

The Impact of Strategic Intelligence in Achieving Sustainable Competitive Advantage for Tourism Companies: An Exploratory Study of the Opinions of a Sample of Managers of Tourism and Travel Companies in the City of Baghdad

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DOI:10.37648/ijps.v20i01.002

¹Received: 18/06/2025; Accepted: 08/07/2025; Published: 10/07/2025

Abstract

Objectives: The researcher aims through the research to invest in the research in the tourism companies active in the tourism sector to show the added value achieved by the sustainable competitive advantage of the researched companies, evaluate the reality of the strategic intelligence situation and its sustainability in the researched companies, and employ the applications of strategic intelligence in achieving the sustainable competitive advantage in the researched companies.

Methods: Several main and sub-hypotheses were formulated, and in order to achieve the research objective, answer the questions, and test the validity of the hypotheses, the descriptive analytical approach was adopted as a scientific methodology in the current research, and the research was based on (the questionnaire), which is the main tool for collecting data and personal interviews, as the research included analyzing the opinions of a number of individuals working in the researched companies, which number (535) companies in both Rosana and Karkh, after their complete inventory, represented by (the managing director, tourist representatives, tourist guides), and the researcher distributed to them (224) questionnaires prepared from scales from previous studies, and (215) were returned, and (210) of them were valid for statistical analysis, and thus the research sample is intentional random, and a set of statistical scales and methods were used..

Results: The researcher reached, through the current research, the most important results represented in the attempt of the tourism companies in the research sample to have a future vision to improve their strategic intelligence resulting from their ability to convince employees to believe in the strategy followed in performance and transform the vision into reality, and deal with the unknown situations they face during work, in addition to the attempt of the researched companies to focus on loyalty to achieve sustainable competitive advantage as it is the prominent role in achieving and accelerating the goals of companies and the course of their business and maximizing their capabilities and helping them to achieve and perform quantitatively and qualitatively and improve productivity, service, quality and type, which is the guarantee to enhance creative behavior.

Conclusion: Despite the great importance of strategic intelligence in achieving sustainable competitive advantage for travel and tourism companies, we have noticed the lack of a serious approach by the management of Iraqi tourism companies to this effect and the resulting undesirable situations if this effect is negative on the environment of these companies, which may cause high turmoil when activating strategic intelligence. Here, the management of tourism companies must search for a more comprehensive vision and a deeper philosophy that depends on choosing and employing the areas that achieve superiority in their performance, and reaching a modern technology suitable for achieving strategic success that achieves growth and survival. Perhaps strategic intelligence and sustainable

¹How to cite the article: Alwan N.A.R. (July 2025); The Impact of Strategic Intelligence in Achieving Sustainable Competitive Advantage for Tourism Companies: An Exploratory Study of the Opinions of a Sample of Managers of Tourism and Travel Companies in the City of Baghdad; International Journal of Professional Studies; Jul-Dec 2025, Vol 20, 17-27; DOI: <http://doi.org/10.37648/ijps.v20i01.002>

competitive advantage are among the best means that these companies can use to achieve success, competition and excellence.

Keywords: *Strategic Intelligence; Sustainable Competitive Advantage; Quality.*

1. The Theoretical Framework of Strategic Intelligence

1.1 The Concept of Strategic Intelligence:

The concept of strategic intelligence is one of the terms used to describe a specific state of intelligence within the organization, and it is based on a deep strategic analysis of the environment and identifying its most important variables, so that it provides organizations with expectations through which the future situation is determined, leading them to a state of stability, growth and progress (1). Therefore, strategic intelligence is synonymous with the concept of business intelligence, as it works on cognitive analysis, basic operations and activities such as financial management and operational planning, data collection and analysis, event prediction, operational efficiency, risk management and provides a higher rate of financial returns, and transforms valuable decisions into an economic advantage, allowing organizations to predict future trends and provide economic security (2). It can also be noted that strategic intelligence is used to develop job performance, as it is considered the means that motivates senior management to follow up on the providers of duties and responsibilities on an ongoing basis, in addition to pushing employees to work seriously, efficiently and effectively (3).

