

# The Efficiency of Strategic Intelligence on Sustainable Competitive Advantages at Jordan National Shipping Lines Group in Jordan

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## Abstract

This research aims to empirically explore the efficiency of the strategic intelligence on the sustainable competitive advantage of Jordan National Shipping Lines Group (JNSL) in Jordan. To achieve the research objectives, both descriptive and analytical methods are used. The study is conducted on a research sample consisting of (148) managers and directors at the JNSL group. To determine the efficiency of strategic intelligence, four dimensions are used: foresight, motivation, vision, and integrated partnership. To measure the sustainable competitive advantage; the research used four dimensions: Cost, quality, resilience, and logistics delivery. The study found that there is a strong efficiency for strategic intelligence dimensions to achieve the sustainable competitive advantage for its dimensions, which shows high effects on all level. The study recommends encouraging the processes and practices of strategic intelligence in the JNLS, which would directly support top management to improve performance.

**Keywords:** Strategic Intelligence, Sustainable Competitive Advantage, Maritime Shipping.

## Introduction:

One of the most vital activities in the global economy is maritime transport. It is an essential component of developing countries and their economies, as it enables them to provide their economies with goods and services. The movement of people and goods between various geographic points is also a significant factor in the time and space relationship. (Massad, 2021).

It's essential to express that the fast tempo of technological development in the last century, and the assumed transition to technological singularity, effects most of the successful entities including individuals, who can pay attention to expect upcoming industry development, that may be capable of the steady long-time period boom at the same time as that specialized in achieving the corporate sustainable competitive advantage within internal and external context.

At the current time of high competition, ensuring preparation and corporate awareness for the expected response to the essential necessary changes in the external context, and their implementation ahead of internal and external competitors becomes not only an important part of competitive advantage but is also considered a strategic tool for organizational survival process. Such preparation is maintained by using sets of a managerial and industrial strategic design that is flexible, adaptable, and reliable to new circumstances, and through the appropriate unique core competencies that, of course, will ensure

achieving the competitive advantages of the organization.

Yet, researchers focus on the concept of the best implementation's methodology of strategic intelligence tools, techniques, and technologies that can offer substantial opportunities for reducing costs and increasing revenues for each company by dedicating the position of the organization towards sustainable competitive advantages, especially through logistics and supply chain systems. Lately, professional organizations considered strategic intelligence as a strategic core competency of the organization.

Nevertheless, the maritime industry had too many vital circumstances that can help organizations to compete in a fast-changing industry and competitive environment by effectively managing the various elements of their operations. These include the time and cost of moving goods, the movement of information, and the integration of their operations. It is seen as vital for a country's ability to prosper and compete in a global economy. Of course, strategic intelligence is usually interfering with the strategic managerial level to maneuver the organization in the external context.

## Study Problem:

Due to the changing environment, globalization of the maritime industry, and the hard competition in the shipping context, strategic

intelligence became the most important tool for strategic top management in the organization used for competing with others. The problem with the study is directed to the sustainable competitive advantage of the Jordanian National Shipping Lines Group in Jordan, as the external environment represents rapid technological developments, social factors, and unstable political and economic changes that drive up the competition among firms, which would lead to rapid volatility in markets and requires prompt and effective decision-making to avoid any risk from potential competitors. These fluctuations fall outside the control of companies and do not exclude any of them and therefore must exploit its strengths to provide services with a sustainable competitive advantage, and strive to eliminate external vulnerabilities and threats that can sustain their survival and seek maximum economic value.

As a result, all maritime institutions are eager to meet the objectives outlined in their strategic plans, which include providing the most efficient services. In addition, researchers are very much interested in applying concepts and practices of strategic intelligence due to the facts that it supports the management with proactive data and information about the competitor’s context, which can be obtained by changing the concepts of traditional practices and relying on the successful use of the concepts of strategic intelligence in the industry. Maritime organizations are using strategic intelligence to keep their running operations sustainable, the top managers are usually focused on foresight, vision motivation as well as partnership integration. The problem stems from the fact that strategic intelligence can be used as a tool to improve the efficiency of maritime transport, where this kind of transport is gaining more importance due to its economic benefits. So, the efficient use of strategic intelligence is a crucial element of organizational success.

This study will explore and answer the research question: What is the effect of strategic intelligence on sustainable competitive advantage in Jordan National Shipping Lines Group in Jordan?

