

## **The Impact of Intuitive Intelligence on Value-Based Strategy: A Descriptive Analytical Study at Asia Cell, Iraqi Telecommunications Company**

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### **Abstract**

*This study aimed to investigate the impact of intuitive intelligence on value-based strategy at Asia Cell, a telecommunications company in Iraq. It sought to assess the availability of study variables and dimensions within the researched company. To achieve the study's objectives, the researchers employed a descriptive analytical approach to describe the researched phenomenon. Within this framework, the researchers reviewed literature related to strategic management to address the study's problem using content analysis technique.*

*The study examined the opinions of a sample of individuals (managers, employees, suppliers, customers) at Asia Cell Company within the northern region, aligning with the nature of the researched variables. The questionnaire was formulated as the primary tool for data collection, with (90) questionnaires administered to managers and employees of Asia Cell, (40) questionnaires administered to Asia Cell's suppliers, and (190) questionnaires administered to Asia Cell's customers. The survey was conducted electronically, and the study yielded a set of results, the most significant of which is the positive impact of intuitive intelligence characteristics on value-based strategy within the researched company.*

**Keywords:** *Intuition, Intuitive Intelligence, Value, Value-Based Strategy, Asia Cell Company.*

### **Introduction**

In an environment where variables have become more dynamic, complex, and uncertain than its constants, organizations aiming to stay competitive are facing this triad. They operate in volatile conditions characterized by numerous obstacles and challenges, making the achievement of objectives uncertain. On the one hand, organizations must navigate these turbulent waters. On the other hand, each organization's conditions and capabilities vary due to its resources, capacities, and the pressures it faces. This includes scarcity of resources and limited access to information used in strategic decision-making.

Given these trends, many organizations have started to embrace the use of intuitive intelligence as an approach that gives the organization a unique ability to anticipate the opportunities and threats emerging from the environment.

The case of Asia Cell, the Iraqi telecommunications company, is similar to other profit-driven companies that are dedicated to providing services that meet, at the very least, the

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requirements and expectations of their customers. Some go even further by offering services that exceed those requirements and expectations. This is achieved through the adoption of a value-based strategy approach, which focuses on creating value for suppliers and employees, ultimately reflected in the creation of customer value.

This approach serves as a means to simplify the business model and avoid unnecessary complexity. It emphasizes strategic initiatives that are innovative and/or value-added, aiming to establish a sustainable competitive advantage.

#### First Axis: General Framework of the Study

##### First: Research Problem and Its Questions

Identifying practical questions in an environment characterized by high complexity and rapid change, such as the Iraqi environment with its intense competitive landscape resulting from market openness, has posed significant challenges for telecommunications companies. These companies need to respond swiftly to the dynamic and intricate developments in their environment. Furthermore, there is a growing necessity for these companies to adopt modern strategic concepts as innovative mechanisms. Through these mechanisms, management can meet the demands of suppliers, employees, and customers, all built on the anticipation of the future. This anticipation is achieved through reading the external environment, understanding forthcoming events, and engaging in cooperation, learning, experience, and practice in the field of work. All of this is guided by intuitive intelligence based on inspiration and insight.

In light of the above, the main question expressing the research problem can be raised: "Does intuitive intelligence impact value-based strategy in Asia Cell, the Iraqi telecommunications company?" From this main question, the following sub-questions can be derived:

1. To what extent are the characteristics of intuitive intelligence (predictability, collaborativeness, learnability) available in Asia Cell?
2. To what extent do the elements of value-based strategy with its dimensions (supplier value, employee value, customer value) exist in Asia Cell?
3. Does the availability of intuitive intelligence, as indicated by its dimensions (predictability, collaborativeness, learnability), impact the value-based strategy, as indicated by its elements (supplier value, employee value, customer value), in Asia Cell?

##### Second: The Significance of the Study

The significance of the study stems from the importance of its variables and the researched field. The study contributes by establishing the philosophical foundations of the study variables and their sub-dimensions, namely "intuitive intelligence" and "value-based strategy." These dimensions enhance the pioneering role of the researched telecommunications company. The significance of the study can be clarified in two domains:

- The Knowledge Domain: The importance of the study on the knowledge level can be summarized as follows:
  1. The theoretical background encompassed by the study regarding its variables (intuitive intelligence, value-based strategy).
  2. The relationship between the study's variables, which has garnered the interest of numerous researchers in the strategic literature of the third millennium.
    - The Applied Domain: The significance of the study in the applied domain can be outlined as follows:
      1. Understanding the Availability of Intuitive Intelligence Traits in Asia Cell: Assessing the extent to which intuitive intelligence traits are available within Asia Cell and how effectively they are employed to create value for suppliers, employees, and customers. This value creation reflects positively on Asia Cell, enhancing its overall

performance. This, in turn, is achieved through the adoption of innovative working methods.