1.2 Dimensions of Strategic Intelligence:

1/ Foresight: Foresight is defined as the ability to identify a variety of societal, economic and political trends and anticipate new opportunities and threats that may redefine the work of organizations (4), "Therefore, foresight is not only related to applying current principles of work, but also applying different methods, so leaders with the ability to foresee are eager to find different ways to look at the future, as the main tasks of leadership are to foresee the future and focus on the vision (5). Therefore, foresight is a means of responding to change or anticipating it before it occurs. 6((

2/ Future Vision: The future vision represents a state of prediction to form a certain image of future conditions or events related to a specific framework or context, and it is a process that goes beyond merely looking beyond events to also include understanding and perception (7), so the future vision is considered the ability to build a design for the organization in the form of a social system capable of developing and building a real strategy, and its role as one of the components of intelligence for distinguished strategic leaders appears through leaders relying on their vision in determining the positions of competing organizations and making influential and correct decisions regarding them .(8)

3/ Thinking in Systems logic: Thinking in systems logic is the ability to collect and integrate the various elements within the organization and understand how they interact and how they can be made consistent with achieving the organization's goals,(9). It also represents the ability to integrate and integrate the various and different elements for the purpose of understanding how they interact with each other to achieve the organization's goals, such that all parts are studied separately and their relationship with each other is shown, and then they are evaluated in terms of their success in serving the system's goals (10).

4/ Motivation and Motivation: The role of leaders is to understand the needs, personal motivations and values of working individuals to participate in accomplishing work, and smart motivation tools (personality intelligence, external motivational motives, intrinsic motivation and organizational philosophy) help leaders expand cooperation in order to achieve change (11). In contrast, the narcissism of leaders that involves hostility and creates a bad organizational climate led to organizational cynicism of employees, which prompts them to take a negative position towards the organization and neglect their work (12). Therefore, motivation and motivation represent the process of managing, directing and maintaining human behavior to achieve a specific goal, and this ability is evident in the organization's policies that it adopts in pushing its human resources to exert the maximum possible effort to carry out their tasks, and investing that in achieving many competitive advantages in a way that helps it outperform its competitors (13).

5/ Partnership and Strategic Alliances: Partnership is represented in the ability to establish strategic alliances with organizations. People who possess emotional intelligence are able to establish friendships with others. As for those who possess strategic intelligence, they work to form alliances with one or more organizations in order to develop a joint work project, provided that all participating organizations commit their resources (14).

2. The Intellectual Framework for Sustainable Competitive Advantage

2.1 The Concept of Sustainable Competitive Advantage:

Sustainable competitive advantage is a means that the organization takes to achieve a qualitative leap that enables it to overcome opponents (competitors) and ensure a good position in the market. In order for these organizations to become important in light of their possession of high competencies and capabilities, they work to obtain and reach sustainable competitive advantage wisely and creatively, and it is also an important subject for research and study. Therefore, sustainable competitive advantage has been defined as an expression of the skills, techniques and aspects of distinction that the organization possesses, which are crystallized in products and services that achieve a high level of satisfaction and greater benefits for guests than what competitors offer, which qualifies the organization to achieve several advantages, including: obtaining high and high profit margins, and applying very low prices, while maintaining (15). It has also been defined as the image that is difficult to replicate by competitors and the organization's comprehension of its core capabilities by achieving the integration of skills and efficiency with its resources in A strategy that is compatible with the surrounding external environmental conditions, and leads to its distinction and continuous superiority in creating value and benefit for the organization and the guest through strategic creativity in renewal and development processes (16). It is also known as the organization's ability to offer a product that combines competitive advantage and strategic advantage, based on the essential concept that sustainable competitive advantage is meeting the current needs of the market while taking into account future needs to come, and includes the following dimensions: "essential capability, quality, competitive position, information technology, and strategic flexibility" (17).

2.2 Dimensions of Sustainable Competitive Advantage:

1 /Quality: It lies in being an issue related to enhancing the commitment of working individuals and increasing their satisfaction, involving human resources in the organization's operations to obtain greater work efficiency, collective participation in work plans, solving problems, and reducing work turnover (18). The importance of quality appears through its direct and indirect impact on administrative behaviors and phenomena, the organization's activities and tasks, whether within the organization or with the external environment (19). When there is a good work life, this will affect reducing conflict and reducing tension between working individuals and management by developing a positive organizational climate that contributes to solving problems, and raising their participation by giving them confidence that gives them a sense of responsibility towards work and improving their loyalty and productivity, and considering them competitive human capital (20).