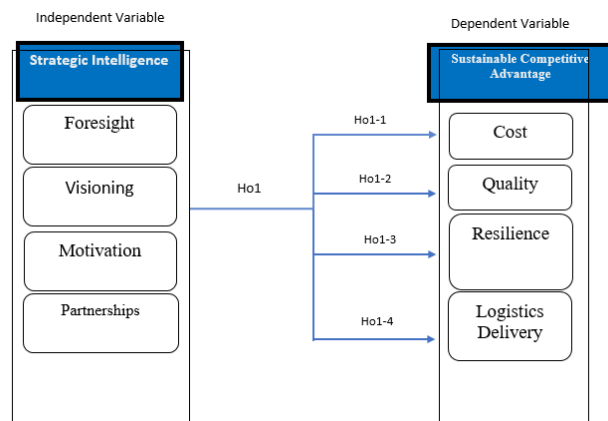
**Study Objectives:**

The importance of strategic intelligence is now expressed to organizational sustainable competitive advantage as it is considered the tool for the success of many organizations.

Accordingly, this study tries to cover and explore the following areas:

1. Explore the relative importance of sustainable competitive advantage in Jordan National Shipping Lines Group in Jordan
2. Identify the essential and relative importance of strategic intelligence in Jordan National Shipping Lines Group in Jordan
3. Defining the vital effect of strategic intelligence on the sustainable competitive advantage in Jordan National Shipping Lines Group in Jordan.

**Study Model:**



**Study Importance:**

**Scientific Importance:**

The scientific significance of this study stems from the importance of its variables, which are independent variables of strategic intelligence and its dimensions of foresight, partnership, motivation, and visioning as well as the dependent variable of sustainable competitive advantage and its dimension of cost, quality, resilience, and logistics delivery.

In addition, the research got its importance by providing a theoretical and applied framework for research, that is by linking strategic intelligence dimensions and demonstrating the extent of its efficiency for achieving sustainable competitive advantages.

**Practical Importance:**

This study is one of a few researches undertaken to understand the application of strategic intelligence and its efficiency for obtaining sustainable competitive advantages in the maritime corporation in Jordan, and it is, of course, expected to add a valuable result to the similar corporation in the maritime industry.

**Theoretical Framework**

**Strategic Intelligence:**

**Concept of Intelligence**

Some researchers argue that the concept of “intelligence” is only related to and associated with

machinations, espionage, and tricks while it is in fact a broader concept, as the vital and essential part of intelligence revolves generally around maintaining collection, securing protection, and dissemination of information which is illustrated as raw data and information, from both external and internal public and secret sources with very hard strategic analysis tools and techniques of the decision-making process to define, identify, and explore risks and power in the external context (Russell, 2007).

The concept of intelligence has received great care in the business environment over the last three decades, and there are many definitions added to the organization or management, such as managerial intelligence, organizational intelligence, competitive intelligence, business intelligence, etc., and the English word of intelligence was derived from the Latin word "intelligence", which was first used by the Greek philosopher Cicero and means wisdom or understanding. However, the English philosopher Spencer was the first definer of the term, calling it intelligence (Al-Obaidi & Al Salem, 2012; Baie *et al.*, 2017). In the early 20<sup>th</sup> century, psychologists developed an interconnected set of tests to measure the level of intelligence, until the idea of intelligence tests was universally popular, aimed at measuring the level of intelligence and the individuals' ability to analyze (Al-Salmi & Ismail, 2021).

### Definition of Strategic Intelligence

Strategic intelligence is a strategic part of business domains, that is concerned with all associated data, information, and final knowledge that the organizations are seeking to know about their external environment and industry competitors, to determine what kind of operations, processes, and procedures should be taken into account to make the future business and compete with others in the industry (Al-Asmari, 2022). It is also defined as the organizational ability to acquire internal and external knowledge and adapt it to changing competition conditions, rather than blindly proceeding and continuing the course of actions when all the signs in the external and internal competitive environment indicated the change request to keep pace with threats (Salih & Abdulrahman, 2015).

In order to establish the type of operations and processes that should be carried out and developed today, as well as the changes to be required in the future, a corporation must also focus on gathering strategic intelligence about organization existing internal and external environments (Tham & Kim, 2002). However, strategic intelligence is sometimes viewed as a single entity made up of four essential components, including knowledge management, foresight, reference comparison, and economic intelligence, all of which contribute to the

business organizations' strategic decision-making process. (Muhammad, Al-Tayyib & Abdali, 2012).

