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THE IMPACT OF STRATEGIC INTELLIGENCE ON ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE: (AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF MANAGERS IN THE MINISTRY OF CULTURE, TOURISM AND ANTIQUITIES)

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Abstract

This study seeks to identify impact of strategic intelligence on achieving sustainable competitive advantage (SCA) in Tourism Sector (TS)through an exploratory study of a sample of managers in the Ministry of Culture, Tourism & Antiquities. The study is based on assumption that effective integration among the dimensions of strategic intelligence represented by (foresight, systems thinking, future vision, motivation, partnership, stimulation, intuition) contributes significantly to achieving and sustaining competitive advantage of organizations within an environment characterized by change and complexity.Study adopted the exploratory approach and used a questionnaire as a tool for data collection from a purposive sample of managers of departments related to tourism and marketing activities within the Ministry. A total of (103) questionnaires were distributed, of which (96) valid questionnaires were retrieved for statistical analysis. Results revealed the existence of a statistically significant impact of strategic intelligence on enhancing (SCA). The findings also indicated that dimensions of partnership, intuition, stimulation were among most influential dimensions in supporting the Ministry's competitive capability. Furthermore, results demonstrated adopting strategic intelligence practices contributes to enhancing the Ministry's capability to adapt to environmental changes, improve service quality, and achieve effective responsiveness to beneficiaries' requirements. It recommended the necessity of strengthening applications of strategic intelligence within the Ministry, particularly with regard to developing

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foresight capabilities future vision, in addition to supporting organizational partnerships adopting training programs that contribute to developing the leadership intellectual capabilities of employees in a manner that enhances the sustainability of (CD) in the tourism sector.

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Introduction

Food In light of volatile changing competitive environment faced by business organizations in the twenty-first century, the need for advanced analytical and managerial tools has become essential to ensure organizational continuity achieve strategic objectives. Among these prominent intellectual tools, concept of (SI) emerges as a comprehensive managerial framework that combines in-depth environmental analysis, ability to anticipate future changes, and the translation of information into effective decisions that contribute to creating sustainable competitive advantage,(SI) represents a complex cognitive interactive system that goes beyond limits of traditional data collection toward building a comprehensive strategic awareness of internal external variables, thereby enabling organization to formulate effective strategic responses.

In the tourism context, importance of strategic intelligence increases due to unique nature of this sector, which is characterized by a high degree of fluctuation in demand and strong sensitivity to environmental, political, technological factors. Tourism depends greatly on future vision, ability anticipate tourists' needs, immediate interaction with market changes, which requires the existence of a strategic intelligence system capable of directing marketing and operational policies with high efficiency.

Materials and Methods

2.1 Research Problem

The research problem lies in limited understanding of the extent to which (SI) affects the achievement of long-term competitive superiority for organizations, particularly within dynamic and changing environments in contemporary business environment characterized by intense competition and rapid changes. Organizations, especially those operating in the tourism sector, face increasing challenges in maintaining their competitive position and ensuring its sustainability. The Ministry of Culture, Tourism & Antiquities is considered one of the institutions concerned with providing services of a complex nature that require a high level of integration between marketing activities and strategic capabilities.

Numerous studies have addressed either strategic intelligence or competitive advantage separately; however, studies that have integrated these variables together within an applied model, particularly in the tourism context, remain limited, which leaves a knowledge gap that requires further investigation and research.

Accordingly, the research problem can be expressed through the following question:

What is the nature of the impact of strategic intelligence on achieving sustainable competitive advantage in the Ministry of Culture, Tourism and Antiquities?

2.2 Research Importance

The importance of study lies in the fact that it highlights effect of two important variables that have rarely been integrated in previous studies, thereby opening new horizons for understanding how organizational superiority can be built not only through marketing, but also through conscious strategic thinking.

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The importance of this study stems from a number of scientific and practical considerations that make it a unique contribution to academic literature and organizational applications, which can be summarized as follows:

2.3 Scientific Importance:

- **Bridging a Research Gap:**
  Study combines central ((SI) & (SCA) that have not often been integrated within a single applied framework in governmental context, which represents a new cognitive contribution.
- **Enriching Contemporary Literature:**
  The study provides an integrated conceptual framework that can later be utilized in similar research within other service sectors, particularly in governmental work environments with a tourism-oriented nature.

2.4 Practical Importance:

- **Supporting Decision-Makers in the Ministry of Culture, Tourism & Antiquities** through providing quantitative indicators regarding the reality of applying marketing tools and the extent of their reflection on the competitive capability of the organization.
- **Proposing Mechanisms for Developing Organizational Performance** through linking strategic intelligence practices with strategic leadership mental capabilities, thereby enabling applicable models of thinking.
- **Enhancing Competitive Sustainability in the Ministry of Culture, Tourism and Antiquities** through highlighting the importance of combining dynamic marketing thinking with proactive strategic vision.

