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Keywords: *strategic intelligence, sustainable competitive advantage, industries qatar.*

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Abstract- The research aims to investigate the impact of strategic intelligence on the sustainable competitive advantage. The population of the study consists of managers of Industries Qatar, namely; Qatar Petrochemical Company, Qatar Fuel Additives Company, Qatar Fertiliser Company, and Qatar Steel. The researcher distributed the questionnaire to the whole population. One hundred and three questionnaires were returned and analyzed using SPSS and Amos statistical software packages. The results clarify that Strategic intelligence, as measured by foresight, future vision, strategic partnership, motivation, and systems thinking, had a significant impact on sustainable competitive advantages. Based on the study results; managers and decision-makers of Industries Qatar have to utilizing the components of strategic intelligence to study the internal and external organizational environment and how it is influenced by the external variables and how to hedge potential external threats.

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I. Introduction

The last decade of the last century witnessed significant and significant changes and developments in various aspects of economic, social, political, technological and cultural life, were clearly reflected on management practices and organizational relations within organizations, and as a result of rapid technological development, and the problems in which organizations of all types and activities live, because of the growing effects and dimensions of globalization, these organizations have become complex and unstable. As a result, new strategies for predicting the future of organizations have emerged as part of the local system within a broader global system that affects their activities, plans and strategies. Because of that, organizations provide information to understand the threats surrounding them, shape decision-makers' conviction that creative decisions must be made, and empower managers to sense opportunities with changes. In order to ensure its market share, and to achieve a profitable guarantee of continuity and survival, it must work to achieve a competitive advantage and work on continuity, and this can only be achieved by the adoption of a system of strategic intelligence that allows it to deal with all changes in its internal and external environment and to be ready to seize opportunities Available. This has led to the emergence of new strategies that increase the ability of organizations to adapt to the surrounding environment, which is called strategic intelligence (Maccoby, 2001).

Strategic Intelligence is one of the most modern concepts in the field of strategic management. It represents a system that helps to monitor the environmental variables surrounding the organization and work to exploit and benefit from them. The importance of strategic intelligence as an important tool for managers to take a set of proactive steps to reach the competitive centres in the global environment, it also leads to excellence through the development of strategic solutions to complex business problems. This is done by collecting and analyzing information about the external environment, responding to current and future environmental changes, planning and forecasting results that reflect positively on their reputation, and providing meaningful ideas that transform innovations into tradable products. Today, we can say that complete confidence to identify and use strategic intelligence may increase the organizational competitiveness and make it distinct from competitors. Strategic intelligence has information as to its foundation (Svensson et al., 2011).

Most organization's primary goal is to maximize all available resources to achieve strategic objectives and meet customer demands (Nadarajah et al., 2014). However, all firms aim to implement high-value strategies that produce profits as a normal aspiration of business owners. When a particular high-value strategy of a firm cannot be implemented, imitated or replicated successfully by a potential competitor, the strategy provides the firm with a source of sustainable competitive advantage (Ren et al., 2009). Company resources and capabilities and external factors are referred to as sources of competitive advantage (Syapsan, 2019). A sustainable CA derives implementation of a strategy that adds value (Barney, 2001), and depends on a strategic advantage which can offer favourable terms or block their ability to achieve superior results (Hakkak & Ghodsi, 2015). Sustainable

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competitive advantage refers to value creation in which a firm pursues high innovation by driving market competition (Kuncoro and Suriani, 2018).

Industries Qatar is a Qatari conglomerate with subsidiaries and investments in the petrochemicals, fertilisers and steel industries. IQ is a 51-per cent subsidiary of Qatar Petroleum. Its shares are traded on the Qatar Exchange and are one of the largest publicly traded companies in Qatar by market capitalisation. The company's principal investments are Qatar Petrochemical Company (QAPCO), Qatar Fuel Additives Company (QAFAC), Qatar Fertiliser Company (QAFCO), and Qatar Steel. This study examined the impact of strategic intelligence on the sustainable competitive advantage

II. Literature Review and Hypotheses Development

a) Strategic intelligence

Strategic intelligence is described as the process of gathering data, information, processing, and analyzing information of strategic importance. It is linked to strategic planning and decision-making for large organizations. Strategic intelligence is a source of competition and management development for organizations (Kuosa, 2011). Strategic intelligence doesn't focus on individual targets, but especially on the general trends that can be interpreted by analyzing a large number of activities geared towards a specific purpose (Silas, 2013). According to academicians, strategic intelligence is a widespread and multilateral concept which there is not a fixed and certain definition for it.

