The Role Of Marketing Intelligence In Enhancing Customer Satisfaction: An Analytical Study Of A Sample Of Private ".Universities In Baghdad Governorate

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Abstract
The main hypothesis of this research is to explore the role played by marketing intelligence in enhancing customer satisfaction. Marketing intelligence was measured through four dimensions (customer understanding, market understanding, product intelligence, competitive intelligence), while customer satisfaction was treated as a unidimensional variable. The research problem revolved around the question: Do senior managements in private universities have cognitive awareness of the nature of marketing intelligence and its role in enhancing customer satisfaction? The significance of the research is manifested in theoretical, applied, and societal domains. The research achieved multiple objectives to answer the questions posed by the problem. To execute the research in its theoretical and applied aspects, a descriptive analytical approach was adopted. The researcher designed a questionnaire based on a set of globally recognized scales and criteria, ensuring their appropriateness to the research field after subjecting them to reliability and validity tests. The research community consisted of private universities in Baghdad, Iraq. The researcher selected a purposive sample, comprising (99) members of university councils from universities such as Heritage, Al-Imam Al-Sadiq, Al-Isra, Al-Farahidi, Uruk, Al-Bayan, Al-Ameen, Kilkamish, Al-Mashriq, and Al-Shaab. The researcher utilized central tendency measures available in statistical software (SPSS V25) and (Smart PLS V4). After processing the data, several results confirmed the validity of the main (2) and sub-hypotheses (8). One of the prominent findings is that marketing intelligence significantly influences customer satisfaction at a statistical level of (0.01). Therefore, the researcher recommends Iraqi private universities to learn from successful experiences of advanced countries in the field of marketing intelligence and its role in enhancing customer satisfaction, and to adapt and apply these experiences in the local environment.

Keywords: Marketing Intelligence, Customer Satisfaction.

Introduction
Business organizations in our current environment face real challenges due to intense competition and rapidly changing environmental variables. Th[1]e most prominent characteristic of this environment has become the stability of one constant: change. If organizations wish to continue and survive in the face of these challenges and thrive in such a dynamic environment,

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they must possess a set of essential capabilities. Marketing intelligence represents a vital system for improving organizational performance by providing it with well-structured marketing information related to customers, the market, products, and competitors. Huster (2005) emphasized that the third wave of changes in the business world has begun, and marketing intelligence is at its core. Organizations face various environmental changes that occur rapidly, and if they do not adapt, their survival will be in jeopardy. Therefore, the use of marketing intelligence today is considered one of the new tools that help organizations find a suitable place in their environment (Ganesh, 2020: 3909). As for customer satisfaction, which Kerin and Hartley (2021: 32) see as the reason for the existence of the organization, their perceptions and actions are of vital importance. Kotler and Armstrong (2021: 35) added that outstanding organizations make every effort to satisfy important customers. Most studies show that higher levels of customer satisfaction lead to increased loyalty, which, in turn, improves organizational performance. Organizations aim to delight customers by promising only what they can deliver and then delivering more than promised. In such cases, satisfied customers not only engage in repeat purchases but also become brand advocates who spread the word about their positive experiences to others. Therefore, the sound idea of this study is to attempt to understand the role of marketing intelligence in enhancing customer satisfaction.

Chapter One: Research Methodology

First: Research Problem

During the fieldwork phase, the researcher, while distributing questionnaires and interacting with some of the research sample members (senior management) in Iraqi private universities, was able to elucidate and explain the questionnaire items. The researcher clarified the nature of the researched variables, particularly addressing the primary research problem: Does cognitive awareness exist among senior managements in private universities in the field of research regarding the nature of marketing intelligence and its role in enhancing customer satisfaction (students)? Despite the application of these variables within the universities, the researcher, through this problem, aims to raise some pertinent questions:
1. What is the level of application of marketing intelligence and customer satisfaction within Iraqi private universities in the research field?
2. What is the nature of the relationship and impact between marketing intelligence and customer satisfaction within Iraqi private universities in the research field?