2. **Providing a Knowledge Base for Future Use:** The study's importance lies in providing a knowledge base that the company can leverage as a roadmap. This roadmap can contribute to adding new value to the company through excellence, distinction, and leadership in the third millennium environment.

3. **Gathering Opinions of Key Stakeholders:** Conducting surveys of leaders, customers, employees, and suppliers within Asia Cell to draw conclusions and recommendations. These findings and recommendations can significantly contribute to the enhancement of the company's operational mechanisms and the expansion of its market share.

#### Third: Study Objectives

Building upon the study's problem statement and its significance, the current study aims to achieve the following objectives:

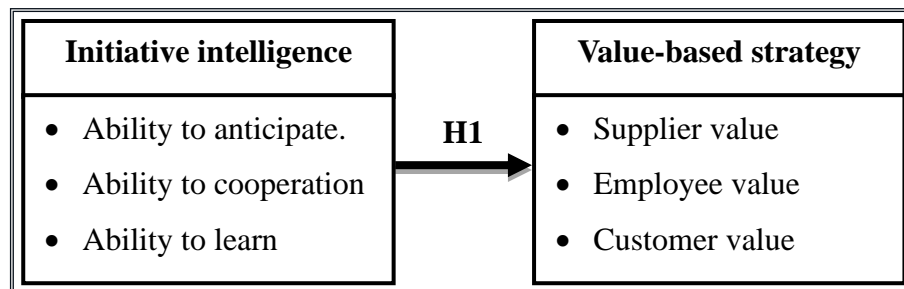
- **Theoretical Objectives:** These objectives involve constructing theoretical frameworks for the study's variables, intuitive intelligence, and value-based strategy. This is done to crystallize new philosophical and contemporary intellectual concepts within the realm of strategic thinking.
- **Applied (Field) Objectives:** The current study seeks to fulfill several practical objectives, including:
  1. Identifying the degree of availability of intuitive intelligence dimensions within Asia Cell, the Iraqi telecommunications company.
  2. Assessing the degree of availability of value-based strategy dimensions as perceived by employees, customers, and suppliers within Asia Cell.
  3. Demonstrating the impact of intuitive intelligence characteristics on the elements of value-based strategy within Asia Cell's operations.

#### Fourth: The Theoretical Framework of the Study

In alignment with the study's problem statement and its objectives, a theoretical framework for the study was formulated, as depicted in Figure (1). This framework illustrates the relationship between the study's variables and their directional influences.

1. **Independent Variable:** Intuitive Intelligence, encompassing three dimensions: Predictability, Collaborativeness, and Learnability.
2. **Dependent Variable:** Value-Based Strategy, comprising three dimensions: Supplier Value, Employee Value, and Customer Value.

Figure (1): Theoretical Framework of the Study



source: prepared by the author.

#### Fifth: Study Hypotheses

The study introduces a principal hypothesis:

Ha1: The availability of Intuitive Intelligence, as represented by its collective dimensions (Predictability, Collaborativeness, and Learnability), impacts the elements of Value-Based Strategy in Asia Cell Company.

From this main hypothesis, the following sub-hypotheses are derived:

Ha1-1: The availability of Intuitive Intelligence, as indicated by its dimensions (Predictability, Collaborativeness, and Learnability), affects Supplier Value in Asia Cell Company.

Ha1-2: The availability of Intuitive Intelligence, as indicated by its dimensions (Predictability, Collaborativeness, and Learnability), affects Employee Value in Asia Cell Company.

Ha1-3: The availability of Intuitive Intelligence, as indicated by its dimensions (Predictability, Collaborativeness, and Learnability), affects Customer Value in Asia Cell Company.