Strategic intelligence is the knowledge the organization needs about the business environment that enables it to manage its current business, anticipate and manage future changes, and then design strategies that help to deliver value to the customer, and increase the organization's profits (Svensson et al., 2011). Maccoby et al. (2011) defined Strategic Intelligence as a complete system of leadership traits that a leader has, and these traits are used to overcome the challenges that meet leaders and the relationships between leaders and their people. Lehane (2011) defined strategic intelligence as a function of analyzing competitors and understanding their future goals and current strategies, their assumptions about the industry, as well as their abilities. Strategic intelligence as the collection, processing, analysis, and dissemination of information that has high strategic relevance (Kuosa, 2011).

Brouard (2007) argues that strategic intelligence is an information process through which the organization listens to its environment, to decide and take action, and to identify the activities required in pursuit of its objectives. Strategic intelligence is a set of actions and activities used to find, analyze and evaluate all business information in order to achieve a certain set goal and it focuses mainly on issues pertaining strategic planning for a business (Sternberg, 2004). Nofal & Yusof (2013) defined strategic intelligence as: "A comprehensive system that helps in making decisions by observing and analyzing the operational environment in the organization. It also focuses mainly on strategic information, strategic resources, partnerships and strategic consulting."

Strategic intelligence is a system that consists of several dimensions that are essential to creating a clearer image about the future; these dimensions are Foresight, Visioning Motivation (Maccoby, 2011). Strategic intelligence is consisted of three dimensions: business intelligence, competitive intelligence and knowledge management. According to Kruger, (2010), the effective factors on the strategic intelligence are human resource intelligence, organizational process intelligence, information intelligence, financial resource intelligence, technological intelligence, competitor's intelligence, customer's intelligence.

Foresight: Strategic foresight relates primarily to the future planning of the organization, and the detection of alternatives. This requires creative skills in all disciplines through which the needs of the Organization can be met, and a commitment to the future vision of the Organization (Heiko et al., 2015). Maccoby (2011) define foresight as the ability to think about the unclear and indeterminate forces that shape the future. foresight ability reflects the individual's ability to think based on invisible and unconscious forces but contributes to the future of the organization. Foresight distinguishes between what the organization can avoid and what it can control. (Maccoby & Scudder, 2011). It also represents the ability to see future trends by comparing the dynamics of the organization in the past and present (Maccoby & Scudder, 2011).

Future vision: A vision is a one-sentence slogan that illustrates the overall goal you want to reach after some time, for example, five years, by identifying and discussing problems and finding the desired goals of the organization (Wolfe et al., 2017). The organization must give a clear and comprehensive picture of its ideal future with a description of all parts of the organization (values, systems, leadership) and the vision must be realistic and address the intelligence of workers (Khafaji, 2008). Vision is seen as tacit knowledge developed by years of experience, used in difficult situations that require rapid reactions (Hartei s et al., 2008). Vision is to reach the content of a targeted mission that clarifies the current work and activities of the organization, clarifies the current and future status of the organization and its status and plans the strategic path that the organization should follow.

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Strategic partnership: Partnership refers to the ability of a smart leader to forge strategic alliances to achieve mutual benefits for both parties (Maccoby, 2011). Partnership herein means a process of cooperation and exchange of information between two or more organizations to build successful strategies for the exploitation of business between them, and exploitation to be a smart use of the full capacity of the partnership, to achieve the desired objectives of this partnership, this partnership also reflects the ability of a strategically intelligent manager to forge strategic alliances between more organizations (Abdali, 2010). It refers to the organization's ability to create strategic alliances with other organizations in the same industry or field, as this alliance represents an agreement between two or more organizations to share their resources to develop a joint venture.

Motivation: Strategic motivation enables employees to maintain motivation, or even enhance motivation, maintain competence, or improve the efficiency of individuals working in the organization (Engelschalk et al., 2016). Motivation is the inherent power within an individual that affects the direction, tension and persistence of voluntary behavior (Mc Shane & Glinow, 2010). Employers try to increase employee self-motivation by providing job independence, giving importance to workers and increasing competitive wages (Kuvaas et al., 2017). Mullins (2010) also shows that motivation is some of the individual's inner strength through which he can achieve certain goals to meet certain needs or expectations. Motivation is an effective tool to motivate employees by meeting their needs and desires, which helps to stimulate their behavior and direct them towards achieving the goals of the organization, thus strengthening the strategic objectives of the organization.