2/ Creativity: Creativity is one of the most important resources of the organization and comes in the sense of distinction and uniqueness in the services provided by the organization and the speed of new development, and what is related to the way the organization is managed or its products and services, and it is one of the most important pillars for building a sustainable competitive advantage and in the long term competition can be viewed as one of the renewal processes through creativity, as creativity represents and constitutes the main source of sustainable competitive advantage because it gives the organization something unique that distinguishes it from other competing organizations, so creativity is defined as coming up with a new idea or a set of ideas that are unfamiliar to others to constitute an improvement and development of products and services from the old existing pattern "(21).

3/ Technology: Many organizations try to sustain their technological advantage as one of the natural strategic options that are compatible with the nature of their business as it helps them maintain their position in the leading competitive market, and the strategic option of information technology is applied in many ways and many ways to improve the organization's performance through cost efficiency, value chain integration and supporting the organization's capacity (22).

4 /Core capability: Some call it core capability, meaning that it is: "a combination or set of distinctive skills, tangible or intangible assets of a special nature, high-level technology, and routines that form the cornerstone of competition and achieving sustainable competitive advantage" (23). Therefore, the core capability in the organization is represented by productive and service resources and includes a complex package of contributions, skills, technology, teamwork, tacit knowledge, and apparent contribution, all of which achieve sustainable competitive advantage through organizational processes that ensure superior coordination of functional activities.(24)

5/ Loyalty: A long-term organization cannot be achieved without employees and workers who enjoy organizational loyalty and a high level of organization. Developing organizational loyalty within the organization also plays a prominent role in achieving and accelerating the organization's goals and the course of its work, improving performance and completing work. The high level of job satisfaction for employees (individuals working within the organization) also works by maximizing their capabilities and helping them to achieve and perform quantitatively and qualitatively, which has a significant impact and reduces their attrition and absence from work in the organization.

Loyalty means improving productivity and service and emphasizes quality and type, which is the guarantee for enhancing creative behavior (25).

3. The Applied Aspect: Analysis and Diagnosis of Research Variables and Testing Hypotheses According to Descriptive Statistics Method

3.1 Testing and Analyzing the Relationships of Influence Between the Research Variables:

Main hypothesis: There is a statistically significant effect of the dimensions of strategic intelligence combined (foresight, future vision, thinking in systems logic, motivation and incentive, partnership and alliances and strategy) in achieving sustainable competitive advantage and its dimensions (quality, creativity, technology, core capability, loyalty), according to the following sub-hypotheses:

1. Verification of the first sub-hypothesis: The dimensions of strategic intelligence combined have a significant effect on quality: The results of Table (1) show that the calculated value of (F) for the model is (79.148), which is greater than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209), indicating the significance of the model and its statistical acceptance, as tourism and travel companies in the city of Baghdad were able to employ strategic intelligence with its combined dimensions in quality and with an interpretation coefficient (0.433) and a corrected interpretation coefficient (0.428), which indicates that strategic intelligence with its combined dimensions explains (42.8%) of the changes that occur in quality, in addition to the remaining percentage (57.2%) attributed to other variables, and accordingly the first sub-hypothesis of the first main hypothesis is accepted (The dimensions of strategic intelligence combined have a significant effect on quality). The researcher found the following:

A. It became clear that companies invested in the dimension of future vision in improving quality, as its impact rate was (22.4%) with a probability value of (0.000), and a calculated (T) value of (3.451), in addition to employing partnership and strategic alliances in improving quality, with an impact factor of (0.664) and a probability value of (0.000) and a calculated (T) value of (10.623), as all calculated values were more than the table value (1.971) with a degree of freedom of (209)

B. It was not clear that any employment of the dimension (foresight, thinking with systems logic, motivation and incentive) in improving quality.

