



Arab American University
Faculty of Graduate Studies

**The Impact of Strategic Intelligence Practices on
achieving Organizational Excellence mediated by
Knowledge Management, Case Study: Palestinian
Anti-Corruption Commission**

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**This thesis was submitted in partial fulfillment of the
requirements for the Master's degree in Strategic
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Thesis Approval

The Impact of Strategic Intelligence Practices on achieving Organizational Excellence mediated by Knowledge Management, Case Study: Palestinian Anti-Corruption commission

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This thesis was defended successfully on 24-02-2024 and approved by:

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Declaration

I declare that all the work in this thesis titled “The Impact of Strategic Intelligence Practices on achieving Organizational Excellence mediated by Knowledge Management, Case Study: Palestinian anti-corruption commission.” has been done to fulfill the requirements for the degree of Master’s in Strategic Planning and Fundraising and submitted to Arab American University Palestine. All work is original, and it has been written by me and I have duly acknowledged all the sources of information have been used in this thesis.

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Dedication

To my dear parents, your love and support have been my guiding light. This work is a tribute to your unwavering dedication and the values you've instilled in me. Thank you for being the foundation of my dreams. I dedicate this achievement to both of you with all my heart.

To my loving wife, your unwavering love and support inspire me every day. This work is a testament to your encouragement and understanding. I dedicate this achievement to you, my partner in life's adventures, with profound love and gratitude.

To my precious children, you are the light of my life and my greatest blessings. Your laughter, love, and boundless curiosity inspire me every day. This work is dedicated to you with all my heart, as a promise to continue building a better future for you.

To my folks, friends, and co-workers, this work is dedicated with heartfelt appreciation for your support and camaraderie. Thank you for being a part of this journey.

The Researcher

Acknowledgment

Praise be to Allah, who never ended a path, nor sealed an effort, nor accomplished a journey except by His grace and generosity. So, praise be to Allah in speech, action, thanks, and contentment. Praise be to Allah for success, facilitation, and completion, and praise be to Allah for the conclusion.

Special thanks to Dr. Ahmad Sadaqa, my mentor and guide, whose invaluable advice and insights have greatly contributed to my research. His dedication and support have been pivotal to my work.

I am also grateful to the members of the Dissertation committee for their generosity in reviewing my study and providing constructive feedback that has greatly enhanced my work.

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Lastly, I owe a debt of gratitude to all who have assisted me in this endeavor. I pray that Allah acknowledges your contributions as acts of kindness.

The Researcher.

Abstract

This thesis investigates the impact of strategic intelligence practices on organizational excellence, with a focus on the mediating role of knowledge management, within the context of the Palestinian Anti-Corruption Commission (PACC). Employing a qualitative research methodology with a convenient non-random sampling technique, the study involved semi-structured interviews with a sample of 25 A-level managers at PACC. The research found that strategic intelligence significantly influences organizational excellence by providing informed insights, enhancing decision-making, and fostering a culture of adaptability and innovation. Knowledge management was identified as a key facilitator, enhancing the effectiveness of strategic intelligence practices.

The research found that the strategic intelligence practices employed by PACC facilitate effective alignment with organizational goals and foster employee engagement through continuous learning initiatives. These practices contribute significantly to organizational excellence by providing a deep understanding of the external environment, guiding sustainable strategic decisions, and enhancing overall organizational performance.

The study recommends several strategies for reinforcing the relationship between strategic intelligence practices and organizational excellence. These include establishing innovation platforms, promoting data-driven decision-making, conducting environmental scans, expanding knowledge-sharing initiatives, embracing technological solutions, enhancing public engagement, and investing in advanced analytics. Additionally, it suggests expanding knowledge-sharing initiatives to foster a culture of open communication, adopting technology solutions for knowledge management, and expanding public engagement platforms supported by knowledge management.

This research contributes to the understanding of the dynamic relationship between strategic intelligence, knowledge management, and organizational excellence, providing valuable insights for organizations aiming to optimize their strategic functions and achieve sustained excellence.

Table of Contents

Thesis Approval.....	I
Declaration.....	II
Dedication.....	III
Acknowledgment.....	IV
Abstract.....	V
List of Tables.....	X
List of Figures.....	XI
List of Abbreviations.....	XII
Chapter One.....	1
Research Introduction.....	1
1.1 Introduction.....	1
1.2 Research Problem.....	2
1.3 Research Objectives.....	3
1.4 Research Questions.....	3
1.5 Research Significance.....	3
Chapter Two:.....	5
Literature Review & Previous Literature.....	5
2.1 Organizational Excellence.....	5
2.2 Strategic Thinking.....	8
2.3 Strategic Intelligence Background and Definition.....	10
2.4 Strategic Intelligence Components.....	14
2.5 Strategic Intelligence Practices.....	26
2.6 The Relationship Between Strategic Intelligence and Organizational Excellence ..	32

2.7 Knowledge Management.....	34
2.10 The Relationship between Knowledge Management and Organizational Excellence	40
2.11 Strategic Intelligence, Organizational Excellence, & Knowledge Management ...	43
2.12 Related Literature	45
Chapter Three:	48
Methodology.....	48
3.1 Introduction	48
3.2 Research Model	48
3.3 Palestinian Anti-Corruption Commission (PACC)	48
3.4 Population and Sample	49
3.5 Data Collection.....	50
3.6 Research Tool.....	50
3.7 Interview Questions Development	50
3.8 Research Procedure	51
3.9 Data Analysis.....	52
Chapter Four:.....	53
Data Analysis & Discussion.....	53
4.1 Introduction	53
4.2 Interviews Analysis	53
4.3 Research Questions Discussion.....	57
4.3.1 The Relationship between Strategic Intelligence Practices and Organizational Excellence.....	57
4.3.2 The Role of Knowledge Management	59
4.3.3 The Impact of Strategic Intelligence Practices and Organizational Excellence	61
Chapter Five	63

Research Findings	63
5.1 Introduction	63
5.2 Findings	63
5.3 Conclusion	66
5.4 Recommendations	67
5.4.1 Recommendations for Enhancing the Relationship between Strategic Intelligence Practices and Organizational Excellence	67
5.5 Limitations.....	69
5.6 Future Studies	69
References	71
Appendix (A):.....	86
Interview Questions – English.....	86
Appendix (B):.....	88
Interview Questions – Arabic	88
المُلخَص.....	93

List of Tables

Table 1: Interview Thematic Analysis..... 53

List of Figures

Figure 1: Business Intelligence..... 13

Figure 2: Strategic Intelligence Components 15

Figure 3: AI in Business 18

Figure 4: Strategic Intelligence Practices Codependence Source: by the Researcher.... 30

Figure 5: Strategic Intelligence and Knowledge Management Outcomes 40

Figure 6: Organizational Excellence and Knowledge Management Outcomes 43

Figure 7: Research Model 48

List of Abbreviations

KM Knowledge Management

PACC Palestinian Anti-Corruption Commission

Chapter One

Research Introduction

1.1 Introduction

In today's era of rapid technological advancement and global interconnectedness, the success of organizations hinges on their ability to navigate a complex and ever-changing business landscape. As markets become increasingly competitive and unpredictable, enterprises are tasked with not only staying ahead of emerging trends but also effectively managing the vast array of information at their disposal. In this context, the importance of strategic foresight cannot be overstated. Strategic intelligence, encompassing a deep understanding of future technologies, geopolitical factors, and market dynamics, serves as the bedrock upon which organizations can build their competitive advantage (Zafar et al., 2017).

However, strategic intelligence alone is not sufficient for sustained success. Enterprises must also possess the capabilities to harness and leverage their internal knowledge effectively. This is where knowledge management comes into play. Knowledge management involves the systematic gathering, organization, and dissemination of internal information, enabling organizations to create a collaborative and innovative culture (Alosaimi, 2016). By fostering a culture where knowledge is shared and utilized effectively, organizations can enhance their decision-making processes and adapt more readily to changes in the business environment.

Yet, the pursuit of organizational excellence goes beyond merely managing knowledge—it encompasses a broader ethos of effectiveness, adaptability, and a commitment to excellence in all aspects of operations (Namada, 2018). Organizational excellence serves as the driving force behind innovation and ongoing development, creating an environment where individuals are empowered with the knowledge, skills, and resources needed to

succeed. As organizations embed a culture of excellence into their DNA, they not only improve their output and increase customer satisfaction but also position themselves for long-term growth and expansion.

In summary, the interconnected concepts of knowledge management, organizational excellence, and strategic intelligence provide the strategic foundation upon which successful organizations thrive in today's business environment. By integrating these principles into their operations, organizations can enhance their ability to anticipate and respond to market shifts, fostering resilience and adaptability in an increasingly unpredictable and uncertain world.

1.2 Research Problem

Organizations today are striving to maintain an advanced organizational environment to sustain their position in the market in spite of the continuous changes and challenges resulting from the rapid changes that are currently occurring in the Palestinian market especially after Covid-19 pandemic. Due to this, these organizations have embraced modern ideas and techniques while concentrating on their own data warehouses of market knowledge.

A strategic intelligent manager has a broad view on the market while utilizing the information gathered from various sources. Through examining Palestinian organizations method of knowledge management concerning the technology adapted to gather, process and arrange the market information and share it with their employees; managers will be able to implement a tailored threat briefing to their organization to attain superior organizational performance.

This proposed exploratory research is going to focus on the impact of strategic intelligence practices on achieving organizational excellence through knowledge

management, to better understand the future impacts of data warehouses management and strategic intelligence on the performance of Palestinian organizations.

1.3 Research Objectives

- 1) To evaluate the relationship between strategic intelligence practices and organizational excellence in organizations.
- 2) To assess the role of knowledge management in mediating the impact of strategic intelligence practices on organizational excellence.
- 3) To examine the impact of strategic intelligence practices on organizational excellence requirements.

1.4 Research Questions

- Research question # 1: Is there a relationship between strategic intelligence practices and organizational excellence in the Palestinian organizations?
- Research question # 2: What is the role for knowledge management in mediating the impact of strategic intelligence practices on organizational excellence?
- Research question # 3: Is there an impact for strategic intelligence practices on organizational excellence requirements?

1.5 Research Significance

The researcher aimed to identify the effect of information gathering, processing, arrangement and the method of sharing on the accomplishment of organizational excellence.

This research provided new indication about the Strategic Intelligence Practices on achieving Organizational Excellence in Palestinian organizations. As it is one of the key instruments used by contemporary organizations to effectively influence internal operations, and fully utilize all tangible and intangible resources depending on the product/service the organization is offering in the Palestinian market.

Therefore, this study might be considered beneficial to Managers that wants to improve

their employees' performance and their organization performance in general, to ensure a top performance.

In light of the lack of research that examines the effect strategic intelligence has on the organization performance, while taking into consideration the knowledge management performed by the managers, this study contained a rich resource for researchers in this field.

Chapter Two:

Literature Review & Previous Literature

2.1 Organizational Excellence

Organizational excellence, rooted in various quality management philosophies and frameworks that emerged in the 20th century, has its foundations in the pioneering work of figures like W. Edwards Deming (Humeisat, 2022). Deming's ideas, as outlined in his seminal work "Out of the Crisis" (1982), emphasized continuous improvement, customer focus, and employee involvement as crucial elements for achieving organizational success. Drawing from the renowned Baldrige Excellence Framework developed by the U.S. National Institute of Standards and Technology (NIST), excellence spans seven critical areas: leadership, strategy, customers, measurement, analysis and knowledge management, workforce, operations, and results. Leadership, according to NIST (2021), plays a pivotal role in shaping organizational culture and fostering a relentless commitment to excellence. Continuous efforts to establish internal standards and procedures, outlined by the American Society for Quality (ASQ, 2023), are fundamental. Engaging and inspiring employees to deliver goods and services that not only meet but exceed customer needs within budgetary constraints are essential. Managers, guided by the insights of Pilcher and Studer (2015), play a crucial role in setting ambitious goals, managing employee performance, and optimizing processes through technology and programs.

Building on Deming's principles, models such as Total Quality Management (TQM) and the Baldrige Excellence Framework further solidified the concept, as it became clear that in order to achieve organizational excellence, the significance of performance indicators becomes apparent when measured against the principles of "quality organizational performance" (QOP) and "quality culture" (QCL). Comprehensive evaluations of an

organization's performance should consider strategic goals, vision, mission, and the overarching concept of total quality (AMALNICK & ZADEH, 2017). The Baldrige Excellence Framework, developed by the U.S. National Institute of Standards and Technology (NIST), provided a comprehensive framework for assessment and improvement across various industries (ASQ, 2023). Academic research, exemplified by scholars like Robert S. Kaplan and David P. Norton, introduced frameworks like the Balanced Scorecard, aligning performance management with organizational goals (Kaplan & Norton, 1992). Organizational excellence has evolved as a cornerstone concept, encompassing a comprehensive approach to achieving superior performance and outcomes (Khoo & Tan, 2002). Practical applications of organizational excellence have profound implications for organizational performance and sustainability (Dawabsheh et al., 2019). Continuous efforts to establish internal standards and procedures, engage and empower employees, and measure performance are fundamental (Pilcher & Studer, 2015; Freeman et al., 2010).

Despite challenges such as resistance to change and resource constraints, the future of organizational excellence lies in embracing technological innovations and fostering a culture of agility and innovation (Humeisat, 2022). Organizational excellence plays a significant role in enhancing organizational performance across various dimensions. By adopting principles of continuous improvement and quality management, organizations can streamline their operations, reduce waste, and enhance efficiency (Humeisat, 2022). Moreover, a focus on excellence fosters a culture of innovation and creativity among employees, leading to the development of new products, services, and processes that drive competitiveness and market leadership (Khoo & Tan, 2002). Effective leadership, guided by the principles of excellence, inspires employee engagement, collaboration, and

commitment to shared organizational goals, ultimately contributing to improved performance outcomes (Pilcher & Studer, 2015).

Furthermore, organizational excellence is closely linked to sustainability, both in terms of environmental stewardship and long-term viability. Sustainable practices, such as reducing carbon emissions, minimizing waste, and conserving resources, are integral to excellence initiatives (Dawabsheh et al., 2019). By incorporating sustainability into organizational strategies and operations, companies can not only mitigate risks associated with climate change and environmental degradation but also capitalize on emerging opportunities in green markets and sustainable technologies (Freeman et al., 2010).

