

The Relationship between Strategic Intelligence and Organizational Excellence: A Theoretical Study

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Abstract

The purpose of this article was to examine the interrelationship between strategic intelligence (SI) and organizational excellence (OE), with the aim of clarifying how these constructs mutually influence and interact with each other. The main themes and perspectives of the literature on strategic intelligence and organizational excellence will be specified in this article's systematic review. Theoretically, this article will be valuable as a systematically and thematic review that focuses on both SI and OE. It provides a synergistic framework of the existing literature by specifically analysing this binomial from a wide and thorough perspective, enabling an inclusive vision and understanding of the phenomena. Additionally, it will assist organizations to enhance their comprehension of the domains and processes inherent to strategic intelligence, which may ultimately facilitate their strategic transformation toward achieving organizational excellence. The format of this article is as follows: it begins with the articulation of the research problem, followed by a discussion of the study's significance and its overarching aim. This is succeeded by a description of the methodology employed, the development of the theoretical framework—encompassing definitions and dimensions of both strategic intelligence and organizational excellence—and an exploration of the conceptual linkages between SI and OE. Finally, the article concludes with key findings, implications, and recommendations for future scholarly inquiry in this domain.

Keywords: Strategic Intelligence (SI), Organizational Excellence (OE)

Introduction

The excellence of business organizations has become an imperative for organizations today to ensure sustainability, continuity, and adaptability in a world characterized by rapid development, progress, and inevitable competition across all spheres of life. With the expanding role of business organizations at the dawn of the twenty-first century, they have encountered numerous challenges amidst their continuous pursuit of modernization, change, development, and growth within increasingly competitive local and global environments. These dynamics have imposed new responsibilities upon them, while also introducing objectives that were previously not among their priorities (Bagiyanik & Can, 2017).

Amidst these transformations, several models have emerged that explore methods and mechanisms for enhancing service quality in a manner that ensures organizational excellence, competitiveness, and improved work environments. Organizational excellence represents a state of administrative innovation and superior performance, playing a pivotal role in the survival and advancement of organizations. Today, organizations are no longer merely expected to achieve high performance—they are required to surpass competitors and attain distinction to sustain their position and thrive in an ever-evolving landscape (Harazallah & Abu Labda, 2020).

Organizational excellence refers to a self-assessment process aimed at enhancing organizational effectiveness, strengthening competitive positioning, and increasing operational flexibility. It is a qualitative process that involves teamwork and a comprehensive understanding of all activities with the goal of eliminating errors and improving processes in pursuit of excellence (Abdullah & Adlan, 2019).

Organizational excellence requires strategic investment by organizations in critical opportunities, preceded by smart, effective, and visionary planning, supported by well-defined goals and vision, adequate resources, and a commitment to deliver high-quality and effective services through mechanisms that ensure continuous improvement in all aspects. Indeed, contemporary organizations have come to view organizational excellence through the lens of investing in intangible resources, especially human capital capabilities. Thus, ensuring sustainable success and competitive superiority requires distinctive, rare, imitable, and complementary resources and competencies (Kamali & Sufyani, 2025).

To achieve this excellence, organizations need to adopt and practice modern management methods, including strategic intelligence, which is an approach that enables a deep, proactive understanding of emerging issues and seeks to identify new and evolving trends and developments. It encompasses elements that analyze future threats and opportunities, facilitating the development of more innovative scenarios and strategies, while moving beyond outdated mechanisms. Moreover, strategic intelligence fosters intuitive and creative thinking, supporting the formulation of plausible interpretations in situations where prediction is challenging and unexpected events are highly probable (Pherson & Pherson, 2021, 164).

Strategic intelligence is a modern and contemporary management topic. Organizations have begun to realize its importance due to its positive role in achieving excellence and superiority in organizations, so, adopting this approach have been musted in modern organizations

(Salem, 2024). Strategic intelligence involves reflective analysis of future threats, opportunities, and emerging patterns, thereby facilitating the identification of effective programs and policies (McDowell, 2009, 3). As Xu (2007, 2), strategic intelligence is an acquiring accurate and relevant information in a timely manner enables an organization to anticipate environmental changes and design appropriate strategies aimed at creating customer value, as well as achieving sustainable growth and future profitability in both existing and emerging markets.