Systems thinking: Maccoby (2011) argues that systems' thinking is the ability to integrate diverse elements and how to interact with each other in order to achieve organizational goals. An organization can recognize a common vision of employees within the entire organization and be open to new ideas and the external environment. In other words, systemic thinking is not one type of thinking but rather thinking that is used to understand many types of systems (Mullins, 2010; Kondalkar, 2007). Systems thinking helps create a strategic framework to address the environmental complexities of the organization, a way to easily learn new things, and acquire new knowledge in order to strategically integrate new ideas within the organization's environment, providing a clearer view and more accurate assessment of all elements of the system (Haines, 2007). System thinking is the ability to synthesise a set of related variables and integrate them together and then analyze them accurately and show their interaction with each other and form a macro picture of the subject.

b) Sustainable competitive advantage

SCA construct can be defined as that unique attribute that is difficult to be acquired or copied by the competition, which arises from the impossibility of competitors implementing value creation strategies simultaneously (Barney, 1991). The presence of some competitive advantage is normally inferred from sustained periods of above-average performance, broadly recognized as a sustainable competitive advantage (SCA) (Ritthaisong et al., 2014). "The sustainable competitive advantage arises from the development of a set of features and abilities that cannot be negotiated, imitated or replaced, or implemented simultaneously by current and potential competitors, and use of resources within the company is difficult to access or replicate by competitors" (Iamin, 2007). The organizational process such as the action of managers in the form of structuring the resources and managing them in the market provides the fourth necessary condition to obtain SCA (Castro & Giraldi, 2018)

c) Strategic intelligence and sustainable competitive advantage

Strategic intelligence can be conceived as a managerial organization to collect the legal and managerial information that organizations need to analyze, interpret variables, and information relevant to internal customers and consumers to facilitate management decision-making that can lead to a competitive advantage (Arcos, 2016). Strategic intelligence also enables the organizations to achieve profit and enables it to anticipate and manage future change, leading to added value for the consumer, and maximizing profits in current and new markets (Svensson et al., 2011). In such an environment, the capability to sense and respond to market threats and opportunities with speed and surprise has become essential for the survival of organizations (Huang, Ouyang, Pan & Chou, 2012). Strategic intelligence refers to the creation and transfer of information or knowledge that can be used in decision-making and focuses on using the best ways to enable the organization to deal with future challenges and opportunities to maximize the success of the organization (Heiko et al., 2015). Strategic Intelligence has the importance of being an important tool in the hands of leaders and senior management and aims to take a series of steps to reach competitive positions (Liebowitz, 2006). Business organizations need strategic intelligence to improve and maintain their current status in a dynamic environment (Abd et al., 2019). Based on the above literature review, the study hypotheses can be formulated as:

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H1: Strategic intelligence has a significantly positive effect on sustainable competitive advantage.
More specifically:

H11: Foresight has a significant effect on sustainable competitive advantage.

H12: Future vision has a significant effect on sustainable competitive advantage.

H13: Strategic partnership has a significant effect on sustainable competitive advantage.

H14: Motivation has a significant effect on sustainable competitive advantage.

H15: Systems thinking has a significant effect on sustainable competitive advantage.

III. Study Proposed Model

Based on the study hypothesis, figure 1 shows the study proposed model. As shown in the theoretical framework, this study examines the impact of strategic intelligence on the sustainable competitive advantage, where strategic intelligence is the independent variable and consists five dimensions namely; foresight, future vision, strategic partnership, motivation, and systems thinking. Sustainable competitive advantage is the independent variable with one dimension.

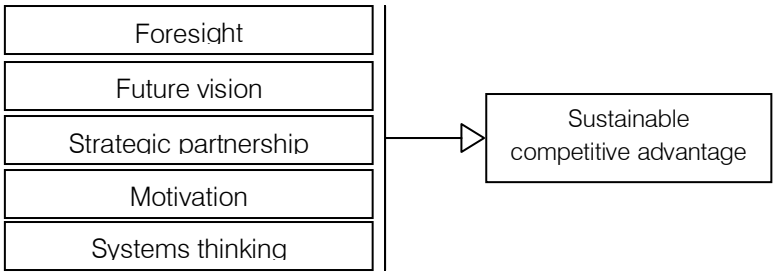

Figure 1: Theoretical Model

IV. Research Methodology

a) Research sample

The population of the study consists of managers of Industries Qatar namely; Qatar Petrochemical Company, Qatar Fuel Additives Company, Qatar Fertiliser Company, and Qatar Steel. The unit of analysis is managers of top and middle level. Because the study population is about 120, the researcher distributed the questionnaire to the whole population. One hundred three questionnaires were returned completed. Table 1 shows the characteristics of the population.

