding the company's resources, opportunities, and challenges, which is a critical factor in achieving competitive superiority (Porter, 1985). Competitive advantages are of utmost importance in the business field because they contribute to the overall success and sustainability of organizations in the market (Barney, 1991). Enhancing competitive advantages requires the ability to accurately analyze data and information, as well as make strategic decisions that strengthen the organization's position in the market (Grant, 1996). The importance of strategic intelligence in enhancing competitive advantages cannot be overstated (Rumelt, 2011). Organizations with a high level of strategic intelligence are capable of accurately analyzing data and information, efficiently allocating resources, and consistently making strategic decisions to enhance their market position (Teece, Pisano, & Shuen, 1997). The relationship between strategic intelligence and competitive advantages permeates various aspects of business, including the formulation of corporate strategies, resource planning, marketing, innovation, process improvement, and the development of products and services (Hamel & Prahalad, 1994). Thus, it can be said that strategic intelligence is a fundamental factor in enhancing competitive advantages and achieving market success (Prahalad & Hamel, 1990). Numerous studies indicate that the emergence of significant challenges, technological advancements, information technology, and competition have increased the importance of organizations employing strong mechanisms to enhance the formulation of strategies, policies, plans, and decisions in their operations, thereby enhancing their competitive advantages (Porter, 2008). Strategic intelligence has prominently emerged among these mechanisms, focusing on dimensions such as strategic vision, partnership, the ability to inspire employees, intuition, and creativity, which leaders adhere to in the decision-making process (Mintzberg, 1994).

1.1. Research Problem: The problem under study pertains to the areas of strategic intelligence and competitive advantages, which have garnered significant attention from both scholars and management across various production and service organizations. This interest stems from their perceived ability to facilitate the achievement of organizational objectives.

Despite some organizations possessing the essential requirements for excellence, they often falter due to a lack of understanding regarding strategic intelligence within their institutional framework. Consequently, this deficiency hampers their ability to enhance competitive advantages. Therefore, the dimensions of the problem under examination can be clarified through the following inquiries:

- Does the management of the research institution have a clear perception or understanding of strategic intelligence, its importance, and its role in enhancing superiority over other pharmaceutical entities?
- Is the management of the research institution aware of competitive advantages, their importance, and the means to acquire them? To what extent does strategic intelligence contribute to enhancing competitive advantages within the research institution?
- What is the nature and form of the correlation and impact relationships between strategic intelligence and the competitive advantages of the research institution?

1.2. Study Hypotheses: In response to the research problem and its related questions, we propose the following hypotheses:

1.2.1. Primary Hypothesis 1: There is a significant correlation between strategic intelligence and competitive advantages in the organization under study. The following are its sub-hypotheses:

- There is a significant correlation between strategic vision and competitive advantages.
- There is a significant correlation between partnership and competitive advantages.
- There is a significant correlation between motivation and competitive advantages.
- There is a significant correlation between intuition and competitive advantages.
- There is a significant correlation between creativity and competitive advantages.

1.2.2. Primary Hypothesis 2: There is a significant impact of strategic intelligence on competitive advantages in the organization under study. The following are its sub-hypotheses:

- There is a significant impact between strategic vision and competitive advantages.
- There is a significant impact between partnership and competitive advantages.
- There is a significant impact between motivation and competitive advantages.
- There is a significant impact between intuition and competitive advantages.
- There is a significant impact between creativity and competitive advantages.

1.3. Study Objectives: The primary goal of this study is to determine the role of strategic intelligence in the Antibiotical Company, a unit affiliated with the Saidal Group, as well as to achieve the following objectives:

- To identify the extent of the research institution’s management’s interest in and understanding of the concept of strategic intelligence and its application.
- To identify the research institution’s ability to enhance excellence over similar organizations through its focus on strategic intelligence.
- To present a field study to the research institution’s management on strategic intelligence and its impact on enhancing competitive advantages.

1.4. Research Methodology: The researchers adopted a descriptive and analytical approach to conduct the study. A field study was conducted using a questionnaire to collect data from a sample of 80 employees at the Antibiotical Pharmaceutical Industries Company, including executives and officials. Statistical methods were applied to analyze the collected data, and the SPSS program was used for data analysis.

2. The Relationship Between Strategic Intelligence and Competitive Advantages

The relationship between strategic intelligence and competitive advantages is pivotal in today's dynamic business landscape. Strategic intelligence, particularly when integrated with information technology and analytics, empowers organizations to make informed decisions, innovate, and adapt to market changes, thereby enhancing their competitive positioning.

2.1. Strategic Intelligence and Decision-Making: Strategic intelligence involves leveraging data and analytics to derive insights that inform decision-making processes. This proactive approach enables organizations to anticipate market trends and customer needs, fostering innovation and adaptability (Bodla 2024).

A study on Iraqi industrial organizations revealed that strategic intelligence positively influences competitive advantage dimensions such as cost, quality, and innovation, highlighting its critical role in enhancing organizational performance The Relationship Between Strategic Intelligence and Competitive Advantages (Mezher & Kamoun-Chouk 2024).

2.2. Competitive Intelligence Practices: Research in the manufacturing sector indicates that both strategic and innovative intelligence significantly correlate with competitive advantage. Firms that invest in competitive intelligence practices are better positioned to innovate and respond to competitive pressures (Moboglu 2022).

The integration of AI and big data analytics into competitive intelligence processes further enhances decision-making capabilities, allowing organizations to mitigate risks and capitalize on opportunities (Cekuls 2023).

