

The Effect of Strategic Intelligence on Enhancing Customer Value: An Exploratory Study of the Opinions of a Sample of Employees at the State Company for Drug and Medical Supplies Manufacturing / Samarra - Iraq

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Abstract

The core objective of this research was to pinpoint the sources of strategic intelligence and their effect upon enhancing customer value, as well as to provide some suggestions that contribute to clarifying the effect between the research variables. Accordingly, the current problem was represented by the central question: (Is there a statistically significant effect of strategic intelligence on enhancing customer value?). To assess the opinions of the respondents, the research relied on the descriptive-analytical approach in dealing with the theoretical and field data of the studied company. Several research tools were used in the field aspect of the study to achieve the desired results, with the questionnaire being the main tool for data collection. A total of 130 forms were given to a random sample of employees in the studied company, of which 125 valid forms were returned for analysis, representing a rate of 96%. Several statistical methods and tools were used to handle the data, analyze the questionnaire items, and test its hypotheses based on the data processed through the (SPSS.V26) statistical program. The research concluded with several findings, including there is a statistically significant positive effect of strategic intelligence on enhancing customer value in the studied company.

Keywords: *Strategic Intelligence, Customer Value, State Company for Drug and Medical Supplies Manufacturing / Samarra - Iraq.*

Introduction

Companies face vast changes in social, economic, political, and technological aspects resulting from the information revolution, having profound consequences on the labor market. As a result, companies have sought to improve their capabilities and enhance the level of their services. This has highlighted the role of strategic intelligence within the company, as it is a vital feature of business organizations, whether service-oriented or industrial. The research, in its applied and conceptual framework, aims to clarify the role of strategic intelligence dimensions in supporting and enhancing customer value. The State Company for Drug and Medical Supplies Manufacturing / Samarra, Iraq was chosen as the field of study to measure the research variables and test its hypotheses, as there has been increased interest in developing strategic intelligence in recent years. It provides benefits that benefit both the individual and the company. Therefore, the research fell into four main sections: the first section presents the research methodology, the second section covers the theoretical framework of the research variables, the third section addresses the field framework of the research, and the fourth section concludes with the findings and suggestions derived from the research.

Section One: Research Methodology

First: Research Problem

Arab and foreign studies have focused on customer value, with researchers and experts dedicating efforts to explore this variable in relation to other factors. It is important to note that companies live in a promptly changing world, where they need to approach events smartly and creatively. Therefore, rapid changes must be made and responded to accordingly, as there are problems that require solutions and decisions to be made periodically to maintain good customer value. Many opportunities must be discovered, seized, and developed, along with risks that should be carefully planned for.

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Many individuals wonder about the secret behind the survival of successful companies, while many others vanish from existence. This can be attributed to several reasons, with the primary one being the focus on enhancing customer value. Companies face significant challenges amid rapid environmental changes and constantly strive to adopt new methods that increase their efficiency and effectiveness in achieving their goals. Thus, the topic was selected as a cognitive problem, in addition to its significant real-world importance and impact, as the survival and continuity of companies represent one of the major challenges they face. One of these strategies is focusing on strategic intelligence in how to allocate resources, as well as ensuring the selection of individuals who possess the necessary skills and qualifications to align job requirements with the improvement and development of employee performance, preparing them for future roles to handle change and guarantee the success of organizational goals. Hence, the problem can be defined as measuring the impact of strategic intelligence on enhancing customer value in the studied company. This is a result that can be clearly determined through the tangible reality of its outcomes. The aim is to enhance the adopted dimensions by supporting customer value. Accordingly, the problem arises from the central question:

Is there a statistically significant effect of strategic intelligence on enhancing customer value?

Second: Importance of the Research

The significance of the research lies in identifying its variables, which are (strategic intelligence, and customer value), as contemporary management phenomena. Strategic intelligence is a modern management trend that positively impacts maintaining human resources and, consequently, enhancing customer value and driving improvement. The importance of this study is reflected in the following:

Addressing the Gap in Previous Studies Linking the Variables Presented in the Research: This study represents a practical and scientific effort to shed light on the rapid developments in contemporary managerial concepts, including the concept of strategic intelligence, which is still in its early stages of attention within the Iraqi environment.

The researchers hope that the results of this research will open new horizons for further studies in this area. The importance of this study is highlighted by the fact that no similar research was made in the State Company for Drug and Medical Supplies Manufacturing / Samarra – Iraq. This will contribute valuable knowledge to the Iraqi management library on a crucial subject that illustrates the relationship between strategic intelligence and customer value.

Through the field application, this research can provide solutions to the challenges faced by the studied company by identifying weaknesses and working on overcoming them, building customer value that controls the internal environment of the organization and facilitates change.

Third: Research Objectives

In light of identifying the study problem and its significance, the study aims to achieve the main objective of understanding the effect of strategic intelligence on enhancing customer value in the studied company. The research seeks to achieve many other objectives, such as:

To understand the theoretical frameworks of the research variables by reviewing the most relevant contemporary literature and deriving indicators to build the current research's conceptual framework.

To test the relationship and effect between strategic intelligence and customer value in the studied company.

To benefit from the results of the field research, which will offer insights to the management of the studied institution regarding the strengths and weaknesses of the research variables, aiming to reduce negative aspects and enhance positive ones.

Fourth: Hypothetical Research Framework

The hypothetical research framework (Figure 1) illustrates the research variables and the relationship between them, showing the impact and integration to define the intellectual and theoretical frameworks that should be covered.