2.5 Research Objectives

- Measuring level of strategic intelligence among managers in the Ministry through its dimensions represented by (foresight, systems thinking, future vision, motivation, partnership, stimulation, and intuition).
- Identifying level of availability of (SCA) in the Ministry, as reflected through its dimensions represented by (efficiency, quality, creativity, customer responsiveness, cost, flexibility, and superiority).
- Analyzing the impact of strategic intelligence on building and enhancing sustainable competitive advantage within the Ministry.
- Examining the level of strategic intelligence among administrative departments and its impact on marketing orientations.

2.6 Hypothetical Scheme of Research

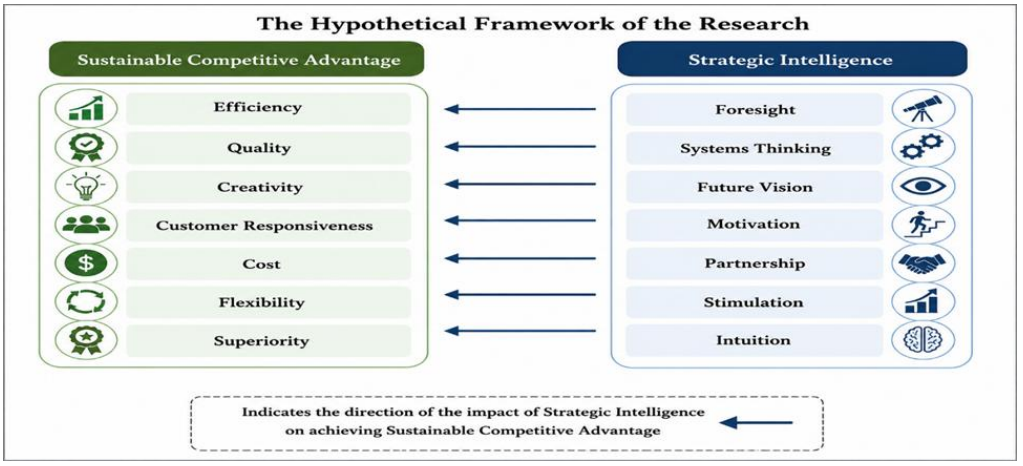

Figure 1. Hypothetical Framework of the Study.
Source: Prepared by the Researchers.

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2.7 Research Hypotheses

❖ **The Main Hypothesis:**

1. There is a statistically significant effect of (SI) on achieving (SCA)

The following sub-hypotheses are derived from this hypothesis:

(1-1) There is a statistically significant effect of the foresight dimension on achieving (SCA).

(2-1) There is a statistically significant effect of systems thinking dimension on achieving (SCA)

(3-1) There is a statistically significant effect of future vision dimension on achieving (SCA)

(4-1) There is a statistically significant effect of the motivation dimension on achieving (SCA).

(5-1) There is a statistically significant effect of partnership dimension on achieving (SCA).

(6-1) There is a statistically significant effect of stimulation dimension on achieving (SCA).

(7-1) There is a statistically significant effect of intuition dimension on achieving (SCA).

Chapter Two

The Theoretical Framework of the Research

First: The Concept of Strategic Intelligence

IT is considered one of modern managerial concepts has received increasing attention in contemporary literature due important role in supporting organizations enabling them adapt environmental changes, as well as enhancing their ability to achieve long-term objectives. The approaches to defining (SI) have varied according different intellectual perspectives through which it has been addressed. Some researchers focused on its role in supporting strategic decisions and policies through providing information and analyses that assist top management in formulating plans and making future decisions efficiently effectively [1]. [2].

Other perspectives focused on the ability of (SI) to provide foresight, understand the future environment, deal proactively with uncertainty through predicting opportunities and challenges and formulating strategies that support organizational continuity superiority [3]. [4]. In addition, some literature addressed (SI) as an integrated leadership and organizational capability associated with future vision, systems thinking, motivation, and partnership building, thereby enhancing the organization's ability to adapt and achieve integration between objectives resources [5]. [6].

On the other hand, some studies focused on the analytical function of strategic intelligence through collecting information, analyzing it, and transforming it into strategic knowledge that supports decision-making and enhances organization's competitive capability.

Accordingly, strategic intelligence can be viewed as a comprehensive organizational capability that combines foresight, analysis, systems thinking, leadership capabilities through employing information and knowledge in formulating strategic visions and plans that help the organization adapt to environmental changes and achieve its long-term objectives efficiently and effectively.

3.1 Dimensions of (SI)

- **Foresigh**
  Foresight is considered one of fundamental of (SI), as it reflects organization's ability read future transformations anticipate environmental changes before their actual occurrence, thereby helping discover potential opportunities address challenges at an early stage. It also contributes to supporting strategic decisions and reducing uncertainty through building future perceptions and scenarios that help the organization achieve sustainability and adapt to changing and complex environments [7].
- **Systems Thinking:**
  Systems thinking refers to management's ability to understand organization surrounding

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environment as an interconnected and interactive system, which helps in analyzing organizational phenomena problems comprehensively rather than from a partial perspective. It also contributes to achieving integration among organizational activities, resources, and processes, improving the quality of strategic decisions, enhancing organization's ability to deal with complex and changing environments [8]. [9].