Second: Research Significance

The significance of the study and its potential contributions can be highlighted through the importance of its variables and the topics it addresses, in addition to the chosen research field. This significance can be articulated as follows:

A. Theoretical Importance: Studying variables related to marketing intelligence and customer satisfaction holds significant theoretical importance in the fields of business management in general and marketing management in particular. These concepts provide a crucial foundation for understanding and developing marketing strategies, achieving success in the competitive market within the framework of a dynamic organizational environment.

B. Practical Importance: The practical importance of studying these variables is evident through the following:

1. Importance of the Research Sector: The higher education sector, particularly private universities, is considered one of Iraq's vital sectors. Its importance lies in its

connection to elevating the educational and academic levels of Iraqi society and supplying the workforce in government organizations and various private sectors with qualified individuals.

2. Transferring Experiences from Advanced Countries: Using a scale prepared according to various international criteria and indicators allows the transfer of experiences from advanced countries to the Iraqi environment.

3. Proposing Solutions and Recommendations: The study proposes a set of solutions and recommendations for the problems facing the sampled universities after obtaining results. This could contribute to enhancing knowledge and expertise in this field.

C. Societal Importance: Studying variables related to marketing, such as marketing intelligence and customer satisfaction, in Iraqi private universities in Baghdad, is an essential part of building successful strategies for these universities and ensuring their sustainability in the diverse and competitive educational environment. Skills in marketing intelligence are crucial for universities to attract and retain students. The societal importance includes:

1. Improving the Student Experience: Understanding research variables helps universities develop an interactive and attractive learning environment. Designing programs and educational activities that meet students' needs enhances student satisfaction.

2. Enhancing Institutional Image and Ranking: If a university succeeds in achieving student satisfaction and providing a distinguished educational experience, it will gain a good reputation and a prestigious position in national and international rankings, increasing its attractiveness to students and funders.

3. Developing Leadership Skills: Studying these variables contributes to developing leadership skills among academics and university administrators, allowing them to implement strategies to achieve marketing objectives and improve customer satisfaction.

Thirdly: Research Objectives

This research aims to achieve the following objectives:

1. Discuss a set of ideas and knowledge proposals related to the research variables (marketing intelligence, customer satisfaction).
2. Diagnose the level of application of marketing intelligence and customer satisfaction in Iraqi private universities in the research field.
3. Determine the nature of the relationship and impact between marketing intelligence and customer satisfaction in Iraqi private universities in the research field.

Fourthly: Research Hypotheses

Primary Hypothesis One (H1):

There is a significant positive relationship between the marketing intelligence variable and the customer satisfaction variable within Iraqi private universities in the research field. Secondary hypotheses derived from it are as follows:

 (1-1)Secondary Hypothesis One: There is a significant negative relationship between customer understanding and the customer satisfaction variable within Iraqi private universities in the research field.

 (2-1)Secondary Hypothesis Two: There is a significant negative relationship between market understanding and the customer satisfaction variable within Iraqi private universities in the research field.

 (3-1)Secondary Hypothesis Three: There is a significant negative relationship between product intelligence and the customer satisfaction variable within Iraqi private universities in the research field.

 (4-1)Secondary Hypothesis Four: There is a significant negative relationship between competitor intelligence and the customer satisfaction variable within Iraqi private universities in the research field.

Primary Hypothesis Two (H2):

There is a statistically significant impact of marketing intelligence and its dimensions on the customer satisfaction variable within Iraqi private universities in the research field. Secondary hypotheses derived from it are as follows:

 (1-2)Secondary Hypothesis One: There is a statistically significant impact of the customer understanding dimension on the customer satisfaction variable within Iraqi private universities in the research field.

 (2-2)Secondary Hypothesis Two: There is a statistically significant impact of the market understanding dimension on the customer satisfaction variable within Iraqi private universities in the research field.

 (3-2)Secondary Hypothesis Three: There is a statistically significant impact of the product intelligence dimension on the customer satisfaction variable within Iraqi private universities in the research field.

 (4-2)Secondary Hypothesis Four: There is a statistically significant impact of the competitor intelligence dimension on the customer satisfaction variable within Iraqi private universities in the research field.