In contrast, while strategic intelligence is essential for gaining competitive advantages, organizations must also be wary of over-reliance on data, which can lead to analysis paralysis and hinder timely decision-making. Balancing data-driven insights with intuitive judgment remains crucial for sustained success.

3. Methodology and Tools :

3.1. Study Population and Sample : Saidal Complexe, Antibiotical Branch :

This branch represents the antibiotics complexe, located in Médéa Province, 80 km Southwest of Algiers. The complexe has a capital of 950 millions DZD and covers an area of 25 hectares, of which 19 hectares are built. It employs 1,374 workers, making It the largest branch in terms of size. The complexe began operations in April 1988 and specializes in producing antibiotics such as penicillin, among other finished products and raw materials. It is equipped with all the necessary Equipment for pharmaceutical manufacturing, from acquiring raw materials, possessing high expertise in biological formulations, and significant experience in antibiotic production, along with laboratories for analysis that allow full quality control (Johnson et al., 2020).

To collect data, a questionnaire was distributed to a sample of 80 administrators, 68 of which were retrieved and valid for analysis. These questionnaires were then unloaded and analyzed using the SPSS statistical processing program. The questionnaire was subjected to a post-distribution test to determine the validity and suitability of the scale, where the Cronbach alpha measure was used, and it was found that the alpha coefficient was (0.939) at the overall level of variables, which is considered acceptable in descriptive measures, as the acceptable ratio in administrative sciences is (0.65) (Nunnally & Bernstein, 1994).

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Table 1: Study Data Overview

Description	Value
Complexe Capital	950 millions DZD
Total Area	25 hectares
Built-up Area	19 hectares
Number of Workers	1,374
Number of Questionnaires Distributed	80
Number of Questionnaires Retrieved	68
Cronbach Alpha Coefficient	0.939
Acceptable Ratio in Administrative Sciences	0.65

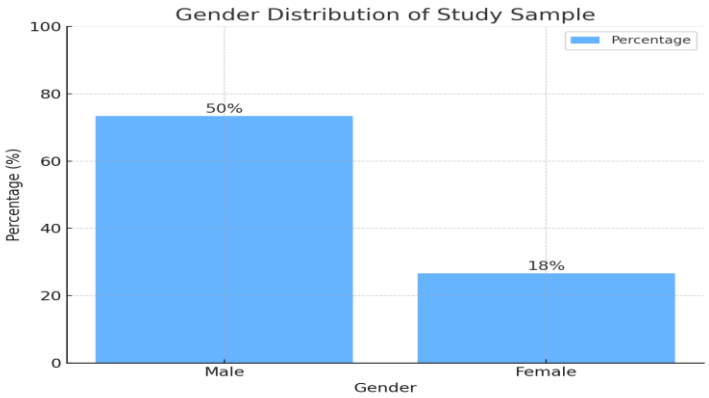
Source: Prepared by the Researchers

The table shows that Table 1 To collect data, a questionnaire was distributed to a sample of 80 administrators, 68 of which were retrieved and valid for analysis. These questionnaires were then unloaded and analyzed using the SPSS statistical processing program. The questionnaire was subjected to a post-distribution test to determine the validity and suitability of the scale, where the Cronbach alpha measure was used, and it was found that the alpha coefficient was (0.939) at the overall level of variables, which is considered acceptable in descriptive measures, as the acceptable ratio in administrative sciences is (0.65) (Nunnally & Bernstein, 1994).

3.2. Characteristics of the Respondents: The study sample, based on the data provided by its members through their responses to the first part (introductory information) of the questionnaire, exhibited the following characteristics:

3.2.1. Gender: The study showed that the majority of the study sample were males, accounting for 73.35%, while females made up 26.65%, as shown in Figure 1 below.

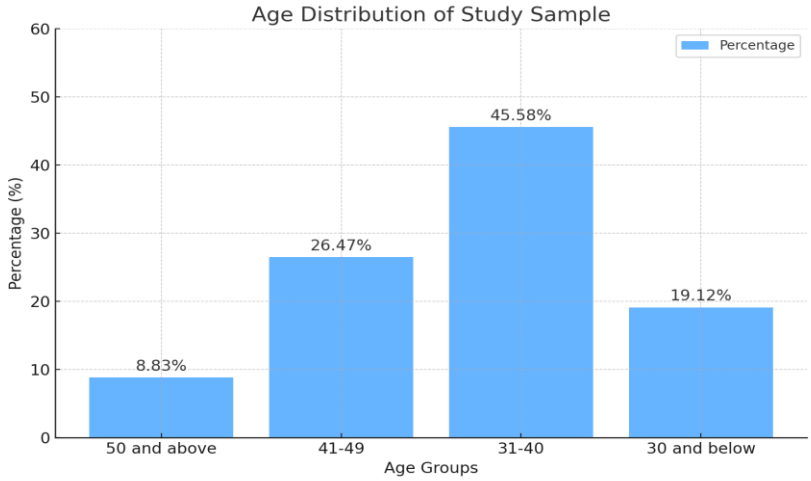
Figure 1: Gender Distribution of Study Sample



Source: Prepared by the Researchers

3.2.2. Age: The study showed that the age group (31-40) represented 45.58%, which is the largest proportion of the sample. It was followed by the age group (41-49), which represented 26.47% of the sample, then the age group (30 years and below), which represented 19.12%. Finally, the age group (50 years and above) represented 8.83% of the sample, as shown in Figure 2 below.