Moreover, the successful implementation of organizational excellence initiatives requires a culture of continuous learning and adaptation. Organizations must embrace a growth mindset that encourages experimentation, risk-taking, and learning from failures. Leaders play a crucial role in fostering this culture by promoting open communication, encouraging feedback, and rewarding innovative thinking. By creating an environment where employees feel empowered to voice their ideas and contribute to process improvement, organizations can harness the collective intelligence of their workforce to drive excellence.

Additionally, the globalization of markets and the interconnectedness of economies highlight the importance of organizational excellence on a global scale. In today's increasingly competitive landscape, organizations must not only strive for excellence within their local markets but also position themselves as global leaders. This necessitates a deep understanding of diverse cultures, regulatory environments, and consumer preferences across different regions. By adopting a global perspective and embracing

cultural diversity, organizations can leverage their strengths to achieve excellence on a global scale while respecting local customs and values.

Therefore, a commitment to sustainability enhances corporate reputation, fosters stakeholder trust, and creates long-term value for shareholders (Freeman et al., 2010).

In summary, organizational excellence is not only a driver of immediate performance improvements but also a key determinant of long-term organizational success and sustainability. By fostering a culture of excellence, organizations can achieve superior performance outcomes, drive innovation, and create value for stakeholders while simultaneously contributing to a more sustainable future for the planet and future generations. This perspective is supported by Humeisat (2022), who emphasizes the crucial role of organizational excellence in both performance enhancement and sustainability efforts. According to Humeisat, organizations that prioritize excellence not only excel in their immediate goals but also position themselves for long-term success by integrating sustainable practices into their operations. Organizational excellence is not merely an aspiration; it's a comprehensive journey towards achieving superior performance and outcomes across all facets of an organization. This pursuit demands a transformative shift in mindset, leadership style, and stakeholder focus, as emphasized by Al Humeisat (2022). To excel, organizations must set rigorous standards and processes, aligning them with a holistic quality management strategy that encompasses every aspect of operations and customer interactions.

2.2 Strategic Thinking

Organizational excellence is intricately linked with strategic thinking, as it requires a proactive and forward-looking approach to achieve superior performance outcomes. Strategic thinking involves the ability to anticipate changes in the business environment, identify opportunities, and align organizational resources to capitalize on them

effectively. By integrating strategic thinking into their operations, organizations can enhance their ability to adapt to evolving market dynamics and drive sustainable growth. (Al-Abbadi et al.,2024)

At the core of organizational excellence lies the concept of strategic thinking, which guides decision-making processes and shapes long-term strategic direction. Strategic thinking encourages leaders to think critically about the future of their organizations, considering factors such as market trends, competitive landscapes, and emerging technologies. By fostering a culture of strategic thinking, organizations can proactively identify potential risks and opportunities, allowing them to stay ahead of the curve and maintain a competitive edge. (Brereton,2023)

Moreover, strategic thinking enables organizations to set ambitious yet achievable goals that align with their vision and mission. It involves assessing the strengths and weaknesses of the organization, as well as external factors that may impact its performance. Through strategic thinking, organizations can develop robust strategic plans that outline clear objectives, action steps, and performance metrics, providing a roadmap for success.(Bouhali et al., 2015)

Furthermore, strategic thinking encourages organizations to embrace innovation and creativity as drivers of competitive advantage. By fostering a culture that values experimentation and exploration, organizations can uncover new opportunities and develop innovative solutions to complex problems. Strategic thinkers encourage continuous learning and adaptation, empowering employees to think outside the box and challenge the status quo. This approach not only enhances organizational agility but also cultivates a mindset of innovation that fuels long-term success. (Ejoh & Omoile, 2023)

Additionally, strategic thinking extends beyond individual decision-makers to encompass the entire organization. It involves engaging stakeholders at all levels, from frontline employees to top executives, in strategic discussions and planning processes. By fostering a collaborative approach to strategic thinking, organizations can harness the collective intelligence of their workforce and leverage diverse perspectives to drive innovation and achieve shared goals. This inclusive approach not only builds alignment and commitment but also fosters a sense of ownership and accountability throughout the organization. (Mandel Gandrita, D. (2023).

In today's rapidly changing business environment, strategic intelligence is essential for organizational excellence. Strategic intelligence involves gathering, analyzing, and interpreting information to make informed decisions and anticipate future trends. By leveraging strategic intelligence, organizations can gain valuable insights into market dynamics, customer preferences, and competitor strategies, enabling them to make proactive decisions that drive performance and innovation. (Marchand & Hykes, 2007)

In conclusion, strategic thinking is a fundamental component of organizational excellence, enabling organizations to navigate complex challenges, capitalize on opportunities, and achieve sustainable growth. By embracing strategic intelligence and fostering a culture of strategic thinking, organizations can position themselves for success in an increasingly competitive and dynamic business landscape.

2.3 Strategic Intelligence Background and Definition

The use of strategic intelligence has a long history, with military intelligence being one of the earliest forms of strategic intelligence. Several scholars explored the concept of intelligence, especially in military contexts, revealing its complex nature and the absence of a widely agreed-upon definition. In the 21st century, intelligence, notably military intelligence, plays a crucial role due to the emergence of non-state actors challenging

established states. Despite its vital role, defining intelligence remains challenging, prompting the need for a universally accepted definition.

The researchers tried to unify a definition for strategic intelligence, highlighting common elements like information, end-users, actionability, foreign groups, collecting, analysis, threat, and objectives.

Kent's (1949) conceptualization of intelligence highlighted the continuous and evolving nature of intelligence work. He emphasized unique knowledge, knowledge-collecting organizations, and intelligence as an activity underscored the dynamic and ongoing nature of intelligence efforts, suggesting that intelligence was not a static entity but a continuous process of learning and adaptation. Consequently, Jonson (1997) focused on foresight in defining intelligence and stressed the proactive nature of intelligence efforts. While foresight was crucial in anticipating external threats, it was notable that this definition may have fallen short in addressing internal threats, reflecting a potential limitation in its scope.

Bilandzic and Mikulic's (2007) definition widened the scope by framing intelligence as a comprehensive process encompassing gathering, organizing, and analysis of information. This multifaceted approach recognized the complexity of intelligence work, acknowledging the importance of systematic organization and analysis in generating meaningful insights.

Further research intertwined intelligence with policymaking, emphasizing its role in meeting the specific needs of decision-makers. By encompassing activities such as collection, analysis, and undercover actions, Lowenthal's definition provided a holistic view of intelligence, acknowledging its diverse components and the covert nature of some of its operations. (Lowenthal, 2009)

Breakspear (2013) introduced a corporate perspective, characterizing intelligence as a capability inherent to organizations. This portrayal suggested that intelligence was not only a tool for governments but was also applicable in the strategic functioning of corporations, emphasizing its versatile and far-reaching applications.

Dokman's (2019) characterization of strategic intelligence as actionable knowledge disseminated to end-users underscored the practical and applicable nature of intelligence in informing decision-makers. This definition suggested that strategic intelligence went beyond the mere accumulation of information, emphasizing its utility in guiding actions and strategies.

Falode (2021) established that intelligence was essentially the methodical process where a political group gathered, organized, analyzed, interpreted, and transformed raw data into useful information. The primary objective behind this undertaking was to ensure the relative security of the political entity.

In conclusion, these definitions, spanning from 1949 to 2021, collectively portrayed intelligence as a dynamic, multifaceted endeavor involving the gathering, organization, and analysis of information to provide actionable insights for decision-makers in various contexts, including governmental, corporate, and strategic.

According to Fernández-Villacañas Marín (2015), the researcher developed a figure, which is presented below, as an illustration of a set of concentric circles representing different layers of intelligence in the business context. The largest circle is labeled "Business Intelligence," encompassing the overall data analysis and information management in a business setting. Within this circle is a smaller one titled "Competitive Intelligence," which focuses on understanding and analyzing a company's industry position relative to its competitors. At the core is the smallest circle, "Strategic

Intelligence," indicating its central role in informing business strategy based on insights drawn from the broader contexts of business and competitive intelligence. The visual suggests that strategic intelligence is at the heart of informed decision-making, drawing from the insights of both business and competitive intelligence to drive strategic actions.

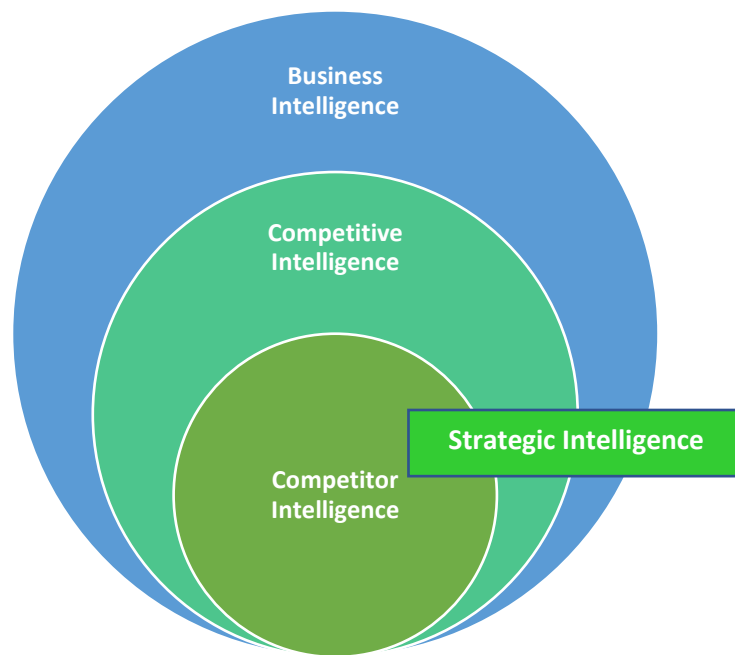


Figure 1: Business Intelligence
Source: (Fernández-Villacañas Marín,2015)

Furthermore, in this pursuit of a definition, it was crucial to consider the broader intelligence landscape, extending beyond the military. Due to its recent widespread use in organizations, it stemmed from recognizing its value in informed decision-making through accurate information about competitors and the market (Cavallo et al., 2021).

Insights from various researchers contributed to understanding strategic intelligence in organizational contexts. Asif & Basit (2020) identified it as leaders' ability to collect information about competing organizations, assess the environment, determine strategies for competitors, and clarify and adopt realistic strategies. Marin (2020) expanded on this,

characterizing strategic intelligence as a compilation of various intelligences aiming to position the organization effectively for future challenges and opportunities.

Levine et al. (2017) briefly defined strategic intelligence as "the ability to anticipate competitors' behavior and preempt it." These diverse perspectives underscore the multifaceted nature of strategic intelligence, covering information gathering, environmental analysis, and strategic decision-making.

In summary, strategic intelligence in business can be identified as the continuous process that gathers, organizes, and analyzes information to offer actionable insights. It involves predicting external factors, addressing internal threats and includes activities like data collection and analysis. Viewed as a fundamental capability in organizations, intelligence is flexible, playing a vital role in informed decision-making within the dynamic business landscape.

2.4 Strategic Intelligence Components

According to Kuosa (2014), strategic intelligence involves a systematic approach to understanding and evaluating the external environment to inform long-term strategy. It encompasses various activities associated with the key components, Intelligence, Strategic Foresight, Policy Making, and Visionary Management, these elements are shown in the figure below.

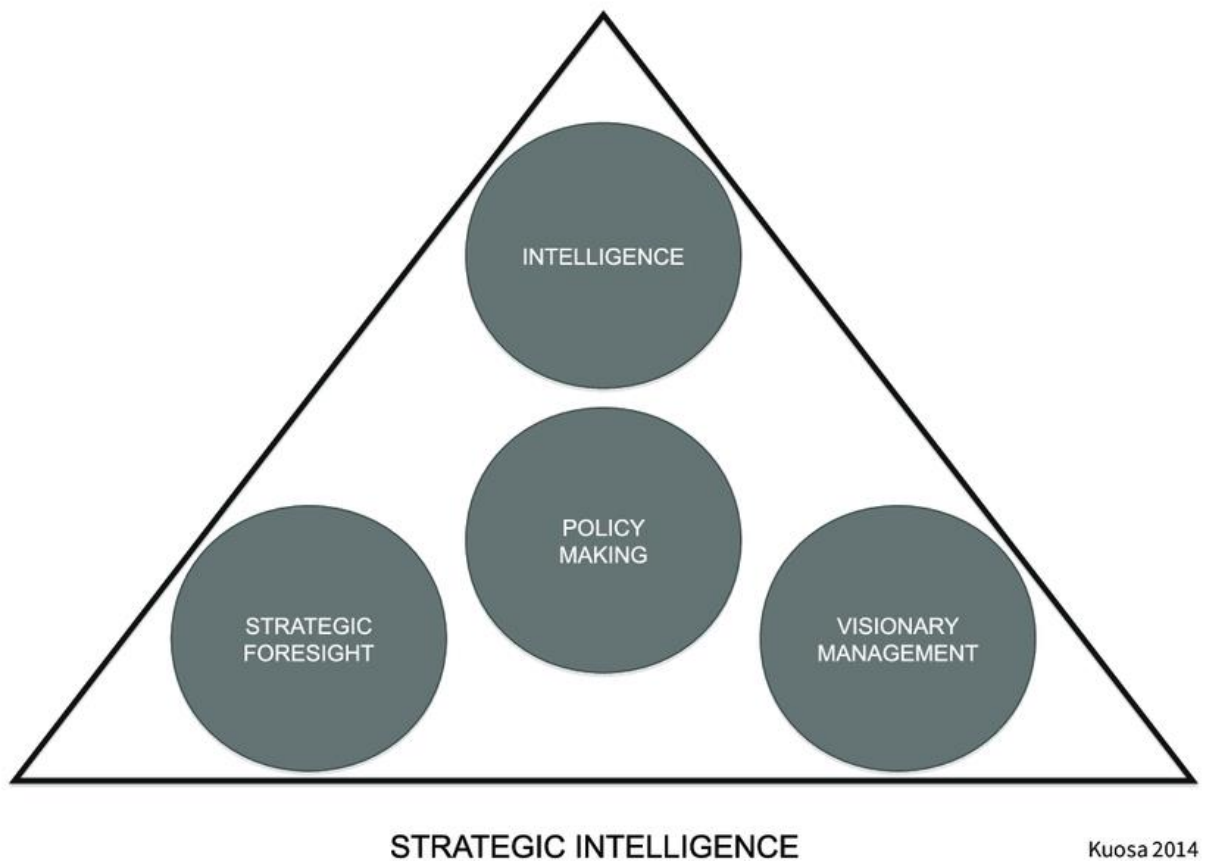


Figure 2: Strategic Intelligence Components
Source: (Kuosa,2014)

a) Intelligence

Intelligence in a strategic context refers to the collection, analysis, and dissemination of information that is vital to an organization's decision-making process. This includes understanding competitors, monitoring the industry, identifying market trends, and assessing risks. Strategic intelligence provides the foundational knowledge that informs the other elements of the strategic intelligence framework (Kuosa, 20014).