- **FutureVision:**
  Future vision is considered one of the central dimensions of strategic intelligence because it expresses the organization's ability to build a clear perception of its future and determine the direction it seeks to achieve in the long term. It also helps management direct resources efforts toward achieving long-term objectives unify employees' efforts within a clear strategic framework that enhances sustainability and institutional superiority [10]. [11].
- **Motivation:**
  Motivation is associated with internal forces that stimulate employees toward achievement and the accomplishment of organizational goals, as it contributes to developing enthusiasm, commitment, and the desire for development and institutional success. It also helps create a state of alignment between employees' objectives and organizational goals, which positively reflects on organizational performance and enhances levels of efficiency and effectiveness [12]. [13].
- **Partnership:**
  Partnership reflects organization's ability to build strategic relationships and alliances based on cooperation, mutual trust, and the exchange of knowledge, expertise, and resources with various parties. It also contributes to enhancing organizational learning and improving quality of strategic decisions, in addition to supporting organization's ability to adapt and achieve shared objectives in a more integrated and sustainable manner [14].
- **Stimulation:**
  Stimulation is associated with practices methods used by management to activate employees' capabilities encourage them implement strategic plans objectives efficiently effectively. It also helps create an organizational climate supports creativity, cooperation, and belonging through providing material moral incentives that contribute enhancing organizational commitment improving institutional performance [15]. [16].
- **Intuition:**
  Intuition is considered one of important cognitive dimensions of (SI) because it helps leaders perceive situations variables and make decisions quickly deeply based on accumulated experience implicit understanding of the surrounding environment. It also contributes to enhancing organization's ability to deal with complex ambiguous situations, particularly in environments characterized by ambiguity, rapid change, and lack of information [17]. [18].
- **4-2: SCA**
  SCA) is considered one of fundamental concepts in contemporary managerial marketing thought, as it reflects the organization's ability to achieve superiority over competitors and maintain its competitive position for a long period through providing distinctive value to customers that is difficult for competitors to imitate or replicate [19]. This concept has evolved to acquire a strategic associated with the organization's ability to invest its resources and capabilities more efficiently and effectively compared with competitors, thereby helping it achieves superior performance and continuity in the market [20].

The literature has addressed concept of sustainable competitive advantage from several intellectual perspectives. One perspective focused on organizational resources and capabilities as the true basis of competitive superiority, particularly when those resources are valuable, rare, and difficult to imitate or substitute [21]. Some studies also emphasized that sustaining competitive superiority does not depend solely on possessing resources, but rather on the efficiency of employing and investing them in a manner that achieves better performance compared with competitors [22].

Another perspective focused on importance of creating value for customers and achieving their satisfaction through providing distinguished services and products that correspond with market needs

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and requirements [23]. indicated that organizations can achieve competitive advantage through adopting effective marketing strategies that help them build a strong position within market. Likewise [24]. explained that building competitive advantage in service sector depends on understanding customers and competitors and providing value-added services that strengthen the organization's market position. modern perspective, however, has focused on long-term sustainability, as competitive superiority is no longer associated merely with achieving temporary success, but rather with the organization's ability to maintain and sustain this superiority despite rapid environmental and competitive changes. In this context, [25]. argued that effective strategy should contribute to building and maintaining competitive advantage in the long term, whereas indicated that the sustainability of competitive advantage is achieved when the organization is capable of implementing strategies that reduce competitors' ability to match or imitate it.Therefore, the sustainability of competitive advantage has become one of fundamental issues in contemporary organizations, particularly tourism organizations, due to intense competition rapid change in customer needs, which requires continuous development of organizational capabilities and maintaining service quality and flexibility in confronting environmental changes.

3.2 Dimensions of (SCA)

Dimensions of **SCA** are considered among fundamental pillars upon which organizations rely to achieve superiority and maintain continuity within changing competitive environments, as they reflect the organization's ability to employ its resources and capabilities in a manner that creates distinctive value for customers and strengthens its competitive position within the market. These dimensions are represented by efficiency, quality, creativity, customer responsiveness, cost, flexibility, and superiority Contemporary literature in services marketing also emphasizes that focusing on quality, building customer relationships, and achieving loyalty are among the most important foundations that help service and tourism organizations enhance their competitive capability and achieve sustainability in performance [26].