The study of the relationship between strategic intelligence and organizational excellence is especially important in an age when technology, global competition and ambiguity become commonplace in organizations. Yet even as the focus on innovation and agility intensifies, few enterprises are able to transform strategic insights into an operational framework of excellence that applies across all aspects of their business.

This topic is timely and relevant because it addresses a pressing question: ***how can strategic intelligence serve as a foundational tool to achieve and sustain organizational excellence?*** That question is obviously of great significance for leaders and decision-makers who want to stay excellence in business environment, predict the future to create long-term plans in line with their vision, create cultures of excellence, resilience and adaptability within their organizations.

Given the importance of strategic intelligence and organizational excellence, this article aims to examine the existing literature related to the fields of "strategic intelligence and organizational excellence" as well as exploring the relationship between them. This article will conduct a comprehensive review of the relevant literature, identifying key thematic areas and critical keywords central to these topics. To this end, the article aimed to gather all available research papers related to the subject from academic databases, regardless of their publication date.

The significance of this study can be divided into two main categories: applied significance and scientific significance. The scientific significance of this study stems from the importance of the variables it addresses which are (strategic intelligence and organizational excellence). These are relatively modern topics within the field of strategic management and represent a central focus for all changes occurring within both the internal and external organizational environments. Strategic intelligence and organizational excellence play a vital role in highlighting the position of business organizations and granting them a contemporary perspective, as they are key factors in building organizations, interpreting their performance, and enhancing the speed and accuracy of their excellence. Moreover, the importance of this study lies in its contribution to the limited body of literature on strategic intelligence and organizational excellence. It is expected to enrich Arabic academic libraries with valuable insights that can benefit academics, researchers, and professionals alike. Therefore, it is hoped that this study will serve as a qualitative addition, enriching knowledge, advancing scientific research, and bridging the knowledge gap in the area of its core variables.

The applied significance of the study lies in the extent to which business organizations can benefit from its findings and recommendations. The study also provides a conceptual framework that can be used by executives, consultants, and practitioners to better

understand the mechanisms through which strategic intelligence can drive superior organizational outcomes.

The challenge of the study is to highlight the relationship between strategic intelligence and organizational excellence, to adopt the strategic intelligence approach in various areas of the organization, leading to the achievement of organizational excellence. Considering the relentless changes and challenges, coupled with unprecedented scientific and technological advancements across various domains, organizations are increasingly compelled to continuously improve their performance in order to achieve organizational excellence. As mentioned by Peters and Waterman (1982, 1) there are no permanently excellent organizations—only those that persistently strive for excellence. To effectively navigate these challenges, organizations must intelligently analyse environmental data and generate realistic reports that enable informed market analysis, thereby allowing them to respond to diverse circumstances in a manner that differentiates them from competitors. This necessitates the adoption of strategic intelligence dimensions as a critical enabler. Despite its importance, many organizations still underestimate the pivotal role played by strategic intelligence and organizational excellence.

Thus, this article provides a comprehensive review of a substantial amount of research on strategic intelligence and organizational excellence, and by shedding light on this relationship, this study seeks to enhance awareness about the utility and effectiveness of strategic intelligence not merely as a planning tool but as a transformational capability that empowers organizations to anticipate challenges, capitalize on opportunities, and continuously improve.

Methodology

The theoretical research design has been employed in this article because it is particularly suitable for acquiring a deeper and broader understanding of the processes and practices that underpin strategic intelligence and organizational excellence. This article entails a comprehensive literature review containing both strategic intelligence and organizational excellence, as well as the integration between the two. Ultimately, in facilitating potential future scholarly investigation, the current study seeks to map out what is already known in the field by gaining an understanding of how the two concepts are connected, how they were covered in academic literature, identifying gaps in knowledge must be addressed by future studies, and developing knowledge through close scrutiny of what other researchers had already written. We conducted a search in well-known academic databases covering keywords such as strategic intelligence, organization excellence, and organizational performance to compile the material for this study. The material comprised all kinds of sources such as journal articles, books, and theoretical papers, without a limitation in timeframe, to ensure that old and the new perspectives have been captured. Sources written in English or Arabic and published in academic or peer-reviewed outlets were included. We also excluded non-academic sources and repeated studies.