C. It became clear that the equation for predicting quality in terms of strategic intelligence:

$$\text{Quality} = (0.656) + (0.224) * \text{Future Vision} + (0.664) * \text{Partnership and Strategic Alliances}$$

Table (1) The Impact of Strategic Intelligence and its Combined Dimensions on Quality (n=210)

Independent Variable	Quality						
	α	β	R^2	ΔR^2	T	P-V	F
Foresight	0.656	0.074	0.552	0.540	1.360	0.175	79.148
Future Vision		0.224			3.451	0.000	
Systems Thinking		0.029			0.427	0.670	
Motivation and Motivation		0.044			0.570	0.569	
Partnership, Alliances and Strategy		0.664			10.623	0.000	

Source: SPSS V.28 Outputs

2. Verification of the Second Sub-Hypothesis: The dimensions of strategic intelligence combined have a significant effect on creativity: The researcher found from the results of Table (2) that the calculated value of (F) for the model (12.256) is greater than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as tourism and travel companies in the city of Baghdad were able to employ strategic intelligence with its combined dimensions in creativity with an interpretation coefficient (0.193) and a corrected interpretation coefficient (0.177), which indicates that strategic intelligence with its combined dimensions explains (17.7%) of the changes that occur in creativity, in addition to the remaining percentage (82.3%) attributed to other variables that were not tested in the current model, and accordingly the second sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence combined have a significant effect on creativity), and the researcher found The following:

A. It became clear that companies invested in the dimension of foresight in creativity, as the effect amounted to (0.368) with a probability value of (0.000), and the calculated (T) value was (3.698), and the effect of the dimension of future vision amounted to (0.366) with a probability value of (0.000) and the calculated (T) value was (3.986), in addition to

their employment of thinking with the logic of systems in creativity, with an effect coefficient of (0.347) with a probability value of (0.000) and the calculated (T) value was (4.986), while the effect of partnership and strategic alliances amounted to (0.240) with a probability value of (0.006) and the calculated (T) value was (2.773), as all the calculated values were more than the tabular value (1.971) with a degree of freedom of (209)

B. It was not clear that the dimension (motivation and motivation) was employed in creativity.

C. It turned out that the prediction equation for the creativity dimension in terms of strategic intelligence is:

Creativity = (1.560) + (0.366) * Future vision + (0.347) * Systems thinking + (0.368) * Foresight + (0.240) * Partnership and strategic alliances

Table (2) The Impact of Strategic Intelligence and its Combined Dimensions on Creativity (n=210)

Independent Variable	Creativity						
	α	β	R ²	A R ²	T	P-V	F
Foresight	1.560	0.368	0.193	0.177	3.698	0.000	12.256
Future Vision		0.366			3.986	0.000	
Systems Thinking		0.347			4.986	0.000	
Motivation and Motivation		0.138			1.466	0.144	
Partnership, Alliances and Strategy		0.240			2.773	0.006	

Source: SPSS V.28 Outputs

3 .Verification of the Third Sub-Hypothesis: The dimensions of strategic intelligence have a significant impact on technology: The researcher found from the results of Table (3) that the calculated value of (F) for the model (37.660) is greater than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as tourism and travel companies in the city of Baghdad were able to employ strategic intelligence with its dimensions combined in technology and with an interpretation coefficient (0.354) and a corrected interpretation coefficient (0.345), which indicates that strategic intelligence with its dimensions combined explains (34.5%) of the changes that occur in technology, in addition to the remaining percentage (65.5%) attributed to other variables that were not tested in the current model, and accordingly the third sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence combined have a significant impact on technology), and the researcher found The following:

A. It became clear that companies invested in the dimension of future vision in technology, as the impact amount was (0.165) with a probability value of (0.035), and the calculated (T) value was (2.122), in addition to employing systems thinking in technology, with an impact factor of (0.457) with a probability value of (0.000) and a calculated (T) value of (6.283), while the impact of partnership and strategic alliances was (0.340) with a probability value of (0.000) and a calculated (T) value of (4.801), as all calculated values were more than the table value (1.971) with a degree of freedom of (209)

B. It was not clear that any employment of the dimension (foresight, motivation and incentive) in technology was employed.