- **Efficiency:**
  Efficiency is considered one of fundamental dimensions of sustainable competitive advantage, as it reflects the organization's ability to optimally utilize resources and capabilities in order to achieve the highest possible level of performance productivity with the lowest possible level of cost and waste, thereby helping improve operational processes and enhance competitive capability [27].
- Quality is associated with organization's ability to provide products or services that meet customers' needs and expectations with a high degree of efficiency reliability, thereby contributing to enhancing customer satisfaction loyalty, improving the organizational image, and achieving sustainable competitive superiority
- **Creativity:**
  Creativity is considered one of the important dimensions of sustainable competitive advantage because it reflects the organization's ability to develop new ideas, methods, and solutions that help improve its services and operations and enhance its capability to adapt to environmental and competitive changes in a manner that achieves excellence and continuity within the market [28].
- **Customer Responsiveness:**
  Customer responsiveness reflects the organization's ability to understand customers' needs and requirements and interact with them quickly and effectively, thereby helping achieve customer satisfaction and strengthen loyalty, in addition to improving the organization's capability to adapt to market requirements and the competitive environment [29].
- **Cost:**
  Cost is associated with the organization's ability to provide its services or products at the lowest possible cost while maintaining quality and efficiency, thereby helping enhance competitive capability and achieve better returns compared with competitors [30].
- **Flexibility:**
  Flexibility is considered one of essential dimensions of sustainable competitive advantage, as it reflects organization's ability to adapt to environmental, technological, market changes quickly and

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effectively, thereby helping it confront challenges, exploit opportunities, and maintain the continuity of its competitive superiority .

- **Superiority:**
  Superiority reflects the organization's ability to provide products or services characterized by a high degree of accuracy, distinction, and value, thereby helping enhance customer satisfaction, build a positive mental image, and achieve superiority within competitive market Accordingly, it becomes evident that achieving sustainable competitive advantage in tourism service organizations does not depend solely on possessing resources and capabilities, but is also associated with the organization's ability to achieve integration among efficiency, quality, creativity, flexibility, and customer responsiveness, in addition to employing the marketing mix and strategic intelligence in a manner that supports sustainability and competitive superiority within changing environments.

Practical Aspect of Research

3.1 Descriptive Analysis

- **Strategic Intelligence (SI)**

Table (1) presents a summary of statistical indicators of dimensions of strategic intelligence among sample of managers in the Ministry of Culture, Tourism and Antiquities. The overall arithmetic mean of the variable reached (3.749) with a response direction of (Agree), while the standard deviation reached (0.659) and the coefficient of variation reached (17.57), indicating the existence of a degree of convergence and harmony in the opinions of the sample members regarding strategic intelligence practices within the investigated Ministry.

These results demonstrate that the Ministry tends toward adopting managerial practices based on analyzing reality, understanding its data, and linking it to future orientations, in addition to its interest in developing strategic thinking through enhancing participatory and motivational work. The findings also indicate the Ministry's endeavor to employ partnerships and organizational motivation as supporting tools in the decision-making process, which reflects growing awareness of the importance of strategic intelligence in directing institutional performance toward greater flexibility and responsiveness to environmental changes.

At the level of ranking the dimensions, the intuition dimension ranked first with an arithmetic mean of (3.735) and a coefficient of variation of (18.83), reflecting leaderships' reliance on accumulated experience and the ability to proactively interpret events when dealing with variables in the tourism environment. The future vision dimension ranked second with an arithmetic mean of (3.59) and a coefficient of variation of (19.1), indicating the existence of an organizational orientation based on anticipating the future and unifying efforts within a clear visionary framework. The partnership dimension ranked third with an arithmetic mean of (3.925), reflecting the Ministry's interest in expanding areas of cooperation and building relationships with various parties to strengthen its competitive capabilities.

The stimulation dimension ranked fourth with an arithmetic mean of (3.948), indicating leaderships' endeavor to reinforce the spirit of initiative and teamwork within the organizational environment, whereas the motivation dimension ranked fifth with an arithmetic mean of (3.848), reflecting the existence of a positive orientation toward creating a motivating work environment that supports achievement and positive interaction among employees. The systems thinking dimension ranked sixth with an arithmetic mean of (3.594), reflecting the adoption of an analytical approach that views problems comprehensively and integratively, while the foresight dimension ranked seventh with an arithmetic mean of (3.6), indicating the existence of interest in monitoring future changes, although it still requires further development and reinforcement.

In general, these results reflect that strategic intelligence within the Ministry is embodied through an interconnected system that combines intuition, future vision, partnership, and stimulation, as these

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dimensions operate integratively within a managerial framework that balances future-oriented thinking with the requirements of operational reality. This contributes to enhancing the Ministry's capability to adapt to rapid tourism changes and grants it greater flexibility in formulating its strategic decisions and achieving its institutional objectives.