Intelligence in a strategic context goes beyond the mere gathering of data; it involves a sophisticated analytical process that transforms raw data into actionable insights. This process is critical in enabling organizations to anticipate changes, identify strategic opportunities, and mitigate potential threats before they materialize. The intelligence

function often involves a blend of open-source intelligence (OSINT), human intelligence (HUMINT), and other forms of data collection methodologies that are produced into a coherent understanding of the external environment (*Libguides: Intelligence Studies: Types of intelligence collection*, n.d.)

Effective strategic intelligence also involves pattern recognition and trend analysis, which require a deep dive into both quantitative and qualitative data. By recognizing patterns in market behavior, customer preferences, and technological advancements, organizations can forecast potential shifts in their industry. This forecasting ability is essential for staying ahead of the curve and maintaining a competitive edge (Cavallo, 2021).

Furthermore, strategic intelligence must be timely and accurate. Decision-makers rely on the most current information to make well-informed choices. Therefore, the intelligence cycle—comprised of planning, collection, processing, analysis, and dissemination—must be agile and responsive to the fast-paced nature of global business environments (*The intelligence cycle*, n.d.)

Risk assessment is another critical component of strategic intelligence. By evaluating both internal and external vulnerabilities, organizations can develop contingency plans. This risk management process is crucial for resilience building, as it prepares the organization to handle unforeseen events with minimal disruption to operations (*Building Resilience Through Strategic Risk Management*, 2023).

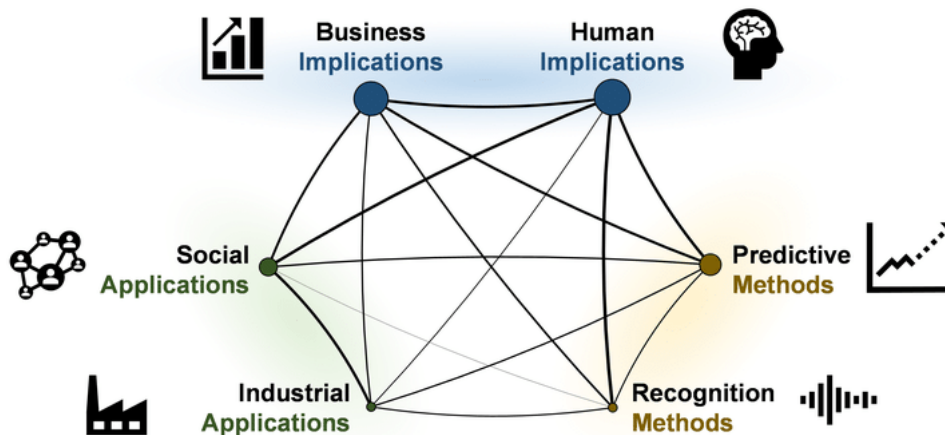
Strategic intelligence is not only the domain of analysts and strategists; it is a cross-functional effort that requires collaboration across various departments of an organization. By integrating insights from diverse areas such as finance, operations, marketing, and human resources, a more comprehensive and nuanced view of the strategic landscape can be achieved (Kuosa, 2014).

Moreover, the distribution of intelligence is as important as its collection and analysis. The insights derived from strategic intelligence must be effectively communicated to all relevant stakeholders. This communication must be clear, concise, and tailored to the needs of each decision-maker, ensuring that intelligence is translated into strategic action (Ivanov,2023).

Incorporating advanced technologies such as artificial intelligence (AI) and machine learning can greatly enhance the strategic intelligence function. These technologies can process vast amounts of data at unprecedented speeds, identify trends that might be invisible to the human eye, and predict outcomes with a higher degree of accuracy. Consequently, organizations that leverage these technologies within their strategic intelligence practices are often more adept at navigating complex strategic landscapes (Xu, 2021)

A visualization adapted from a study by Sestino & De Mauro (2021), emphasized the broad and multifaceted impact AI has on the business sector, from social and industrial applications to predictive and recognition methodologies, and its implications for business operations and human capital. The figure below presents a network visualization that highlights the importance and interconnectivity of various AI-related topics in the realm of business research. The nodes represent different areas of focus such as Business Implications, Human Implications, Social Applications, Industrial Applications, Predictive Methods, and Recognition Methods. The size of each node reflects the relative prevalence of the topic in current literature, while the thickness of the lines connecting the nodes indicates the level of inter-topic distance or relationship.

AI in Business: what's hot in latest research?



Network visualization of the AI in Business topic model. Nodes' size is proportional to the relative presence of the topic in current literature while the width of each edge shows the level of inter-topic distance. Adapted from: A. Sestino, A. De Mauro (2021), "Leveraging Artificial Intelligence in Business: Implications, Applications and Methods", *Technology Analysis & Strategic Management*, DOI: 10.1080/09537325.2021.1883583

Figure 3: AI in Business
Source: (Sestino & De Mauro, 2021)

In sum, strategic intelligence is a multifaceted capability that encompasses the systematic collection, rigorous analysis, and effective dissemination of information. It serves as the linchpin for informed decision-making and strategic planning, ensuring that organizations are well-positioned to capitalize on opportunities and shielded against potential threats.

b) Strategic Foresight

Strategic foresight is about looking ahead to anticipate change and prepare for possible future scenarios. This involves identifying potential opportunities and threats before they become immediate. It requires a deep understanding of the driving forces shaping the future, including social, technological, economic, environmental, and political trends (STEEP analysis). Organizations use strategic foresight to develop long-term visions and flexible strategies that can adapt to changing conditions (Meier, 2023).

Strategic foresight is not merely a passive observation of future possibilities; it is an active engagement with the future to shape organizational destiny proactively. This discipline extends beyond traditional forecasting by utilizing a variety of methodologies such as

scenario planning, Delphi method, trend analysis, and cross-impact analysis to create a rich tapestry of potential futures. Each method offers a unique lens through which organizations can explore and prepare for a multitude of divergent and convergent futures (Bañuls & Turoff, 2011).

Scenario planning, for example, allows organizations to construct detailed narratives about the future based on different assumptions and driving forces. These scenarios are not predictions but rather stories that enable organizations to visualize how various trends could interact to create different outcomes. By exploring these narratives, organizations can challenge their assumptions, stimulate strategic thinking, and foster a culture of preparedness for whatever the future might hold (Bañuls & Turoff, 2011).

Delphi method involves gathering insights from a panel of experts to reach a consensus on the likelihood of future events. This iterative process hones in on collective intelligence to refine predictions and strategies. Trend analysis involves examining historical data to identify patterns that could indicate future movements. Meanwhile, cross-impact analysis looks at how different future events might influence each other, adding a layer of complexity to the strategic foresight process (Bañuls & Turoff, 2011).

Strategic foresight also emphasizes the importance of being agile and adaptive. In a world where change is the only constant, the ability to pivot and respond to emerging trends and disruptions is crucial. This agility is often enabled by a mindset of continuous learning and the willingness to revise strategies as new information becomes available (Pannell-Evans & Peng, 2021).

Moreover, strategic foresight encourages organizations to think creatively and innovatively about the future. By considering a wide range of possibilities, organizations can foster a mindset of innovation that challenges the status quo and explores new

paradigms. This might involve investing in research and development, experimenting with new business models, or adopting disruptive technologies that could provide a competitive advantage (Bourmistrov & Åmo, 2022).

According to Kolzow (2014), incorporating strategic foresight into the organizational culture requires a commitment from all levels of leadership. It calls for creating spaces for critical thinking, encouraging diverse viewpoints, and fostering an environment where questioning and challenging conventional wisdom are valued. Leaders play a crucial role in championing strategic foresight initiatives, ensuring that insights into the future are integrated into the strategic planning and decision-making processes.

Strategic foresight is also about resilience and sustainability. By considering the long-term implications of decisions, organizations can ensure that they not only survive but thrive in the face of future challenges. This involves taking into account the environmental and social impacts of business activities and aligning with broader societal goals such as those outlined in the United Nations Sustainable Development Goals (Grove et al., 2023).

Ultimately, strategic foresight is about creating a future-ready organization. It empowers organizations to navigate the complexities of an uncertain world and to craft a future that aligns with their vision, mission, and values. By embracing strategic foresight, organizations can move from being reactive to the forces of change to becoming architects of their own future (Al-Husseini 2020).

c) Policy Making

Policy making in the context of strategic intelligence is about forming actionable strategies and frameworks that guide an organization's responses to intelligence and foresight. This step bridges the gap between understanding the environment and taking

action. Effective policy making is informed by intelligence and foresight and involves scenario planning, decision-making under uncertainty, and the creation of policies that are robust against a variety of future states (Kuosa, 2014).

Policy making, within the realm of strategic intelligence, goes beyond the formulation of immediate responses; it involves the establishment of long-term guiding principles that provide direction for an organization's growth and evolution. These guiding principles are crafted to ensure that an organization's actions are coherent and aligned with its strategic objectives, even when faced with ambiguity and rapid change (Tipuric,2022).

Effective policy making in this context is a multi-layered process that starts with the integration of strategic intelligence into the organizational decision-making fabric. It requires the involvement of leaders who possess a sophisticated understanding of the interconnectedness of global trends and their potential impact on the organization. These leaders must be able to translate insights from intelligence and foresight into strategic imperatives that can be operationalized across the organization (Tipuric, 2020).

In the process of policy formulation, decision-makers must also consider the ethical, legal, and societal implications of their strategies. This ensures that policies are not only strategically sound but also socially responsible and compliant with regulatory standards. As such, policy making must include a robust stakeholder analysis, which identifies the needs and expectations of different groups, from employees and customers to suppliers and the broader community (*Toward sound problem identification, policy formulation and design*, n.d).

Furthermore, strategic policy making requires a forward-looking approach that includes the development of contingency plans and "what-if" analyses. This helps organizations to prepare for multiple scenarios, enabling them to remain resilient in the face of

unforeseen events. It also requires a feedback mechanism to monitor the effectiveness of implemented policies and adapt them as necessary, in a loop of continuous improvement (Bañuls & Turoff, 2011).

In reference to Crovini et al. (2021), the researchers considered risk management as a key component of strategic policy making. Organizations must evaluate potential risks associated with different strategic options and incorporate risk mitigation strategies into their policies. This could involve diversifying assets, developing crisis management plans, or investing in research and development to stay ahead of technological changes. Another critical aspect of policy making in the context of strategic intelligence is communication. The policies must be clearly articulated and disseminated throughout the organization to ensure that everyone understands the strategic direction and their role in implementing it. This includes creating alignment between the organization's vision, the strategies designed to achieve that vision, and the day-to-day actions of its members (Servaes, 2022).

To be effective, policy making should be an inclusive process that seeks input from a wide range of internal and external sources. This participatory approach not only enriches the policy with diverse perspectives but also fosters buy-in and commitment from those who will be responsible for executing the strategy (*Participatory approaches to planning community interventions*, n.d).

In today's dynamic environment, adaptability is essential. Therefore, policies must be designed to be flexible, allowing for modifications as new intelligence is gathered and conditions evolve. This agility enables an organization to pivot quickly in response to changing circumstances without losing sight of its overarching strategic goals (Kuosa, 2014).

In essence, policy making in the context of strategic intelligence is about creating a roadmap for the organization's future. It involves setting clear objectives, establishing the means to achieve them, and constructing a responsive framework that can navigate the uncertainties of an ever-changing global landscape.

d) Visionary Management

Visionary management relates to the leadership aspect of strategic intelligence. It involves inspiring the organization to achieve a future vision that aligns with the insights derived from intelligence and foresight. This includes setting a clear direction, communicating the vision, and motivating stakeholders to work towards common goals. Visionary managers are adept at navigating complexity and leading change (Kuosa, 2014).

Visionary management, within the ambit of strategic intelligence, extends to cultivating a culture that values insight-driven decision-making and embracing a proactive stance towards future challenges and opportunities. Visionary leaders are not just forward-thinking in their approach, but they also possess the acumen to translate abstract strategic foresight into concrete, actionable initiatives that resonate with the entire organization (Gill, 2023).

Such leaders are characterized by their ability to see beyond the horizon, envisioning not just what is probable, but what is possible. They are adept at synthesizing diverse strands of intelligence to craft a cohesive picture of the future, one that informs the strategic direction and operational tactics of the organization (Al-Husseini, 2020).

Effective visionary management also requires emotional intelligence. Leaders must connect with their teams on a human level, understanding and addressing concerns, fostering a shared sense of purpose, and building trust. They need to be effective

communicators, capable of articulating complex strategies in a manner that is accessible and compelling to a variety of stakeholders, from board members to frontline employees (Sánchez, 2021).

Moreover, visionary leaders must be champions of innovation. They encourage experimentation and calculated risk-taking, recognizing that breakthroughs often come from pushing the boundaries of the current business model. This means providing the space and resources for creativity to flourish and for new ideas to be tested and refined.

These leaders also serve as change agents within the organization. They understand the dynamics of organizational change and are skilled at managing the human side of transitioning from the present state to the desired future state. They are proficient in change management methodologies and understand how to overcome resistance to change, align organizational systems and processes with the new direction, and ensure sustained transformation (ITD world, n.d).

Visionary management is also about building resilience into the organization's DNA. Leaders prepare their teams not just to adapt to change, but to thrive amidst volatility. They instill a mindset of continuous learning and adaptation, ensuring that the organization remains agile and can pivot in response to new information or changes in the environment (Kuosa, 2014).

In addition, visionary leaders are keenly aware of the importance of aligning the organization's strategic intent with its execution. They ensure that the strategic objectives are cascaded throughout the organization in a way that informs daily decision-making and behavior. This alignment ensures that the organization moves cohesively towards its envisioned future (ITD world, n.d).