### Dimensions of Strategic Intelligence

The four dimensions of strategic intelligence variable were taken in this research and grouped as a coherent research system. Each selected element is based on a clear strategic leadership knowledge and philosophy of others and deep self-knowledge. For conducting this research, four selected dimensions of strategic intelligence were named, as follows:

- **Foresight:** It's the first and essential part of strategic intelligence, which refers to the ability to plan and think in the long-term, which is either quantifiable or obvious, but usually represents and refers to future directions. Usually, In the business domain, many managers use building scenarios as a strategic business process that intentionally replaces strategic intelligence, but scenarios can only describe alternative future events (Kousa, 2014).

It is the ability to bring the current state of the world to the future expectation with the vision of the organization's future development, to discern what can be avoided, to influence, and to dominate. It can also be defined as the leader's ability to think in an unusual way, enabling workers to see the future from the current chair (Alzu'bi & Al-Nawasrah, 2019,80).

- **Visioning:** Al-Asmari (2022) explains that a clear future vision is a necessary element of strategic intelligence, it determines what the organization will need to satisfy customers as well as work activities to pursue, and the quality of the organization that will be created and developed. The composition and formulation of the strategic vision in the organization depend not only on the existence of the mental elements of the strategy but also on placing the company on the strategic path to reach the goals (Saleh *et al.*, 2017). The strategic vision is a road map that shows the future of the organization since it provides specific information on the technology, customer focus, and productivity to be followed (Doudin, 2021).

- **Motivation:** It is considered a unitary phenomenon related to behavioral engagement. It is stated that management can empower individuals and bring them under the same umbrella to work together to achieve the specific goals to align these goals with the

corporate strategic vision (Al- Nuaimi, 2008). People need a different amount of motivation with also different kinds that can motivate them, so, it can differ in methods, techniques, and of course, the level of motivation and type of motivation (Filimonov, 2017).

- **Partnership:** It is the process of productive relationships conducted internally and externally, based on a commonly shared philosophy with mutual partners, it's based on mutual trust and risk sharing, then lastly by sharing rewards (Gitelman *et al.*, 2022). The concept of partnership is seen as the strategic alliances concluded by the organizations in order to achieve each other's strategic objectives, so that these alliances are mutually beneficial to each of the partners, in accordance with the principles of trust, commitment and ability to engage in the resolution of problems and conflicts that may arise between them (Sarah, 2021).

### **Sustainable Competitive Advantage**

Mostly, the organizational strategy tries to define the kind of sustainable competitive advantage an organization is looking to pursue. All subsidiary plans including logistics and supply chain management plans are then designed to implement how to achieve this strategy. It is essential for them to set the overall strategies to be long-term strategies, rather than temporary, then it would be better for the strategy and future profitability (APICS CLTD, 2021). The components of a strategy that give the consignee the lasting reasons to prefer and adapt a company's products (or services) over those of competitors; reasons that competitors are unable to, duplicate, nullify, or overcome despite best efforts of competitors, are what make a competitive advantage sustainable for the organization. In the case of Apple, competitors will find it difficult to overcome the company's sustainable competitive advantage due to its unrivaled brand recognition, reputation for technological superiority, beautiful design "must-have" products, and accessibility of appealing, consumer-friendly stores with knowledgeable staff (Thompson *et al.*, 2022).

Continuously reconfiguring the traits that enable firms to outperform their competitors is required for long-term competitive advantage that could be sustainable. The traits and/or factors that enable an organization to create goods and/or services that enable it to outcompete or outperform its competitors are referred to as competitive advantage. It refers to an organization's ability to perform better or at a higher level than its competitors in the same market or sector, as a result of resources and/or

attributes. These assets or resources could include highly skilled labor, access to cutting-edge technology, a favorable geographic position, or even raw materials or natural resources. As a result, a competitive advantage is an attribute or resource that motivates a buyer to buy (Mishra, 2017).