Table 1: Characteristics of the population

Variable		Frequency	%
Age group	less than 30	5	4.8%
	30- less than 40	65	63.1%
	40- less than 50	22	21.4%
	50 years and more	11	10.7%
Gender	Male	83	80.6%
	Female	20	19.4%
Educational level	Diploma	17	16.5%
	Bachelor	62	60.2%
	Master	19	18.4%
	PhD	5	4.9%

b) Research instrument

The dimensions of the study constructs and their items were built based on previous studies.

Strategic intelligence: Strategic intelligence measurement adopted by Maccoby (2011); Kruger (2010) Accordingly, the study adopts five dimensions namely; foresight, future vision, strategic partnership, motivation, and systems thinking. Twenty items assessed strategic intelligence.

Sustainable competitive advantage: Six items were used to estimate sustainable competitive advantages adopted by Lenssen et al., (2011). They include the speed of response to the customer, operation efficiency, service quality and innovation speed, and two items adopted by Chandler and Hanks (1994) and Ward et al. (1995). They include company reputation and partnering with the customer on a long-term basis.

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c) Exploratory factor analysis (EFA)

The exploratory factor analysis was conducted to structure a group of variables, and eliminating those that do not meet the required criteria, as cited in Khan and Adil (2013), the principal component analysis was used to extract those items. Table 2 shows the results of EFA. The results in Table (2) indicate the results of EFA, in which 26 items were extracted; Where the distribution of items (FO1 – FO4) for the first factor (Foresight), items (FV1-FV4) were related to the second factor (Future vision), and in contrast items (SP1-SP4) related to the third factor (Strategic partnership) , items (MO1-MO4) in the fourth factor (Motivation), items (ST1-ST4) in the fifth factor (Systems thinking). As for the items of the dependent variable, this is Sustainable competitive advantage (SCA1-SCA6). Standardized factor loadings for all items were greater than 0.5 (Maiz et al., 2000), average variance extracted (AVE) values were higher than 0.50 (Lin and Lu, 2011), composite reliability (CR) values and Cronbach's alpha were greater than 0.70 (Al-Hawary, 2012; Chiu and Wang, 2008).

Table 2: Means, standard deviations and EFA findings

Dimensions	Items	SFL	Means	SDs	AVE	CR	α
Foresight	FO1	0.74	2.94	0.93	0.883	0.790	0.781
	FO2	0.79					
	FO3	0.82					
	FO4	0.77					
Future vision	FV1	0.75	3.42	0.96	0.887	0.797	0.788
	FV2	0.76					
	FV3	0.80					
	FV4	0.84					
Strategic partnership	SP1	0.81	3.51	0.87	0.901	0.820	0.796
	SP2	0.78					
	SP3	0.84					
	SP4	0.82					
Motivation	MO1	0.79	3.43	0.92	0.873	0.774	0.762
	MO2	0.76					
	MO3	0.77					
	MO4	0.73					
Systems thinking	ST1	0.73	3.22	0.89	0.867	0.766	0.754
	ST2	0.79					
	ST3	0.77					
	ST4	0.72					
Sustainable competitive advantage	SCA1	0.69	3.15	0.83	0.855	0.707	0.697
	SCA2	0.72					
	SCA3	0.68					
	SCA4	0.73					
	SCA5	0.77					
	SCA6	0.80					

V. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis was used to validate the conformity of the study model, which combines all dimensions associated with the items it measures, as demonstrated by the results of the exploratory factor analysis. This technique is used before examining the structural model, in which research hypotheses are tested (Jackson et al., 2009).