The Second Axis: The Theoretical Framework of the Study

First: The Theoretical Framework of Intuitive Intelligence

1- The Concept of Intuitive Intelligence

Decision-makers in organizations of various sizes and product specializations face a range of challenges that impact the facilitation and management of operations, whether on a local or international level. The success of organizations in this environment is determined by the abilities possessed by their leaders and employees to make sound decisions in response to these challenges. In this context, Intuitive Intelligence has become one of the most intriguing and mysterious concepts in the field of strategic literature (Schrier, et al., 2016: 15). Furthermore, according to Smalley et al. (2009: 245), Intuitive Intelligence is a cognitive and knowledge-based activity that arises through the formation of rapid, unconscious, and comprehensive connections.

From another perspective, Liebowitz (2019: 116) explains that most decision-making models are based on rational (logical) analyses, while the other part relies on the unconscious, which manifests as Intuitive Intelligence. However, the latter model is based on a combination of conscious and unconscious analyses, with Intuitive Intelligence acting as the black box, as described by Nandram et al. (2018: 401). It serves as a conduit for interpreting how leaders make decisions in the face of information scarcity and/or information overload, which require significant time for interpretation and content identification. This aligns with the concept of weak signals, described as incomplete, ambiguous, and uncertain information that has future implications for an organization's fate and cohesion. Yet, at the same time, it holds significance in perceiving expectations and predicting future changes through a proactive approach that allows the organization to avoid surprises in its environment (Al-Jubouri, 2019: 73).

In the same context, returning to Liebowitz (2019: 118), he describes Intuitive Intelligence as a collection of signals, feelings, thoughts, emotions, perceptions, conscious and unconscious information that culminate in a final decision-making process based on three essential stages. The first stage involves recognizing the need to make intuition objective in order to prepare empowerment factors that lead to harmony. The second stage is the ability to experience these signals, while the third stage involves the decision-maker's understanding of verifying their accuracy and applying them to the organization's reality.

Based on the established concepts, the researchers argue that Intuitive Intelligence is the organization's ability to sense opportunities based on anticipation, as well as the ability to judge others quickly and accurately, and to generate ideas and insights beyond logic and training. Therefore, Intuitive Intelligence represents a rich sense that relies on the leader's

own abilities. It enhances the capacity of managerial leadership in companies to access the latent knowledge within the subconscious mind in order to explore new ideas and leverage them to create added value based on the rapid response to customer expectations and needs. This, in turn, enhances the position and sustainability of these companies.

1- The dimensions of intuitive intelligence:

Intuitive intelligence is described as the core attribute of strategic leaders, allowing them to navigate through turbulent environments. It necessitates taking innovative and creative actions while anticipating the future in both the short and long terms. Moreover, it enables seamless operations even in adverse conditions, especially when faced with information scarcity. It entails the provision of unique problem-solving methods and successful handling of both internal and external complexities. Collaboration across all levels is a fundamental process in achieving the organization's goals. These characteristics can be elaborated as follows:

a- Ability to anticipate

Most organizations strive to establish a strategic competitive position that ensures their survival in the competitive arena with other organizations. Consequently, they engage in continuous monitoring and tracking of the environment, responding to it through the analysis of both the general and specific environmental aspects. This emphasis on environmental anticipation and prediction is indicative of the importance that organizations place on foreseeing environmental events. Malewska and Sajdak (2014: 53) described predictability as a characteristic of intuitive leaders who employ it to identify opportunities and threats based on weak signals originating from within and outside the organization. Al-Jurah (2021: 104) asserted that predictive ability is a trait present in leadership, one that can be further enhanced with the expanding knowledge base of leaders. This knowledge is essential for solving potential problems that the organization might encounter in the near and distant future, ultimately contributing to the achievement of the strategic visions of the researched company's managers.

In light of the above, the researchers perceive predictability as a process that enables leaders to comprehend the implications of both the external environment in general and the specific task environment. This understanding is instrumental in realizing the strategic visions of the managers of the researched company.

b- Ability of cooperation

Collaboration is considered one of the aspects of social interaction, a form of human interaction where two or more individuals participate in a specific task to achieve a defined goal at both the individual and group levels. At the organizational level, Grouping Theory has emphasized that an organization cannot engage in all types of activities and functions without mechanisms for collaboration with other organizations, whether in obtaining inputs from them or providing outputs to them. From this perspective, the concept of collaborativeness encompasses a series of activities repeated by organizations in a timely manner, based on common interests and transparent cooperative relationships. This enables them to utilize resources and transform them into high-value outputs for internal and external stakeholders. Bahar et al. (2022: 3) further elaborated that collaborativeness is a process that enables an organization to manage its business relationships with other organizations within a cooperative atmosphere.