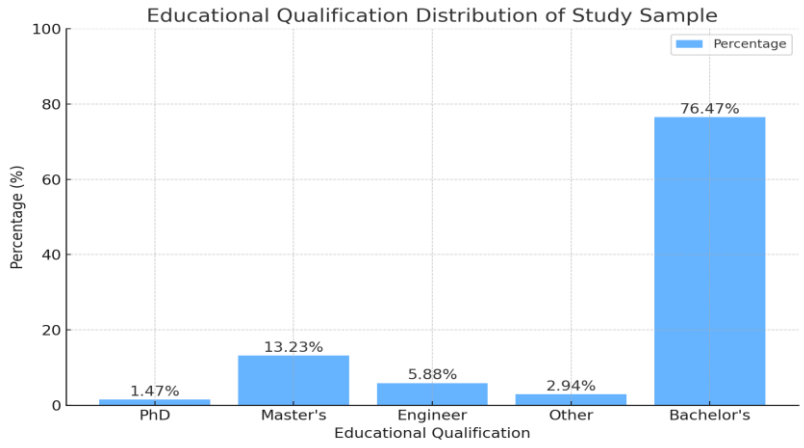
Figure 2: Age Distribution of Study Sample



Source: Prepared by the Researchers

3.2.3. Educational Qualification: It is clear that the highest percentage is among those holding a Bachelor's degree, at 76.47%, followed by those holding a Master's degree at 13.23%. Engineers accounted for 5.88%, followed by other qualifications at 2.94%, and finally, those holding a PhD at 1.47%, as shown in Figure 3 below.

Figure 3: Educational Qualification Distribution of Study Sample



Source: Prepared by the Researchers

3.2.4. Service Duration: The research revealed that individuals who dedicated themselves for a period ranging from 5 to 10 years accounted for 33.82%, while those who committed themselves for 16 years and beyond were identified at a notable percentage of 26.47%. The category of individuals who committed to their services for less than 5 years comprised 25%, while the group that diligently served for 11 to 15 years reached a modest 14.7%, as shown in Figure 4 below.

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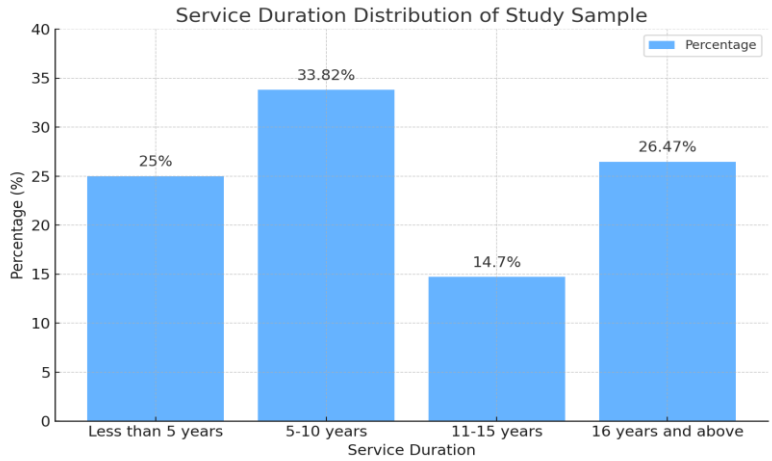
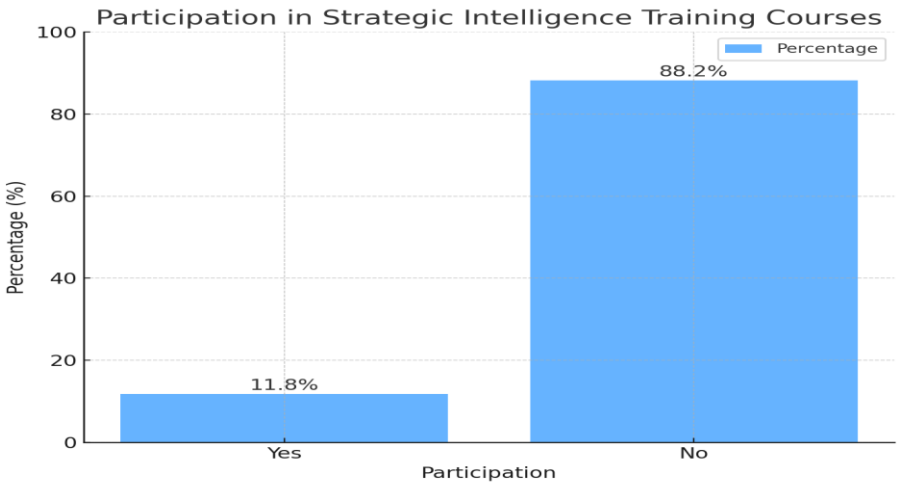
Figure 4: Service Duration Distribution of Study Sample



Source: Prepared by the Researchers

3.2.5. Participation in Training Courses Related to Strategic Intelligence: The study showed that the percentage of respondents who did not participate in training courses reached 88.2%, while those who participated in training courses accounted for 11.8%. This highlights the weakness of the organizational culture concerning strategic intelligence, as there is a lack of interest in training courses related to strategic intelligence, as illustrated in Figure 5 below.

Figure 5: Participation in Strategic Intelligence Training Courses



Source: Prepared by the Researchers

3.2.6. Number of Training Courses: The study showed that the percentage of those who participated in one course reached 62.25% of the total participants in strategic intelligence training courses, while those who participated in 1-3 courses accounted for 37.75%. Meanwhile, the percentage of those who participated in 4 or more courses was zero. The duration of each course was between three to five days only, as illustrated in Figure 6 below.