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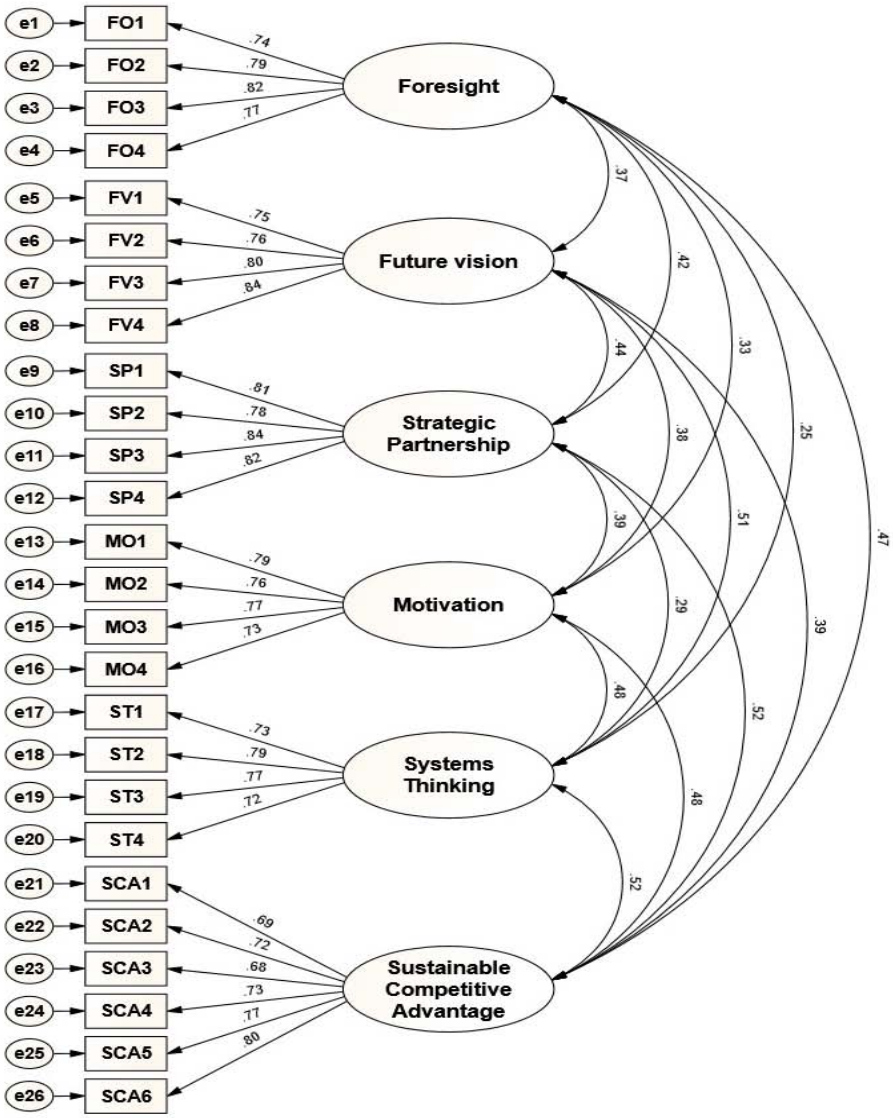

Figure 2: Research measurement model

Table 3: Results of measurement model goodness-of-fitness indices

Index	Value	Criterion	Result
Chi-square ratio (CMIN/DF)	1.34	< 3.00	Supported
Comparative fit index (CFI)	0.951	> 0.90	Supported
Goodness of fit index (GFI)	0.934	> 0.90	Supported
Root mean square error of approximation (RMSEA)	0.036	< 0.08	Supported

It is noted from Table (3) that the Chi-squared/DF is (1.34) which is less than (3), and that the goodness of fit index (GFI) was (0.951) which is greater than (0.90), and the value of the comparative fit index (CFI) was (0.934) which is higher than the minimum acceptable value for these indicators which is (0.90). The value of the Root mean square error of approximation (RMSEA) was (0.036) which is less than (0.08). The results and indicates that the measurement model fitted the current data because the values of these indices were within the required range (Agus, 2011; Abazeed, 2018; Mohammad, 2017; Love et al., 2015.

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VI. Structural Model

Figure (3) shows the model of latent variables to test the sub-hypotheses, each of which provides a statistically significant impact for each dimension of the Strategic intelligence (foresight, future vision, strategic partnership, motivation, and systems thinking) on the sustainable competitive advantages. After validating the conformity of this structural model, the results showed acceptance of all sub-hypotheses. As confirmed by the results in a table (4).