In light of the above, the researchers believe that collaborativeness represents an administrative tool that unifies the vision of group leaders who possess the willingness to collaborate and work together to achieve a single goal or a set of objectives. This is achieved by combining the strengths and skills available to them, as well as identifying areas of dialogue with all stakeholders, while considering all opinions put forward to enhance the company's performance.

### c- Ability to learn

The learning process is considered one of the most critical operations upon which organizations rely to achieve their objectives. Organizations are more efficient and effective in achieving their goals when they successfully manage the learning process at all organizational levels. In this regard, there is a belief that an organization's ability to learn better than its competitors enhances its competitiveness and enables it to respond efficiently and effectively to environmental changes (Dhalmi, 2010: 49).

As a result, the concept of learning has garnered significant attention since the end of the second millennium and continues to be a focal point for innovation. This interest is driven by various factors, including the knowledge economy, knowledge-based organizations, intense competition, a creative vision of learning, the rediscovery of the wheel, rapid evolution, and more. Within this context, several definitions of learning have emerged.

Malewska and Sajdak (2014: 54) describe learnability as a characteristic of intuitive leaders who continuously seek new knowledge to employ it in finding optimal solutions to problems. Reese (2020: 379) defines it as a process that enables managers to think about key points for creating value through elements of strategic organizational learning.

In light of the above, the researchers believe that learnability is the process of refining ideas and transforming them into useful knowledge with the capacity to guide decisions made by top management.

## Second: The Theoretical Framework of Value-Based Strategy

### 1- The Concept of Value-Based Strategy

In recent decades, the field of strategy has become increasingly complex, and this complexity is closely related to the size and age of organizations. Large organizations, in particular, require a set of sub-strategies that integrate to form the overall strategy of the organization. These sub-strategies include marketing strategy (to track consumer preferences), corporate strategy (to benefit from economies of scale), global strategy (to seize opportunities worldwide), innovation strategy (to excel in competition), intellectual property strategy (to defend innovation gains), digital strategy (to leverage the internet), and social strategy (to discover, attract, and leverage talent). These sub-strategies vary in importance from one organization to another, depending on their specific needs. This variation poses continuous challenges for organizations, as they must provide support, reinforcement, and maintenance to adapt to global competition and changes in consumer preferences.

Given that technology plays a pivotal role in shaping consumer preferences, organizations are compelled to reconsider innovation and marketing approaches. They must also focus on talent development and create comprehensive career paths to embody value in every facet of the organization, from suppliers to employees, and ultimately to customers. This comprehensive approach aims to achieve excellence and surpass competitors.

Notably, realizing value requires simplicity and clarity in the organization's business model and ease of understanding for employees (Gee, 2021: 91). The need for a value-based strategy has arisen as a proactive approach to address challenges, promote innovation, and foster out-of-the-box thinking (Noto & Cosenz, 2020: 307). Porter (2009: 109) defines it as a plan to change the system and direction of work by relying on a comprehensive vision focused on innovating new activities and/or developing existing activities in the organization's processes and products. Beck and Britzelmaier (2012: 3) describe value-based strategy as a strategic approach that enables organizations to deal with challenges arising from globalization and competitive pressures by embedding value creation in the organization's activities and practices, leading to organizational excellence. Mzera (2012: 264) explains that value-based strategy is a management approach that aligns the organization's general aspirations, analytical techniques, and administrative

processes to increase value by focusing on decision-making with the primary motivation of creating value.

Based on the researchers' discussions, several common indicators emerge in the definitions of value-based strategy presented by various scholars. These indicators are elucidated as follows:

- a) Value-based strategy empowers organizations to enact changes within the organization. It serves as a practical framework that allows leaders to instil a culture of value in the hearts of employees. This cultural shift translates into achieving outstanding results in performance.
- b) Value-based strategy is built upon a vision rooted in values, which permeates all the organization's processes and activities. It provides the organization with a clear vision in all areas and directions (360-degree vision).
- c) Value-based strategy emphasizes a customer-centric philosophy. It places a strong focus on the customer, providing a logical framework through which the organization designs its structures and processes to execute its objectives more effectively.