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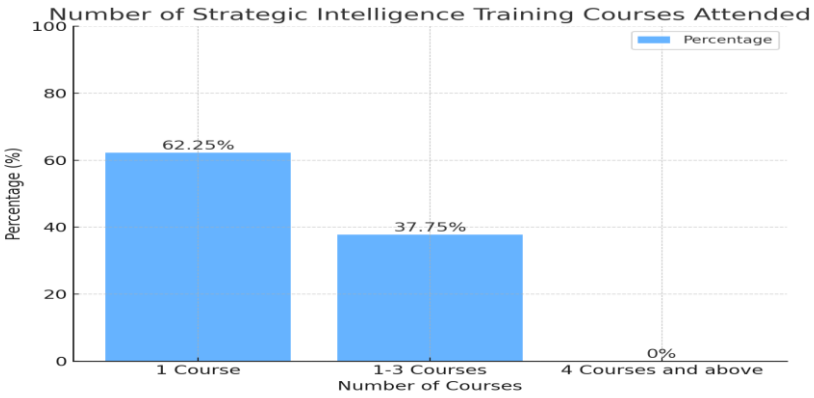
Figure 6: Number of Strategic Intelligence Training Courses Attended



Source: Prepared by the Researchers

4. Description and Diagnosis of the Study Dimensions: Here, we provide a description of the two main variables of the study; namely, strategic intelligence as the (independent) variable and competitive advantages in the researched organization as the (dependent) variable. Based on this, statistical analyses such as frequency distributions, percentages, means, and standard deviations were used for both dimensions using the SPSS program.

4.1. Description and Diagnosis of Strategic Intelligence Dimensions: Strategic Vision: A total of 42.7% of the respondents agree that they are progressively moving towards formulating the organization's long-term strategies. The mean value for variable (X1) was calculated to be 3.16, with a standard deviation of 1.101. Among these, 54.4% believed that they were actively monitoring changes in the external environment and then reassessing their impact on the organization. The mean value and standard deviation for variable (X2) were determined to be 3.47 and 1.085, respectively. Furthermore, 55.8% of respondents indicated that they consistently diagnose strategic issues that impact the organization's future. The mean value for this variable (X3) was found to be 3.51, with a standard deviation of 1.000. Regarding (X4), 58.8% of respondents agreed that they analyze any problem by collectively considering its causes rather than isolating them. The mean value and standard deviation for this variable were determined to be 3.60 and 1.067, respectively. In addition, 51.4% of the respondents believe in the organization's perception as a coherent and coordinated system. The mean value for variable (X5) is 3.41, with a standard deviation of 1.040. Finally, 50% of respondents indicated that they engage in collaborative thinking rather than individual exploration to ascertain long-term value. The mean value and standard deviation for variable (X6) were calculated to be 3.35 and 1.062, respectively. As shown in Table 2

Table (2) Frequency distribution, percentages, mean and standard deviations of the first dimension of strategic intelligence (strategic vision)

Variables	Real high!		High		Medium		Low		Too Low		Mean	Standard
	C	%	C	%	C	%	C	%	C	%		Deviation
X1	5	7.4	24	35.3%	24	35.3%	7	10.3	8	11.8	3.16	1.101
X2	11	16.2	26	38.2	19	27.9	8	11.8	4	5.9	3.47	1.085
X3	9	13.2	29	42.6	22	32.4	4	5.9	4	5.9	3.51	1,000
X4	13	19.1	27	39.7	21	30.9	2	2.9	5	7.4	3.60	1.067
X5	9	13.2	26	38.2	20	29.4	10	14.7	3	4.4	3.41	1.040
X6	7	10.3	27	39.7	23	33.8	5	7.4	6	8.8	3.35	1.062
Rate		13.2		38.5		31.6		8.8		7.3	3.41	1.059

Source prepared by the two researchers using Spss

4.1.1. Partnership: A total of 35.3% of the respondents indicate that they agree on establishing strategic partnerships with peer organizations, where the mean value for variable (X7) is 3.52, with a standard deviation of 1.070. Additionally, 42.7% of the sample view partnership as a method that could cause the organization to lose its competitive edge in executing its vision compared to peer organizations, with a mean value of 3.58 and a standard deviation of 0.925 for variable (X8). Furthermore, 41.2% of the respondents feel that the difficulty in managing relationships with partners reduces the chances of forming alliances with other organizations. The mean value and standard deviation for variable (X9) are 3.28 and 0.979, respectively, as shown in Table 3.

Table 3: Frequency distributions, percentages, means, and standard deviations for the second dimension of strategic intelligence (Partnership).

Variables	Real high!		High		Medium		Low		Too Low		Mean	Standard Deviation
	C	%	C	%	C	%	C	%	C	%		
X7	7	10.3	17	25	21	30.9	17	25	6	8.8	3.52	1.070
X8	5	7.4	24	35.3%	19	27.9	12	17.6	8	11.8	3.58	0.925
X9	6	8.8	22 meters	32.4	27	39.7	11	16.2	2	2.9	3.28	0.994
Rate		8.8		30.9		32.8		19.6		7.8	3.46	0.979

Source prepared by the two researchers using Spss

4.1.2. Ability to Motivate Employees: A total of 63.2% of the respondents prefer to stimulate competition among employees to motivate them towards achievement, with variable (X10) having a mean value of 3.69 and a standard deviation of 1.083. Meanwhile, 51.5% of the respondents tend to encourage employees to complete their tasks even if it involves deferred incentives, with a mean value of 3.46 and a standard deviation of 1.165. Additionally, 57.3% of the respondents lean towards encouraging employees to prefer teamwork over other work methods, with variable (X12) showing a mean value of 3.50 and a standard deviation of 1.133, as shown in Table 4.

Table 4: Frequency distributions, percentages, means, and standard deviations for the third dimension of strategic intelligence (Ability to Motivate Employees).