To achieve the purpose of conducting this research, four dimensions were selected, as follows:

### **Logistics Delivery**

In the maritime industry, it's vital to say that logistics delivery time is a very important factor that is crucial for receiving the goods and services for the direct consignee (Zhang & Tang, 2022). Its an important factor for customers, and it is considered as part of organizational core competencies that gain a sustainable competitive advantage for the organization. Most of the successful shipping companies are trying to achieve the best logistics delivery as it will finally lead to satisfying the customers (consignee), therefore, it is included in the strategic policies and plans of the successful organizations, that reducing the logistics delivery time between the customer's request and the delivery phase, will lead to achieve the most essential satisfaction to the consignee, it may require reducing the product life cycle to the minimum possible while maintaining the characteristics of the product. It can also be used to reduce warehouse activities and various production processes to shorten delivery times to the minimum level (APICS CLTD, 2021).

### **• Resilience**

It is seen as an organization's core competency, capabilities, and enforcements to satisfy the customer's requirements through its sensing to alter and changing organizational strategies and reforms it to meet such change in the external requirement, and warrant to make all kind of cost reduction with fitting quality and cost (Danivska & Appel-Meulenbroek , 2022). Blackstone (2019, 149) indicates that resilience is one of the most important elements of the core portfolios of business organizations which means the organization's ability to respond to internal and external variables in a way that achieves a sustainable competitive advantage for the business organization. It constitutes a subset of the agile strategy. The organization's immediate objective is to be able to withstand or recover from risks such as natural disasters without significant interruption in its operations.

### **• Cost**

The importance of the cost concept that helps logistics professionals to see how a change in one area affects the system is explained earlier. cost is an essential part of achieving sustainable competitive advantage for companies in the external environment,

as it always looks forward to reducing the overall associated commercial value to a minimum level that does not affect the nature of the rendered products and services and indeed the goal of its industrial production operations (Aghajani, & Loudon, 2012,). Managers, nowadays, are extremely focused on the way of cost reduction that will enhance the performance of the organization and allow its operations to compete in the external environment. They believed that organizations should take every kind of preventive and contingency action to reduce their operational costs in order to get a sustainable competitive advantage in the external context, that would be by reducing operational production costs, as well as marketing and business development costs (Al-Taweel & Ismail, 2009).

Fotiadis et al., (2022) stated that real logistical cost is categorized as follows:

- “Prime cost: This cost is formed from the direct use of materials and labor, which are incorporated into the product or service”.
- “Initial cost: This cost is often used as a criterion for the allocation of indirect costs, and is core to the formation of the full production cost. This does not include information resulting from a breakdown. If, however, the distribution of expenses is based on direct quantitative measurements, the corresponding cost is considered to be direct and participates in the formation of the initial cost (e.g. monthly staff costs). As a rule, direct materials are the raw and auxiliary materials incorporated into the product. Materials that are used in the product’s manufacture but are not incorporated into the actual product are not included in the direct materials”.
- “Conversion cost”: This is the total smooth costs incurred in the process of converting the raw material into a finished product or converting a material into another form. Conversion costs include all production costs, direct and indirect, except for the cost of direct materials.
- “Production cost”: This is the cost incurred for the production of an intermediate or final product or service in one or more phases or stages of production.
- “Administrative operating costs”: These expenses are related to the operation of the administrative services of the economic/financial unit.
- “Cost of disposal” (Sales costs): These are the expenses incurred for the promotion, preparation, and realization of the actual sales of

the business’s products or services (e.g. market research, conferences, travel, salesperson’s salary).

- “Commercial costs”: This is the cost when the indirect costs of the sales function (operation) are added to the production cost.
- “Cost of the financial operation”.
- “Operating costs for research and development”.
- “Total cost”.

#### • **Quality**

Quality is a vital part of the main factors that organizations use to rely on, and confront its competitors in the external context, through sets of the appropriate process of selecting new tools and techniques to operate the internal process of the business and use new techniques of strategic communication, tools, and technologies, attracting professionals with expertise (Al-Awawdeh, 2019). Some researchers see quality as the process of developing the organization's capabilities, and the process of continuing and maintaining the fulfillment of an organization's beneficiary requirements at all stages of work and performance. To find out how satisfied the customer with corporate products and services rendered to them as part of their satisfaction (Al-Hamidi, Salama & Kafy, 2016).

#### **Study Hypotheses:**

This study is based on the hypothesis that the effective use of strategic intelligence is an essential tool of organizational success. It is an important value, not only because of independent reasons but also because “there is no statistically significant relationship between strategic intelligence and sustainable competitive advantage”. Hence, the following hypothesis will be tested:

#### **Main Hypothesis:**

“There is no statistically significant effect of strategic intelligence on sustainable competitive advantage in Jordan National Shipping Lines Group”.