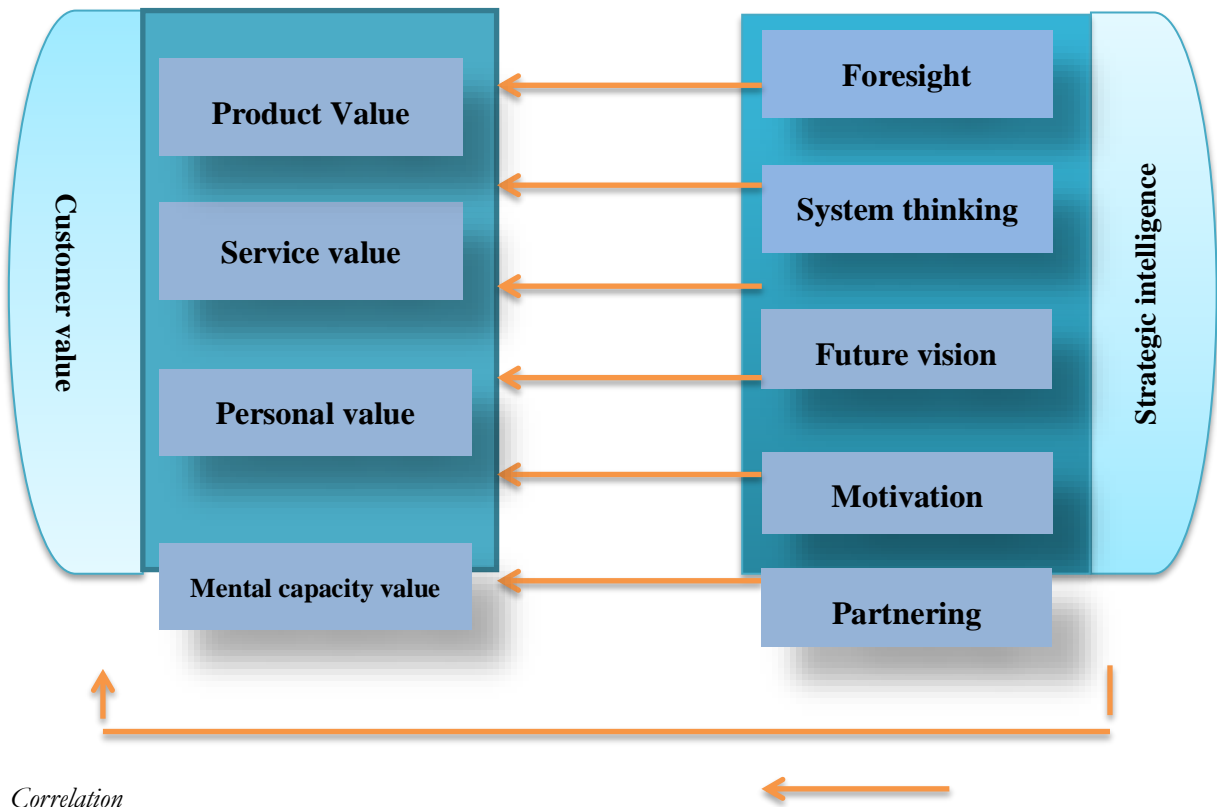


Figure (1) A Hypothetical Research Framework

Source: The Diagram was prepared by the researchers

Fifth: Research Hypotheses

Based on the intellectual foundations upon which the research is based and in line with its objectives, the following hypotheses were formulated to examine the fundamental assumptions:

Main Hypothesis: There is a statistically significant effect of strategic intelligence on enhancing customer value in the studied company. The following sub-hypotheses branch from the main hypothesis:

There is a statistically significant effect of foresight on enhancing customer value.

There is a statistically significant effect of systems thinking on enhancing customer value.

There is a statistically significant effect of future vision on enhancing customer value.

There is a statistically significant effect of motivation on enhancing customer value.

Sixth: Research Community and Sample

The State Company for Drug and Medical Supplies Manufacturing / Samarra – Iraq was selected as the main field for studying the research variables and testing its hypotheses. The sample comprised of 130 respondents from the total number of employees, to whom the survey questionnaires were distributed. A total of 125 valid forms were returned for analysis, resulting in a rate of 96% of response.

Seventh: Research Limits

Spatial Limits: The research is limited to the State Company for Drug and Medical Supplies Manufacturing / Samarra – Iraq.

Time Limits: The research period is from March 1, 2024, to September 1, 2024.

Human Limits: The research is limited to a random sample of employees from the State Company for Drug and Medical Supplies Manufacturing / Samarra – Iraq.

Eighth: Research Methodology

The research adopted a descriptive-analytical approach, which is aimed at answering the questions posed in the research problem and collecting chief data and facts about the problem (the research topic). This approach is commonly used by authors to obtain accurate and comprehensive data about a population, group, or activity in order to draw conclusions and make a set of practical suggestions that can guide stakeholders. The data is gathered from the research sample and analyzed. The following are the procedures followed in this research:

Data Collection Methods

For the theoretical aspect of the research, the researchers relied on foreign and Arabic sources, specialized journals, both foreign and Arabic, foreign and Arabic theses and dissertations, digital libraries, and the internet. As for the practical aspect, a survey questionnaire was used as the key tool for data collection. The questionnaire was given to a random sample of employees to obtain the primary data for the research.

Statistical Analysis Methods

After gathering the survey forms, the researchers used several statistical tools to determine the impact of the research variables and verify the validity of the hypotheses and their measurement. The statistical program SPSS V.26 was used to conduct the required statistical analyses. The tools used included frequency distributions, percentages, standard deviations, arithmetic means, and simple linear regression coefficients to measure the effect of the independent variable on the dependent variable.

Design of the Survey Questionnaire

The survey questionnaire designed to measure the effect of strategic intelligence on enhancing customer value in the studied organization includes two variables: strategic intelligence as the independent variable and customer value as the dependent variable. The first variable consists of 25 items, while the second variable includes 17 items, making a total of 42 items in the questionnaire. The goal is to gather the necessary data to achieve the final research results. Table (1) illustrates the research variables and the sources used in the design of the survey questionnaire as follows:

Table (1). Research Variables and Sources Used in Building the Survey Questionnaire

Variable	Kind	Item series	No.	Model Sources
Strategic intelligence	25	(25-1)	Independent variable	(Kirilov, 2019) (Alhamadi, 2020)

				(Gitelman <i>et al.</i> , 2021)
Customer value	17	(42-26)	Dependent variable	(Yalue, 2019) (2023 ‘Al-Azzawi Al-Qaisy) (2024 ‘Raouf and Al-Saalim)

Source: The table was prepared by the researchers.