In light of the above, the researchers contend that value-based strategy is a strategic approach capable of addressing environmental challenges. It does so by adhering to a simple strategy that avoids unnecessary strategic burdens. Moreover, it tracks the behavior of customers, employees, and suppliers, enabling the organization to identify and seize opportunities. This approach also leverages strategic synergies effectively.

## 2- Elements of Value-Based Strategy

Amidst the relentless pursuit of organizations to thrive in the competitive arena at the very least, and to perform their activities in a distinctive manner that yields high profits, they must adopt a strategic approach built on value. The success of organizations now hinges on the value they deliver to their suppliers, employees, and customers. Building value for these three aforementioned elements is achieved through the level of relationship established between the organization and these elements.

For instance, building suppliers value by the organization lies in considering them as essential partners within the organization. This involves fostering a relationship based on respect and trust. Additionally, the organization provides suppliers with all necessary facilities and financial support with the aim of retaining them. This, in turn, reflects on the organization's ability to obtain all the required materials for the service production process.

As for the employees value, it is constructed through the organization's study of their needs, the provision of a comfortable work environment, and offering both monetary and moral incentives. Moreover, it involves striking a balance between employees' professional and personal lives.

In the direction of customers' value, the organization implements a set of measures. These include studying customers' needs and understanding their requirements to deliver a product where the benefits outweigh the costs incurred by customers, whether those costs are financial, social, or emotional (Gee, 2021: 89).

### a) Suppliers' Value

The relationship between organizations and suppliers has garnered increased attention over the past three decades. This can be attributed to the dynamic changes in the business environment and intensified competition among organizations. Consequently, organizations have come to recognize suppliers as strategic partners and a significant source of innovation. This is achieved through active participation by suppliers in the development of the organization's products, drawing from their knowledge in technology, product design, and their reputation in conducting business with leading organizations. This ultimately results in strategic advantages for all parties involved.

It is worth noting that the value provided by the organization to its suppliers is often a precursor in the strategic relationship between them. In some cases, this relationship takes the form of a strategic alliance. The value offered by the organization to its suppliers serves as a strategic starting point for suppliers to enter new markets. This is elaborated upon by Hosseininasab and Ahmadi (2015) who emphasize that the value of suppliers is a strategic decision that fundamentally relies on building a relationship between the organization and its suppliers. This relationship aims to achieve various advantages such as stability in future plans and strategies for the supply chain, ensuring product quality, and the potential for obtaining possible discounts.

Additionally, Varriale et al. (2022) underscore that the value of employees is a critical factor in improving the quality of existing products or innovating new ones based on acquired knowledge exchanged among members throughout the supply chain and at every stage of work. Choksy et al. (2022) also highlight that the value of employees creates unprecedented opportunities for suppliers through their involvement and communication with global markets. This contributes to the development and economic growth of these countries on one hand and enhances the quality of materials supplied to the organization on the other.

In light of the above, the researchers posit that supplier value, as one of the strategies adopted by organizations, is used to increase the productivity of their suppliers by embracing lean manufacturing methods and leveraging information and communication technology, whether in the production process or distribution.

#### b) Employees' Value

Some organizations have made their work more enticing by infusing flexibility and motivation to create an organizational environment that is fertile for attracting and retaining talents. In this regard, some organizations have resorted to offering high salaries to their current employees to retain them. However, this practice is not advisable as it can be emulated by competing organizations, potentially causing the organization to lose its competitive edge (Gee, 2021: 93).

Organizations aiming to enhance their financial performance seek to add value to their employees by providing a comfortable working environment that reflects employee satisfaction and fosters organizational happiness. Additionally, they offer at least the minimum acceptable salary to employees to ensure high performance compared to competing organizations. Adding value to employees is a result of providing an appropriate organizational climate that achieves satisfaction, as well as offering wages that meet employees' needs and desires, striking a balance between personal life and work requirements. It's worth noting that an organization's commitment to adding value to its employees translates into transforming them into talents that achieve a high level of competitiveness, potentially making the organization a leader in the competitive arena (Gee, 2021: 115).

These trends have introduced various concepts regarding employee value. For instance, Akter et al. (2022) explain that employee value arises from the multiple functional roles of employees and the utilization of their talents to achieve organizational goals. Meanwhile, Kravariti et al. (2022) elaborate that employee value is derived from the training and development of employees with valuable and unique skills to nurture knowledge and expertise, with the aim of leveraging them to achieve the highest individual, group, and organizational performance.