C. It turned out that the prediction equation for the technology dimension in terms of strategic intelligence:

Technology = (1.171) + (0.165) * Future vision + (0.457) * Systems thinking + (0.340) * Partnership and strategic alliances

Table (3) The impact of strategic intelligence with its combined dimensions on technology (n=210)

Independent Variable	Technology						
	α	β	R ²	A R ²	T	P-V	F
Foresight	1.171	0.020	0.354	0.345	0.347	0.729	37.660
Future Vision		0.165			2.122	0.035	
Systems Thinking		0.457			6.283	0.000	
Motivation and Motivation		0.137			1.645	0.102	
Partnership, Alliances and Strategy		0.340			4.801	0.000	

Source: SPSS V.28 Outputs

4 .Verification of the Fourth Sub-Hypothesis: The dimensions of strategic intelligence combined have a significant effect on the intrinsic ability: The researcher found from the results of Table (4) that the calculated value of (F) for the

model (41.397) is greater than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as tourism and travel companies in the city of Baghdad were able to employ strategic intelligence with its combined dimensions in the intrinsic ability with an interpretation coefficient (0.376) and a corrected interpretation coefficient (0.367), which indicates that strategic intelligence with its combined dimensions explains (36.7%) of the changes that occur in the intrinsic ability, in addition to the fact that the remaining percentage (63.3%) is attributed to other variables that were not tested in the current model, and accordingly the fourth sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence combined have a significant effect on cultural skills). The researcher found the following:

A. It became clear that companies invested in the foresight dimension with an amount of (0.184) at the probability value (0.032) and with a calculated (T) value of (2.154), and in the future vision dimension in improving the core capability, the amount of influence was (0.452) with a probability value (0.000), and with a calculated (T) value of (6.557), in addition to the influence of partnership and strategic alliances with an amount of (0.476) with a probability value (0.000) and with a calculated (T) value of (6.962), as all calculated values were more than the table value (1.971) with a degree of freedom.(209)

B. It was not clear that any use of the dimension (thinking with the logic of systems, motivation and incentive) in improving the core capability.

C. It turned out that the prediction equation for the dimension of core ability in terms of strategic intelligence:

Core Ability = (0.726) + (0.452) * Future vision + (0.184) * Foresight + (0.476) * Partnership and strategic alliances

Table (4) The effect of strategic intelligence with its combined dimensions on core ability (n=210)

Independent Variable	Technology						
	α	β	R^2	AR^2	T	P-V	F
Foresight	0.726	0.184	0.376	0.367	2.154	0.032	41.397
Future Vision		0.452			6.557	0.000	
Systems Thinking		0.075			1.045	0.297	
Motivation and Motivation		0.031			0.380	0.704	
Partnership, Alliances and Strategy		0.476			6.962	0.000	

Source: SPSS V.28 Outputs

5.Verification of the Fourth Sub-Hypothesis: The dimensions of strategic intelligence combined have a significant effect on loyalty: The researcher found from the results of Table (5) that the calculated value of (F) for the model (26.012) is greater than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as tourism and travel companies in the city of Baghdad were able to employ strategic intelligence with its combined dimensions in loyalty with an interpretation coefficient (0.275) and a corrected interpretation coefficient (0.264), which indicates that strategic intelligence with its combined dimensions explains (26.4%) of the changes that occur in loyalty, in addition to the remaining percentage (73.6%) attributed to other variables that were not tested in the current model, and accordingly the fifth sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence combined have a significant effect on loyalty), and the researcher found The following:

A. It became clear that companies invested in the dimension of thinking with systems logic, amounting to (0.196) at the probability value (0.001) and with the calculated (T) value (3.253), and for the dimension of motivation and incentive in loyalty, the amount of influence was (0.144) and with a probability value (0.036), and with a calculated (T) value (2.113), in addition to the influence of partnership and strategic alliances, amounting to (0.209) and with a probability value (0.005) and with a calculated (T) value (2.840), as all calculated values were more than the table value (1.971) with a degree of freedom.(209)

B. It was not clear that any employment of the dimension (foresight, future vision) in loyalty was employed.

C. It turned out that the prediction equation for the loyalty dimension in terms of strategic intelligence:

Loyalty = (1.453) + (0.196) * Systems thinking + (0.144) * Motivation and motivation + (0.209) * Partnership and strategic alliances

Table (5) The effect of strategic intelligence with its combined dimensions on Loyalty (n=210)

Independent Variable	Technology						
	α	β	R ²	A R ²	T	P-V	F
Foresight	1.453	0.064	0.275	0.264	1.027	0.306	26.012
Future Vision		0.053			0.689	0.492	
Systems Thinking		0.196			3.253	0.001	
Motivation and Motivation		0.144			2.113	0.036	
Partnership, Alliances and Strategy		0.209			2.840	0.005	