Second: Strategic Intelligence

In this section, the researchers aim to shed light on the concept of strategic intelligence and its impact on customer value in its theoretical framework, based on the views of researchers and scholars in this field. This is done by reviewing the essence of this topic as follows:

First: The Concept of Strategic Intelligence

Strategic intelligence is considered a form of development in management thinking. Organizations work towards achieving their goals by obtaining relevant information to forecast the future and develop a comprehensive vision of the management system. This is done through innovation and creativity to confront environmental changes and adapt to them (Abuktaish & Alkshali, 2020: 259). Strategic intelligence can be understood by collecting information and data, processing the results, and reformatting them to enhance the ability to predict, reliability, and effectiveness of ongoing activities. This requires a systematic approach, practical planning, the application of methods, and responsible supervision of the procedures taken (Chido, 2020: 178). Strategic intelligence supports organizational activities by providing comprehensive information about the external environment, directly influencing organizational strategies, and serving as a guide for decision-makers within the organization. It brings valuable information and knowledge to aid in making strategic decisions for the organization (Rahmatian & PourKiani, 2017: 235).

Table (2). Definitions of Strategic Intelligence According to Some Researchers

No	Researcher	Definition
1	(Barnea, 2020: 1)	The conscious use of accumulated experiences to handle surprises and uncertainties is based on a proactive vision that relies on sound analysis and quick response.
2	(Sadalia et al., 2021: 253)	The organization's ability to handle available data about the business environment and acquire the required knowledge for decision-making and future forecasting, as well as the ability to adapt to environmental changes.
3	(Izadi et al., 2022: 2)	An individual talent possessed by certain individuals, evident in both inductive and intuitive insights according to social sciences, is used to shape a preferred future and formulate suitable strategies to achieve predetermined goals.
4	‘Al-Afandi (41 :2023)	The leadership’s ability and skill in making optimal use of available information about the external environment, along with utilizing knowledge to enable forecasting and planning for the future to facilitate decision-making.
5	:2024 ‘Salim (222)	A communication process aimed at assessing and comparing achieved activities and tasks against previously set plans by leaders to identify and correct errors, diagnose strengths and weaknesses in the long term, and ensure excellence, creativity, and innovation within the company.

Source: The table was prepared by the researchers depending on the sources referenced implicitly.

From the above, the researchers believe that strategic intelligence refers to the set of mental capabilities possessed by organizational leaders, which are employed to effectively deal with external events and changes, understand competitors, and anticipate their future intentions.

Second: The Importance of Strategic Intelligence

Strategic intelligence has a critical role in supporting and enhancing the decision-making process and the organization's ability to gain competitive advantages. It does this by managing organizational risks and identifying challenges, threats, and opportunities in a way that helps the organization define its policies and programs to address these risks. Furthermore, it is one of the vital requirements for managers. Strategic intelligence contributes to the development and implementation of the organization's strategies, which is crucial for the success of organizations, helping them achieve their goals and interact positively with their external environment (Alomian et al., 2019: 66) (Shahraki et al., 2020: 10951).

Strategic intelligence enables the organization to carry out its operations efficiently and effectively. Its ultimate goal is the success of all activities undertaken by the organization. Strategic intelligence contributes to the preparation of strategic scenarios by enhancing strategic capabilities and supporting creative and negotiating decisions for organizations. No organization can succeed without focusing on strategic intelligence and leveraging it effectively in its operations. It plays a significant role in maintaining the organization's optimal performance, preserving its position in the competitive market, shaping its long-term strategies, and making timely, sound decisions (Bowen, 2020: 1008) (Al-Yassiri et al., 2023: 207).

Third: Dimensions of Strategic Intelligence

Foresight : This refers to the leaders' ability to distinguish what can be avoided, control it, and predict environmental changes in a clear and organized manner. This enables leaders to take more accurate scenarios that align with futuristic environmental changes (Al-Fawaeer & Alkhatib, 2020: 149).

Systems Thinking: This represents the ability to think logically and synthesize various elements to analyze and understand how they interact to form a clear image of what will be dealt with, and then present it in a way that serves the organization's processes (Abed Hussain & Abbas, 2019: 445).

Future Vision: This refers to the ability to foresee developments before they occur, which is at the core of strategic management. A leader should be able to study the situation, anticipate expected changes, take risks, and build trust. Therefore, vision evaluates intuition, which is the result of the interaction between experiences that the leader undergoes during the creative process (Alomian et al., 2019: 68).

Motivation: It is the process of affecting behavior in terms of direction, persistence, and strength of focus on the goal. It is a need and desire to activate and direct behavior towards the goal. It is an active tool to enhance the organization's strategic goals by influencing individuals' orientations (Al-Azzawi, 2021: 7).

Partnership: Cooperation and partnership between leaders and employees are strengths within the organization, enabling it to gain in-depth knowledge of internal activities. This positively reflects on focusing on the availability of strategic intelligence dimensions within the company and efforts to gather data about customers, suppliers, stakeholders, and the external environment to form an accurate and comprehensive understanding of the constraints and barriers preventing the execution of organizational programs (Marshall et al., 2022: 8).

Fourth: The Concept of Customer Value

Customer value is a relative matter that depends on the perspective of individuals, their level of perception, and the extent to which the product or service satisfies their needs and desires. Thus, we observe that the nature of customer value is interactive, as it requires interaction between the customer and the product or service, and it is relative, as it can be compared. Customers assess a product or service by comparing it with other products and services. Customer value is personal, meaning customers differ from each other. Some

may be enthusiastic, while others are hesitant, and so on. It is also dynamic because it can change over time. Customer evaluations vary in different situations, as what a customer values before purchasing a product or service may differ after the purchase (Al-Nouri & Khalil, 2022: 53-54).

Modern companies continually strive to ensure continuity and growth in their business activities. They rely on what they offer to their customers in terms of value within the framework of direct interaction, on the one hand, and the products they provide within the exchange process, on the other hand. They work to identify the characteristics of preferred market values that customers seek to acquire through various means to satisfy their needs and desires. These values are achieved at low costs, indicating the product is highly valued from the customer's perspective (Al-Hamdani & Al-Salim, 2023: 163).

Table (3). Definition of Customer Value According to the Views of Some Researchers

No	Researcher	Definition
1	(Hou et.al., 2020: 1)	The overall evaluation of what the customer pays and what they receive during the decision-making process of purchasing; this value varies depending on the customer and their perspective on the benefits they wish to obtain.
2	(Kotler et al., 2020: 15)	What the customer gains as a result of exchanges in return for the price; is the customer's assessment of the difference among the total benefits and the total costs of the marketing offer in comparison to competitors' offers.
3	(Al-Rubaie and Tawfiq, 2021: 84)	A comparison process is undertaken by the customer between the provided service or product and the cost they bear due to the purchasing decision.
4	(Rahim and Al-Shammari, 2022: 89)	An evaluation of the services the customer receives in exchange for the effort they put forth to obtain them.
5	(Al-Azami and Al-Rawi, 2023: 75)	The emotional connection formed between the customer and the product after receiving a good product or service offered by the organization, where the customer feels the product adds value to them.