After selecting the sources, we analysed them closely to obtain the major ideas, themes, and precisely how the two are linked. This helped us get a clear view of the status quo of the topic that we are presenting, and it also helped us identify areas that need more research.

Theoretical Framework

Strategic Intelligence (SI)

Numerous studies have explored the concept of strategic intelligence. AL-Kamali and Al-Sufyani (2025) define it as a contemporary and systematic construct that comprises a series of sequential processes, beginning with the gathering of information from both internal and external organizational environments. This information is then processed to detect trends as they develop and assess their potential impact. This type of analysis allows them to develop properly their strategies in order to react and take advantage of these factors in the best possible manner. As a critical managerial instrument, strategic intelligence empowers leaders and decision-makers to enhance their capabilities in strategic management and planning, thereby driving long-term organizational success and distinctive competitive advantage.

According to Shahraki et al. (2020), strategic intelligence is what organizations need to learn from their business environment to achieve a holistic picture of their operations at present, predict and tackle whatever shifts arise, and develop the right strategy to create customer value and maximize profits, either in the existing or emerging markets. From the viewpoints of Banisi and Ostadali (2021), intelligence is the acquisition of knowledge and information, experience, understanding of issues and the capacity to analyse and use that information, and strategic intelligence refers to the acquisition of intelligence and information from all the factors affecting organization performance.

Strategic intelligence comprises the facets of strategic thinking intertwined with awareness, reasoning, and learning on a strategic level. It denotes an intangible asset that contributes to critical decision-making as well as providing guidance for organizational leadership (Sheri et al., 2021). In Gupta et al. (2021) study, strategic intelligence fundamentally relies on expertise, as it requires the capacity to integrate and manage diverse sources of information. By doing this, organizations are able to structure most of their intellectual assets and knowledge resources into a streamlined system that aligns with institutional demands.

As noted by Khaldi and Mahawa, strategic intelligence seeks to gather information concerning both the organization and its environment, then processes and analyses this information in a manner that enables its dissemination, interpretation, and delivery to the appropriate users. Such a system streamlines the analysis of data in ways that assist decision-makers in developing pertinent policies while ensuring insightful and swift decisions based on sound governance principles are made. Additionally, it's self-evident strategy empowering further focuses on organizational leadership helps manage risk adjust strategy seize opportunities alongside effective threat mitigation.

Additionally, Strategic intelligence enhances managerial capabilities by equipping leaders with the tools to effectively communicate their ideas, thereby expanding the pool of available information for all organizational members. This, in turn, elevates the collective intelligence of managers and employees alike, fostering a pathway toward continuous improvement (Tham & Kim, 2002). This perspective is supported by Shamran (2021), who emphasizes that strategic intelligence is a systematic approach centered on developing managerial competencies and establishing an efficient and effective information infrastructure. By doing so, it contributes significantly to the attainment of sustainable competitive advantage.

Strategic Intelligence Dimension

Strategic intelligence encompasses several aspects, including: a) foresight, which relies on the ability to predict new paths or the impacts of changes based on current information and inputs; b) systems thinking, referring to the ability to integrate all inputs and changes to ensure a single successful outcome; c) future vision, which reflects the organization's aspirations and long-term goals aimed at achieving current and future sustainability through strategic foresight; d) motivation, where leaders influence employees to engage in continuous and creative work; and e) partnership, highlighting the importance of strategic alliances and collaborative programs that reward incentives (Almajali & Alzubi, 2021).

Khaldi and Mahawa (2021) identified dimensions of SI, including foresight, systems thinking, future vision, motivation, and partnership. However, as stated by Gupta et al. (2021), four SI variables were found: business intelligence, artificial intelligence, Knowledge management, competitive intelligence. In the same context, Waithaka (2016) added that SI represents a synergy among competitive intelligence, business intelligence, and knowledge management.

Organizational Excellence (OE)

One of the main objectives pursued by many organizations and countries is to provide quality service, achieve high efficiency, use resources at an optimal level, and strike a balance between the need to create value through allocated resources and the need to ensure that all citizens have access to quality services. For this reason, it is very important to develop comprehensive and thoughtful criteria for evaluating the activities of business organizations (Kanji & Mora, 2003).