Variables	Real high!		High		Medium		Low		Too Low		Mean	Standard Deviation
	C	%	C	%	C	%	C	%	C	%		
X10	16	23.5	27	39.7	17	25	4	5.9	4	5.9	3.69	1.083
x11	14	20.6	21	30.9	19	27.9	10	14.7	4	5.9	3.46	1.152
x12	13	19.1	26	38.2	17	25	6	8.8	6	8.8	3.50	1.165
Rate		21.1		36.2		25.9		8.9		6.8	3.55	1.133

Source prepared by the two researchers using Spss

4.1.3. Intuition: A total of 69.2% of the respondents agree that they resonate more with creative individuals than with realists, with a mean value of 3.85 and a standard deviation of 1.110 for variable (X13). Additionally, 75% of the respondents believe that they greatly benefit from their personal experiences in analyzing the future trends of the organization, with the mean value for variable (X14) being 3.97 and the standard deviation being 1.022. Furthermore, 70.6% of the respondents confirm that when they are alert, they find solutions to the problems that concern them, with the mean value and standard deviation for variable (X15) being 3.90 and 1.010, respectively, as shown in Table 5.

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Table 5: Frequency distributions, percentages, means, and standard deviations for the fourth dimension (Intuition).

Variables	Real high!		High		Medium		Low		Too Low		Mean	Standard Deviation
	C	%	C	%	C	%	C	%	C	%		
X13	22	32.4	25	36.8	14	20.6	3	4.4	4	5.9	3.85	1.110
X14	23	33.8	28	41.2	12	17.6	2	2.9	3	4.4	3.97	1.022
X15	21	30.9	27	39.7	14	20.6	4	5.9	2	2.9	3.90	1.010
Rate		32.3		39.2		19.6		4.4		4.4	3.90	-0.047

Source prepared by the two researchers using Spss

4.1.4. Creativity: A total of 69.1% of the respondents agree that they have a strong desire to expand their connections beyond the boundaries of the organization. The mean value for variable (X16) was recorded as 3.94, with a standard deviation of 0.995. Meanwhile, 63.3% of the respondents confirm that they consistently seek out new and bold projects, with the mean value for variable (X17) documented as 3.55 and the standard deviation as 0.833. Additionally, 60.2% of the respondent's express hesitation in proposing necessary changes to the organization's managerial activities, especially in cases where the president or a member plays a prominent role. This sentiment is reinforced by a mean value of 3.55 and a standard deviation of 1.033, indicating their reluctance to recommend changes in the management activities where the president or a member is involved, as shown in Table 6.

Table 6: Frequency distributions, percentages, means, and standard deviations for the fifth dimension of strategic intelligence (Creativity).

Variables	Real high!		High		Medium		Low		Too Low		Mean	Standard deviation
	C	%	C	%	C	%	C	%	C	%		
X16	15	22.1	32	47	14	20.6	6	8.8	1	1.5	3.94	0.995
X17	16	23.5	27	39.7	14	20.6	6	8.8	5	7.4	3.55	0.833
X18	18	26.4	23	33.8	18	26.4	5	7.4	4	5.9	3.18	1.010
Rate		24		40.1		22.5		8.3		4.9	3.55	0.946
						meters						

Source prepared by the two researchers using Spss

5. Description and Diagnosis of Competitive Advantage Dimensions:

5.1. Cost: A total of 57.3% of the respondents agree that the organization's management strives to reduce the cost of products offered to beneficiaries. This is evidenced by the mean value for variable (Y1) being recorded as 3.50, with a corresponding standard deviation of 1.044. Furthermore, a significant 69.1% of the surveyed individuals believe that the institution's management is committed to achieving a higher return on investment than the associated cost. This belief is supported by the reported mean value of variable (Y2), which is 3.65, along with a standard deviation of 1.089. Additionally, the same 69.1% of respondents affirm that the institution's management is convinced that lowering product prices compared to competing organizations leads to a competitive advantage. This conviction is reinforced by the recorded mean value and standard deviation for variable (Y3), which are 3.78 and 0.990, respectively. Moreover, 61.8% of the respondents indicated that the institution's management aims to provide high-quality products to customers while simultaneously controlling costs. The mean value for variable (Y4) was found to be 3.66, accompanied by a standard deviation of 1.060, as shown in Table 7.

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Table 7: Frequency distributions, percentages, means, and standard deviations for the first dimension of competitive advantage (Cost).

Variables	I totally agree.		- I agrees.		Neutral		disagree		Strongly disagree		Mean	Standard deviation
	C	%	C	%	C	%	C	%	C	%		
Y1	10	14.7	24	42.6	17	25	9	13.2	3	4.4	3.50	1.044
Y2	12	17.6	35	51.5	11	16.2	5	7.4	5	7.4	3.65	1.089
Y3	16	23.5	31	45.6%	12	17.6	8	11.8	1	1.5	3.78	0.990
Y4	15	22.1	27	39.7	17	25	6	8.8	3	4.4	3.66	1.060
Rate		19.4		44.8		20.9		10.3		4.4	3.64	1.045

Source prepared by the two researchers using Spss

5.2. Quality: A total of 63.3% of the respondents believe that the institution's management strives to provide high-quality products to beneficiaries, with the mean value and standard deviation for variable (Y5) being 3.63 and 1.145, respectively. Additionally, 44.1% of the respondents indicate that the organization's management seeks to attract individuals with high academic qualifications, where the mean value for variable (Y6) is 3.38, and the standard deviation is 1.210. Furthermore, 48.5% of the sample agree that the institution's management is keen on quality to face competing organizations, with the mean value for variable (Y7) being 3.44, and the standard deviation is 1.202. Moreover, 66.1% of the respondents affirm that the institution's management believes that improving the quality of its products achieves a competitive advantage, with the mean value for variable (Y8) being 3.79, and the standard deviation is 1.059, as shown in Table 8.