Fifth: The Importance of Customer Value

As clarified by Jathir and Hamid (2021: 96) and Raouf and Al-Salim (2024: 111), designing and delivering superior value to the customer is one of the key strategies for business success in the 21st century. Customer value holds a leading position in the market space, as providing exceptional value to customers has become a mandate for management in markets filled with choices, shifting the balance of power from organizations to customers who are seeking value. Designing and offering good value to customers leads organizations to market leadership, which is a definitive advantage. Al-Azmi and Al-Rawi (2023: 76) emphasize that the importance of customer value lies in customer satisfaction, as it is the foundation for the continuity of any organization. Customer value is a critical element in evaluating goods and services and is essential for meeting customer demands, desires, and needs. Ultimately, this leads to achieving returns and market share, which grow through repeat purchases, customer retention, maintaining strong relationships, and increasing customer loyalty.

Sixth: Dimensions of Customer Value

Product Value: This refers to the value derived from the benefits associated with the product's features. The customer gains value through aspects such as quality and price. This value distinguishes the product's quality as a positive feature. Accordingly, value is equivalent to the ratio of quality to price, while also considering non-monetary sacrifices such as time, risk, effort, and the avoidance of waiting. Value arises from customers' rational evaluations, with product quality and service quality forming part of this dimension (Ashiq and Mala Hassan, 2023: 257).

Service Value: This is an activity or benefit provided by one party to another, fundamentally intangible and immaterial, without transferring ownership. Service delivery may be linked to a physical product or may not be. It provides direct benefits to the customer as a result of applying human or mechanical effort or energy to specific individuals or objects. Service, unlike a physical product, cannot be owned or consumed materially (Rahim and Al-Shammari, 2022: 89).

Personal Value: The customer's expressive image is the result of their feelings of satisfaction and loyalty, as these emotions are characterized by concern and interest in the service, its execution, and delivery, which generate different types of feelings (Yalue, 2019: 5). Personal value is the primary foundation of customer value, as it is related to building value for the customer by enhancing their perceptions regarding the relationship between the quality they receive and the price they sacrifice. It is the customer's sense of satisfaction with the relationship between the service and the comfort they obtain compared to what they pay, and what they receive in return for purchasing the product or service (Al-Qaisi and Al-Azzawi, 2023: 74).

Mental Status Value: Building the mental image of a product is one of the strategic tasks that organizations seek to achieve in the best possible way. Therefore, constructing and establishing the company's image in the minds of customers depends on what the organization offers in terms of products (goods and services), which is typically formed through direct experiences that an individual acquires through interactions with people, organizations, processes, and instructions, as well as indirect experiences formed through friends and media outlets (visual and audio). These significantly contribute to shaping an individual's impressions of the organization and its products (Raouf and Salem, 2024: 111).

Chapter Three: Practical Aspect

This chapter aims to diagnose and describe both research variables to address them, using percentages, frequency distributions, arithmetic means, and standard deviations to verify the validity of the research hypotheses. To achieve this, the researchers used the statistical software SPSS V26, which is divided as follows:

First: Description and Diagnosis of the Strategic Intelligence Variable

This section discusses the description and diagnosis of the strategic intelligence variable in terms of its dimensions based on the responses of the participants to the questions representing each dimension, as follows:

Foresight: According to the data in Table (3), there is a clear agreement among the participants' views regarding the items related to the forecasting dimension in the General Company for Pharmaceuticals and Medical Supplies / Samarra - Iraq, within Salah al-Din Governorate, concerning the statements (X1-X5). The overall agreement rate of the participants' responses (completely agree, and agree) reached 78.08%. This indicates a significant agreement on the items related to the foresight dimension, indicating that the participants' views were generally positive based on the five-point Likert scale. The rate of disagreement among the participants' responses was 3.36%. As for the responses of "agree to some extent", it was 18.56%. The arithmetic mean was 4.068, and the standard deviation was 0.576, indicating clear agreement among the participants regarding these items based on their personal views.

Table (3). Description and Diagnosis of the Foresight Dimension

Foresight	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		N	%	N	%	N	%	N	%	N	%		

X1	56	44.8	48	38.4	18	14.4	3	2.4	0	0	4.256	0.792
X2	42	33.6	65	52	17	13.6	1	0.8	0	0	4.184	0.688
X3	43	34.4	54	43.2	25	20	3	2.4	0	0	4.096	0.797
X4	34	27.2	66	52.8	25	20	0	0	0	0	4.072	0.685
X5	29	23.2	51	40.8	31	24.8	11	8.8	3	2.4	3.736	0.993
Average	32.64		45.44		18.56		2.88		0.48		4.068	0.576
Total	78.08				18.56		3.36				4.068	0.576

Source: The table was prepared by the researchers using SPSS V.26

Systems Thinking: According to the data in Table (4), there is agreement among the participants' views regarding the items related to the systems thinking dimension in the General Company for Pharmaceuticals and Medical Supplies / Samarra – Iraq, within Salah al-Din Governorate, concerning the statements (X6-X10). The overall agreement rate of the participants' responses (completely agree, and agree) reached 82.24%. This indicates that there is a degree of agreement on the items related to the systems thinking dimension, indicating that the participants' views tend toward the positive, according to the five-point Likert scale. The rate of disagreement among the participants' responses was 2.72%. As for the "agree to some extent" responses, it was 15.04%. The arithmetic mean was 4.148, and the standard deviation was 0.616, indicating clear agreement among the participants regarding these items based on their personal views.