Fifthly: Research Methodology

Through the research variables and objectives that the researcher aims to achieve, the appropriate methodology is determined. The researcher adopted the (descriptive-analytical) methodology in his study, aiming to understand the responses of the sample and identify the nature of the relationship and impact of the research variables. The descriptive-analytical methodology can be defined as a research approach that aims to accurately describe and analyze phenomena and topics. This approach is characterized by focusing on breaking down the subject or phenomenon, dividing it into its subcomponents, and analyzing them carefully (Ibrahim, 2023:22).

Sixthly: The Hypothetical Framework

Figure (1) represents the hypothetical framework for the current study, clearly illustrating that the research aims to clarify and understand the impact of marketing intelligence on achieving

customer satisfaction. The researcher designed the hypothetical framework based on the conceptual and theoretical framework of the research variables. Figure (1) illustrates the hypothetical framework of the study, highlighting the research variables, which are:
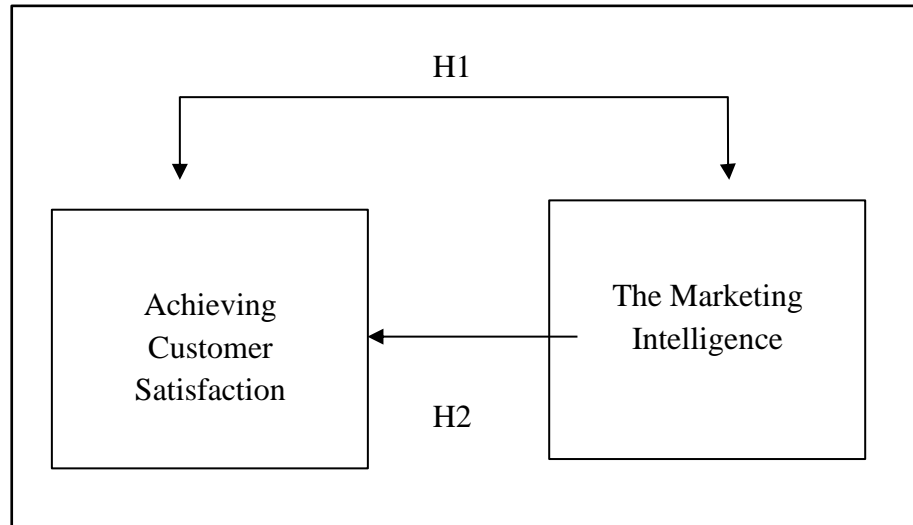

Figure. (1) Hypothetical diagram of the study

Seventh: Procedural Definitions for Search Variables
This paragraph includes procedural definitions expressing the search variables, as in Table (1).

Table (1): Main and Subsidiary Search Variables and their Procedural Definitions.

The main variables	Procedural Definition
Marketing intelligence	An integrated series of procedures aimed at gathering information about markets and customers with an adherence to ethical standards and legal principles. The collected information is processed and presented to marketing decision-makers to enhance their ability to offer products in line with customer intelligence. Consequently, this strengthens the organization's capability to occupy advanced competitive positions in the market.
	Sub variables
	Customer Understanding
	The process that focuses on collecting information about customers to uncover their needs and expectations, enhancing their satisfaction, retaining them, and consequently increasing the organization's market share.

Understanding Market
An effective process capable of guiding the organization towards the aspects it should focus on, determining what it needs to do to improve or change its market procedures. It also involves discovering its strengths to invest its resources in the future and assessing the feasibility of its current projects.
Product intelligence
The process that focuses on accelerating the development rate of current products or innovating new products for the organization to align with the tastes and preferences of customers. This is achieved by providing accurate and authenticated information about the changes and fluctuations occurring in the marketing environment, especially concerning the product, and addressing the challenges it faces in the market.
Competitive intelligence
The organized process that focuses on gathering information about competitors, predicting their future actions and assessing their potential threat level. This involves evaluating the competitive position to build a suitable marketing strategy that addresses their threats, and monitoring both their current and potential movements.
Customer satisfaction
The positive psychological impression that a customer evaluates regarding the quality of the organization's products after experiencing them and meeting his expectations as desired, compared to what he expected previously. Additionally, this includes achieving the perceived value by the customer.

Source: Prepared by the researcher.