Organizational excellence is a quality tool, which allows dealing with the processes of organizations from a holistic perspective, and it coordinates the activities carried out by the members of the organization by directing the attention of everyone in the organization towards a series of basic goals and objectives (Stewart & Lockamy, 2001).

From Gupta et al. (2021) perspective, Organizational excellence described as an exceptional activity, such as technological change, that organizations must implement in order to achieve the ultimate goal of organizational performance. Kavukoğlu and İsci (2023) mentioned that organizational intelligence serves as a strategic enabler that supports the ability to make informed decisions and optimize performance.

Akanmu et al. (2022) conceptualize organizational excellence not merely as an outcome, but as a critical mediating mechanism through which quality management practices are translated into sustainable performance. They emphasize that OE encompasses a strategic combination of continuous improvement, customer focus, employee engagement, and innovation. It represents the pinnacle of organizational performance and adaptive capability. The significance of OE lies in its ability to translate managerial practices into environmental, social, and economic value, thereby reinforcing the strategic role of organizational development in advancing both theoretical and practical dimensions of quality management and sustainability.

According to Attafar et al. (2012), organizational excellence must be pursued to enable the organization to grow and progress effectively along the path of excellence. Al Dhaafri et al. (2014) highlight that an excellent organization possesses various distinctive characteristics in

terms of capital, customer focus, globalization, transformation or change, resources, leadership, learning, and human capital. Each of these attributes plays a crucial role in achieving excellence that leads to the desired organizational performance. Furthermore, organizational excellence is defined as a set of strategies and practices—rather than a final destination—that drive sustainable performance through continuous innovation and strategic development.

Khasawneh et al. (2020) describe organizational excellence as a holistic, integrated system that evaluates an organization's outcomes in relation to both its internal strengths and weaknesses and the external opportunities and threats it faces. They emphasize that organizational excellence is not merely a performance metric, it reflects a dynamic capability enabling governmental entities to enhance efficiency, innovate service delivery, and meet stakeholder expectations.

The adoption of organizational excellence models provides organizations with a range of tangible and intangible benefits including: Increasing the number of loyal customers by better understanding their expectations, enhancing employee loyalty and motivation through training and career development programs, improving internal communication, enhancing organizational culture and reputation, and improving the quality of products and processes (Lasrado, 2018, 30).

Organizational Excellence Dimension

As stated by Mohamed (2022), organizational excellence encompasses a number of dimensions which are: Leadership, which focuses on the role of leaders in guiding the organization and motivating workers towards excellence, strategy, which expresses the plans and policies directed at achieving organizational goals, workers in terms of their development, empowerment and effective participation, partnerships and resources, which includes effective management of relationships and available resources, in addition to processes, products and services that reflect the efficiency and quality of what the organization offers. The study also included dimensions to measure the results of excellence, including: Customer outcomes that measure customer satisfaction and loyalty, employee outcomes related to customer satisfaction and engagement, community outcomes that reflect the organization's role and community impact, and key outcomes that include overall performance, efficiency and effectiveness in achieving goals.

However, Alkharabsheh and Al-Sarayreh (2022) identified dimensions of OE, including leadership excellence, human excellence, operational excellence, and service excellence. Related to study Kurter (2025), the OE dimensions are: leadership excellence, operational excellence, innovation excellence, customer focus and satisfaction, and organizational results.

The Relationship Strategic Intelligence and Organizational Excellence

A number of studies have found a positive relationship between strategic intelligence and organizational excellence. For example, Gupta et al. (2021) articulate the connection between strategic intelligence and excellence in organizations. It was revealed based upon the results that all dimensions of strategic intelligence have a significant positive impact on most of the indicators of organizational excellence. Strategic intelligence enables an organization to make

smarter and more agile decisions, foster innovation, and successfully adapt to a competitive marketplace and volatile competitive environment. Strategic intelligence powers excellence by combining vision, machine knowledge systems, and adaptive learning in the context of organizational processes, stakeholder relationships, and performance outcomes. Furthermore, it suggests that strategic intelligence helps secure a more effective decision making and a better competitive position than competitors. Especially because this action greatly contributes to creating a conducive business environment, to providing entrepreneurial projects with a facilitating environment for growth and, in this way, to increase the productivity of the entire institution--ensuring organizational excellence.