Table (4). Description and Diagnosis of the Systems Thinking Dimension

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
System Thinking	X6	38	30.4	64	51.2	21	16.8	2	1.6	0	0	4.088	0.783
	X7	49	39.2	57	45.6	18	14.4	1	0.8	0	0	4.232	0.719
	X8	38	30.4	65	52	15	12	4	3.2	3	2.4	4.048	0.878
	X9	54	43.2	50	40	16	12.8	5	4	0	0	4.224	0.821
	X10	48	38.4	51	40.8	24	19.2	1	0.8	1	0.8	4.152	0.813
	Average	36.32		45.92		15.04		2.08		0.64		4.148	0.616
	Total	82.24				15.04		2.72				4.148	0.616

Source: The table was prepared by the researchers using SPSS V.26

Future Vision: According to the data in Table (5), there is agreement among the participants' views regarding the items related to the future vision dimension in the General Company for Pharmaceuticals and Medical Supplies / Samarra – Iraq, within Salah Al-Din Governorate, concerning the statements (X11-X15). The overall agreement rate of the participants' responses (completely agree, agree) reached 79.84%. This indicates that there is a degree of agreement on the items related to the future vision dimension, meaning that the participants' views tend toward the positive, depending on the five-point Likert scale. The rate of disagreement among the participants' responses was 3.64%. As for the "agree to some extent" responses, it was 16.52%. The arithmetic mean was 4.088, and the standard deviation was 0.606, indicating clear agreement among the participants regarding these items based on their personal views.

Table (5). Description and Diagnosis of the Future Vision Dimension

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
Future vision	X11	37	29.6	64	51.2	23	18.4	1	0.8	0	0	4.088	0.740
	X12	44	35.2	60	48	18	14.4	1	0.8	2	1.6	4.144	0.810
	X13	52	41.6	48	38.4	22	17.6	3	2.4	0	0	4.192	0.811
	X14	34	27.2	65	52	19	15.2	6	4.8	1	0.8	4	0.832
	X15	43	34.4	52	41.6	23	18.4	3	2.4	4	3.2	4.016	0.958
	Average	33.6		46.24		16.52		2.24		1.12		4.088	0.606
Total	79.84				16.52		3.64				4.088	0.606	

Source: The table was prepared by the researchers using SPSS V.26

Motivation: According to the data in Table (6), there is agreement among the participants' views regarding the items related to the motivation dimension in the General Company for Pharmaceuticals and Medical Supplies / Samarra – Iraq, within Salah Al-Din Governorate, concerning the statements (X16-X20). The overall agreement rate of the participants' responses (completely agree, agree) reached 72.32%, which indicates a degree of agreement on the items related to the motivation dimension. This indicates that the participants' views tend toward the positive, based on the five-point Likert scale. The rate of disagreement among the participants' responses was 4.8%, while the "agree to some extent" responses accounted for 22.88%. The arithmetic mean was 3.934, and the standard deviation was 0.579, indicating clear agreement among the participants regarding these items based on their personal views.

Table (6). Description and Diagnosis of the Motivation Dimension

Motivation	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		

X16	37	29.6	49	39.2	26	20.8	11	8.8	2	1.6	3.864	0.994
X17	18	14.4	63	50.4	40	32	4	3.2	0	0	3.761	0.733
X18	34	27.2	54	43.2	28	22.4	9	7.2	0	0	3.904	0.883
X19	36	28.8	71	56.8	18	14.4	0	0	0	0	4.144	0.643
X20	43	34.4	47	37.6	31	24.8	4	3.2	0	0	4	0.941
Average	26.88		45.44		22.88		4.48		0.32		3.934	0.579
Total	72.32						4.8					

Source: The table was made by the researchers depending on SPSS V.26 software.

Partnership

The data from Table (7) shows an agreement among respondents regarding the statements related to the "Partnership" dimension in the General Company for Manufacturing Pharmaceuticals and Medical Supplies/Samarra – Iraq, within Salahuddin Province, for items (X21-X25). The overall agreement rate among respondents who selected "Strongly Agree" or "Agree" reached 70.08%, indicating a high level of agreement on the items related to the partnership dimension. This suggests that respondents' views lean positively, based on the five-point Likert scale. Meanwhile, the overall rate of disagreement was 2.88%, and the rate for "Agree to some extent" responses was 27.04%. The arithmetic mean score was 3.954, with a standard deviation of 0.582, indicating a clear level of agreement among respondents on these items from their personal perspectives.

Table (7). Description and Diagnosis of the Partnership Dimension.

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
Partnership	X21	42	33.6	56	44.8	18	14.4	9	7.2	0	0	4.048	0.878
	X22	30	24	63	50.4	29	23.2	3	2.4	0	0	3.960	0.755
	X23	37	29.6	64	51.2	46	21	16.8	2.4	0	0	4.081	0.747
	X24	23	18.4	45	36	57	45.6	0	0	0	0	3.911	0.739
	X25	31	24.8	47	37.6	44	35.2	3	2.4	0	0	4.060	0.789
	Average	26.08		44		27.04		2.88		0		3.954	0.582
Total	70.08						2.88						

Source: The table was prepared by the researchers based on SPSS V.26 software.

Second: Description and Diagnosis of Customer Value

The content of this section refers to the description and diagnosis of the customer value variable in terms of its dimensions, based on the respondents' answers to the items representing each of them as follows:

Product Value: It appears from the data in Table (8) that there is agreement among the respondents' views regarding the items of the Product Value dimension in the General Company for the Manufacturing of Pharmaceuticals and Medical Supplies/Samara – Iraq, in the Salah al-Din Governorate, for items (X44-X48). The overall agreement rate for the respondents' answers, completely agree or agree, is 72.32%, indicating a degree of agreement among the respondents on the Product Value dimension, meaning the respondents' views are generally positive based on the five-point Likert scale. Meanwhile, the degree of disagreement on the items of the Product Value dimension is 0.32%, and the percentage of "agree to some extent" responses is 27.36%. The arithmetic mean is 4.310, and the standard deviation is 0.478, indicating the respondents show clear agreement on these items according to their personal viewpoints.

Table (8). Description and Diagnosis of the Product Value Dimension.

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
Customer value	X26	46	36.8	48	38.4	31	24.8	0	0	0	0	4.401	0.603
	X27	39	31.2	51	40.8	35	28	0	0	0	0	4.290	0.640
	X28	39	31.2	47	37.6	38	30.4	1	0.8	0	0	4.241	0.712
	X29	38	30.4	54	43.2	33	26.4	0	0	0	0	4.300	0.611
	X30	39	31.2	51	40.8	34	27.2	1	0.8	0	0	4.270	0.708
	Average	32.16		40.16		27.36		0.32		0		4.310	0.478
	Total	72.32						0.32					

Source: The table was made by the researchers depending on SPSS V.26 software.