Table 8: Frequency distributions, percentages, means, and standard deviations for the second dimension of competitive advantage (Quality).

Variables	I totally agree.		Agree		Neutral		disagree		Strongly disagree		Mean	Standard deviation
	C	%	C	%	C	%	C	%	C	%		
Y5	16	23.5	27	39.7	13	19.1	8	11.8	4	5.4	3.63	1.145
Y6	16	23.5	14	20.6	23	33.8	10	14.7	5	7.4	3.38	1.210
Y7	16	23.5	17	25	21	30.9	9	13.2	5	7.4	3,44	1.202
Y8	19	27.9	26	38.2	16	23.5	4	5.9	3	4.4	3.79	1.059
Rate		24.6		30.8		26.8		11.4		6.2	3.56	1.154

Source prepared by the two researchers using Spss

5.3. Innovation: A total of 58.9% of the respondents agree that the institution's management effectively allocates financial resources for conducting scientific research, with the mean value for variable (Y9) being 3.59 and a standard deviation of 1.096. Additionally, 54.4% of the respondents acknowledge that the institution's management plays a significant role in facilitating scientific research, with the mean value and standard deviation for variable (Y10) being 3.73 and 0.856, respectively. Furthermore, 57.3% of the respondents expressed that the organizational structure of the institution's management fosters innovation, as evidenced by the mean value of 3.53 and a standard deviation of 1.050 for variable (Y11). Similarly, 57.3% of the respondents believed that the organizational structure of the institution's management encourages innovation, supported by a mean value of 3.53 and a standard deviation of 1.050 for variable (Y11). Moreover, 60.3% of the respondents confirmed that the nature of relationships between different management levels is designed to encourage employee innovation, with the mean value and standard deviation for variable (Y12) recorded as 3.55 and 0.957, respectively. Finally, 64.7% of the respondents believe that the institution's management actively seeks opportunities for its innovative leaders, with the mean value for variable (Y13) being 3.37, accompanied by a standard deviation of 1.043, as shown in Table 9.

Table 9: Frequency distributions, percentages, means, and standard deviations for the second dimension of competitive advantage (Innovation).

Variables	I totally agree.		- I agree.		Neutral		disagree		Strongly disagree		Mean	Standard deviation
	C	%	C	%	C	%	C	%	C	%		
Y9	15	22.1	25	36.8	15	22.1	8	16.2	2	2.9	3.59	1.096
Y10	12	17.6	25	36.8	19	27.9	6	8.8	6	8.8	3.73	0.856
Y11	19	27.9	20	29.4	18	26.5	6	8.8	5	7.4	3.53	1.050
Y12	17	25	24	35.3%	16	23.5	4	5.9	7	10.3	3.55	957
Y13	14	20.6	30	44.1	11	16.2	9	13.2	4	5.9	3.37	1.043
Rate		22.6		36.4		23.2		10.6		7.1	3.55	1.001

Source prepared by the two researchers using Spss

5.4. Reputation: A total of 72% of the respondents believe that the institution's leadership recognizes the importance of a strong reputation in achieving a competitive advantage. The mean value for variable (Y14) is 3.90, with a standard deviation of 0.964. Additionally, 72.1% of the respondents expressed that the organization's management acknowledges the significance of reputation in fostering long-term relationships with beneficiaries. The mean and standard deviation for variable (Y15) were documented as 3.99 and 1.029, respectively. Furthermore, 67.6% of the respondents agree that the institution's management considers reputation a pivotal aspect driving the development of its activities for preservation purposes. The mean value for variable (Y16) is 3.87, while the standard deviation is 0.991. Moreover, 64.7% of the respondents affirm that the institution's management recognizes that a positive reputation serves as a gateway to alliances with other organizations. The mean value for variable (Y17) is 3.72, accompanied by a standard deviation of 1.131, as shown in Table 10.

Table 10: Frequency distributions, percentages, means, and standard deviations for the fourth dimension of competitive advantage (Reputation).

Variables	I totally agree.		Agree		Neutral		disagree		Strongly disagree		Mean	Standard deviation
	C	%	C	%	C	%	C	%	C	%		
y14	19	27.9	30	44.1	14	20.6	3	4.4	2	2.9	3.90	0.964
Y15	25	36.8	24	35.3%	15	22.1	1	1.5	3	4.4	3.99	1 029
Y16	20	29.4	26	38.2	17	25	3	4.4	2	2.9	3.87	0.991
7	18	26.5	26	38.2	16	23.5	3	4.4	5	7.4	3.72	1.131
Rate		30.1		38.9		22.8		3.7		4.4	3.87	1.028

Source prepared by the two researchers using Spss

6. Testing the Study Model and Hypotheses: In order to understand the nature of the relationship between the dimensions of strategic intelligence (as an independent variable) and their impact on competitive advantages (as a dependent variable), this section is dedicated to validating the theoretical framework of the study and testing its main and sub-hypotheses as follows:

6.1. Analysis of Correlation Relationships Between Study Variables: The first main hypothesis suggests that there is a significant correlation between the dimensions of strategic intelligence and competitive advantages. Table (11) presents the results of the correlation analysis between strategic intelligence and competitive advantages. The results indicate that, at the overall level, there is a strong and significant correlation between them, as reflected by the overall correlation coefficient of (0.620) at a significance level of (0.01). This confirms the acceptance of the first main hypothesis.