Eighth: Research Scope

1. Human boundaries: The upper management (university presidents, their deputies, and deans of colleges) in private Iraqi universities in the province of Baghdad constitute the research field.
2. Knowledge boundaries: The researcher adhered to the boundaries of its variables (marketing intelligence, customer satisfaction).
3. Geographic boundaries: The Iraqi private universities in Baghdad, numbering 10 universities, including (Heritage University, Imam Sadiq University, Al-Israa University, Al-Farahidi University, Orouk University, Bayan University, Al-Ameen University, Kilkamish University, Al-Mashriq University, Al-Shaab University).
4. Time boundaries: The study's time scope extended to cover its theoretical and organizational aspects between the years (2021-2023).

Ninth: Research Population and its Justifications

The research population refers to the number of units that the researcher can interact with to collect data for their study. It is an expression of a mass that should not be limited or specified in terms of the number of units or their names but limited in terms of the availability of common and general characteristics upon which researchers rely in setting initial criteria (Jakhdal, 2019: 17). The current research population consists of Iraqi private universities, and the study was applied to universities located in the province of Baghdad, totaling (10) recognized universities

by the Iraqi Ministry of Higher Education and Scientific Research / Private Higher Education Department for the academic year (2023-2022).

(Sekaran & Bougie, 2016) defined the sample as a part of the population, and through studying that sample, the researcher can draw conclusions that can be generalized to the entire research population (Ibrahim, 2023: 27). The research sample represented the upper management (university presidents, their deputies, and deans of colleges) of Iraqi private universities, with a sample size of (99) individuals in the research field. A purposive (judgmental) sampling method was adopted, defined as a sample in which units are selected according to the researcher's judgment because they are believed to provide satisfactory results (Al-Baldawi, 2007: 72). The sample size was (83), and (83) questionnaires were distributed. The description of the research sample is as follows, Table (2):

Table (2): Descriptive Analysis Results.

Characteristic	Category	Number	Percentage
Human Type	Male	65	%90
	Female	11	%10
	Total	**76**	**%100**
Age	25 - Less than 30	---	---
	30 - Less than 40	6	%8
	40 - Less than 50	19	%25
	50 - Less than 60	11	%14
	60 and above	40	%53
	Total	**76**	**%100**
Academic Title	Lecturer	6	%8
	Assistant Professor	35	%46
	Professor	35	%46
	Total	**67**	**%100**
Number of Years of Service	Less than 5 years	1	%1
	5 to less than 10 years	3	%4
	10 to less than 15 years	4	%5
	15 to less than 20 years	9	%12
	20 to less than 25 years	12	%16
	25 years and above	47	%62
	Total	**76**	**%100**
Number of Years in the Current Position	Less than 3 years	49	%64
	3 to 7 years	22	%29
	7 to 10 years	2	%3
	10 years and above	3	%4
	Total	**76**	**%100**

Tenth: Research Tools

To achieve the research objectives and test its hypotheses, a number of tools were employed in the data collection process:

A. Personal Interviews: Personal interviews are considered an oral questionnaire conducted by the researcher with individuals from the sample, the research field. It is one of the effective

tools and methods in diagnosing the problem and obtaining direct information about the research variables through direct interaction with individuals. Personal interviews played a role in enriching the research with important opinions and observations. Additionally, they clarified questionnaire sections, content, and inquiries about their expressions if necessary, with an explanation of the extent to which the results can be utilized.

B. Questionnaire: The questionnaire form was designed as a primary tool for the study to obtain data and information. When formulating this questionnaire, simplicity and clarity were considered in diagnosing the research variables. The questionnaire, in its initial nature, was presented to a number of specialized experts to gather their feedback. Necessary adjustments were made to the questionnaire form to address any difficulties that individuals in the research sample might face when answering.

Chapter Two: The Theoretical Framework

First: The Concept of Marketing Intelligence and Its Dimensions

The origin and emergence of marketing intelligence in marketing literature can be traced back to William T. Kelley, a professor at Wharton School, University of Pennsylvania, in 1961, as part of a curriculum review at his university (Kelley, 1965: 19). William emphasized the importance of this system in regularly monitoring the market (Massoudi, 2018: 3). Similarly, Kotler and Armstrong (2021: 121) affirmed that the purpose of marketing intelligence is to improve strategic decision-making by understanding the consumer environment, evaluating and monitoring competitors' actions, and providing early warnings for opportunities and threats.