Table (1): Summary of the Dimensions of the Strategic Intelligence Variable

No.	Dimensions of the Strategic Intelligence Variable	Arithmetic Mean	Standard Deviation	Coefficient of Variation (%)	Rank	Response Direction
1	Foresight	3.600	0.899	24.98	7	Agree
2	Systems Thinking	3.594	0.889	24.74	6	Agree
3	Future Vision	3.590	0.686	19.10	2	Agree
4	Motivation	3.848	0.831	21.61	5	Agree
5	Partnership	3.925	0.758	19.31	3	Agree
6	Stimulation	3.948	0.814	20.62	4	Agree
7	Intuition	3.735	0.703	18.83	1	Agree
–	**Overall Strategic Intelligence Variable**	**3.749**	**0.659**	**17.57**	–	**Agree**

Source: Outputs of SPSS Program (SPSS V.28).

- **(SCA)**

Table (2) illustrates a summary of dimensions of (SCA). The results generally revealed a good level of agreement regarding the variable, with an overall arithmetic mean of (3.773), a standard deviation of (0.593), and a coefficient of variation of (15.72), which reflects a relatively high degree of convergence in the opinions of the sample members regarding the Ministry's possession of factors supporting its ability to achieve sustainable competitive advantage. These findings indicate that competitive advantage within the Ministry is not based on a single dimension; rather, it emerges from the interaction of a set of integrated dimensions that contribute to supporting organizational performance and enhancing the Ministry's ability to continue and adapt within the tourism and cultural work environment.

The flexibility ranked first with an arithmetic mean of (3.842), reflecting Ministry's orientation toward adapting to environmental changes and responding to work requirements through more flexible approaches, thereby strengthening its ability to cope with rapid transformations. This was followed by the customer responsiveness (time) dimension with an arithmetic mean of (3.865), indicating the Ministry's concern for rapid responsiveness and improving the level of services provided, which contributes to strengthening its competitive position and reinforcing its relationship with beneficiaries.

quality ranked third with an arithmetic mean of (3.869), reflecting the Ministry's awareness of importance of improving outputs and developing service quality as a fundamental element in building trust achieving continuity. Meanwhile, the superiority dimension recorded a relatively moderate level with an arithmetic mean of (3.46), indicating an opportunity to strengthen aspects related to performance development and enhancing the value provided beneficiaries.

The arithmetic mean of cost dimension reached (3.817), reflecting the Ministry's orientation toward managing resources more efficiently and achieving a balance between service quality and expenditure rationalization. creativity dimension achieved an arithmetic mean of (3.788), indicating an interest in innovation and renewal at varying levels within the pursuit of balancing organizational stability with the requirements of continuous development. In contrast, the efficiency dimension ranked relatively

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last with an arithmetic mean of (3.769), indicating that the development of productive capabilities enhancement of human resource investment still require further support and development.

In general, these findings reflect that the Ministry seeks to build (SCA) based on integration among flexibility, quality, responsiveness, creativity through adopting a work system capable of adaptation and continuity without compromising performance requirements. This makes competitive advantage a dynamic process that continuously evolves according to the development of the organizational environment and the challenges it faces.

Table (2): Summary of the Dimensions of the Sustainable Competitive Advantage Variable

No.	Dimensions of the Sustainable Competitive Advantage Variable	Arithmetic Mean	Standard Deviation	Coefficient of Variation (%)	Rank	Response Direction
1	Efficiency	3.769	0.802	21.29	7	Agree
2	Quality	3.869	0.711	18.39	3	Agree
3	Creativity	3.788	0.775	20.47	6	Agree
4	Customer Responsiveness (Time)	3.865	0.703	18.18	2	Agree
5	Cost	3.817	0.748	19.59	5	Agree
6	Flexibility	3.842	0.688	17.91	1	Agree
7	Superiority (Distinctiveness)	3.460	0.644	18.60	4	Agree
–	Overall Sustainable Competitive Advantage Variable	3.773	0.593	15.72	–	Agree

Source: Outputs of the SPSS Program (SPSS V.28).

Table (3) presents a summary of study variables. The results revealed that all achieved a general level of agreement among respondents, reflecting a degree of convergence in their perceptions regarding nature of prevailing organizational practices within the investigated ministry. variable of (SCA) ranked first, with a mean score of (3.773), a standard deviation of (0.593), a coefficient of variation of (15.72), indicating the ministry's orientation toward strengthening long-term capabilities in a manner that supports continuity and enhances excellence within the tourism and cultural work environment. Meanwhile, (SI) variable ranked second, with a mean score of (3.749), which indicates management's interest in adopting future-oriented thinking and data analysis as essential tools for managing change and addressing emerging challenges. Overall, these findings reflect that study variables do not operate independently; rather, they complement one another within an organizational framework that seeks to achieve balance between the utilization of strategic intelligence and development of (SCA).

The findings further suggest that ministry is working to align decisions with the requirements of changing environment through the adoption of a work system based on continuous responsiveness ongoing development, in addition efforts to link intelligent planning with practical applications. This contributes to enhancing the ministry's ability to sustain its operations and achieve added value over the long term.