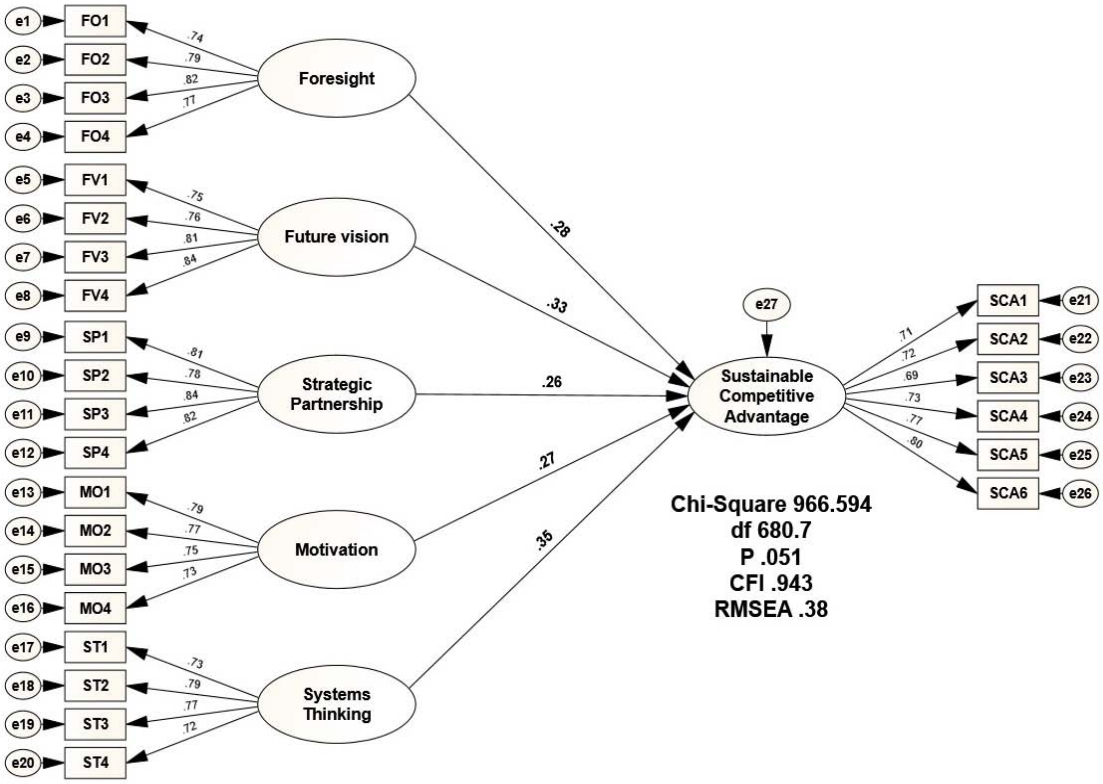

Figure 3: Research structural model

The results in Table 2 clarifies that Strategic intelligence, as measured by foresight, future vision, strategic partnership, motivation, and systems thinking, had a significant impact on sustainable competitive advantages. Foresight (ß = 0.28, P<0.05), future vision (ß = 0.33, P<0.05), strategic partnership (ß = 0.26, P<0.05), motivation (ß = 0.27, P<0.05), and systems thinking (ß = 0.35, P<0.05). Based on these results, hypotheses H1, H2, H3, H4 and H5 were supported.

Table 2: Results of hypotheses testing

Path			β	C.R	Sig.
Foresight	→	Sustainable competitive advantage	0.28	5.241	0.000
Future Vision	→	Sustainable competitive advantage	0.33	5.770	0.000
Strategic Partnership	→	Sustainable competitive advantage	0.26	4.973	0.004
Motivation	→	Sustainable competitive advantage	0.27	5.538	0.000
Systems Thinking	→	Sustainable competitive advantage	0.35	5.367	0.000
Variance Inflation Factor (VIF) for all strategies ranged from 1.14 to 2.59, which is less than 5, with tolerance values ranged from 0.386 to 0.875, which is greater than 0.2.					