Service Value: It appears from the data in Table (9) that there is agreement among the respondents' views regarding the items of the Service Value dimension in the General Company for the Manufacturing of Pharmaceuticals and Medical Supplies/Samara – Iraq, in the Salah al-Din Governorate, for items (X49-X52). The overall agreement rate for the respondents' answers, completely agree or agree, is 67.4%, indicating a degree of agreement among the respondents on the Service Value dimension. This indicates that the respondents' views are generally positive based on the five-point Likert scale. Meanwhile, the degree of disagreement on the items of the Service Value dimension is 0.4%, and the percentage of "agree to some extent" responses is 32.2%. The arithmetic mean is 4.232, and the standard deviation is 0.539, indicating the respondents show clear agreement on these items according to their personal viewpoints.

Table (9). Description and Diagnosis of the Service Value Dimension

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
Service value	X31	46	36.8	44	35.2	34	27.2	1	0.8	0	0	4.351	0.687
	X32	46	36.8	34	27.2	45	36	0	0	0	0	4.260	0.773
	X33	32	25.6	54	43.2	39	31.2	0	0	0	0	4.180	0.657
	X34	35	28	46	36.8	43	34.4	1	0.8	0	0	4.141	0.778
	Average	31.8		35.6		32.2		0.4		0		4.232	0.539
	Total	67.4						0.4					

Source: The table was made by the researchers depending on SPSS V.26 software.

Personal Value: It appears from the data in Table (10) that there is agreement among the respondents' views regarding the items of the Personal Value dimension in the General Company for the Manufacturing of Pharmaceuticals and Medical Supplies/Samara – Iraq, in the Salah al-Din Governorate, for items (X53-X56). The overall agreement rate for the respondents' answers, completely agree and agree, is 70%, indicating a degree of agreement among the respondents on the Personal Value dimension, meaning the respondents' views are generally positive based on the five-point Likert scale. Meanwhile, the degree of disagreement on the items of the Personal Value dimension is 0.4%, and the percentage of "agree to some extent" responses is 29.6%. The arithmetic mean is 4.172, and the standard deviation is 0.431, indicating the respondents show clear agreement on these items according to their personal viewpoints.

Table (10). Description and Diagnosis of the Personal Value Dimension

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
Personal value	X35	37	29.6	55	44	31	24.8	2	1.6	0	0	4.250	0.743
	X36	28	22.4	52	41.6	45	36	0	0	0	0	4.081	0.691
	X37	24	19.2	61	48.8	40	32	0	0	0	0	4.090	0.621
	X38	34	27.2	59	47.2	32	25.6	0	0	0	0	4.271	0.583
	Average	24.6		45.4		29.6		0.4		0		4.172	0.431

Total	70		0.4		
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Source: The table was made by the researchers depending on SPSS V.26 software.

Mental Status Value: It appears from the data in Table (11) that there is agreement among the respondents' views regarding the items of the Mental Status Value dimension in the General Company for the Manufacturing of Pharmaceuticals and Medical Supplies/Samara – Iraq, in the Salah al-Din Governorate, for items (X57-X60). The overall agreement rate for the respondents' answers, agreeing completely or agreeing, is 70.2%, indicating a degree of agreement among the respondents on the Mental Status Value dimension, meaning the respondents' views are generally positive based on the five-point Likert scale. Meanwhile, the degree of disagreement on the items of the Mental Status Value dimension is 0%, and the percentage of "agree to some extent" responses is 29.8%. The arithmetic mean is 4.310, and the standard deviation is 0.512, indicating the respondents show clear agreement on these items according to their personal viewpoints.

Table (11). Description and Diagnosis of the Mental Status Value Dimension

	Questions	Response scale										Arithmetic mean	Standard deviation
		Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
		No	%	No	%	No	%	No	%	No	%		
Mental Status Value	X39	55	44	38	30.4	32	25.6	0	0	0	0	4.481	0.627
	X40	43	34.4	49	39.2	33	26.4	0	0	0	0	4.350	0.625
	X41	31	24.8	48	38.4	46	36.8	0	0	0	0	4.101	0.717
	X42	44	35.2	43	34.4	38	30.4	0	0	0	0	4.310	0.691
	Average	34.6		35.6		29.8		0		0		4.310	0.512
	Total	70.2				0							

Source: The table was made by the researchers depending on SPSS V.26 software.

First: Analyzing the Correlation Between Strategic Intelligence and Customer Value

The statistical data in Table (12) show a positive and statistically significant impact of strategic intelligence on enhancing customer value. This is confirmed by the computed F-value, which is **41.273**, higher than its tabular value of **3.914** at the **0.05** sig. level and degrees of freedom (1, 123). Accordingly, it can be inferred that strategic intelligence has an effect on customer value. Furthermore, the coefficient of determination (R^2) is **0.296**, indicating that strategic intelligence has contributed to explaining **29.6%** of the total effects observed in customer value. The other effects are ascribed to random variables outside the regression model. Furthermore, by examining the β coefficients, the calculated T-value of **6.424** is greater than the tabular value of **1.978**. Thus, the first main hypothesis is accepted, which states: "There is a statistically significant effect of strategic intelligence on enhancing customer value."

Table (12). The Effect of Strategic Intelligence on Customer Value.

Independent variable Dependent variable	Strategic intelligence			F	
	B ₀	B ₁	R ²	Calculated	Tabular
Customer value	2.569	0.544 (6.424)	0.296	41.273	3.914

Testing the 1st Sub-Hypothesis of the Main Hypothesis

The data in Table (13) illustrate a positive and statistically significant effect of foresight on customer value. This is reinforced by the calculated F-value of 26.557, which is greater than the tabular value of 2.284 at the 0.05 significance level with degrees of freedom (5, 120). Based on this, we can deduce the level of impact that foresight has on customer value. Furthermore, the coefficient of determination (R^2) is 0.213, indicating that foresight has contributed to explaining 21.3% of the total observed effects on customer value, while the other effects are ascribed to random variables outside the regression model. Moreover, by examining the β coefficients, the calculated T-value is 5.153, which is higher than the tabular value of 1.978. Thus, the first sub-hypothesis of the main hypothesis is supported, stating that "there is a statistically significant effect of foresight on enhancing customer value.