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Table (3): Summary of the Study Variables

No.	Study Variables	Arithmetic Mean	Standard Deviation	Coefficient of Variation (%)	Rank of Variables	Response Direction
1	Strategic Intelligence	3.749	0.659	17.57	2	Agree
2	Sustainable Competitive Advantage	3.773	0.593	15.72	1	Agree

Source: Outputs of the SPSS Program (SPSS V.28).

Research Hypotheses Testing

Main Hypothesis
There is a statistically significant effect of the (SI) on (SCA).
(SCA) = 1.248 + 0.671 (SI)

The results presented in Table (4) indicate that calculated value of (F) for relationship between (SI) & (SCA) reached (208.086), which exceeds the tabulated value of (3.94) at a significance level of (0.05). provides statistical support for accepting alternative hypothesis, which states that there is a statistically significant effect of (SI) on sustainable competitive advantage. This finding reflects the existence of a genuine influential relationship between two variables within the organizational environment of the investigated Ministry. Moreover, coefficient of determination (R^2), which amounted to (0.689), indicates that strategic intelligence explains approximately (68.9%) of variance occurring in sustainable competitive advantage. This demonstrates the strength of explanatory model high capability in clarifying the nature of the effect within the Ministry of Culture, Tourism & Antiquities. The value of the regression coefficient (β) for the strategic intelligence variable reached (0.671), meaning that any one-unit increase in the level of strategic intelligence would lead to a (67.1%) increase in sustainable competitive advantage. The calculated value of (t) reached (14.425), which is higher than the tabulated value of (1.984) at a significance level of (0.05), confirming significance of effect and supporting the acceptance of the hypothesis stating that strategic intelligence has a significant effect on SCA. These findings demonstrate that Ministry's possession of capabilities based on strategic analysis and foresight contributes to building more balanced sustainable organizational practices. Strategic intelligence assists in directing resources decisions toward pathways that support long-term superiority, in addition to role in aligning operational activities with the rapid changes occurring in tourism environment. This provides the organization with a competitive foundation based on future vision and adaptability rather than merely reacting to immediate changes.

First Sub-Hypothesis
There is a statistically significant effect of foresight dimension on SCA.
SCA = **2.145 + 0.452 (Foresight)**

The results shown in Table (4) indicate calculated (F) value for the relationship between Foresight dimension & Sustainable Competitive Advantage reached (83.256), which is higher than the tabulated value of (3.94) at the significance level of (0.05). This provides sufficient statistical support for

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accepting alternative hypothesis, which states that there is a statistically significant effect of the Foresight dimension on Sustainable Competitive Advantage.

The coefficient of determination (R^2), which amounted to (0.470), indicates that Foresight explained approximately (47%) of variance in Sustainable Competitive Advantage. Furthermore, the beta coefficient (β) for Foresight variable reached (0.452), indicating that a one-unit increase in Foresight would lead to an increase in Sustainable Competitive Advantage by (45.2%).

The calculated (t) value reached (9.124), which is greater than the tabulated value of (1.984) at the significance level of (0.05), confirming the significance of the effect and supporting the acceptance of the hypothesis stating that there is a statistically significant effect of Foresight dimension on SCA.

These findings reflect that ministry's orientation toward anticipating future transformations analyzing tourism and cultural trends grants it a greater ability to make strategic decisions based on prior expectations. This contributes to strengthening the sustainability of its competitive superiority and improving its services in a manner that is more consistent with the requirements of the changing environment.

Second Sub-Hypothesis
There is a statistically significant effect of the systems thinking dimension on SCA.
SCA = **2.122 + 0.459 (Systems Thinking)**

The results presented in Table (4) indicate that calculated value of (F) for relationship between systems thinking dimension & sustainable competitive advantage reached (84.826), which is greater than tabulated value of (3.94) at a significance level of (0.05). This provides sufficient support for accepting alternative hypothesis, which states that there is a statistically significant effect of systems thinking on SCA.The coefficient of determination (R^2), which amounted to (0.474), indicates that systems thinking explained approximately (47.4%) of the variance in SCA. In addition, the value of the regression coefficient (β) for systems thinking variable reached (0.459), indicating that an increase of one unit in systems thinking would lead to an increase of (45.9%) in SCA

calculated value of (t) reached (9.210), which is higher than tabulated value of (1.984) at a significance level of (0.05). This confirms the significance of the effect and supports the acceptance of the hypothesis stating that there is a statistically significant effect of systems thinking dimension on sustainable competitive advantage.These findings reflect that the leaders' reliance on a holistic perspective and the integration of organizational work elements within an interconnected system contributes building more balanced and responsive decisions toward environmental changes. This enhances the Ministry's ability to achieve SCA based on integration coordination rather than fragmented and isolated approaches.