Source: SPSS V.28 Outputs

Upon Verification of the Main Hypothesis: Strategic intelligence, with its combined dimensions, has a significant effect on achieving sustainable competitive advantage: From the results of Table (6), the calculated value of (F) for the model (108.738) is greater than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as tourism and travel companies in the city of Baghdad were able to employ strategic intelligence, with its combined dimensions, in achieving sustainable competitive advantage with an interpretation coefficient of (0.512) and a corrected interpretation coefficient of (0.508), which indicates that strategic intelligence, with its combined dimensions, explains (50.8%) of the changes that occur in achieving sustainable competitive advantage, improving and attributing them, in addition to the remaining percentage (49.2%) attributed to other variables that were not tested in the current model, and accordingly the main hypothesis is accepted (Strategic intelligence dimensions, combined, have a significant effect on sustainable competitive advantage), and it was found The researcher concluded:

A. It became clear that companies invested in the dimension of future vision in achieving sustainable competitive advantage, as its impact percentage was (23.6%) with a probability value of (0.000), and a calculated (T) value of (5.739), in addition to the impact of companies and strategic alliance, with an amount of (0.450) and a probability value of (0.000) and a calculated (T) value of (11.398), as all calculated values were more than the table value (1.971) with a degree of freedom of.(209)

B. It was not clear that any use of the dimension (foresight, thinking with systems logic, motivation and incentive) in achieving sustainable competitive advantage in general.

C. It turned out that the prediction equation for achieving sustainable competitive advantage in terms of strategic intelligence:

Sustainable Competitive Advantage = (1.170) + (0.236) * future vision + (0.450) * strategic partnership and alliances

Table (6) The Impact of Strategic Intelligence with its Combined Dimensions in Achieving Sustainable Competitive Advantage (n=210)

Independent Variable	Technology						
	α	β	R ²	A R ²	T	P-V	F
Foresight	1.170	0.063	0.512	0.508	1.247	0.214	108.738
Future Vision		0.236			5.739	0.000	
Systems Thinking		0.073			1.166	0.245	
Motivation and Motivation		0.039			0.543	0.588	
Partnership, Alliances and Strategy		0.450			11.398	0.000	

Source: SPSS V.28 Outputs

4. Conclusions and Recommendations

4.1 Conclusions

1 .The high interest in foresight by the research sample tourism companies was evident in their adoption of alternative policies for any emergency situation that affects the work at any time they expect, in addition to their keenness to collect reports on competitors regarding strengths and weaknesses in order to discuss them by a team of experts and express their opinion and invest them in their favor in a good way.

2 .The research sample tourism companies tended to have a future vision that improves their strategic intelligence resulting from their ability to convince employees to believe in the strategy followed in performance and transform the vision into reality, and deal with unknown situations they face during work.

3 .The research sample tourism companies resorted to adopting systems thinking and improving the level of strategic intelligence by starting to integrate parts of the problem, analyze it, and understand methods of dealing with it, and in a way that enables them to think systems logic and see the events surrounding it more clearly, but it did not meet the ambition.

4 .The research sample tourism companies relied on motivation and incentives as a basis through which they improve strategic intelligence resulting from their ability to push their employees to achieve a common goal through which they improve performance and implement their vision, in addition to motivating them to participate in the decision-making process and bear responsibility.

5 .The research sample tourism companies showed their reliance on partnership and strategic alliances to improve strategic intelligence by adopting the principle of partnership as a method that enables them to implement their strategy, achieve their goals, and manage the various crises they face.

6 .The research sample tourism and travel companies showed their interest in quality resulting from their attempt to design high-quality tourism programs that contribute significantly to strengthening their competitive capabilities with each other.

7 .The research sample tourism and travel companies relied on creativity to achieve a sustainable competitive advantage through distinction and uniqueness in the services they provide to attract tourists and build a great reputation in the market.

8 .The research sample tourism and travel companies focused on technology as an attempt to sustain their technological advantage to help them maintain their position in the leading competitive market, and the strategic choice of information technology is applied in many ways.