A key trait of visionary managers is their ability to foster a collaborative environment. They recognize the power of collective intelligence and the importance of engaging cross-functional teams to address complex strategic challenges. By promoting a culture of collaboration, they harness the full potential of their organization's human capital (Breuck, 2024).

Finally, visionary leaders are not just architects of the future; they are also the creators of the organization's legacy. They balance innovation with an appreciation for the organization's history, values, and identity. In doing so, they ensure that as the organization evolves, it remains true to its core principles and continues to build on the foundation that has contributed to its past success (Kuosa, 2014).

In sum, visionary management is a critical component of strategic intelligence that requires a blend of foresight, emotional intelligence, innovation, change management, resilience building, alignment, collaboration, and stewardship. These leaders are instrumental in transforming strategic insights into realized potential, guiding their organizations through the uncertainties of the future with a steady hand and a clear vision. These components do not operate in isolation; rather, they interact with one another. Intelligence activities inform both strategic foresight and policy making. Strategic foresight shapes the vision that management aims to achieve, and policy making translates that vision into actionable plans. Visionary management is required to drive the policy making process and to adapt policies as new intelligence and foresight are gained (OECD, 2019).

2.5 Strategic Intelligence Practices

In practice, strategic intelligence activities require organizations to establish dedicated teams or roles such as Chief Strategy Officers (CSOs), strategic analysts, and futurists. These professionals work together to gather data, generate insights, craft strategies, and communicate them effectively within the organization. They also play a crucial role in fostering a culture of agility and continuous learning, which is essential for sustaining strategic intelligence over time (OECD, 2019).

Therefore, strategic intelligence is not a one-time activity but a continuous process. The external environment is constantly evolving, and so must the organization's understanding of it. This means regularly revisiting each component of the strategic intelligence framework, updating intelligence, reassessing foresights, refining policies, and ensuring that the management vision remains relevant and compelling.

Other researchers provided additional insights Al-Husseini (2020), Peter & Jarratt (2015), Ivanov (2023), Arnold & Wade (2015), Jackson (2016), Azadi et al. (2021), and Jorfi et al. (2011), to construct a comprehensive discourse on strategic intelligence that covers its crucial components and their interrelations.

Strategic intelligence is a comprehensive approach that supports an organization's long-term strategic planning. It is predicated on the collection, analysis, and dissemination of information that is critical to decision-making. This involves understanding the competitive landscape, assessing market trends, and identifying risks, which serve as a foundation for informed strategic decision-making (Al-Husseini, 2020).

- **Foresight**

As highlighted by Al-Husseini (2020) and Peter & Jarratt (2015), is essential for effective strategic management. It represents the ability to predict and prepare for future conditions. Ivanov (2023) links foresight with strategic intelligence, emphasizing the role of strategic

intelligence in providing the necessary information to make informed predictions. This forward-looking perspective, fueled by data-driven insights, sets the stage for the objectives of strategic intelligence practices.

According to Actelligos (2024), in practical terms, foresight allows organizations to anticipate changes in market dynamics, technological advancements, regulatory shifts, and consumer preferences. By staying ahead of the curve, organizations can position themselves strategically, mitigate risks, and capitalize on emerging trends. Moreover, foresight enables organizations to identify potential disruptions and innovate proactively, rather than merely reacting to external forces.

Furthermore, foresight fosters a culture of strategic thinking and innovation within organizations. By encouraging stakeholders to consider long-term implications and possibilities, foresight stimulates creativity and collaboration, driving the development of novel solutions and strategies. Additionally, foresight enhances organizational resilience by preparing leaders and employees to navigate uncertainty and ambiguity effectively. (Adegbile,2017)

Overall and in reference to Ruff (2006) foresight serves as a vital component of strategic intelligence practices, guiding organizations in their pursuit of long-term success and sustainability. By integrating foresight into strategic decision-making processes, organizations can enhance their ability to anticipate, adapt to, and capitalize on evolving market dynamics and emerging opportunities.

- **System Thinking**

System thinking, as defined by Arnold and Wade (2015), represents a holistic approach to understanding the interconnectedness of various elements within a system. Jackson (2016) further aligns this concept with strategic intelligence, emphasizing its role in comprehending the broader context in which an organization operates. By applying

system thinking principles, strategic intelligence practitioners can gain insight into the complex relationships between diverse factors influencing organizational performance and outcomes.

At its core, system thinking encourages individuals to view organizations as dynamic, interconnected systems rather than isolated components. This perspective recognizes that actions and decisions in one part of the organization can have far-reaching consequences across the entire system. By embracing this holistic viewpoint, strategic intelligence practitioners can identify leverage points and feedback loops within the organizational system, enabling them to develop integrated and effective strategies. (Amissah et al., 2020)

Moreover, system thinking enables strategic intelligence practitioners to anticipate and navigate the unintended consequences of organizational actions. By understanding the interconnected nature of various components within the system, practitioners can anticipate potential ripple effects and unintended consequences of strategic decisions. This foresight allows organizations to proactively mitigate risks and capitalize on opportunities, thereby enhancing their strategic agility and resilience. (Roberts,2023)

Additionally, according to Anderson et al. (2014) system thinking fosters innovation and creativity within organizations by encouraging stakeholders to consider the broader implications of their actions. By recognizing the interconnectedness of various factors, individuals are empowered to explore novel solutions and approaches to complex challenges. This creative mindset is essential for developing adaptive strategies that can respond effectively to evolving market dynamics and emerging opportunities.

In summary, system thinking serves as a foundational principle of strategic intelligence, enabling practitioners to understand the complex relationships between diverse elements

within an organizational system. By embracing this holistic perspective, organizations can develop integrated strategies that capitalize on synergies, mitigate risks, and foster innovation, thereby enhancing their long-term success and sustainability.

- **Motivation**

Motivation, as explored by Azadi et al. (2021), plays a dual role in the practice of strategic intelligence. Firstly, it is essential for managers and employees to engage effectively in intelligence activities. Motivation serves as the driving force behind individuals' willingness to dedicate time, effort, and resources to gathering and analyzing intelligence data. Without sufficient motivation, individuals may lack the initiative or commitment to actively participate in intelligence-gathering processes, thereby limiting the organization's access to critical information (Cook & Artino, 2016).

Moreover, the insights gained from strategic intelligence can serve as a powerful motivator for individuals within the organization. By providing employees with a clear understanding of the organization's strategic direction, intelligence findings can instill a sense of purpose and direction. Employees who are equipped with actionable intelligence are better positioned to align their efforts with organizational goals, resulting in increased engagement and productivity. (Albarwari et al.,2021)

Furthermore, Jorfi et al. (2011) assert that a motivated workforce enhances the effectiveness of strategic intelligence initiatives. When employees are motivated to contribute their knowledge, skills, and expertise to intelligence activities, they are more likely to generate valuable insights and recommendations. Additionally, motivated employees are more inclined to collaborate with colleagues, share information, and participate in collective sense-making processes, thereby enriching the overall quality of intelligence outputs. (Jofri et al., 2011)

The relationship between motivation and strategic intelligence is synergistic in nature. As employees become more engaged in intelligence activities and motivated to contribute, the organization benefits from a continuous flow of relevant and timely information. This, in turn, enables leaders and decision-makers to make informed choices, anticipate challenges, and capitalize on opportunities, ultimately driving organizational success. (Asemah & Asemah)

In summary, motivation plays a critical role in the practice of strategic intelligence by influencing both the willingness of individuals to engage in intelligence activities and their subsequent performance. By fostering a culture of motivation and engagement, organizations can leverage the collective intelligence of their workforce to enhance strategic decision-making and achieve their long-term objectives.

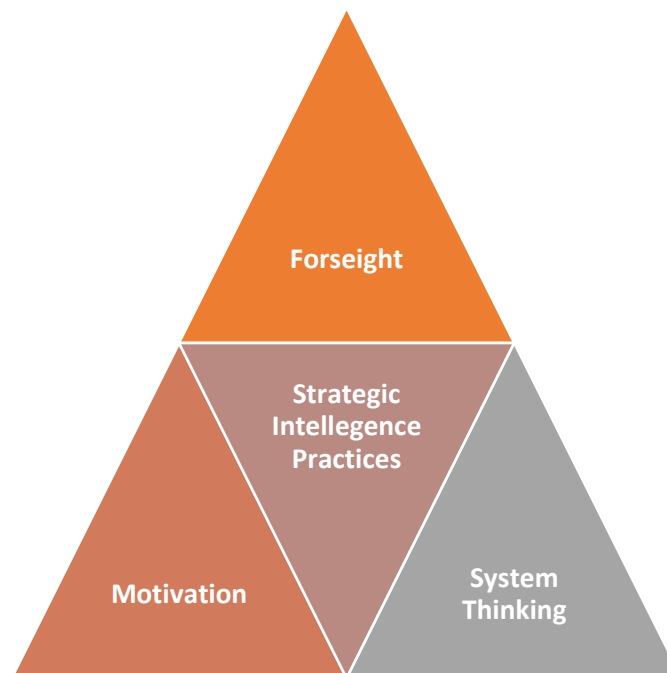


Figure 4: Strategic Intelligence Practices Codependence

Source: Created by the Researcher

Each of these components—Intelligence, Strategic Foresight, Policy Making, and Visionary Management interact and inform one another, creating a dynamic system. Intelligence activities inform both strategic foresight and policy making, while strategic

foresight shapes the vision that management aims to achieve. Policy making translates this vision into actionable plans, and visionary management is required to inspire and lead the organization towards these strategic goals.

Strategic intelligence activities necessitate dedicated roles within the organization such as strategic analysts and futurists, who work collaboratively to understand and interpret information. These professionals foster a culture of agility and continuous learning, which is indispensable for the sustainability of strategic intelligence (Ivanov, 2023).

Strategic intelligence practices often involve the implementation of sophisticated technological tools and platforms to streamline data collection, analysis, and dissemination. These technologies range from advanced analytics software to machine learning algorithms that can sift through vast amounts of data to extract actionable insights. By leveraging technology, organizations can not only enhance the speed and accuracy of intelligence gathering but also uncover hidden patterns and trends that may not be immediately apparent. Furthermore, technology facilitates real-time monitoring of the external environment, allowing organizations to adapt quickly to emerging threats and opportunities. (Bhardiya,2023)

Strategic intelligence is a continuous cycle. The external environment is ever-changing, and so must the organization's strategic approach. Regularly revisiting and updating the strategic intelligence framework is necessary to maintain relevance and effectiveness (Kuosa, 2014).

Moreover, and in reference to Chesbrough (2006) strategic intelligence practices extend beyond the confines of the organization, often involving collaboration with external stakeholders such as industry experts, government agencies, and research institutions. By tapping into external expertise and networks, organizations can gain access to valuable

insights and perspectives that may not be available internally. Collaborative intelligence-sharing initiatives, partnerships, and industry forums play a crucial role in enhancing the depth and breadth of strategic intelligence, enabling organizations to stay ahead of the curve in a rapidly evolving business landscape.

In conclusion, strategic intelligence is an integrated framework encompassing foresight, system thinking, and motivation. These elements combine to form a dynamic system that supports an organization's ability to foresee future events, understand the correlation of various elements, and foster the internal drive to engage in informed decision-making. This collaborative interaction is necessary for an organization to navigate the complexities of today's business environment with insight and agility. By acknowledging and leveraging the relationship of these components, organizations can enhance their strategic capabilities and secure a successful route in the competitive landscape.

2.6 The Relationship Between Strategic Intelligence and Organizational Excellence

The interdependent relationship between strategic intelligence and organizational excellence emphasizes the essential role of information and foresight in steering organizations towards sustained success. These organized activities are not only crucial for internal operations but also extends to the broader impact an organization has on its community and the achievement of its mission and vision.

Aldiabat (2022) emphasizes the complicated responsibilities of a strategically intelligent manager. Beyond skill and knowledge transfer, such a manager plays a critical role in fostering a culture that embraces change for continuous improvement. This mindset shift is integral to the adaptability of the organization and its workforce. By introducing a proactive approach to change, strategically intelligent managers contribute to the development of organizational behavioral patterns that align seamlessly with overarching goals.

In a broader context, the reliable exercise of an organization's mission and vision, as well as regular check-ups on employee performance, ensures that the commitment to excellence is maintained both internally and within the community served (Abbas & Asghar, 2010). This holistic approach reflects the correlation between internal operations, employee performance, and external community impact, reinforcing the idea that organizational excellence is not limited to isolated aspects but encompasses a comprehensive and integrated approach.

Dawabsheh et al. (2019), highlights the significance of a strategically intelligent manager in coordinating efforts and guiding the workforce towards desired goals. This coordination is crucial in achieving organizational excellence through the proactive development of individual and collective capabilities. By aligning efforts across various levels of the organization, a strategically intelligent manager becomes a cornerstone in achieving cohesion and synergy among team members, fostering an environment favorable to excellence.

Niu et al (2021) adds another layer to this cooperative relationship by highlighting the role of strategic intelligence in informed decision-making. Access to information on competitor strategies, industry trends, and customer preferences equips organizations with the insights necessary for effective decision-making. This information is instrumental in identifying new opportunities and anticipating potential threats, thereby enhancing the organization's ability to make strategic decisions that positively impact efficiency, effectiveness, and overall competitiveness.

In essence, the relationship between strategic intelligence and organizational excellence is dynamic and cooperative. Strategic intelligence serves as a substance for excellence by providing organizations with the necessary information to navigate a dynamic business

environment. Simultaneously, organizational excellence provides the foundation for effective strategic intelligence practices. This mutual support creates a dynamic interdependence, emphasizing the need for organizations to nurture strategically intelligent managers who can guide the workforce, adapt to change, and align organizational strategies with the continuous pursuit of excellence. This relationship contributes significantly to the long-term success and adaptability of the organization, solidifying its position in a competitive landscape.

2.7 Knowledge Management

Knowledge Management (KM) is a complex discipline that encompasses various processes, technologies, and human collaboration strategies aimed at systematically gathering, organizing, and sharing intellectual property within an organization. This systematic approach to knowledge enhances organizational practices, streamlines work processes, and eliminates unnecessary steps. Businesses of all sizes, particularly those in IT, help desk, and customer support departments, seek efficient knowledge asset gathering and sharing through KM (Gunjal, 2005).