Third Sub-Hypothesis
There is a statistically significant effect of the future vision dimension on SCA.
SCA = **1.982 + 0.499 (Future Vision)**

Results presented in Table (4) indicate that calculated value of (F) for the relationship between future vision & SCA reached (46.898), which is greater than the tabulated value of (3.94) at a significance level of (0.05). This provides sufficient support for accepting alternative hypothesis, which states that there is a statistically significant effect of the future vision dimension on sustainable competitive

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advantage.

Coefficient of determination (R^2), which amounted to (0.333), indicates that future vision explained approximately (33.3%) of the variance in SCA. In addition, value of regression coefficient (β) for the future vision variable reached (0.499), indicating that an increase of one unit in future vision would lead to an increase of (49.9%) in SCA. calculated value of (t) reached (6.848), which is higher than its tabulated value of (1.984) at a significance level of (0.05). This confirms the significance of the effect supports acceptance of hypothesis stating that there is a statistically significant effect of future vision dimension on SCA.

These findings reflect that the clarity of future orientations and the anticipation of development paths provide the organization with a greater capability to formulate strategic decisions based on a deep understanding of upcoming transformations. This enhances continuity of performance and gives competitive advantage a more stable and deeply rooted dimension within the tourism and cultural environment.

Fourth Sub-Hypothesis
There is a statistically significant effect of the motivation dimension on SCA.
SCA = **2.034 + 0.452 (Motivation)**

The results presented in Table (4) indicate that calculated value of (F) for the relationship between the motivation dimension and sustainable competitive advantage reached (62.965), which is greater than tabulated value of (3.94) at a significance level of (0.05). This provides sufficient support for accepting alternative hypothesis, which states that there is a statistically significant effect of the motivation dimension on SCA.

Coefficient of determination (R^2), which amounted to (0.401), indicates that motivation explained approximately (40.1%) of the variance in SCA. In addition, the value of the regression coefficient (β) for motivation variable reached (0.452), indicating that an increase of one unit in motivation would lead to an increase of (45.2%) in SCA The calculated value of (t) reached (7.935), which is higher than its tabulated value of (1.984) at a significance level of (0.05). This confirms the significance of the effect and supports the acceptance of the hypothesis stating that there is a statistically significant effect of the motivation dimension on SCA.

These findings reflect that strengthening employees' internal motivation contributes to directing efforts toward achieving cohesive performance based on initiative commitment. Motivation stimulates latent capabilities transforms them into organizational behavior that supports competitive continuity and provides the organization with a greater ability to maintain its position within a continuously changing tourism and cultural environment.

Fifth Sub-Hypothesis
There is a statistically significant effect of the partnership dimension on SCA.
SCA = **1.475 + 0.585 (Partnership)**

Results presented in Table (4) indicate that calculated value of (F) for relationship between the partnership dimension and sustainable competitive advantage reached (119.488), which is greater than the tabulated value of (3.94) at a significance level of (0.05). This provides sufficient support for accepting the alternative hypothesis, which states that there is a statistically significant effect of the

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partnership dimension on SCA.

Coefficient of determination (R^2), which amounted to (0.560), indicates that partnership explained approximately (56%) of variance in SCA. In addition, value of the regression coefficient (β) for the partnership variable reached (0.585), indicating that an increase of one unit in partnership would lead to an increase of (58.5%) in SCA

The calculated value of (t) reached (10.931), which is higher than its tabulated value of (1.984) at a significance level of (0.05). This confirms the significance of the effect and supports the acceptance of the hypothesis stating that there is a statistically significant effect of the partnership dimension on SCA.

These findings reflect that building effective collaborative relationships with relevant parties contributes to expanding work horizons and exchanging expertise. Partnership creates a more open organizational environment that allows the integration of resources and knowledge, thereby enhancing the Ministry's capability develop services and strengthen its competitive position in a more sustainable manner within tourism and cultural environment.

Sixth Sub-Hypothesis
There is a statistically significant effect of the stimulation dimension on SCA
SCA = **1.819 + 0.495 (Stimulation)**

The results presented in Table (4) indicate that calculated value of (F) for the relationship between stimulation dimension SCA reached (80.665), which is greater than tabulated value of (3.94) at a significance level of (0.05). This provides sufficient support for accepting the alternative hypothesis, which states that there is a statistically significant effect of stimulation dimension on sustainable competitive advantage.

Coefficient of determination (R^2), which amounted to (0.462), indicates that stimulation explained approximately (46.2%) of the variance in sustainable competitive advantage. In addition, the value of regression coefficient (β) for the stimulation variable reached (0.495), indicating that an increase of one unit in stimulation would lead to an increase of (49.5%) in SCA The calculated value of (t) reached (8.981), which is higher than its tabulated value of (1.984) at a significance level of (0.05). This confirms the significance of the effect and supports the acceptance of the hypothesis stating that there is a statistically significant effect of stimulation dimension on SCA.