Additionally, Alkharabsheh and Al-Sarayreh (2022) indicated that strategic intelligence enhances organizational excellence through a number of paths which are: Foresight and systemic thought, which supports the processes of making strategic decisions on the basis of a comprehensive and integrated vision, partnerships and motivation, which enhances the operational entente of the work, and the environment in which the work exists. Strategic intelligence also generates human capital by upgrading skills, loyalty and efficiency and that is seen in higher performance outcomes, i.e. organizational excellence.

The study of Al-Ruwaili (2023) emphasize strategic intelligence as one of the key elements of increasing the organizational excellence. It shows the relevance of practices like knowing the future, thinking as system, motivation, and partnership to support the institution in its performance and its excellence in the multiple dimensions. A vision for the future allows organizations to focus their energies on defined and long-term strategic goals. The idea behind systems thinking is enabling interrelated decision-making through the understanding of how the components of an organization are interdependent. Motivation generates an enabling work environment which improves the academic staff working performance. Alliances are one way through which institutions can extend their influence and help support organizational learning. These findings highlight that strategic intelligence serves as a strategic instrument enhancing institutional culture, efficiency of the workforce, and sustainable organizational performance towards achieving demands of excellence.

Related to the opinion of Kurter (2025), the relation between SI and OE has become significant. It does this by allowing leaders to develop a concrete future vision that is realistic and at the same time driven to ambitious, while leading the company toward strategic objectives of long duration, but characterized by innovation and sustainability. Second, SI develops leaders' analytical and systems thinking skills to understand the intricate inter-relationships between the internal and external environmental elements in an informed and deliberate way which can shape, increase and enhance institutional results through strategic decisions. SI is a critical factor for translating strategy into reality- it makes theoretical plans and ideas tangible as measurable and action-able activities, thus influencing process officiating. Furthermore, organizations with a high level of SI have a better ability to identify the early signals of environmental, social, and technological changes and respond rapidly and flexibly to them. This capability is essential to maintaining consistency of organisational excellence in turbulent and unpredictable conditions.

Strategic intelligence can be considered as an important enabler of organizations achieving organizational excellence. It is anticipated as a system of competences that enable leaders

and decision makers to garner an in-depth understanding and analysis of internal dynamics and their external environment, to clearly define a strategic vision, to establish dynamic strategic relations and alliances, and to react timely to rapid changes. Accordingly, strategic intelligence is not just an analytical competency, but an active cognitive system that enables excellence of the organization by promoting quality, creativity, responsiveness, and success. In addition, the study suggests that to the extent that strategic intelligences can read the environmental signals, they can learn to modify or refine their strategy essentially on the fly, in response to competitive dynamics, making strategic intelligence a keystone of excellence. It supports the leadership in identifying challenges in anticipation as much as the search for future-orientated solutions, potentially strengthening the quality and excellence targets. Moreover, strategic intelligence res-reports sustainable value for stakeholders and helps strategic planning that meets with their requirements and anticipations that is one of the core values of organizational excellence according to EFQM Excellence Model (Mohamed, 2022).

According to Maroa and Muturi (2015), strategic intelligence is one of the main important factors crucial to the success of business organizations, as it draws the future situation of the organization and its internal characteristics to build internal excellence on the one hand and its relationship with its external environment and the mechanism of interaction with its elements to keep pace with development and progress on the other hand, which contributes to achieving its goals and enhancing its ability to face the challenges resulting from rapid changes and adapt to them.

Finally, Assi and Abdulhassan (2020) discovered that strategic intelligence increases stakeholder satisfaction by adopting visionary policies, enhances leadership effectiveness through vision and future readiness, improves people efficiency through partnerships and motivation, and deepens organizational cultural excellence through a strategic leadership style that promotes communication and shared values, all of which contribute to achieving organizational excellence.