Debowski (2006) defines KM as the process of acquiring implicit knowledge to enhance organizational effectiveness. This approach focuses on structuring, arranging, identifying, and utilizing an organization's "know-how" dynamically. KM is dynamic and considers both organizational and technological factors to facilitate efficient information sharing and usage in a business setting.

The objective of KM is to increase employees' comprehension in specific areas of interest through the location, selection, organization, condensation, and presentation of information. Alavi & Leidner (2001) emphasizes that KM aids businesses in deriving understanding and insights from their own experiences. KM activities center on gathering, organizing, and using knowledge for decision-making, problem-solving, and

dynamic learning. KM goes beyond knowledge technology; it enables the achievement of strategic business objectives through the integration of people, processes, and technology to address obstacles associated with knowledge sharing within an organization.

Functioning as an audit of "intellectual assets," KM identifies special sources, crucial tasks, and potential obstacles that delay knowledge flows. It enhances decision-making, prevents intellectual property from deteriorating, and provides goods and services with increased intelligence. Additionally, KM complements other organizational activities, including total quality management (TQM), business process re-engineering (BPR), and organizational learning. According to the McInerney & Koenig, (2011). KM is a discipline supporting an integrated strategy to identify, manage, and share an organization's information assets, such as databases, documents, policies, procedures, and the knowledge and experience of its personnel.

Diverse definitions of KM exist from different perspectives. Arif and Rahman (2018) propose KM as a technique for managing information and knowledge resources in an organization, combining people, procedures, and technology. Figurska & Sokół (2014). identifies KM as the process used by modern institutions to analyze knowledge, share it, and put it to use to accomplish goals and improve competitiveness.

In conclusion, the diverse perspectives on Knowledge Management (KM) emphasize its multilayered nature as a discipline that spans organizational processes, technology, and human collaboration. As businesses increasingly recognize the importance of efficient knowledge utilization, KM continues to evolve as a critical component in achieving organizational excellence.

2.8 Knowledge Management Fields

Knowledge management encompasses various fields and disciplines aimed at effectively managing an organization's knowledge assets to facilitate decision-making, innovation, and organizational learning. These fields play a crucial role in leveraging knowledge resources to improve organizational performance and competitiveness. In reference to (Alavi & Leidner,2001; Mohajan,2017), the researcher summarized four key knowledge management fields:

1. Information Technology (IT) and Knowledge Management Systems:

Information technology plays a central role in knowledge management by providing the infrastructure and tools for capturing, storing, retrieving, and sharing knowledge within an organization. Knowledge Management Systems (KMS) are IT platforms designed to facilitate the creation, organization, and dissemination of knowledge assets. These systems include document management systems, intranets, wikis, and collaborative platforms that enable employees to access and contribute to organizational knowledge repositories. IT also supports data analytics and artificial intelligence applications, which can extract insights from large datasets and enhance knowledge discovery processes. (Alavi & Leidner,2001)

2. Organizational Learning and Knowledge Transfer:

Organizational learning focuses on how knowledge is acquired, shared, and applied within an organization to improve performance and adapt to changing environments. This field explores learning processes at the individual, team, and organizational levels, including experiential learning, reflection, and knowledge transfer mechanisms. Knowledge transfer involves the exchange of tacit and explicit knowledge between individuals, teams, and departments through formal and informal channels such as mentorship, communities of practice, and lessons learned sessions. Effective

organizational learning and knowledge transfer practices enable organizations to leverage internal expertise, avoid redundant efforts, and accelerate innovation. (Alavi & Leidner,2001)

3. Knowledge Creation and Innovation Management:

Knowledge creation involves the generation of new insights, ideas, and solutions through individual and collective processes such as experimentation, problem-solving, and collaboration. Innovation management focuses on harnessing these knowledge assets to develop new products, services, processes, and business models that create value for customers and stakeholders. This field encompasses innovation strategy, idea generation, prototyping, and commercialization processes. By fostering a culture of creativity, experimentation, and knowledge sharing, organizations can drive continuous innovation and maintain a competitive edge in dynamic markets. (Mohajan,2017)

4. Knowledge Governance and Strategy:

Knowledge governance refers to the policies, processes, and structures that govern knowledge-related activities within an organization. This includes defining roles and responsibilities, establishing knowledge management frameworks, and ensuring alignment with organizational goals and values. Knowledge strategy involves developing a roadmap for managing knowledge assets in line with business objectives, market dynamics, and technological trends. It encompasses identifying critical knowledge domains, assessing knowledge needs and gaps, and allocating resources to support knowledge initiatives. Effective knowledge governance and strategy enable organizations to maximize the value of their intellectual capital and leverage knowledge as a strategic asset for sustainable growth and differentiation. (Mohajan,2017)

In summary, knowledge management fields encompass a diverse set of disciplines ranging from information technology and organizational learning to innovation management and knowledge governance. By integrating these fields and practices, organizations can create an environment conducive to knowledge creation, sharing, and utilization, driving performance improvement, innovation, and long-term success.

2.9 Knowledge Management and Strategic Intelligence Practices

The dynamic interplay between strategic intelligence practices and knowledge management is a mutually reinforcing cycle within organizations, contributing significantly to their adaptability and sustained success. Strategic intelligence practices, as highlighted by research (Hijazin et al 2023), play a crucial role in knowledge management by generating valuable insights and information through the systematic analysis of external environments, competitive landscapes, and internal processes. This data, when organized and shared, contributes to knowledge management systems, fostering informed decision-making and a culture of continuous learning within the organization (Fernández-Villacañas Marín, 2020).

The mutual relationship between strategic intelligence practices and knowledge management is further emphasized by Lee & Choi (2003), who suggests that strategic intelligence practices can enhance knowledge management within an organization. By providing a more comprehensive understanding of the environment, strategic intelligence facilitates the creation, sharing, and dissemination of knowledge, ultimately leading to improved decision-making and organizational performance.

Conversely, knowledge management plays a crucial role in supporting effective strategic intelligence practices (Mohajan 2017). Establishing mechanisms for storing, retrieving, and disseminating information ensures that organizational knowledge is readily available

for strategic analysis. The collaborative nature of knowledge management also promotes the sharing of expertise, enhancing the quality of strategic intelligence.

The interconnection between strategic intelligence practices and knowledge management extends to organizational learning (Dalkir & Liebowitz 2009). Lessons learned from strategic intelligence activities become integral parts of the knowledge management system, storing practical knowledge gained from experiences. This stored knowledge guides future strategic intelligence activities, creating a continuous learning cycle that helps the organization grow and adapt over time.

Furthermore, the relationship between strategic intelligence practices and knowledge management extends to employee engagement and empowerment Bekirogullari (2019). Combining strategic intelligence practices with efficient knowledge management empowers employees with the necessary tools and information to actively contribute to decision-making. This collaborative engagement improves the overall organizational culture, fostering a sense of ownership and commitment among employees.

In summary, the interconnected relationship between strategic intelligence practices and knowledge management creates a mutually reinforcing cycle within organizations. Strategic intelligence informs organizational knowledge, while knowledge management enhances the efficacy of strategic practices. This synergy fosters a culture of continuous learning, adaptability, and empowered decision-making, positioning organizations for sustained success in navigating a rapidly evolving landscape. The main outcomes of this relationship were presented in the figure below.

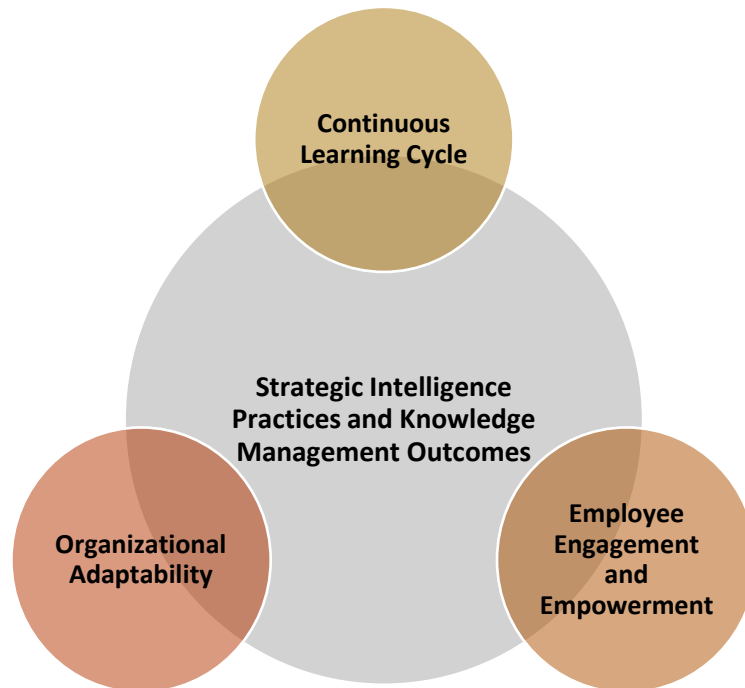


Figure 5: Strategic Intelligence and Knowledge Management Outcomes
Source: Created by the Researcher

2.10 The Relationship between Knowledge Management and Organizational Excellence

Organizational excellence, characterized by operational efficiency, innovation, and adaptability, is tied to the principles of knowledge management (KM), as evidenced in the existing literature. The complex relationship between KM and organizational excellence can be outlined through several key aspects.

Firstly, innovation stands out as a critical determinant of organizational excellence, with KM, as defined by Nonaka and Takeuchi (1995), serving as a cornerstone in the creation of new knowledge and the fostering of an innovative culture. KM systems facilitate collaborative platforms and empower employees to share diverse perspectives, resulting in the development of innovative products, services, and processes.

Secondly, organizational learning and adaptability are vital for sustained excellence, as highlighted by Alavi and Leidner (2001). KM systems operate as stores of organizational

knowledge and play a critical role in developing a culture of continuous learning, fostering adaptability, and enabling informed decision-making in dynamic environments. Thirdly, operational efficiency emerges as a key dimension influenced by KM, as highlighted by Dalkir (2011). KM contributes to operational efficiency by providing timely access to relevant information and optimizing organizational processes through the systematic management of knowledge, resulting in efficient workflows.

Fourthly, employee engagement and satisfaction are integral components of organizational excellence, and Shamim et al (2017) research stressed the empowering effects of KM on employees. KM systems, by providing access to knowledge and recognizing employee expertise, contribute to increased engagement, job satisfaction, and the cultivation of a positive organizational culture.

Furthermore, customer relations compose a critical factor in organizational excellence, with KM supporting an understanding of customer needs and preferences through the effective management of customer data (Alavi & Leidner, 2001). KM systems also facilitate prompt responses to customer feedback, contributing to enhanced customer relations and loyalty.

Moreover, additional dimensions of the relationship between KM and organizational excellence are revealed. The role of KM in encouraging a collaborative environment helpful to knowledge sharing and creation enhances team dynamics and collective problem-solving capabilities Ahmed et al (2016), aligning with both innovation and improved team performance.

The strategic management of intellectual capital, a core belief of KM, has been identified as a critical factor influencing organizational competitiveness (Bontis, 1998). This strategic perspective highlights the importance of leveraging intellectual capital for

sustained competitive advantage, reinforcing the associated relationship between KM and organizational excellence.

Moreover, the identification and management of organizational knowledge assets through KM contributes to risk mitigation and resilience in the face of uncertainty (Chiva & Alegre, 2009). KM, acting as a risk management tool, ensures that knowledge is systematically captured and disseminated, supporting organizational excellence through enhanced adaptability and crisis response.

Finally, the alignment of KM strategies with organizational goals and objectives emerges as a crucial factor for achieving excellence x`Ghonim et al (2020). The strategic integration of KM initiatives with broader organizational strategies ensures that knowledge is leveraged effectively to drive performance and innovation, further setting the complicated relationship between KM practices and the pursuit of organizational excellence.

In conclusion, the interplay between KM and organizational excellence is revealed as a multifaceted and strategic relationship, which is summarized in the figure below. Encompassing collaborative knowledge creation, strategic management of intellectual capital, risk mitigation, and alignment with organizational goals. These dimensions underscore the comprehensive nature of KM's role in the pursuit and sustenance of organizational excellence.



Figure 6: Organizational Excellence and Knowledge Management Outcomes
Source: Created by the Researcher

2.11 Strategic Intelligence, Organizational Excellence, & Knowledge Management

To conclude the impact and the relationship between the research variables, it is clear that in the dynamic landscape of modern organizations, the interplay between knowledge management, strategic intelligence, and organizational excellence is crucial for sustainable success. Knowledge management serves as the foundation upon which strategic intelligence is built, providing the necessary insights and information to make informed decisions. Strategic intelligence, in turn, harnesses this knowledge to formulate proactive strategies that align with the organization's goals and adapt to changing environments. Organizational excellence acts as the mediating factor, translating strategic intelligence into tangible outcomes that drive performance and competitiveness. (Dharmayanti et al., 2023; Hijazin et al., 2023; Nascimento et al., 2021)

Knowledge management functions as the lifeblood of an organization, capturing, organizing, and disseminating valuable information across various levels and functions. By systematically managing knowledge assets, organizations can leverage their intellectual capital more effectively, fostering innovation, learning, and collaboration. This reservoir of knowledge serves as the fuel for strategic intelligence, empowering

decision-makers with the insights needed to anticipate market trends, identify opportunities, and mitigate risks. (Omotayo, 2015; Hussain, Lucas, & Ali, 2004; Uden & Naaranoja, 2010)

Strategic intelligence operates as the guiding force behind organizational initiatives, bridging the gap between knowledge and action. It involves the systematic gathering, analysis, and interpretation of both internal and external data to inform strategic decision-making. By integrating knowledge management practices into the strategic intelligence process, organizations can ensure that their strategies are grounded in a deep understanding of their capabilities, resources, and market dynamics. This synergy enables organizations to not only respond to current challenges but also to anticipate future trends and proactively shape their competitive landscape. (Alavi & Leidner, 2001; Alnoukari & Hanano, 2017; Fernández-Villacañas Marín, 2015)

Organizational excellence emerges as the ultimate outcome of effectively integrating knowledge management and strategic intelligence into the fabric of an organization. It encompasses a relentless pursuit of continuous improvement, operational efficiency, and stakeholder satisfaction. By harnessing the power of knowledge to drive strategic decision-making, organizations can enhance their agility, resilience, and ability to create value. Organizational excellence serves as a beacon guiding the organization towards its vision, fostering a culture of excellence that permeates every aspect of its operations (Hussein et al., 2021; Zafar et al., 2017). Ultimately, the symbiotic relationship between knowledge management, strategic intelligence, and organizational excellence forms the cornerstone of organizational success in an increasingly complex and uncertain world.