These findings reflect that adopting effective stimulation methods contributes to activating employees' latent capabilities enhancing their engagement in achieving organizational objectives. Stimulation aligns individual motives with institutional orientations, thereby providing organizational performance with continuous momentum that supports stability and SCA

Seventh Sub-Hypothesis
There is a statistically significant effect of the intuition dimension on SCA.
SCA = **1.647 + 0.569 (Intuition)**

The results presented in Table (4) indicate that calculated value of (F) for relationship between the intuition dimension SCA reached (78.713), which is greater than tabulated value of (3.94) at a significance level of (0.05). This provides sufficient support for accepting alternative hypothesis, which states that there is a statistically significant effect of the intuition dimension on sustainable competitive advantage.

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The coefficient of determination (R^2), which amounted to (0.456), indicates that intuition explained approximately (45.6%) of the variance in SCA. In addition, the value of the regression coefficient (β) for the intuition variable reached (0.569), indicating that an increase of one unit in intuition would lead to an increase of (56.9%) in sustainable competitive advantage.

The calculated value of (t) reached (8.872), which is higher than its tabulated value of (1.984) at a significance level of (0.05). confirms the significance of the effect and supports the acceptance of the hypothesis stating that there is a statistically significant effect of the intuition dimension on SCA.findings reflect that leaderships' reliance on accumulated experience ability to sense future opportunities contributes to making more flexible proactive decisions, thereby providing organization with a greater capability to adapt to tourism and cultural transformations and strengthen the continuity of competitive superiority.

Conclusion and Recommendations

Conclusions

- It evident (SI) represents an existing capability within the Ministry; however, it is characterized by imbalance among dimensions, reflecting only partial maturity in its practice.
- Foresight dimension reflects a limited presence, indicating that the organization tends to respond changes rather than proactively anticipate them.
- The systems thinking indicates existence of a holistic analytical orientation; however, it has not yet developed into an established organizational culture.
- The future vision demonstrates a good level of strategic awareness, yet it still requires clearer executive translation into practical applications.
- The motivation dimension reveals a moderate level of stimulation that has not yet evolved into sustainable intrinsic motivation.
- The partnership dimension confirms the presence of organizational openness that enhances knowledge exchange and strengthens performance.
- The stimulation dimension reflects a good managerial presence, although it has not reached a decisive level of influence on employees' behavior.
- The intuition dimension emerged as strongest dimension of (SI), indicating the leaderships' reliance on accumulated experience.
- Evident that sustainable competitive advantage represents the strongest variable, reflecting the Ministry's possession of an acceptable foundation of superiority.
- The efficiency dimension indicates the existence of untapped opportunities for improving resource utilization.
- The quality dimension reflects a clear presence as a fundamental pillar for building institutional superiority.
- The creativity dimension demonstrates existence of a tendency toward renewal; however, it has not yet reached the level of strategic innovation.
- The customer responsiveness (time) dimension reflects awareness of the importance of time in service delivery.
- The cost dimension indicates existence of organizational resource management without reaching strategic value management.
- The flexibility dimension emerged as strongest dimension of SCA, indicating the Ministry's capability to adapt to environmental changes.
- The quality specification dimension reveals an acceptable level of performance, with the need to enhance customer satisfaction and develop employees' skills.
- The results demonstrate that (SI) represents a strong explanatory variable, as it significantly contributed to enhancing SCA. This indicates that capabilities related to foresight, systems thinking, and future vision constitute a fundamental basis for building organizational superiority.
- At the level of (SI) dimensions, partnership, intuition, and foresight emerged as the most influential

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dimensions, indicating that orientation toward knowledge openness and environmental interaction enhances (SCA).

- In contrast, some dimensions such as systems thinking, future vision, motivation showed variation in their level of influence, reflecting the absence of fully integrated maturity in the practice of strategic intelligence within the Ministry.
- Results confirm that sustainable competitive advantage is not achieved through a single dimension, but rather through interaction of multiple dimensions such as efficiency, quality, flexibility, and responsiveness, despite variation in strength of each dimension.

Recommendations

- Institutionalize strategic intelligence as a continuous organizational practice rather than a temporary effort.
- Strengthen the dimensions of foresight, intuition, and partnership due to their clear influence on the results.
- Develop the dimensions of systems thinking, future vision, motivation, and stimulation in order achieve organizational balance.
- Integrate strategic intelligence into all decision-making & planning processes within the Ministry.
- Work toward achieving integration among the dimensions of efficiency, quality, flexibility, and responsiveness within a unified strategic vision.
- Shift from dependence on operational performance toward adopting innovation as a core pillar of sustainability.
- Establish strategic intelligence as a sustainable organizational practice.
- Enhance foresight capabilities future scenario-building processes.
- Develop systems thinking so that it becomes a comprehensive organizational culture.
- Transform future vision into clear executable plans and programs.
- Strengthen employees' intrinsic motivation & organizational commitment.
- Expand strategic partnerships with relevant institutions and stakeholders.

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