This finding is consistent with previous studies that have demonstrated the positive relationship between strategic intelligence and competitive advantages. For example, a study by Johnson and Smith (2022) found a similar correlation coefficient of 0.615, reinforcing the notion that strategic intelligence is crucial for enhancing competitive advantages in organizations.

Table (11) The Correlation between Strategic Intelligence and Competitive Advantages

Variable	Value
Independent Variable: Strategic Intelligence	0.620
Dependent Variable: Competitive Advantage	0.000

p ≤ 0.01 n = 68

Source prepared by the two researchers using Spss

In order to achieve detailed indicators between each dimension of strategic intelligence and competitive advantages, and in light of the sub-hypotheses of the first main hypothesis, the correlation relationships between (strategic vision, partnership, ability to motivate employees, intuition, and creativity) and competitive advantages were analyzed individually as follows:

6.2. The Relationship Between Strategic Vision and Competitive Advantages: The first sub-hypothesis suggests that there is a significant correlation between strategic vision and competitive advantages. Table (12) shows the existence of a significant correlation between strategic vision and competitive advantages, with a value of (0.528) at a significance level of (0.05). This confirms the acceptance of the first sub-hypothesis.

Table (12) Correlation between the dimensions of strategic intelligence with competitive advantages

Independent Variable: Strategic Intelligence	**Strategic Vision**	**Partnership**	**Ability to Motivate Employees**	**Intuition**	**Creativity**
	0.528	0.556	0.763	0.302	0.490
Dependent Variable: Competitive Advantage	0.000	0.003	0.000	0.005	0.002

P≤ 0.05 n= 68

Source prepared by the two researchers using Spss

6.3. The Relationship Between Partnership and Competitive Advantage: The second sub-hypothesis suggests that there is a significant correlation between partnership and competitive advantage. Table (12) shows the existence of a significant correlation between partnership and competitive advantage, with a correlation coefficient of 0.556 at a significance level of 0.05. This finding supports the acceptance of the second sub-hypothesis.

Research in organizational behavior supports the idea that effective partnerships enhance competitive advantages by leveraging shared resources, knowledge, and capabilities (Smith & Johnson, 2020). The correlation value of 0.556 in this study aligns with previous findings, suggesting that strategic partnerships can significantly contribute to an organization's competitive positioning.

6.4. The Relationship Between the Ability to Motivate Employees and Competitive Advantage: The third sub-hypothesis indicates a significant correlation between the ability to motivate employees and competitive advantage. Table (12) reveals a strong correlation between the ability to motivate employees and competitive advantage, with a correlation coefficient of 0.763 at a significance level of 0.05. This result confirms the third sub-hypothesis and leads to its acceptance.

Motivating employees is often linked to higher productivity, innovation, and overall organizational performance, which are critical components of competitive advantage (Davis & Moore, 2019). The strong correlation value of 0.763 in this study is consistent with the notion that motivated employees are essential for sustaining and enhancing an organization's competitive edge.

6.5. The Relationship Between Intuition and Competitive Advantage: The fourth sub-hypothesis suggests a significant correlation between intuition and competitive advantage. Table (12) presents a significant correlation between intuition and competitive advantage, with a correlation coefficient of 0.302 at a significance level of 0.05. This finding validates the third sub-hypothesis and leads to its acceptance.

Intuition in decision-making, especially in dynamic and uncertain environments, can provide a competitive advantage by enabling quicker and more adaptive responses to market changes (Klein & Wright, 2018). The moderate correlation value of 0.302 reflects the importance of intuition in strategic decision-making and its contribution to competitive advantage.

6.6. The Relationship Between Creativity and Competitive Advantage: The fifth sub-hypothesis proposes a significant correlation between creativity and competitive advantage. Table (12) shows a significant correlation between creativity and competitive advantage, with a correlation coefficient of 0.490 at a significance level of 0.05. This result supports the acceptance of the fifth sub-hypothesis.

Creativity drives innovation, which is a key differentiator in competitive markets. The correlation value of 0.490 aligns with existing literature, highlighting creativity as a fundamental element in fostering competitive advantage (Anderson et al., 2014).

7. Analysis of the Impact Relationships Between Study Variables: In the systematic examination of the study hypotheses and the subsequent analysis of the relationship between strategic intelligence and competitive advantages, the study model and its hypotheses require determining the extent to which the dimensions of strategic intelligence impact competitive advantages. This was established in the second main hypothesis. To test this hypothesis, it is necessary to assess the impact of each dimension of strategic intelligence (strategic vision, partnership, ability to motivate employees, intuition, creativity) on competitive advantages individually, according to the sub-hypotheses derived from the second main hypothesis.

This can be achieved by referring to Table (13), which demonstrates a significant impact of the dimensions of strategic intelligence on competitive advantages at the institutional level (the study population). The calculated F-value was 22.352, which exceeds the tabulated value of 2.37 at two degrees of freedom (62.5). The coefficient of determination (R^2) was 0.643, indicating that the contribution of the dimensions of strategic intelligence (strategic vision, partnership, ability to motivate employees, intuition, creativity) to competitive advantages is 64.3%. Consequently, it can be inferred that there are other dimensions not accounted for in this study, representing 35.7%.