#### **Subsidiary Hypotheses:**

**Hypothesis 1:** “There is no statistically significant effect of strategic intelligence on cost in Jordan National Shipping Lines Group”.

**Hypothesis 2:** “There is no statistically significant effect of strategic intelligence on quality in Jordan National Shipping Lines Group”.

**Hypothesis 3:** “There is no statistically significant effect of strategic intelligence on resilience in Jordan National Shipping Lines Group”.

**Hypothesis 4:** “There is no statistically significant effect of strategic intelligence on logistics delivery in Jordan National Shipping Lines Group”.

## Population and Sample

The population of this study was confined to the top and middle directors and managers in the Jordan National Shipping Lines Group, with a total number of (240) directors and managers. The researcher selected a random proportional sample of the directors and managers to collect the required data in the JNSL group, the sample was (148) directors and managers. The questionnaire was the research tool for collecting the data and it was distributed to the samples through direct contacts, and visits.

## Measurement

The researcher relied on use of the approved statistical measure used in previous literatures of strategic intelligence as the independent variable and its efficiency on sustainable competitive advantage as the dependent variable. Four dimensions were used for independent variable: Partnership, vision, motivation, and foresight (Abuzaid, 2017; Esmaeili, 2014). Four other dimensions were also used for dependent variable consisted of cost, quality, resilience, and logistics delivery which is widely used by literatures ( Baei et al., 2017; Muheisen, 2022). A reliability coefficient of 0.7 or higher of Cronbach's alpha was used and tested, the greater value refers to internal consistency (Al-Najjar, Al-Najjar & Al-Zoubi, 2017, 109). The alpha's for the reseach variable ranged from (0.802) to (0.943) as shown in Table (1), therefore, the reliability test of the questionnaire is acceptable by all measures whereas Cronbach's alpha was found (0.943). Typically, the questionnaire has been evaluated and assessed by a number of instructors and the shipping industry, who have a wide knowledge and experience, and consulted with the

questionnaire and their remarks were taken into consideration

## Statistical Analysis:

### Reliability and Validity

Reliability refers to the instrument's ability to provide consistent results in repeated uses under the same conditions with the same subjects. That is, reliability refers to the accuracy (consistency and stability) of measurement by the instrument or repeatability of an assessment over a variety of conditions (Al-Najjar et al, 2021).

A reliability coefficient of 0.7 or higher of Cronbach's alpha value, the greater the internal consistency of the items making up composite measures (Al-Najjar et al, 2020). The Cronbach alphas for the constructs ranged from (0.802) to (0.943). Therefore, the reliability of the questionnaire is acceptable whereas Cronbach's alpha was found (0.929). Typically, the questionnaire has been assessed by a number of instructors and shipping professionals, who have knowledge and experience, are consulted with the questionnaire, and their remarks and directions are taken into consideration.

Table (1) illustrated the research number of dimensions per each variable, noting that the reliability coefficient of these items was tested and resulted, it's all resulted value is greater than the statistically acceptable percentage (0.70), which expresses the internal consistency (Sekaran & Bougie, 2019). The highest value of "mean" was for the cost varies with the value of (4.115) and the lowest one was related to the variable of "Motivation" with a value of (3.494).

**Table 1**  
**Descriptive analysis of statistics and reliability**

Variable	Items	Alpha	Mean	Std.
Foresight	5	0.802	3.537	0.931
Vision	5	0.876	3.639	0.839
Motivation	5	0.887	3.494	0.783
Partnership	5	0.899	3.591	0.771
Cost	6	0.873	4.115	1.032
Quality	6	0.901	3.941	1.118
Resilience	6	0.943	3.784	0.759
Logistical Delivery	6	0.895	3.846	0.657

**Table 2**  
**The effect of “strategic intelligence” on “sustainable competitive advantage”.**

Model	Dimensions	b	t	Sig.	r2	f	Sig.
1	Partnership	0.571	35.058	0.000	0.618	67.721	0.000
2	Partnership Foresight	0.491 0.463	32.947 29.004	0.000 0.000	0.684	54.937	0.000
3	Partnership Foresight Vision	0.418 0.374 0.347	26.227 22.736 18.529	0.000 0.000 0.000	0.732	43.619	0.000
4	Partnership Foresight Vision Motivation	0.288 0.253 0.196 0.169	14.692 9.941 5.889 3.492	0.000 0.000 0.000 0.000	0.759	36.728	0.000