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VII. Conclusion and Discussion

Strategic Intelligence is one of the most modern concepts in the field of strategic management. It is the knowledge the organization needs about the business environment that enables it to manage its current business, anticipate and manage future changes, and then design strategies that help to deliver value to the customer and increase the organization's profits. The main goal of the research is to examine the impact of strategic intelligence on achieving sustainable competitive advantage. This study has been applied to Industries Qatar. Four Industries Qatar working in Qatar namely; Qatar Petrochemical Company, Qatar Fuel Additives Company, Qatar Fertiliser Company, and Qatar Steel, the aim also to the level of adoption of the strategic intelligence and, to determine the level of achieving sustainable competitive advantage. In developed countries, many studies have been conducted about the strategic intelligence and their effect on achieving a sustainable competitive advantage, but there have been few pieces of research that have been conducted by developing countries like Qatar especially in industrial sector.

We conclude from the results of the study that the Industries Qatar adopt strategic intelligence, in the spirit of the serious pursuit by the administration to exploit the opportunities offered by the labor market, and the absolute belief in the importance of extrapolating the future and its impact on achieving excellence and leadership, especially in the light of possessing the ability to initiative that corresponds to new concepts. It is also clear that Industries Qatar treat all units as a coherent and interrelated system, this is due to the nature of the work of the industries, which requires coordination between all departments in order to complete transactions, and Industries Qatar rely on new ways of learning and acquisition of knowledge in order to form a strategic perspective, and keep abreast of new developments in industry sector, and adopt smart solutions in dealing with complex problems.

Industries Qatar also pay attention to their employees, and reduce their sense of job alienation, and encourage them to interact through the formation of teams, and motivate them to do what is consistent with the organizational goals, and allowing employees to participate in decision-making. The partnership between industries is also available as a way to achieve their objectives, develop the expertise of its employees, and seek to establish strategic local and regional alliances to enhance its expertise. The role of such alliances in enabling Industries to cope with complex, competitive conditions.

After analysis, it was found that there was a statistically significant effect of the strategic intelligence dimensions on sustainable competitive advantage in the Industries Qatar. It seems that strategic intelligence works as an important tool for managers to take a set of proactive steps to reach the competitive centres in the global environment, it also leads to excellence through the development of strategic solutions to complex business problems. To ensure market share, and achieve a profitable guarantee of continuity and survival, organization must work to achieve a sustainable competitive advantage and work on continuity, and this can be attained by the adoption of strategic intelligence that allows organization to deal with all changes in its internal and external environment and to be ready to seize opportunities available. Concerning the study results, strategic intelligence may be considered as the system that helps to monitor the environmental variables surrounding the organization, and by adopting strategic intelligence, it will be able to exploit and benefit from them.

The results of the study are consistent with the work of Svensson et al., (2011), who indicated that Strategic intelligence also enables the organizations to achieve profit, and enables it to anticipate and manage future change, leading to added value for the consumer, and maximizing profits in current and new markets, and consistent with the study of Liebowitz, (2006), who concluded that strategic intelligence has the importance of being an important tool in the hands of leaders and senior management, and aims to take a series of steps to reach the competitive positions. Also, the study of Huang et al. (2012), who noted that the capability to sense and respond to market threats and opportunities with speed and surprise has become essential for the survival of organizations.

Managerial implications and direction for future research Strategic Intelligence is one of the most modern concepts in the field of strategic management. Strategic intelligence is an important tool for managers to take a set of proactive steps to reach competitive centres in the global environment. Sustainable competitive advantage refers to value creation in which a firm pursues high innovation by driving market competition. The results of the study clarify that Strategic intelligence, as measured by foresight, future vision, strategic partnership, motivation, and systems thinking, had a significant impact on sustainable competitive advantages. Based on such results, managers and decision-makers of Industries Qatar have to utilizing the components of strategic intelligence to study the internal and external organizational environment and how it is influenced by the external variables and how to hedge potential external threats, and Activating strategic alliances and partnership between industries and move them to more than just real-time joint projects to share knowledge, experience and resources. The limitations of the paper provide opportunities for further research. First, this study examined the impact of Strategic intelligence on the sustainable competitive advantages of Industries Qatar; future research may be done on the

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service sector with the same construct, or to make a comparative study between industries. Second, this study examines sustainable competitive advantage as a dependent variable; a future study may consider performance as a dependent variable, and a sustainable competitive advantage as a mediating variable. Third, in this research the measurement of the strategic intelligence was foresight, future vision, strategic partnership, motivation, and systems thinking, future research may be done with different measurement adopted by Kruger, (2010) which are; human resource intelligence, organizational process intelligence, information intelligence, financial resource intelligence, technological intelligence, competitor's intelligence, customer's intelligence.

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