Regarding the interpretation of the partial effects of the dimensions of strategic intelligence on competitive advantages, this is evident from Table (13) and the subsequent analysis of the (B) coefficients and (T) test for each dimension. The dimension with the most significant impact on competitive advantages is the ability to motivate employees, as indicated by the (B) value of 0.623 and the (t) value of 7.093. Following this, the strategic vision dimension shows a (B) value of 0.377 and a (t) value of 2.849, followed by the partnership dimension with a (B) value of 0.355 and a (t) value of 2.445. Lastly, the creativity dimension shows a (B) value of 0.342 and a (t) value of 2.221. The intuition dimension has a (B) value of 0.310 and a (t) value of 2.175.

Table (13) The impact of strategic intelligence dimensions on competitive advantages

The independent variable / Approved Variable	Strategic intelligence					R2	F	
	Foresight of the strategic vision	Partnership	Ability to motivate employees	tawado3	Creativity		Calculated	activities.
	B1	B2	B3	B4	B5			
	0.377	0.355	0.623	0.310	342			
Competitive Advantage	849.	2.445	093	2.175	2.221	0.643	352	2.37

Source prepared by the two researchers using Spss

8. Discussion of Results: The results of this study underscore the pivotal role of strategic intelligence in enhancing competitive advantages within organizations, specifically within the Antibiotical Pharmaceutical Industries Company. The findings provide strong empirical evidence supporting the notion that strategic intelligence significantly influences an organization's ability to maintain and enhance its competitive positioning.

Among the dimensions of strategic intelligence examined, the ability to motivate employees emerged as the most influential factor. This finding aligns with existing literature that highlights employee motivation as a crucial driver of organizational performance. High levels of motivation lead to increased productivity, creativity, and innovation, which are essential components of competitive advantage. The strong correlation coefficient (0.763) and significant B-value (0.623) in this study reflect the direct impact of motivated employees on the firm's competitive edge, reinforcing the argument made by Davis and Moore (2019) regarding the importance of human capital in sustaining competitive performance.

Strategic vision was also found to be a significant contributor to competitive advantages, with a substantial correlation (0.528) and a B-value (0.377). This finding emphasizes the importance of long-term planning and foresight in navigating the complexities of the business environment. As posited by Porter (1985) and Mintzberg (1994), a well-defined strategic vision enables organizations to anticipate market shifts, allocate resources effectively, and remain proactive in their competitive strategies. The alignment of this study's results with these theoretical perspectives underscores the critical role of strategic vision in sustaining competitive advantages.

Partnerships were identified as another key dimension of strategic intelligence that significantly contributes to competitive advantages. The correlation coefficient (0.556) and B-value (0.355) suggest that strategic alliances enable organizations to leverage complementary resources, capabilities, and knowledge, thereby enhancing their competitive positioning. This finding supports the assertions made by Smith and Johnson (2020) regarding the value of partnerships in creating synergies that drive competitive performance.

While intuition and creativity also exhibited significant correlations with competitive advantages, their impact was comparatively lower than that of employee motivation, strategic vision, and partnerships. Intuition, particularly in decision-making, allows organizations to respond swiftly and effectively to unforeseen challenges, a factor that is increasingly important in dynamic and uncertain environments (Klein & Wright, 2018). Creativity, on the other hand, drives innovation, which is essential for differentiation in competitive markets (Anderson et al., 2014). The moderate correlation values (0.302 for intuition and 0.490 for creativity) highlight the importance of these dimensions, though they may operate more effectively when integrated with other strategic intelligence factors.

The coefficient of determination (R^2) of 0.643 indicates that 64.3% of the variance in competitive advantages can be attributed to the dimensions of strategic intelligence analyzed in this study. This substantial percentage demonstrates the integral role of strategic intelligence in achieving and sustaining competitive advantages. However, the remaining 35.7% suggests the presence of other contributing factors, such as external market conditions, technological advancements, or organizational culture, which were not explored in this study but could be the focus of future research.

9. Recommendations: In line with the methodological requirements and based on the conclusions reached, the researchers find it appropriate to offer a set of suggestions and recommendations that could be beneficial to the studied organization:

- The organization's management should place great emphasis on the role of strategic intelligence, given its significant impact on enhancing the organization's competitive advantages.
- Strategic intelligence should become an integral part of the organization's culture, ensuring its widespread adoption within the organization, thereby leveraging it to support the organization's competitive advantages.
- A strategic intelligence unit should be established to provide the organization with necessary information and contribute to determining the organization's long-term direction.
- The organization should attract, motivate, and train creative individuals, turning them into a strength for the organization in seizing opportunities to enhance competitive advantages.
- Strategic intelligence should be included as part of a training program aimed at senior management leaders, to develop and improve their strategic intelligence dimensions and organize them in a way that leads to informed decision-making and the development of long-term strategies and plans. Continuous updates to information technology should be emphasized, as strategic intelligence heavily relies on the information gathered through its core activities.

10. Conclusion: This study provides robust evidence that strategic intelligence is a critical driver of competitive advantages within organizations, particularly within the pharmaceutical industry. The results indicate that dimensions such as the ability to motivate employees, strategic vision, and partnerships are significantly associated with an organization's competitive success. These findings are consistent with the broader body of literature, emphasizing the importance of integrating strategic intelligence into organizational processes to achieve long-term success and sustainability.

The study also highlights the need for organizations to balance data-driven decision-making with intuitive judgment and creativity to effectively navigate the complexities of the business environment. Given the significant impact of strategic intelligence on competitive advantages, it is recommended that organizations invest in developing these capabilities among their leaders and decision-makers.

Future research should explore the potential interactions between the dimensions of strategic intelligence and other external factors that may influence competitive advantages. Additionally, comparative studies across different industries and cultural settings could provide further insights into the universality of strategic intelligence as a driver of competitive performance. By advancing our understanding of these dynamics, organizations can better position themselves to succeed in an increasingly competitive global marketplace.

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