Discussion

There is a growing impact of strategic intelligence on multiple dimensions of organizational performance, with one of the most significant being the pursuit of organizational excellence. The emergence of strategic intelligence as a core competency among leaders and decision-makers has brought about a major transformation in how organizations plan, operate, and adapt to internal and external challenges. Researchers have observed that the effective implementation of strategic intelligence practices—such as foresight, systems thinking, future vision, motivation, and partnership—has compelled institutions to re-evaluate their managerial thinking and restructure their operational frameworks to align with modern demands for excellence and agility.

This shift in managerial mindset underscores the necessity of moving away from traditional management approaches toward a dynamic model based on continuous improvement, innovation, and responsiveness to change. Strategic intelligence facilitates this transition by enabling organizations to anticipate market fluctuations, identify emerging risks and opportunities, and develop long-term strategic plans that are flexible and adaptive. As organizations operate within increasingly complex environments, excellence is no longer

solely linked to operational efficiency, but rather to the ability to generate insights, gather data, and transform knowledge into actionable strategies.

Furthermore, strategic intelligence plays a vital role in cultivating a proactive, innovation-driven organizational culture oriented toward quality and sustainable success. So, this article emphasizes the need to continue exploring how strategic intelligence can serve as a decisive enabler of organizational excellence in an era characterized by uncertainty, complexity, and rapid change.

From the authors view this result shows that there is positive relationship among strategic intelligence and organizational excellence. Thus, by foreseeing, the organizations have the capacity to detect opportunities and threats of the future, hence, they can adopt a proactive rather than reactive approach when taking decisions. Systems thinking provides an illuminating insight into the internal and external interconnections and can help take better decisions which are more holistic and self-sustained. A compelling vision of the future offers a framework or set of guidelines that creates commitment throughout the organization so that senior leaders as well as staff members are encouraged to think and act in the service of common goals and nurtures a high-performance culture. Further, motivation helps educational institutions to be resistant and always looking to improve and innovate since people within the organizations are more persistent and efficient. Alliances enlarge organizational resources by using external knowledge, resources, and skills. Together, they have influence on the effectiveness of leadership, efficiency of operations, quality of the strategy, level of professionalism of employees, and strength of culture. As a result, organisations that invest in strategic intelligence for their leaders and staff are clearly more able to achieve superior and lasting organisational performance.

Conclusion

The article elucidates the bond between strategic intelligence and organizational excellence, underscoring how strategic intelligence contributes to attaining such excellence. The article's discoveries in theory validate that strategic intelligence is not simply a leadership trait, but a pivotal pillar for achieving excellence in a competitive, fluid, and knowledge-driven setting. In today's business milieu, accomplishing organizational excellence is no longer confined to routine enhancements; it necessitates a strategic mindset with the aptitude to overcome uncertainty, leverage data proficiently, and cultivate a culture of studying and innovation. Integrating strategic intelligence into organizational procedures empowers organizations to not just endure, but thrive in today's volatile commercial environment.

Recommendations and Future Research

The article provides several recommendations for organizations to enhance their focus on strategic intelligence and organizational excellence, based on the findings obtained. These recommendations are outlined as follows:

- Establish an intelligence unit tasked with continuous environmental scanning and future scenario development. Their insights will support informed strategic choices.
- Periodically reassess strategies and visions against evolving trends identified. Dynamics in the external landscape may demand realigning tactics to remain relevant.
- Provide tailored training for leaders to enhance competencies like foresight thinking, systems cognition, and agile decision-making.

- Empower employees through selective, temporary authority over critical matters. This fosters accountability and initiative across the organization. Together, these steps cultivate a culture of strategic intelligence equipped to navigate uncertainty.
- Establish a centre for excellence tasked with applying standards and institutionalizing principles of excellence into the university's vision and cultural values.
- Utilize analytical approaches like SWOT and PESTEL to proactively address risks and capitalize on emerging possibilities in the ever-shifting external scene.
- Foster an organizational culture that values diverse perspectives, where employees feel safe to express their ideas and provide constructive criticism without fear of reprisal.

Furthermore, the study recommends that future research should deepen the investigation of the relationship between strategic intelligence and organizational excellence by applying it across diverse organizational sectors, including government institutions, and small- and medium-sized enterprises. It also suggests conducting quantitative studies to examine the causal impact of strategic intelligence on organizational excellence, thereby contributing to both theoretical development and practical implementation in varied institutional contexts.

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