2.12 Related Literature

(Abdelhalim & Anas, 2023): "The Effect of Knowledge Management on Organizational Excellence"

This study wanted to find out how knowledge management affects organizational excellence, from the perspective of workers at the National Works in Wells institution in Algeria. A total of 69 people participated in the study by answering a questionnaire.

(Alhamdi, 2021): "Knowledge Management Operations and Their Impact on Organizational Excellence: An Analytical Study of the Opinions of Employees in the Diwaniya Judiciary Department, Kufa, Iraq"

The goal of this study was to understand how knowledge management operations, like creating, sharing, and storing knowledge, impact organizational excellence. The study was conducted among employees in the Diwaniya Judiciary Department in Kufa, Iraq, and 50 people participated by filling out a questionnaire.

(Aldiabat, 2022): "The Role of Strategic Intelligence in the Relationship between Organizational Agility and Organizational Excellence in Jordanian Telecommunications Companies"

In this study, a descriptive analytical approach was used to explore how strategic intelligence mediates the relationship between organizational agility and excellence in Jordanian telecommunications companies. The research involved distributing 300 questionnaires, and 277 were considered valid for analysis. SPSS and AMOS 23 were used for data analysis and testing hypotheses.

(Khalidiya, Abbas & Khudair, 2019): "The Influence of Strategic Management Practices on Organizational Entrepreneurship: Mediating Effect of Strategic Intelligence"

This research aimed to find out how strategic intelligence mediates the relationship between strategic management practices and entrepreneurship in Iraqi universities. The study relied on a questionnaire for data collection.

(Al Humeisat,2022): "The Impact of Strategic Management Practices on Organizational Excellence"

Using a quantitative approach, this study looked into the influence of strategic management practices on organizational excellence. A questionnaire was shared through Google Forms, and 268 individuals from senior management within Jordanian SMEs responded.

(Islam, Ashi, Reda & Zafar,2017): "Strategic Knowledge Management as a Catalyst for Organizational Excellence: A Case Study of Saudi Airlines"

This study focused on understanding how strategic knowledge management drives organizational excellence, using Saudi Airlines as a case study. The research used both quantitative (survey) and qualitative (interview) methods to explore the factors contributing to organizational excellence.

As this research aims to understand the Impact of Strategic Intelligence Practices on Achieving Organizational Excellence Mediated by Knowledge Management: Case Study - Palestinian Anti-Corruption Commission. The topic aligned with several studies in the field. Similar to Abdelhalim & Anas (2023) and Alhamdi (2021), the study recognized the importance of knowledge management in organizational excellence. However, while these studies employed quantitative methods through questionnaires, the research

approach involved qualitative data gathered through interviews with A-level managers at the Palestinian Anti-Corruption Commission.

Furthermore, the research acknowledged a mediating role, but instead of organizational agility (Aldiabat, 2022), it focused on the mediating role of strategic intelligence between knowledge management and organizational excellence. Similar to Aldiabat (2022), a case study approach is utilized, but the focus is on a Palestinian anti-corruption commission rather than Jordanian telecommunications companies.

Differing from Khalidiya, Abbas & Khudair (2019), who explored the mediating effect of strategic intelligence in Iraqi universities using questionnaires, the study relies on qualitative interviews and concentrates on achieving organizational excellence within the Palestinian Anti-Corruption Commission.

Additionally, Al Humeisat (2022) investigated the impact of strategic management practices on organizational excellence using a quantitative survey, while this study followed a qualitative approach and emphasis on strategic intelligence practices made it distinctive. Lastly, differing from Islam, Ashi, Reda & Zafar (2017), who conducted a case study on Saudi Airlines, the research only employed qualitative method with a unique focus on strategic intelligence practices within the Palestinian anti-corruption commission context. These comparisons and distinctions contribute to the richness and uniqueness of my research within the broader landscape of organizational excellence studies.

Chapter Three:

Methodology

3.1 Introduction

This section of the research discussed its methodology. Being an exploratory research, a qualitative method was implemented through the use of Interviews. This method was followed because it is useful for developing theories in a range of domains, and it should not be conflated with consumer culture theory (Fischer & Guzel, 2022). This method assessed The Impact of Strategic Intelligence Practices on achieving Organizational Excellence mediated by Knowledge Management; as the main variables were Organizational Excellence (the dependent), the Strategic Intelligence Practices (the independent) and the Knowledge Management (the Mediator).

3.2 Research Model

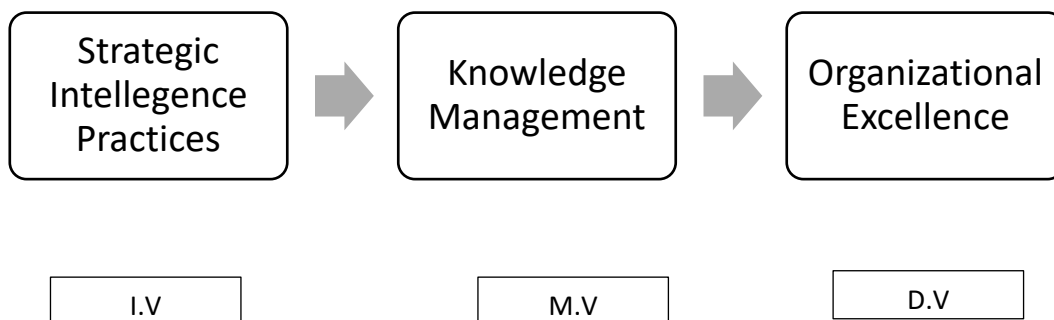


Figure 7: Research Model

3.3 Palestinian Anti-Corruption Commission (PACC)

The Palestinian Anti-Corruption Commission's vision, outlined in its 2021-2023 strategy, envisions becoming an independent, effective, and influential commission trusted by the community. Its mission is to lead national efforts in combating corruption, safeguarding

society and public funds, prosecuting wrongdoers, and promoting transparency, integrity, good governance, and Palestine's presence in international forums. The strategic objectives focus on establishing a strong anti-corruption commission, emphasizing the need for competence, capabilities, and coordination to effectively combat corruption. Additionally, the Commission underscores the collective responsibility of promoting integrity and fighting corruption, emphasizing the involvement of all societal components and institutions, guided by the principles of equality before the law, no immunity for the corrupt, and a commitment to transparency and professional dealings with partners. (Palestinian Anti-Corruption Commission Mission Statement and Objectives, 2023)

3.4 Population and Sample

The study was conducted with the population consisting of the Palestinian Anti-Corruption Commission (PACC). A non-random sampling method was employed, utilizing a purposive sampling technique to select managers for interviews. The sampling frame comprised level A management employees working at PACC.

The total sample constitutes of (25) A level manager working at PACC, they were selected based on their years of experience and their managerial level at PACC. To further explain what does A level managers mean, the researcher followed PACC's definition of this role, which symbolizes the top of the organizational hierarchy, with a more streamlined structure made up of a small number of roles. Supervisors at this level take on crucial duties including managing staff, assigning tasks, creating strategies, and mentoring subordinates. The middle or executive managers are positioned behind them in the organizational structure, holding intermediate positions. These managers, tasked with a wider range of responsibilities, are essential to the day-to-day operations of the business as well as the execution of strategies.

3.5 Data Collection

For the data collection phase of this exploratory study, two primary resources were employed. The first and foremost was the semi-structured interviews conducted with A level managers. These interviews were carried out face-to-face, with a carefully organized schedule to meet with the targeted managers. This method allowed for in-depth exploration and understanding of the subject matter, as the participants were given the opportunity to freely express their insights and experiences.

Additionally, as a secondary resource, scientific articles, books, related studies, and online research were utilized. These resources served as a backup in the literature review, offering a comprehensive overview of previous studies and theories that have been applied in other dissertations and theses.

3.6 Research Tool

The interviews were conducted in a semi-structured format, providing managers the freedom to express themselves while being questioned, thereby enriching the researcher with valuable information. A semi-structured interview involved predefined questions and allowed flexibility in the pattern and sequence, catering to the researcher's needs. The questions explored various aspects, including the strategic intelligence practices implemented by the managers at the Palestinian Anti-Corruption Commission, their methods for assessing organizational excellence, the role of knowledge management at the commission, the integration between strategic intelligence practices and knowledge management, as well as the effect of these practices on the overall performance at the commission.

3.7 Interview Questions Development

The questions were as follow, as their results will be further discussed in the next chapter.

Q1: What are the strategic intelligence practices as defined in the organizational structure and followed by PACC?

Q2: Considering your position at PACC, does the strategic intelligence practices affect your decision-making process?

Q3: In your opinion, do you think that PACC depends on strategic intelligence practices as a method to enhance its organizational excellence?

Q4: Can you define the organizational excellence as per PACC's operations?

Q5: Following your experience, can you share some examples showing how PACC meets the requirements of organizational excellence?

Q6: Does knowledge management play a pivotal role in the daily practices of PACC? What is the role it plays?

Q7: How does knowledge management contribute in achieving PACC's objectives?

Q8: Do you think knowledge management has an effect on PACC's strategic view on organizational excellence?

Q9: Can you share some examples showing the integration of strategic intelligence practices and knowledge management to enhance PACC's organizational excellence?

Q10: In your opinion, is there a direct impact for strategic intelligence practices on achieving organizational excellence at PACC?

3.8 Research Procedure

The researcher followed these steps in the process of formulating the study:

- 1) The researcher developed its research model.
- 2) Interview questions were developed based on the research main problem and questions.
- 3) An approval from the head of PACC was obtained to conduct interviews with the selected sample.

- 4) Semi-structured interviews were performed with the selected sample of (25) A level managers.
- 5) The researched analyzed the primary source data collected from the interviews.

3.9 Data Analysis

The analysis of the interview data in this study followed a rigorous approach to derive meaningful insights. The qualitative data obtained from semi-structured interviews with managers and top-level seniors was systematically analyzed using thematic analysis (Braun & Clarke, 2006). This method allowed for the identification and exploration of recurring themes and patterns within the interview responses. The process involved familiarization with the data, generating initial codes, searching for themes, reviewing and defining themes, and finally, producing the report (Braun & Clarke, 2006). This systematic analysis method enhanced the depth of understanding regarding the strategic intelligence practices, organizational excellence assessment, and knowledge management approaches discussed during the interviews. This method also supports the “NVIVO” software of analyzing qualitative data, however, it was done manually because the researcher does not have access to this system.

Chapter Four:

Data Analysis & Discussion

4.1 Introduction

This section analyzes the data collected from the target sample using an unstructured-interview. The target sample consisted of 25 A Level Managers at PACC. The interview consisted of ten questions, with five different topics.

4.2 Interviews Analysis

The researcher concluded the main topics of the 25 interviews in the table below:

Table 1: Interview Thematic Analysis

Topics	Responses	Result
Strategic Intelligence Practices at PACC	1- Analyzing the organization's external environment to predict changes and make strategic decisions.	Environmental Analysis Competitive Analysis Vision and Mission Development Employees Engagement Strategic Performance Evaluation Continuous Learning Departmental Integration
	2- Evaluating the competition in terms of studying competitors and analyzing their behavior in order to outperform them "competitors from the private sector" such as Aman	
	3- We develop the vision and mission of the organization and make it clear to everyone	
	4- Interaction with employees: Encouraging interaction with employees to collect their ideas and enhance internal interaction.	
	5- Periodic strategic performance evaluation.	
	6- Continuous learning, learning from mistakes	
	7- Achieving integration between the organization's departments and departments	
	Strategic intelligence practices greatly affect the way decisions are made in an	

	<p>organization. By analyzing the external environment and understanding the competitive context, strategic intelligence can provide strategic insights that enable more comprehensible and effective decisions. Being aware of future trends and reacting to shifts in the environment can lead to more integrated and directed decisions.</p>	<p>Competitive Context Insights Adaptation Integration</p>
	<p>The commission periodically monitor the performance of employees and develop their skills and abilities through training. It interacts with the public, understands needs, and improves the culture of innovation and development for the services provided by the organization.</p>	<p>Performance Monitoring Employee Development Training, Public Interaction Needs Understanding Innovation Culture Service Improvement</p>
<p>Organizational Excellence at PACC</p>	<p>Organizational excellence is defined through a comprehensive analysis of various aspects of the organization's performance and interaction in its surroundings through employee satisfaction, the organization's interaction with society, the public and other institutions, innovation and development, quality and distinction in service provision and the extent of the ability to achieve previously set goals.</p>	<p>Comprehensive Analysis Performance Employee Satisfaction Public Interaction Innovation, Development Quality Distinction Service Provision Goal Achievement</p>
	<p>1-The Commission interacts with public complaints and makes continuous improvements. 2- Conduct a periodic analysis of the public's needs and expectations 3- Employing the latest technologies in the process of providing services to the public. 4- Continuously train employees.</p>	<p>Public Interaction Continuous Improvement Periodic Analysis Public Needs Expectations Latest Technologies Service Provision</p>

	<p>5-The commission is in the process of establishing a special department for research and development.</p> <p>6- The commission established a department under the name of the Observatory, specialized in monitoring the institution's performance, following up on progress, and collecting the necessary data and displaying it on the commission's website to the public.</p>	<p>Continuous Training and Employee Development</p> <p>Research and Development Department</p> <p>Performance Monitoring</p> <p>Transparency</p>
Knowledge Management at PACC	<p>In general, knowledge management contributes to improving the commission's performance and enhancing its excellence through better understanding and sharing information and effectively utilizing expertise and skills in all aspects of the commission's daily operations, whether directly with the public or with employees within PACC.</p>	<p>Performance Improvement</p> <p>Organizational Excellence</p> <p>Information Sharing</p> <p>Expertise Utilization</p> <p>Skills Enhancement</p> <p>Daily Operations</p> <p>Public Interaction</p> <p>Employee Collaboration</p>
	<p>Knowledge Management offers the needed information for sound strategic decision making, by providing an in-depth understanding for the nature of PACC's services and the external environment of the commission. Also, KM provides learning and development opportunities for employees and providing effective and innovative solutions to overcome current and future challenges that may occur.</p>	<p>Strategic Decision Making</p> <p>In-depth Understanding</p> <p>PACC Services</p> <p>External Environment</p> <p>Learning Opportunities</p> <p>Development</p> <p>Employee Training</p> <p>Effective Solutions</p> <p>Innovative Solutions</p> <p>Future Challenges</p>
	<p>In general, the commission focus on organizational excellence is considered a strategic challenge, and knowledge management plays a vital role in supporting</p>	<p>Organizational Excellence</p> <p>Strategic Challenge</p> <p>Basis of Knowledge</p>