Table (2) illustrates the results of the used analysis stepwise regression coefficient to measure the effect of strategic intelligence with its dimension of on sustainable competitive advantage. In the first model, it clearly found that the partnership factor was the first dimension affecting directly the sustainable competitive advantage, where the value of “r2” is equal to (0.618), where the value of “F” is about to equal (67.721) at the level of significance (0.000), that means that “partnership” explained the ratio (61.8%) in the variation of the “sustainable competitive advantage”. In the model #2, after interfering “foresight” factor with the “partnership”, the value of “r” is equal to (0.684), and the value of “F” is equal to (54.937) at a significant level of (0.000), that means that the “partnership” and “foresight” factors together explained ratio of (68.4%) in the variation of “sustainable competitive advantage”. In model #3, after adding the factor of “vision” together of the other tested factors “partnership and foresight”, we found that the value of “r” increased directly to reach (0.732) and the value of “F” is equal to (43.619) at a significant level of (0,000), that’s clearly illustrated that the vision factor increased the total effect on the sustainable competitive advantage to match the amount of (73.2%).

Lastly in model #4, after adding the last factor of “motivation”, the v “r” value was increased to (0.759), where the value of “f” is equal to (36.728), at a significant level of (0,000), that directly illustrates that total four dimensions were explained the percentage of (75.9%) of the variance in the dependent variable of “sustainable competitive advantage”.

There is no statistically significant effect of strategic intelligence on sustainable competitive advantage of Jordan national shipping lines group in Jordan ( $\alpha \leq 0.05$ ).

**Table 3 Analysis of the effect of variable “strategic intelligence” on “quality”**

r2	b	f	Sig.
0.295	0.373	83.563	0.000

Table # (3) illustrated the analysis results of linear simple regression test to measure the effect of variable “strategic intelligence” on “quality”, it showed that “there is a significant effect of strategic intelligence on quality”, where the value of “r2” result was (0.295) that clearly refers that strategic intelligence explained amount (29.5%) of the variance in factor of quality, where the value of b is equal to (0.373), while the value of “F” = (83.563) at a significant level of (0.000). The results of regression recommend rejecting the second study hypothesis.

**Table 4**  
**Analysis of the effect of variable of “strategic intelligence” on “cost”**

r2	b	f	Sig.
0.629	0.248	69.141	0.000

Table #4 illustrated the analysis results of the linear simple regression test to measure the effect of variable of “strategic intelligence” on “cost”, it showed that the value of “r2” was equal to (0.629), which means that the strategic intelligence explained the percentage of (62.9%) of the variance in the cost factor, where the value of b is equal (0.248), and the value of “F” is equal to (69.141) at a significant level (0.000). The results of this regression test recommended rejecting the third study hypothesis.

**Table 5**  
**Analysis of the effect of variable of “strategic intelligence” on “resilience”**

r2	b	f	Sig.
0.847	0.437	91.679	0.000

Table #5 illustrated the analysis results of the linear simple regression test to measure the effect of the variable of “strategic intelligence” on “resilience”, it showed that the value of “r2” was equal to (0.847), that means the strategic intelligence explained the percentage of (84.7%) of the variance in the “resilience” factor, where the value of b is equal (0.437), and the value of “f” is equal to (91.679) at a significant level (0.000). The results of regression analysis recommend rejecting the fourth study hypothesis.

**Table 6**  
**Analysis of the effect of variable of “strategic intelligence” on “logistics delivery”**

r2	b	f	Sig.
0.177	0.192	51.752	0.000

Table 6 illustrated the analysis results of the linear simple regression test to measure the effect of variable of “strategic intelligence” on “logistics delivery”, it showed that value of “r2” was equal to (0.177), that means the strategic intelligence explained percentage of (17.7%) of the variance in the “logistics delivery” factor, where the value of b is equal (0.192), and the value of “f” is equal to (51.752) at a significant level (0.000). The results of regression analysis recommend rejecting the fifth study hypothesis.