In the light of the above, the researchers define employee value as one of the organizational practices that make work more attractive by providing a safe working environment that stimulates creativity, safeguards employees' rights, and retains them within the organization. This is achieved through employees feeling that the value



provided by the organization aligns with job principles, encouraging employees to put in extra effort in fulfilling their needs and desires.

c) Customers' Value

Customer value presents a challenge for business organizations today. Forward-thinking organizations respond to customers who are becoming smarter and more aspirational by rethinking some traditional functions. They base decisions on customer value, emphasizing strategies for retaining current customers and attracting new ones to adapt more effectively and efficiently to customer needs. Thus, delivering value to customers becomes a core task for organizations, especially when developing new products or launching new marketing initiatives to gain a competitive edge over competing organizations in the eyes of customers (Weinstein & Johnson, 2020: 10).

Offering high value to customers is considered the most distinctive strategic choice in an environment where most organizations are followers rather than market leaders. Organizations that consistently exceed customer expectations stay at the forefront of their competitors, achieving high profits and a significant market share (McFarlane, 2013: 67).

Amid these trends, the concept of customer value has received various definitions. Ganthika and Wahdiniwati (2020) define customer value as an emotional connection formed between the customer and the organization through the use of goods or services produced by the organization. Finding the product provides additional value. To assess customer value for an organization, various indicators can be used, including emotional value, social value, product quality, and value for money, as well as the utility gained from the product. Furthermore, according to Al-Adhami & Alrawi (2022: 65), customer value is defined as the perceived value of a set of economic, service-related, and psychological benefits that customers anticipate from a particular offering.

In the light of the above, the researchers define customer value as the sum of benefits that customers obtain with appropriate quality, timing, and location, as a result of acquiring communication services, in exchange for the sacrifices they bear, which include monetary costs, psychological costs, and emotional costs.

Third Axis: The Practical Aspect of the Study

This section focuses on diagnosing the preliminary results obtained from the data collected through a survey from the members of the analysis unit regarding the main study variables and their sub-dimensions. It aims to understand their inclinations and tendencies. In this section, data will be analyzed using various statistical indicators, including mean, standard deviation, relative importance, relative importance ranking of dimension, Chi-square, and significance level) based on the outputs of Microsoft Excel (2020) and SPSS (version 27).

The direction of the response level of the analysis unit will be determined using a five-point Likert scale. Additionally, the study hypothesis will be tested to address the research questions posed in the study. Specifically, this section will address the following question:

1- Description and Analysis of Responses by Asia Cell's Analysis Unit Regarding Intuitive Intelligence and Its Subdimensions

Table (1) shown below presents the arithmetic means of the responses of the members of Asia Cell's Analysis Unit regarding the availability of Intuitive Intelligence and its subdimensions. It is evident that the level of Intuitive Intelligence's availability, in its collective dimensions, within Asia Cell was moderate. The calculated average for Intuitive Intelligence with its collective dimensions as a whole in Asia Cell was (3.470). The value of ( $\chi^2$ ) calculated to determine the variance amounted to (1439.171), indicating the presence of Intuitive Intelligence within Asia Cell. Table (1) also illustrates the arithmetic means and standard deviations for the dimensions of Intuitive Intelligence within Asia Cell. The subdimension of predictability ranked third with an average score

of (3.380) and a standard deviation of (0.807). Conversely, the subdimension of collaborativeness ranked first with an average score of (3.599) and a standard deviation of (0.693). As for the subdimension of learnability, it ranked second with an average score of (3.430) and a standard deviation of (0.762).

Table (1): Arithmetic Means and Standard Deviations of Intuitive Intelligence Dimensions at Asia Cell

No.	Intuitive Intelligence Dimensions	Arithmetic Mean	Standard Deviation	Rank of Dimension Importance	Level	Level of Significance (Sig*)	$\chi^2$ Calculated
1	Ability to anticipate	3.380	0.807	3	Moderate	235.996	0.797
2	Ability of cooperation	3.599	0.693	1	Moderate	238.666	0.914
3	Ability to learn	3.430	0.762	2	Moderate	288.345	0.757
The overall arithmetic mean of Intuitive Intelligence		3.470	-	-	Moderate	Moderate	0.018

Source: Prepared by the researcher based on the outputs of the (SPSS, ver. 27) software.