Testing the 2nd Sub-Hypothesis of the Main Hypothesis

The statistical data presented in Table (13) show a positive and statistically significant impact of systems thinking on customer value. This is supported by the calculated F-value of 30.097, which is greater than the tabular value of 2.284 at the 0.05 significance level with degrees of freedom (5, 120). Based on this, we can deduce the level of impact that systems thinking has on customer value. Furthermore, the coefficient of determination (R^2) is 0.235, indicating that systems thinking has contributed to explaining 23.5% of the total observed effects on customer value, while the other effects are ascribed to random variables outside the regression model. Moreover, by examining the β coefficients, the calculated T-value is 5.486, which is higher than the tabular value of 1.978. Thus, the second sub-hypothesis of the main hypothesis is supported, stating that "there is a statistically significant effect of systems thinking on enhancing customer value.

Testing the 3rd Sub-Hypothesis of the Main Hypothesis

The statistically given data in Table (13) illustrate a positive and statistically significant effect of future vision on customer value. This is supported by the calculated F-value of 19.844, which is greater than the tabular value of 2.284 at the 0.05 significance level with degrees of freedom (5, 120). Based on this, we can deduce the level of impact that future vision has on customer value. Furthermore, the coefficient of determination (R^2) is 0.168, indicating that future vision has contributed to explaining 16.8% of the total observed effects on customer value, while the other effects are attributed to random variables outside the regression model. Furthermore, by examining the β coefficients, the calculated T-value is 4.455, which is higher than the tabular value of 1.978. Thus, the third sub-hypothesis of the main hypothesis is supported, stating that "there is a statistically significant effect of future vision on enhancing customer value.

Testing the 4th Sub-Hypothesis of the Main Hypothesis

The data presented in Table (13) point out a positive and statistically significant impact of motivation on customer value. This is supported by the calculated F-value of 16.813, which is greater than the tabular value of 2.284 at the 0.05 significance level with degrees of freedom (5, 120). Based on this, we can deduce the level of impact that motivation has on customer value. Furthermore, the coefficient of determination (R^2) is 0.146, indicating that motivation has contributed to explaining 14.6% of the total observed effects on customer value, while the other effects are ascribed to random variables outside the regression model. Nonetheless, by examining the β coefficients, the calculated T-value is 4.101, which is higher than the tabular value of 1.978. Thus, the fourth sub-hypothesis of the main hypothesis is supported, stating that "there is a statistically significant effect of motivation on enhancing customer value."

Testing the 5th Sub-Hypothesis of the Main Hypothesis

The statistically extracted data in Table (3-17) show a positive and statistically significant effect of partnership on customer value. This is supported by the calculated F-value of 29.595, which is greater than the tabular value of 2.284 at the 0.05 significance level with degrees of freedom (5, 120). Based on this, we can deduce the level of impact that partnership has on customer value. Additionally, the coefficient of determination (R^2) is 0.232, indicating that partnership contributed to explaining 23.2% of the total observed effects on customer value, with the other effects ascribed to random variables outside the regression model. Furthermore, by examining the β coefficients, the calculated T-value is 5.441, which is higher than the tabular value of 1.978. Thus, the fifth sub-hypothesis of the main hypothesis is supported, stating that "there is a statistically significant effect of partnership on enhancing customer value."

Direct impact path			B ₀ Value	B ₁ Value	R ² Value	T- value	F-Value	
							Calculate	Tabular
Foresight	-> -	Customer value	3.036	0.462	0.213	5.153	26.557	2.284
System thinking	-> -	Customer value	3.085	0.485	0.235	5.486	30.097	2.284
Future vision	-> -	Customer value	3.214	0.410	0.168	4.455	19.844	2.284
Motivation	-> -	Customer value	3.302	0.383	0.146	4.101	16.813	2.284
Partnership	-> -	Customer value	3.011	0.482	0.232	5.441	29.595	2.284

Section Four: Conclusions and Recommendations

This section presents a set of conclusions and recommendations derived from the research:

First: Conclusions

Contemporary companies are aware of the significant importance of customer value, as it enhances organizational flexibility and resilience in facing challenges and competitors.

There is a significant positive effect of strategic intelligence in enhancing customer value. When strategic intelligence is effective, highly efficient, and supports the organization's actual needs, it contributes to enhancing customer value. This suggests the presence of an environment that encourages managers and employees to propose initiatives for improving and developing work within their official roles, as follows:

The "System Thinking" dimension ranked first in terms of its impact on enhancing customer value. This indicates that the surveyed company focuses on fully utilizing its available resources by thoroughly applying laws and regulations. It suggests that responsible management effectively uses a clear and well-coordinated system of instructions, laws, and regulations, which plays an important role in completing tasks by ensuring proximity to information.

The "Partnership" dimension ranked second in terms of its impact on enhancing customer value. This suggests that the surveyed company focuses on leveraging collaboration and partnership, as the company's management receives substantial support from its employees due to its emphasis on maintaining positive interpersonal relationships. This approach has contributed to creating a favorable image among employees, leading them to follow management's directives without hesitation.

The "Foresight" dimension ranked third in terms of its impact on enhancing customer value. This indicates that the surveyed company emphasizes utilizing concepts, principles, and tools that aid in exploring, envisioning, and predicting the future with an open-minded and strategic perspective. This foresight is developed through experience gained in professional situations or shared with others, aimed at accomplishing tasks and identifying opportunities and challenges that arise from various signals and drivers of change shaping the future.

The "Future Vision" dimension ranked fourth in terms of its impact on enhancing customer value. This indicates that the surveyed company is characterized by its ability to expect potential results and plan accordingly. It has the capacity to see beyond the present into the future, through effective future planning, goal-setting, and working toward achieving these objectives.

The "Motivation" dimension ranked fifth in terms of its impact on enhancing customer value. This suggests that the surveyed company is characterized by its ability to foster an internal motivating force within individuals, driving their behavior and directing them toward achieving defined goals and objectives.