### Discussion:

The researcher attempts to figure out the efficiency of strategic intelligence in achieving a sustainable competitive advantage in Jordan National Lines Company Group in Jordan. The results of the study illustrated that there is a medium effect on the strategic intelligence dimensions of the employees in the group.

The management of Jordan National Shipping Lines group is unable to encourage employees to do better performance to align it with the strategic vision of the group, this is frankly referring to the lack of incentives programs in the group domain. It is negatively reflected on employees’ vision for group future trends and how to think about foresight, which indeed also does not is enabling them to predict the future. In addition to that, the improve the foresight of group top management to understand the forces shaping the future will ensure the successful implementation of group strategies and achieve superior strategic business performance, focus and increase competitiveness, and differentiate itself from other competitors in the same industry.

On the other side, the results of the study indicated that the Jordan national shipping lines group distinguished itself by its’ sustainable competitive advantage, that especially focused in the field of resilience and logistics delivery since it can provide its products at a low cost compared to other competitors in the same industry while maintaining the high level of quality for its rendered products.

Groups benefit clearly from the application of global strategies of integration and providing international standards.

Also, the results indicated that there was an effect of strategic intelligence selected dimensions of foresight, motivation, vision, and partnership on the group achieving sustainable competitive advantage. Results also indicated that foresight, motivation, and visioning have a strong positive effect on sustainable competitive advantages. Also, based on the results, the group needs to promote and embrace the strategic intelligence within its domain through expressing and enhancing the capabilities of top management in articulating and stipulating a clear strategic vision and engaging the team to embrace a common objective, targets, purpose by the excellent implementation of strategic group vision.

### Conclusion and Recommendation:

1. The management of Jordan National Shipping Lines Group needs to focus and pay attention on the motivation tools and techniques of its employees to improve and increase their attention in thinking of the future and business leads, that will focus on their future strategic attention instead of their focus on the completion of business routine and daily works, that will also rely on their concern to apply corporate vision, mission. This approach can be conducted by empowering their team by providing all kinds of physical incentives based on KPIs achievements, the department’s goals, and target achievements. In addition to applying the usage of a flexible incentives system.
2. The top management should focus their vital intention to sign a partnership with all logistical chains including partners, service providers, 3PL, 4PL, suppliers... etc to enable the overall operations to be more and to scarce resources with a high focus on the ability to safely manage the competition in the same industry, as well as helping the management to manage the risks and crises they may face by setting the contingencies and strategic risks plan.
3. The top management should enhance and empower employees for strategic foresight of the future, and make all forecasts that will lead to managing sustainable competitive advantage of the group as well as trying to investigate and predict the changes in the external environment that will potentially lead and explore to business opportunity in the next future.

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# كفاءة الذكاء الإستراتيجي في تحقيق المزايا التنافسية المستدامة في مجموعة الخطوط البحرية الوطنية الأردنية في الأردن

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## الملخص

هدفت هذه الدراسة إلى معرفة أثر كفاءة الذكاء الإستراتيجي في تحقيق المزايا التنافسية المستدامة في مجموعة الخطوط البحرية الوطنية الأردنية (JNSL) في الأردن. ولتحقيق أهداف الدراسة، تم استخدام طرق وصفية وتحليلية، وقد أجريت الدراسة على عينة بحثية تتكون من (148) مديراً وكبيراً للمديرين في المجموعة. ولتحديد كفاءة المتغير المستقل المتمثل بالذكاء الإستراتيجي، استخدمت أربعة أبعاد: الاستشراف، والحافز، والرؤية، والشراكة المتكاملة. واستخدم البحث أربعة أبعاد لقياس المزايا التنافسية المستدامة تمثلت في: الجودة، والتكلفة، والمرونة، وتقديم الخدمات اللوجستية. وتوصلت الدراسة إلى مجموعة من النتائج أهمها أن هناك أثراً ذا كفاءة قوية لأبعاد الذكاء الإستراتيجي في تحقيق الميزة التنافسية المستدامة بأبعادها، والتي كانت فيها التأثيرات جميعها عالية المستوى. وأوصت الدراسة بضرورة دعم عمليات الذكاء الإستراتيجي وممارساته في مجموعة الخطوط البحرية الوطنية، والتي تعمل بصورة مباشرة على مساعدة الإدارات العليا في تحسين الأداء.

**الكلمات المفتاحية:** الذكاء الإستراتيجي، الميزة التنافسية المستدامة، النقل البحري.