## 2- Description and Analysis of Responses by Asia Cell's Analysis Unit Regarding Value-Based Strategy and Its Subdimensions

Table (2) presented below illustrates the arithmetic means of the responses of the analysis unit (Suppliers, Employees, Customers) at Asia Cell Company regarding the availability of elements of value-based strategy. It is evident that the level of availability of value-based strategy elements in Asia Cell Company was moderate. The arithmetic mean for Suppliers' Value was 3.167 with a standard deviation of 0.632, indicating that Asia Cell Company moderately focuses on providing value to its suppliers, ranking third in importance with a level of significance ( $\chi^2$ ) of 1.552.

For Employees Value, the overall mean was 3.535 with a standard deviation of 0.868, signifying a significant emphasis on delivering value to employees, ranking second in importance with a notably high level of significance ( $\chi^2$ ) of 173.324.

Regarding Customers' Value, the mean was 3.048 with a standard deviation of 1.011, indicating the highest importance placed on providing value to customers, ranking first in importance with a remarkably high level of significance ( $\chi^2$ ) of 299.19.

Table (2): Arithmetic Means and Standard Deviations for Elements of Value-Based Strategy at Asia Cell

No.	Value-Based Strategy Elements	Arithmetic Mean	Standard Deviation	Rank of Dimension Importance	Level	Level of Significance (Sig*)	$\chi^2$ Calculated
1	Suppliers' Value	3.167	0.632	3	Moderate	1.552	0.673
2	Employees' Value	3.535	0.868	2	Moderate	175.344	0.321
3	Customers' Value	3.048	1.011	1	Moderate	299.190	0.289

Source: Prepared by the researcher based on the outputs of the (SPSS, ver. 27) software.

### 3- Testing Impact Hypothesis

Table (3) presents the results of testing the main hypothesis and its sub-hypotheses. The results show that the availability of intuitive intelligence characteristics (predictability, collaborativeness, learnability) influences the value-based strategy in Asia Cell Company. Based on the impact values, the main hypothesis stating "The availability of intuitive intelligence, as indicated by its dimensions (collaborativeness, learnability), affects the value-based strategy" is accepted.

Table (3): Results of the Impact of Intuitive Intelligence Availability with its Sub-dimensions on Value-Based Strategy with its Elements in Asia Cell Company

Hypothesis	Impact Direction			Asia Cell Company				
				Impact Value Estimate	Standard Error	Critical Ratio (C.R)	Significance Level P	Determination Coefficient SMC
H <sub>a1</sub>	Intuitive Intelligence (Ability to anticipate)	→	Value-Based Strategy	0.510	0.087	5.862	0.000	0.393
	Intuitive Intelligence (Ability of cooperation)			0.247	0.040	6.175	0.000	
	Intuitive Intelligence (Ability to learn)			0.261	0.067	3.896	0.041	
H <sub>a1-1</sub>	Intuitive Intelligence (Ability to anticipate)	→	Employees' Value	0.219	0.126	1.738	0.916	0.029

	Intuitive Intelligence (Ability of cooperation)			0.161	0.124	1.298	0.820	
	Intuitive Intelligence (Ability to learn)			0.151	0.131	1.153	0.464	
H <sub>a1-2</sub>	Intuitive Intelligence (Ability to anticipate)	→	Suppliers' Value	0.442	0.071	6.225	0.000	0.234
	Intuitive Intelligence (Ability of cooperation)			0.431	0.080	5.388	0.000	
	Intuitive Intelligence (Ability to learn)			0.474	0.083	5.711	0.000	
H <sub>a1-3</sub>	Intuitive Intelligence (Ability to anticipate)	→	Customers' Value	0.206	0.067	3.075	0.026	0.186
	Intuitive Intelligence (Ability of cooperation)			0.226	0.063	3.587	0.019	
	Intuitive Intelligence (Ability to learn)			0.109	0.078	1.397	0.062	

Source: Prepared by the researcher based on the outputs of the (SPSS, ver. 27) software.

By examining the results of the sub-hypotheses from the first main hypothesis, it becomes clear that the characteristics of intuitive intelligence (predictability, collaborativeness, and learnability) have a positive impact on the employees' value in the researched company with values of 0.219, 0.161, and 0.151, respectively, and they are statistically significant. Furthermore, Table (3) shows that the characteristics of intuitive intelligence (predictability, collaborativeness, and learnability) have a positive impact on the suppliers' value with values of 0.442, 0.431, and 0.474, respectively, and all the impact values for Asia Cell Company are statistically significant.