Second: Suggestions

In light of the conclusions, several suggestions are made to enhance the role of strategic intelligence in promoting customer value, as follows:

- Emphasizing the practical activation of strategic intelligence plays a role in increasing the level of customer value. This can be achieved by raising awareness among the company's managers regarding the importance of strategic intelligence and exploring organizational factors that may contribute to developing strategic intelligence resources for companies. Additionally, implementing incentives and rewarding salaries can support and enhance customer value.
- Establishing objective mechanisms for selecting managers in administrative positions, such as the ability to foresee, systematic thinking, collaboration and partnership skills, possession of a future vision, planning, and motivation to inspire others, in addition to academic qualifications, specialization, and charisma. It is also essential to provide an environment that encourages creativity and excellence among employees. This will positively reflect in enhancing customer value.
- Focusing on building strategic partnerships with competent and reliable suppliers who can be relied upon to establish stable, long-term relationships to ensure the quality and smooth flow of raw materials and necessary goods for the production process.
- The company should increase its focus on adopting a policy to create and enhance customer value by achieving the dimensions of customer value, which include (product value, service value, personal value, and mental place value).

- Building effective, long-term relationships with customers is crucial, as it has a significant impact on retaining old customers and acquiring new ones. This also provides the company with a better opportunity to outperform competitors.
- The company should increase its focus on keeping up with technological advancements related to production processes by owning advanced production lines that enhance its productivity capacity. Furthermore, it should invest in developing and training employees to use advanced technology, improving their qualifications and performance abilities.
- It is important for the company to leverage its existing expertise in ways that reflect in more accurate work completion by building strong relationships with employees, assisting them in problem-solving, and providing appropriate solutions that contribute to satisfaction and job alignment. Additionally, it should create synergy in levels of expertise and physical energy, making the process of influencing individuals easier, thus supporting and enhancing customer value.

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Questionnaire

Nicer Greetings,

This questionnaire is part of the requirements for preparing a research study in Business Administration at the College of Economic Sciences and Management, University of Sfax. The research is titled, "The Impact of Strategic Intelligence on Enhancing Customer Value: An Exploratory Study of the State Company for Drugs and Medical Appliances / Samarra, Iraq." This form serves as a tool solely for scientific research purposes, and your responses will contribute to obtaining accurate results, which will support achieving the study's objectives. Please note that all answers are strictly used for research purposes, and there is no need to mention your name.

We kindly ask you to fill out the questionnaire sections, keeping the following notes in mind:

Please answer with accuracy and objectivity, based on your in-depth field experience gained during your service in this field.

Your responses will be handled confidentially, and the overall results will be presented in general statistical formats, exclusively for scientific research purposes.

Kindly mark (✓) next to the answer that best matches your views. A five-point scale (1-5) has been used as follows:

Completely agree	Agree	To some extent	Disagree	Completely disagree
1	2	3	4	5

Thanks for cooperation.

Researcher:

Maha Muhammad Abdul-Razzaq

Supervisor:

Dr. Mona Damaq Turki

Section One: Strategic Intelligence

1- Foresight						
No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
1	The company strives to anticipate the future to achieve excellence and leadership in the long term.					
2	It leverages personal experience and internal capabilities to handle future events.					
3	The company's management has the ability to take the initiative in light of new developments.					
4	The company monitors changes in the external environment when making decisions.					
5	The senior management of the company seeks to involve employees in developing the company's strategic vision.					

System Thinking

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
6	The company performs its roles as an interconnected system, with various components and units working together.					
7	The senior management prioritizes identifying the causes of problems to resolve them effectively.					
8	The senior management conducts an in-depth study of new ideas and assesses their suitability for the current and future context.					
9	The senior management encourages employees to continuously learn and acquire knowledge to invest in the company's strategic developments.					
10	The company has the ability to communicate its new ideas to subordinates effectively.					

Future Vision

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
11	The company has a comprehensive vision that defines the direction of its operations.					
12	The company has the capability to turn its vision into an achievable reality aligned with its mission and objectives.					
13	The company sets its future directions based on high-quality standards.					
14	Through its vision and objectives, the company seeks to achieve the satisfaction of the largest group of employees.					
15	The company uses its vision to unify employees' efforts in achieving the organization's goals.					

2- Motivation

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
16	The company's board of directors is keen to use incentives as a motivator for employees to implement its vision and concepts.					
17	The board of directors balances the type of creativity provided by employees with appropriate incentives to ensure continuous innovation.					
18	The company's top management encourages employees to participate in decision-making and take on responsibility.					
19	The company fosters a spirit of respect and appreciation among employees.					
20	The company encourages interaction among employees and the formation of work teams.					

Partnership

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
21	The company's management seeks to establish strategic partnerships with other local organizations similar to its operations.					
22	The company views alliances with other organizations as a useful					

	approach to implement its vision and achieve its goals.					
23	The company emphasizes that partnerships provide cooperation and interconnection with the surrounding environment.					
24	The company believes that strategic alliances allow it to benefit from its own experience.					
25	The company believes that partnerships may contribute to the development of employees' skills and expertise.					

Second Axis: Customer Value

1- Product value						
No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
26	The company strives to provide all essential features in the product that the customer desires to purchase.					
27	The company aims to achieve a high degree of alignment between the product design, its features, and expected specifications.					
28	The company works on introducing changes to the product design from time to time with attractive colors to meet customer preferences.					
29	The product ensures complete customer satisfaction as it maintains consistent performance and meets expectations.					
30	The company strives to provide a product that functions adequately within its specified time frame.					

2- Service value

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
31	The company has the ability to offer unique products that meet customer needs and fulfill their desires.					
32	The company strives to provide products distinguished by quality in terms of design and effectiveness.					
33	The company is committed to keeping its promises of delivering the product to the customer on time.					

34	The company aims to achieve speed, efficiency, and ease in the product ordering process for the customer.					
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Personal Value

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
35	The company has a professional staff with the skills and knowledge expected by the customer.					
36	The company is keen to develop organizational culture and management skills to empower and motivate its staff to add value through personalized service.					
37	Employees in the company are polite and courteous, as the customer expects kindness and consideration.					
38	The company strives for accuracy and consistency in the service provided to the customer.					

Mental Status Value

No.	Statement	Strongly agree	Agree	To some extent	Disagree	Completely disagree
39	The company strives to make its brand the preferred choice for customers, with a stronger reputation compared to its competitors.					
40	The company aims to make its products satisfy the customer and meet their expectations.					
41	The company aims to make its products priced lower compared to its competitors.					
42	The company seeks to make the customer feel happiness and satisfaction when dealing with it and its products, creating value for the customer through performance and quality, according to the priorities in the customer's mind.					