	<p>this direction by providing the necessary basis of knowledge and analysis to make effective decisions and enhance the effectiveness of the operations and services it provides to the public, whether in person, through PACC’s website, or through meetings. In addition to the awareness-raising activities conducted by the commission that includes civil society organizations or state governmental institutions.</p>	<p>Analysis Effective Decision-Making Operations Effectiveness Public Services Awareness-Raising Activities Civil Society Organizations Governmental Institutions</p>
<p>The integration between strategic intelligence practices and knowledge management at PACC</p>	<p>Integrating strategic intelligence and knowledge management practices enhances the ability to adapt to the growing challenges in combating corruption and enhances organizational performance in general, through: Improving efficiency and accuracy in collecting and analyzing relevant information, adopting effective practices to transform data into valuable knowledge and improving decision-making, providing information about the impact of the external environment on PACC’s internal strategies, and directing employee development and training programs within the commission based on specific knowledge needs.</p>	<p>Strategic Intelligence Knowledge Management Adaptability Combating Corruption Organizational Performance Efficiency Accuracy Information Analysis Effective Practices Data Transformation Decision-making External Environment Impact Employee Development Training Programs Knowledge Needs</p>
<p>The impact of strategic intelligence practices on organizational</p>	<p>In general, the integration between strategic intelligence practices and achieving organizational excellence requirements shows a positive impact on the performance of the Anti-Corruption Commission, as</p>	<p>Integration Strategic Intelligence Practices Organizational Excellence</p>

<p>excellence at PACC</p>	<p>strategic intelligence practices can form the basis for making sustainable strategic decisions and improving organizational efficiency, through a deep understanding of future and current information as well, which is reflected positively. To achieve excellence, direct resources and efforts towards areas that have a greater impact on organizational performance and link the external environment with internal motivations.</p>	<p>Positive Impact Performance Sustainable Strategic Decisions Organizational Efficiency Deep Understanding Future Information Current Information Excellence Resources Efforts Impact External Environment Internal Motivations</p>
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4.3 Research Questions Discussion

In this section, the researcher briefly discussed each variable in the study.

4.3.1 The Relationship between Strategic Intelligence Practices and Organizational Excellence

The interviews shed light on a strong bond between the strategic intelligence practices and the overall excellence of the Palestinian Anti-Corruption Commission (PACC).

1. Goals in Sync: PACC uses smart strategies, like analyzing the environment and competition, to make sure everyone's on the same page with the organization's vision and mission. This teamwork boosts how different departments work together and keeps employees engaged, setting the stage for the organization to be excellent. To support this discussion, the researcher referred to the organizational framework at PACC, following the reporting of complaints submission process. The process begins when an individual/organization goes to the authority to submit a complaint. The witness protection department, the complaints department, and the investigation department work

together based on a plan provided by the strategic planning committee, based on the 2022 numbers, the total number of unknowns complains were 414 were the previously mentioned process was implemented.

2. **Watching and Learning:** PACC keeps a close eye on how everyone's doing and regularly helps employees learn new things. This ongoing learning isn't just about individual growth; it adds up to make the whole organization perform better, contributing to its overall excellence. The internal supervision department at PACC usually handles this task by observing and monitoring each department affairs and the flow of work which they conduct when finalizing their assigned task, to check the compatibility and the compliance with the regulations and the stated organizational objects and strategic plans.

3. **Flexibility and New Ideas:** PACC's way of doing things smartly involves being flexible and welcoming new ideas. They actively encourage everyone to think innovatively, making improvements and changes when needed. This forward-thinking attitude helps the organization be adaptable and, in turn, excellent. Based on PACC's declared process of work, the system of receiving complaints was updated to include unknown requests since 2018.

4. **Making Smart Choices:** Strategic intelligence practices provide a clear system for making decisions. This helps PACC make accurate and efficient choices, which is a big deal for the organization's performance and getting closer to its goals. The general administration of integrity makes sure that the public sector employees are aware and immune from being suspected of corruption.

5. **Doing More with Less:** By using strategic intelligence, PACC is good at making the most out of what it has. They understand what's happening now and what might happen in the future, helping them use their resources wisely. This efficient use of resources

boosts the organization's overall performance. During Covid-19 the Authority utilized the shortage of staff it had to fully conclude the assigned tasks, as it was guaranteed to be efficient and effective.

6. Talking to People: PACC doesn't just focus on its own plans; it listens to what the public needs. This open communication makes sure PACC stays relevant to society, showing its commitment to excellence by meeting the community's expectations. PACC is highly invested in creating different workshops to the public sector employees and to its beneficiaries to make them more aware of the Authority's role in Palestine. Since 2018 until this day a total number of around 5,000 employees were advocated through several held sessions.

To conclude, the close tie between strategic intelligence practices and organizational excellence at PACC is a key factor in the organization's success. Their smart strategies, combined with a focus on teamwork, learning, adaptability, smart decision-making, resource efficiency, and staying connected with the public, all play a role in making PACC effective in fighting corruption and serving the community well.

4.3.2 The Role of Knowledge Management

The insights gathered from the interviews highlight a significant impact of knowledge management on both strategic intelligence practices and organizational excellence at the Palestinian Anti-Corruption Commission (PACC).

1. Knowledge-Driven Performance: PACC places a strong emphasis on knowledge management to enhance organizational excellence. Regular monitoring of employee performance, coupled with targeted training programs, reflects a commitment to using knowledge as a driving force for improved performance. This knowledge-driven approach contributes to the effectiveness of strategic intelligence practices.

PACC keeps posting its annual report publicly, for example, it was noted in 2022 the number of complaints received and resolved as it was 879 complaint.

2. Collaborative Decision-Making: Information sharing and expertise utilization, integral components of knowledge management, play a vital role in PACC's daily operations. This fosters collaboration among employees and supports strategic decision-making. The synergy between knowledge management and strategic intelligence practices enhances the precision and effectiveness of decision-making processes. The general department of complaints meets regularly with the department of investigation to assure compliance with the Authorities regulations in the process of solving the submitted complaints.
3. Public Engagement and Innovation: PACC actively engages with the public to understand their needs, a practice supported by knowledge management. This engagement, coupled with a culture of innovation promoted by knowledge management initiatives, contributes to the enhancement of strategic intelligence practices. It ensures that the organization remains responsive to societal needs and innovative in its approach. PACC is highly active on online and offline media platforms to advertise its role and tasks in Palestine.
4. Continuous Development: PACC's commitment to continuous development, rooted in knowledge management principles, aligns with its strategic goals. The organization bases its knowledge analysis on effective decision-making and operational effectiveness, emphasizing a forward-looking perspective. This commitment supports the integration of strategic intelligence practices and contributes to sustained organizational excellence. PACC's employees are engaged

in several training courses that is held with related and similar institutions in the different countries of the world.

5. **Comprehensive Approach to Challenges:** Knowledge management at PACC extends beyond internal processes to collaborative efforts with civil society organizations and governmental institutions. This comprehensive approach addresses challenges at the core of knowledge, aligning with the organization's vision for excellence. It ensures a well-rounded strategy that positively influences strategic intelligence practices and organizational excellence.

In summary, the integration of knowledge management at PACC plays a crucial role in shaping strategic intelligence practices and organizational excellence. The organization's focus on knowledge-driven performance, collaborative decision-making, public engagement, continuous development, and a comprehensive approach to challenges collectively strengthens the synergy between knowledge management and the pursuit of excellence in strategic intelligence and overall organizational performance.

4.3.3 The Impact of Strategic Intelligence Practices and Organizational Excellence

The impact of strategic intelligence practices on organizational excellence at the Palestinian Anti-Corruption Commission (PACC) is substantial and multi-faceted:

1. **Informed Decision-Making:** Strategic intelligence practices provide PACC with a deep understanding of both current and future information. This insight guides informed and sustainable decision-making processes, positively influencing organizational performance, efficiency, and resource allocation.
2. **Alignment with Organizational Goals:** PACC's emphasis on strategic intelligence ensures that its efforts are closely aligned with organizational goals. This alignment fosters excellence by directing the organization's endeavors toward achieving its overarching mission and vision.

3. **Proactive Adaptability:** The dynamic nature of strategic intelligence enables PACC to adapt proactively to changes in the external environment and combat corruption effectively. This adaptability is crucial for maintaining operational excellence and staying ahead of emerging challenges.
4. **Enhanced Employee Performance:** Through continuous learning initiatives and performance monitoring, strategic intelligence practices contribute to the development of individual and collective capabilities. This focus on employee development positively impacts organizational efficiency and overall excellence.
5. **Public Interaction and Responsiveness:** PACC's proactive interaction with the public, informed by strategic intelligence, reflects a commitment to understanding societal needs. This emphasis on public engagement enhances the organization's responsiveness, reinforcing its dedication to excellence in serving the community.
6. **Optimization of Current Operations and Future Readiness:** The effective integration of strategic intelligence practices optimizes current operations while preparing PACC to navigate future challenges. This dual focus positions the organization for sustained excellence by transforming data into actionable insights and maintaining a forward-looking perspective.

In essence, the impact of strategic intelligence practices at PACC is integral to achieving and sustaining organizational excellence. The practices influence decision-making, goal alignment, adaptability, employee development, innovation, public responsiveness, and overall operational efficiency, collectively contributing to the organization's mission of combating corruption and serving the community with efficiency and precision.

Chapter Five

Research Findings

5.1 Introduction

This section of the research concluded the findings of the conducted interview. It pointed out the results and provided recommendations to strengthen the role of strategic intelligence practices to achieve organizational excellence at the Palestinian Anti-Corruption Commission (PACC). This chapter also suggested recommendation for further study.

5.2 Findings

- **The First Topic: Strategic Intelligence Practices at PACC**

The Palestinian Anti-Corruption Commission (PACC) strategically employs a comprehensive set of practices encompassing environmental analysis and competitive analysis. Through the development of a clear vision and mission, the PACC ensures alignment with its goals, fostering departmental integration for cohesive efforts. Employee engagement is a priority, with continuous learning initiatives contributing to performance monitoring and employee development. Strategic performance evaluation aids in decision-making, guided by insights derived from an understanding of the external environment and competitive context. The PACC adapts dynamically, promoting an innovation culture and service improvement. Public interaction is facilitated to comprehend societal needs, emphasizing strategic intelligence practices that enhance the organization's adaptability, integration, and overall effectiveness.

- **The Second Topic: Organizational Excellence at PACC**

The Palestinian Anti-Corruption Commission (PACC) demonstrates organizational excellence through a comprehensive approach that encompasses continuous improvement, periodic analysis, and transparency. Performance monitoring is deep-rooted within the organizational culture, ensuring a thorough examination of employee

performance, while continuous training and development initiatives contribute to skill enhancement. Public interaction is a key side, with a dedicated focus on understanding public needs and expectations. PACC promotes innovation and development, fostering an environment that values the latest technologies and encourages research and development initiatives. Quality and distinction in service provision are prioritized, aligning with the organization's overarching goal achievement strategy. By maintaining a robust Research and Development Department, PACC stays at the forefront of advancements, ensuring the highest standards in service provision. The organization's commitment to employee satisfaction and a culture of excellence underscores its dedication to achieving organizational goals and, ultimately, contributing to the welfare of the community it serves.

- **The Third Topic: Knowledge Management at PACC**

The Palestinian Anti-Corruption Commission (PACC) is dedicated to achieving organizational excellence through a robust knowledge management framework. PACC prioritizes performance improvement by regularly monitoring employee performance and providing learning opportunities for skills enhancement through targeted training programs. Information sharing and expertise utilization are integral to daily operations, fostering employee collaboration and strategic decision-making. PACC actively engages with the public to gain an in-depth understanding of their needs, promoting an innovative culture to enhance the organization's services. Recognizing future challenges, PACC is committed to continuous development, basing its knowledge analysis on effective decision-making and operations effectiveness. Through public services and awareness-raising activities, PACC collaborates with civil society organizations and governmental institutions, strategically addressing challenges at the basis of knowledge to ensure a

comprehensive approach to knowledge management that aligns with the organization's vision for excellence.

- **The Fourth Topic: The integration between strategic intelligence practices and Knowledge Management at PACC**

At the Palestinian Anti-Corruption Commission (PACC), the seamless integration of strategic intelligence practices and knowledge management forms a cornerstone in fostering organizational excellence. Strategic intelligence serves as the compass, enabling PACC to navigate the dynamic external environment and combat corruption effectively. Through systematic information analysis and adaptability, strategic intelligence ensures accuracy and efficiency in decision-making processes. Simultaneously, knowledge management plays a pivotal role in employee development by offering tailored training programs that address knowledge needs. This synergy not only enhances PACC's organizational performance but also cultivates a culture of innovation and continuous improvement. The effective practices derived from the integration of strategic intelligence and knowledge management contribute to the transformation of data into actionable insights, further stimulating PACC's mission to uphold transparency and combat corruption with efficiency and precision.

- **The Fifth Topic: The Impact of Strategic Intelligence Practices on Organizational Excellence at PACC**

The impact of strategic intelligence practices at the Palestinian Anti-Corruption Commission (PACC) is complex and essential to achieving organizational excellence. Through strategic intelligence practices, PACC demonstrates a deep understanding of both current and future information, allowing for a comprehensive analysis of the external environment and internal motivations. This insight guides sustainable strategic decisions, positively impacting organizational performance, efficiency, and resources. PACC's

emphasis on integration ensures that efforts are aligned with organizational goals, fostering excellence. By monitoring employee performance and investing in skills development, PACC enhances organizational efficiency. The commission's proactive interaction with the public reflects a commitment to understanding needs, promoting innovation, and cultivating a culture of excellence. In essence, strategic intelligence practices not only optimize current operations but also position PACC to navigate future challenges effectively, making a substantial and positive impact on organizational excellence.