Finally, the results indicate that the characteristics of intuitive intelligence (predictability, collaborativeness, and learnability) positively influence the customers' value with values of 0.206, 0.226, and 0.109, respectively, and they are statistically significant.

#### Fourth Axis: Conclusions and Recommendations

##### First: Conclusions

This section presents the conclusions related to the study, both in theoretical and field aspects, as follows:

##### 1- Theoretical Conclusions:

A- In light of the literature related to intuitive intelligence and its characteristics, it appears that it has not received significant attention in the general Arab literature, particularly in Iraqi literature. Regarding intuitive intelligence, it is revealed that it is used in turbulent environments by capturing weak signals to make decisions. These decisions are based on anticipating what will happen in that environment, as well as the knowledge, experience, and skills acquired through internal and external collaboration and learning in all its forms.

B- Value-based strategy represents a competitive strategic approach for the researched telecommunications companies, enabling them to sustain their competitive advantage in a turbulent environment. It encompasses three elements: the value of suppliers (inputs) to build this system, while the value of employees represents the operations of the system. As for the value of customers, it represents the overall outputs of the system. These elements form an interactive and integrative framework that achieves the essence of adding value and innovation, serving as the cornerstone of the value-based strategic approach.

##### 2- Practical Conclusions:

A- The level of availability of intuitive intelligence traits (predictability, collaborativeness, and learnability) in Asia Cell company is moderate. This reflects the company's interest in predicting the opportunities and threats presented by the environment.

B- The results of the descriptive analysis of the value-based strategy variable showed that the level of value-based strategy, as perceived by suppliers, employees, and customers, was moderate.

C- The results of testing the first main hypothesis indicate the acceptance of the hypothesis that states that intuitive intelligence traits (predictability, collaborativeness, and learnability) impact the value-based strategy in Asia Cell company. The results of the sub-hypotheses derived from the main hypothesis also showed that intuitive intelligence traits have a positive impact on the value of suppliers, employees, and customers in Asia Cell Company.

##### Second: Recommendations

1. Asia Cell should align the characteristics of intuitive intelligence due to their positive impact on value-based strategy by:

##### 1.1 Enhancing predictability by:

- Developing methods for providing communication services by recognizing opportunities in the external environment and seizing them faster than competitors.
- Keeping pace with environmental developments to understand available opportunities and address environmental threats.
- Identifying deficiencies in current work requirements.

##### 1.2 Enhancing collaborativeness by:

- Restructuring the company's resources to respond to environmental changes.
- Planning business activities based on environmental requirements.
- Reorganizing resources to achieve the defined objectives.

### 1.3 Promoting learnability by:

- Leveraging contemporary knowledge within the company to generate innovative ideas that align with evolving environmental dynamics.
  - Investing in modern information systems to generate new knowledge and distinguish strategic information with significant impact on the nature of its business activities.
  - Enhancing learning processes for employees within the company.
2. Enhancing the Requirements for Achieving Value-Based Strategy at Asia Cell for Long-Term Resilience through:

#### 2.1 Strengthening the strategy based on employees' value by:

- Providing a comfortable organizational work environment for employees at Asia Cell.
- Balancing employees' work and personal lives within Asia Cell.
- Defining strategic roles for employees at Asia Cell that align with their capabilities.

#### 2.2 Strengthening the strategy based on customers' value by:

- Receiving and utilizing complaints and suggestions from service recipients to improve Asia Cell's services.
- Continuously exceeding service recipients' expectations.
- Offering modern and ongoing promotions and benefits to service recipients by Asia Cell.

#### 2.3 Strengthening the strategy based on suppliers' value by:

- Adopting a strategic partnership approach with suppliers at Asia Cell based on mutual interest.
- Providing advice to suppliers regarding the development of their technological capabilities.
- Continuously visiting suppliers' factories.

### 3. Increasing Employee Awareness of the Benefits of Intuitive Intelligence within Asia Cell through:

- Holding dialog sessions within Asia Cell to highlight the importance of intuitive intelligence.
- Conducting training courses for Asia Cell employees to help them understand how to optimize the use of intuitive intelligence characteristics.

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