9. Travel and tourism companies showed moderate interest in core capabilities by adopting a complex package of contributions, skills, technology, teamwork and tacit knowledge, all of which achieve sustainable competitive advantage through organizational processes that ensure superior coordination of companies' functional activities and ensure their competitiveness in the tourism market. 10. Travel and tourism companies operating in Baghdad showed their focus on loyalty to achieve sustainable competitive advantage as it is the prominent role in achieving and accelerating companies' goals and business processes, maximizing their capabilities and helping them achieve and perform quantitatively and qualitatively, and improving productivity, service, quality and type, which is the guarantee to enhance creative behavior.

4.2 Recommendations:

1 .Directing additional efforts towards improving the capabilities of the research sample tourism companies towards anticipation, by developing alternative strategies for any emergency situation that affects their work at later times, and drawing a comprehensive and consistent picture of their future in a comprehensive manner, in addition to adopting the following mechanisms:

A. Ensure that resources are collected that increase strengths and make them more superior to their closest competitors.

B. Collect reports on competitors regarding strengths and weaknesses in order to discuss them by a team of experts and express their opinion and exploit them for the benefit of the company.

2 .Additional attention to formulating a future vision by having the ability to convince employees to adopt a strategy that improves performance and transforms the vision into reality, and working on the participation of its employees in formulating its future strategic direction, leading to the adoption of the following mechanisms:

A. Diversifying the foundations of a comprehensive vision through which the work paths of the tourism company are determined.

B. Dealing with unknown cases facing the company's work.

3 .Improving thinking with systems logic and at various organizational levels by having the ability to integrate parts of the problem, analyze it, and understand the methods of dealing with it, and adopting an accurate methodology for

classifying information in a way that facilitates its comprehension, application, and benefit from it, in addition to adopting the following mechanisms:

A. Thinking with systems logic by seeing the events surrounding the company more clearly.

B. Balancing the process of updating information between the speed of providing it and the value it achieves.

4 .Directing the attention of tourism companies, the additional research sample, to adopting motivation and incentives in improving strategic intelligence by pushing their employees to achieve a common goal that improves their performance and implements their future vision and encouraging them to interact with each other and form a joint work team, by adopting the following mechanisms:

A. Motivating employees to participate in the decision-making process and bear responsibility.

B. Granting distinguished employee's additional financial incentives as a result of their excellence in performing the tasks assigned to them.

5 .The necessity of giving the company and strategic alliances more attention as they are the main pillar in improving strategic intelligence by adopting the principle of partnership as a method that contributes to implementing its strategy and achieving its goals and managing the crisis, and using the principle of convergence between the company's departments in order to sequence work procedures, in addition to adopting the following mechanisms:

A. Using modern methods and techniques to compete with giant companies and benefit from their reputation in building a position for them in the Iraqi tourism market.

B. Ensure to establish alliances with other local, Arab and international tourism companies.

6 .The tourism companies in the research sample should give quality more attention, through the following mechanisms:

A. Adopting quality standards in tourism programs and providing services to tourists.

B. Enhancing the feeling of interest among tourists and adding a touch of happiness and pleasure to it.

7 .Directing tourism companies to enhance their creativity skills through the following mechanisms:

A. Obligating those responsible for tourism programs in the surveyed companies to enhance the factors that raise the levels of enhancing sustainable competitive advantages, as they represent an effective indicator in achieving efficiency, creativity and competitive challenge.

B. Demonstrate a spirit of creativity in work in order to deal with different cultures and innovate new ways of presenting information to tourists.

8 .Move towards improving the technology adopted in the surveyed companies, taking into consideration the following mechanisms:

A. Encouraging employees in the surveyed companies to use technology and provide electronic services, follow up on continuous development and train employees on how to install this technology and make it an integral part of their culture.

B. Possess full knowledge of modern technology and how to use it in managing tourist groups during the trip.

9 .Employing more additional efforts to improve the core capabilities of employees in the researched tourism companies by maintaining efficient and creative elements that are rare and cannot be imitated by competitors to achieve the utmost strategic importance for sustainable competitive advantage.

10 .The necessity of paying attention to the loyalty of both employees and customers of tourism companies through the following mechanisms:

A. Maximizing the capabilities of employees and helping them to achieve and perform quantitatively and qualitatively, and developing tourism programs that meet all the aspirations of customers and different segments and their orientations.

B. Continuously improving the services provided and emphasizing the quality and type thereof in a way that ensures the promotion of creative behavior among employees in the researched tourism companies.

5. Conflict of Interest

The authors declare that they have no conflict of interest.

6. Funding Declaration

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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