5.3 Conclusion

In summary, this research explained the outcomes of interviews conducted to determine the complicated relationship between strategic intelligence practices and organizational excellence at the Palestinian Anti-Corruption Commission (PACC). The analysis underscored essential factors such as goal alignment, continuous learning, informed decision-making, resource optimization, and public engagement as key contributors to organizational excellence. Moreover, the role of knowledge management emerged as a significant element, enhancing the efficacy of strategic intelligence practices and overall organizational performance. The multi-layered impact of strategic intelligence practices on organizational excellence was evident in aspects encompassing decision-making judgement, proactive adaptability, employee development, public engagement, and operational optimization. The recommendations offered aims to strengthen these connections through targeted interventions, including continuous training initiatives, fostering cross-departmental collaboration, establishing innovation platforms, promoting data-driven decision-making, conducting environmental scans, expanding knowledge-sharing initiatives, embracing technological solutions, enhancing public engagement, and investing in advanced analytics. The implementation of these recommendations is

anticipated to reinforce the relationship between strategic intelligence practices and organizational excellence, boosting PACC toward sustained effectiveness in its anti-corruption endeavors and community service mandate.

5.4 Recommendations

After concluding the results, the researcher recommends the following:

5.4.1 Recommendations for Enhancing the Relationship between Strategic Intelligence Practices and Organizational Excellence

1. **Continuous Training and Development Programs:** PACC should continue its focus on employee learning and development to ensure that the workforce remains well-equipped with the latest skills and knowledge. This ongoing investment in human capital will contribute to sustained organizational excellence.
2. **Encourage Cross-Departmental Collaboration:** To further strengthen the bond between strategic intelligence practices and organizational excellence, PACC can actively promote collaboration among different departments. This collaborative approach fosters a shared understanding of goals, enhancing overall organizational effectiveness.
3. **Innovation Platforms:** PACC should establish dedicated platforms for idea generation and innovation. Encouraging employees to contribute innovative ideas and improvements will foster a culture of adaptability, supporting the organization's quest for excellence.
4. **Data-Driven Decision-Making Workshops:** Conducting workshops on data-driven decision-making will enhance the understanding and application of strategic intelligence practices. This initiative will empower employees to make informed decisions, positively impacting the organization's performance.
5. **Periodic Environmental Scans:** Implementing a structured process for periodic environmental scans will enable PACC to stay ahead of changes in the external

landscape. This proactive approach will enhance the organization's adaptability and contribute to its overall excellence.

5.4.2 Recommendations for Strengthening the Role of Knowledge Management

1. **Expand Knowledge-Sharing Initiatives:** PACC should expand initiatives that encourage knowledge sharing among employees. Creating a culture of open communication will enhance collaboration and contribute to the effectiveness of both knowledge management and strategic intelligence practices.
2. **Technology Adoption for Knowledge Management:** Leveraging technology solutions for knowledge management can streamline information sharing and retrieval. PACC should explore and adopt innovative technologies to enhance the efficiency of knowledge management practices.
3. **Public Engagement Platforms:** Expanding public engagement platforms supported by knowledge management will deepen the organization's understanding of societal needs. This, in turn, will contribute to the enhancement of strategic intelligence practices and overall organizational excellence.

5.4.3 Recommendations for Sustaining the Impact of Strategic Intelligence Practices on Organizational Excellence

1. **Regular Training on Strategic Intelligence Methods:** PACC should provide regular training sessions on strategic intelligence methods to ensure that employees are well-versed in utilizing these practices effectively. This will contribute to informed decision-making and sustained organizational excellence.
2. **Strategic Goal Review Sessions:** Conducting periodic sessions to review and reaffirm alignment with organizational goals will help maintain a strong connection between strategic intelligence practices and overarching objectives. This ongoing evaluation ensures that efforts remain focused on achieving excellence.

3. **Employee Feedback Mechanisms:** Establishing mechanisms for collecting feedback from employees on the impact of strategic intelligence practices will provide valuable insights. This feedback loop will help identify areas for improvement and ensure that these practices continue to enhance organizational excellence.
4. **Invest in Advanced Analytics:** To optimize current operations and enhance future readiness, PACC should invest in advanced analytics tools. These tools can transform data into actionable insights, supporting strategic decision-making and maintaining a forward-looking perspective.
5. **Public Awareness Campaigns:** Strengthening public awareness campaigns will reinforce PACC's commitment to responsiveness and excellence in serving the community. These campaigns should highlight the organization's achievements and demonstrate its dedication to transparency and public welfare.

By implementing these recommendations, PACC can further solidify the relationship between strategic intelligence practices and organizational excellence, ensuring sustained effectiveness in combating corruption and serving the community.

5.5 Limitations

Few limitations were faced by the researcher in the whole process. First, strategic intelligence practices are considered as a new topic, therefore, limited secondary data sources were found to adapt to the study. Second, the secrecy of PACC's organizational process was very limiting in collecting the data. Finally, it was difficult to conduct the interviews with the target segment.

5.6 Future Studies

In future research, it would be insightful to investigate the lasting effects of the suggested changes at the Palestinian Anti-Corruption Commission (PACC). This could help us understand how well their strategies continue to work over time. Another area worth

exploring is how new technologies and different ways of doing strategic intelligence might shape an organization's ability to adapt and innovate. Comparing PACC's methods with those of other organizations, both within and outside the anti-corruption sector, could reveal best practices and contribute to a broader understanding. Looking closely at how leadership influences strategic intelligence practices and nurtures a culture of excellence within organizations could provide valuable insights. Additionally, studying how external factors like geopolitical shifts and technological advancements impact strategic intelligence practices and organizational outcomes could help us grasp the bigger picture. Lastly, gathering perspectives from various people involved, like employees and external partners, could give us a richer understanding of how these practices impact organizational excellence. In essence, future research aims to provide practical insights and evidence-based advice for organizations aiming to improve their strategic intelligence practices and achieve long-lasting excellence.

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Appendix (A):

Interview Questions – English

The Impact of Strategic Intelligence Practices in Achieving Organizational Excellence through Knowledge Management, Case Study: The Palestinian Anti-Corruption Commission

Definitions:

Strategic Intelligence Practices: Reflect the ability of managers and the supervisory layer in the organization to gather data, assess the environment, and strategically guide the organizational structure. These have become important for organizations in recent years, deriving their significance from being necessary for making wise strategic decisions and predicting the behavior of the target market.

Knowledge Management: Represents a technique for managing information and cognitive resources in the organization, where it combines individuals, processes, and technology to achieve improvement objectives and enhance competitiveness.

Organizational Excellence: These are internal standards set by decision-makers to motivate employees to provide high-quality services to the targeted public within the organization's budget. This is done through setting goals, managing employee performance, and implementing processes and programs aimed at continuous development.

Interview Questions

❖ Strategic Intelligence Practices at Palestinian Anti-Corruption Commission

1. What are the strategic intelligence practices as defined in the organizational structure and followed by PACC?

2. Considering your position at PACC, does the strategic intelligence practices affect your decision-making process?

3. In your opinion, do you think that PACC depends on strategic intelligence practices as a method to enhance its organizational excellence?

❖ Organizational Excellence at Palestinian Anti-Corruption Commission

4. Can you define the organizational excellence as per PACC's operations?

5. Following your experience, can you share some examples showing how PACC meets the requirements of organizational excellence?

❖ Knowledge Management at Palestinian Anti-Corruption Commission

6. Does knowledge management play a pivotal role in the daily practices of PACC? What is the role it plays?

7. How does knowledge management contribute in achieving PACC's objectives?

8. Do you think knowledge management has an effect on PACC's strategic view on organizational excellence?

❖ The Integration between Strategic Intelligence Practices and Knowledge Management at Palestinian Anti-Corruption Commission

9. Can you share some examples showing the integration of strategic intelligence practices and knowledge management to enhance PACC's organizational excellence?

❖ The Impact of Strategic Intelligence Practices at Palestinian Anti-Corruption Commission

10. In your opinion, is there a direct impact for strategic intelligence practices on achieving organizational excellence at PACC?

Appendix (B):

Interview Questions – Arabic

تأثير ممارسات الذكاء الاستراتيجي في تحقيق التميز التنظيمي من خلال إدارة المعرفة، حالة

دراسة: هيئة مكافحة الفساد الفلسطينية

تعريفات

ممارسات الذكاء الاستراتيجي: هي تعكس قدرة المدراء والطبقة الاشرافية في المؤسسة على جمع البيانات، وتقييم البيئة، وتوجيه الهيكل التنظيمي للمؤسسة بشكل استراتيجي، حيث أصبحت مهمة للمؤسسات في السنوات الأخيرة، وتتبع اهميتها من حيث انها ضرورية لاتخاذ قرارات استراتيجية حكيمة والتنبؤ بسلوك السوق المستهدف.

ادارة المعرفة: تمثل تقنية لإدارة المعلومات والموارد المعرفية في المؤسسة، حيث تجمع بين الأفراد والإجراءات والتكنولوجيا لتحقيق أهداف التحسين وتعزيز التنافسية.

التمييز التنظيمي: وهي معايير داخلية يقوم اصحاب القرار بتحديدتها لتحفيز الموظفين على تقديم خدمات عالية الجودة للجمهور المستهدف ضمن ميزانية المؤسسة، ويتم ذلك من خلال تحديد الاهداف وإدارة أداء الموظفين، وتنفيذ عمليات وبرامج تهدف للتطوير المستمر.

اسئلة المقابلة

❖ ممارسات الذكاء الاستراتيجي في هيئة مكافحة الفساد الفلسطينية

1. ما هي ممارسات الذكاء الاستراتيجي المتبعة من قبل الهيئة ضمن إطارها التنظيمي؟

2. اخذا بعين الاعتبار منصبك الوظيفي في الهيئة ، هل تؤثر ممارسات الذكاء

الاستراتيجي على طريقة اتخاذك للقرارات؟

3. من وجهة نظرك، هل تعتبر أن الهيئة تعتمد على ممارسات الذكاء الاستراتيجي

كوسيلة لتعزيز التميز التنظيمي؟

❖ التميز التنظيمي في هيئة مكافحة الفساد الفلسطينية

4. من وجهة نظرك، كيف تُعرّف التميز التنظيمي في إطار عمل الهيئة؟

5. وفقاً لتجربتك، هل يمكنك مشاركة أمثلة محددة على كيفية استيفاء الهيئة، للمتطلبات

الأساسية لتحقيق التميز التنظيمي؟

❖ إدارة المعرفة في هيئة مكافحة الفساد الفلسطينية

6. هل تلعب ادارة المعرفة دوراً هاماً في العمليات اليومية التي تقوم بها الهيئة؟ وما هو

الدور؟

7. كيف تسهم ادارة المعرفة في تحقيق اهداف الهيئة؟

8. هل تعتقد ان ادارة المعرفة لها تأثير مع توجه الهيئة الاستراتيجي نحو التمييز

التنظيمي؟

❖ تكامل ممارسات الذكاء الاستراتيجي وادارة المعرفة في هيئة مكافحة الفساد الفلسطينية

9. هل يمكنك تقديم أمثلة على كيفية تكامل ممارسات الذكاء الاستراتيجي وإدارة المعرفة

لتعزيز الأداء التنظيمي في هيئة مكافحة الفساد؟

❖ تأثير ممارسات الذكاء الاستراتيجي في هيئة مكافحة الفساد الفلسطينية

10. باعتبارك هل هنالك تأثير مباشر لممارسات الذكاء الاستراتيجي على تحقيق

متطلبات التميز التنظيمي في هيئة مكافحة الفساد؟

الملخص

تهدف هذه الدراسة لاستكشاف تأثير ممارسات الذكاء الاستراتيجي على التميز التنظيمي ضمن إطار عمل هيئة مكافحة الفساد الفلسطينية، مع التركيز بشكل خاص على الدور الوسيط لإدارة المعرفة. من خلال اعتماد منهجية البحث النوعي وتقنية أخذ العينات الغير عشوائية (القصدية)، أُجريت الدراسة عبر مقابلات شبه منظمة مع عينة مكونة من 25 موظف من الفئة العليا في الهيئة. أظهرت نتائج الدراسة أن الذكاء الاستراتيجي له تأثير ملموس على التميز التنظيمي، حيث يساهم في توفير رؤى مستنيرة، تحسين عملية صنع القرار، وتنمية ثقافة القدرة على التكيف والابتكار. كما تم تحديد إدارة المعرفة كعامل أساسي يعزز فعالية ممارسات الذكاء الاستراتيجي.

ووجد البحث أن ممارسات الذكاء الاستراتيجي التي تستخدمها الهيئة تسهل المواءمة الفعالة مع الأهداف التنظيمية وتعزز مشاركة الموظفين من خلال مبادرات التعلم المستمر. تساهم هذه الممارسات بشكل كبير في التميز التنظيمي من خلال توفير فهم عميق للبيئة الخارجية، وتوجيه القرارات الإستراتيجية المستدامة، وتعزيز الأداء التنظيمي العام.

تقدم الدراسة عدة استراتيجيات لتعزيز العلاقة بين ممارسات الذكاء الاستراتيجي والتميز التنظيمي، والتي تشمل إنشاء منصات للابتكار، تشجيع صنع القرار المبني على البيانات، إجراء المسح البيئي بشكل دائم ومستمر، توسيع مبادرات تبادل المعرفة بين الموظفين، تبني حلول تكنولوجية، تعزيز المشاركة العامة، والاستثمار في التحليلات المتقدمة. بالإضافة إلى ذلك، توصي الدراسة بتوسيع مبادرات تبادل المعرفة لتشجيع ثقافة الاتصال المفتوح، واستخدام حلول التكنولوجيا في إدارة المعرفة، وتوسيع منصات المشاركة العامة المدعومة بإدارة المعرفة.

يساهم هذا البحث في تعميق الفهم للعلاقة الديناميكية بين الذكاء الاستراتيجي، إدارة المعرفة، والتميز التنظيمي، مقدماً رؤى قيمة للمؤسسات الراغبة في تحسين وظائفها الاستراتيجية وتحقيق التميز المستمر.