Marketing intelligence techniques range from directly monitoring consumers to interviewing organizational employees, measuring competitors' products, conducting online research, and monitoring social and mobile media in real-time (Kotler et al., 2024: 126). Nimer et al. (2023: 15) defined marketing intelligence as a "set of methods and sources used by managers to gather daily information about major changes in the marketing environment." It is methodical monitoring and collection, as well as the analysis of available information about competitors and market developments (Kotler et al., 2024: 126).

The researchers define marketing intelligence as "an integrated series of procedures aimed at collecting information about markets and customers in line with ethical standards and legal principles. This information is processed and presented to marketing decision-makers to enhance their ability to offer products that align with customer intelligence, thus strengthening the organization's ability to occupy advanced competitive positions in the market."

After reviewing theoretical literature, the researchers found that many academics and researchers in the last two decades addressed various dimensions of marketing intelligence. However, most of them agreed with the model proposed by Crowley (2004: 66), a specialist in marketing intelligence, which includes "Understanding the Customer, Understanding the Market, Product Intelligence, and Competitor Intelligence." Below is an explanation of each dimension:

1. **Understanding the Customer**: Understanding customer intelligence and capturing it are essential for creating innovative strategies that adopt a new service-oriented mentality to gain a sustainable competitive advantage. Lack of customer intelligence is a significant reason for failure in product development. Therefore, obtaining in-depth quantitative and qualitative information about customer needs and preferences will lead to the development and improvement of new products or services. Customer intelligence has a significant impact on profitability, creating commercial value by maximizing the role of customers and interacting with the organization to increase business performance efficiency.

Customers have become partners in the production processes, contributing to the organization's product and service development based on their preferences.

2. **Understanding the Market**: Understanding the market focuses on current activities in the market and can be considered the qualitative aspect of quantitative data research conducted in various retail markets. Market understanding is information related to the organization's markets, collected and analyzed specifically for making precise and confident decisions in identifying market opportunities, market penetration strategies, and market development. Understanding the market is an effective process that guides the organization to focus on the aspects that its efforts should emphasize and what it should do to improve or change its procedures in the market. It also helps discover strengths to invest in future resources and assess the feasibility of current projects.

3. **Product Intelligence**: Product intelligence is an automated system for collecting and analyzing intelligence information about the performance of a designed and manufactured product. This system automatically feeds data to product managers and engineers designing the product, helping them develop the next iteration or the next version of the product. The goal of product intelligence is to accelerate the rate of product innovation, making the product and its owners more competitive. Product intelligence is usually applied to electronic products, but it is not necessarily limited to electronic products. Product intelligence is the process that focuses on accelerating the development rate of current products or innovating new products for the organization, aligning with the tastes and preferences of customers and meeting their needs through accurate and documented information about changes and fluctuations in the marketing environment concerning the product.

4. **Competitor Intelligence**: To create a competitive advantage for the organization and plan effective marketing strategies, it is crucial to start by having a comprehensive understanding of competitors' strategies. The organization needs to know everything possible about its competitors and continuously compare marketing strategies, products, prices, channels, and promotional offers with those of close competitors. In this way, the organization can find potential competitive advantages and disadvantages, and to analyze its competitors effectively, the organization must first identify and evaluate competitors, then select competitors to attack or avoid. Competitor intelligence is the organized process that focuses on gathering information about competitors, predicting their future behaviors and evaluating their competitive positions. This is to build a suitable marketing strategy to address their threats, monitor their current and potential movements.

Second: The Concept of Customer Satisfaction

Customers typically face a wide range of products that may meet a specific need. Their choice of products depends on their expectations regarding the value and satisfaction that various market offerings will provide. Satisfied customers tend to make repeat purchases and share their positive experiences with others. Conversely, dissatisfied customers may turn to competitors and discourage others from buying a particular product. Marketers must be careful to set the right level of expectations. If expectations are set too low, they may satisfy those who make a purchase but fail to attract a sufficient number of buyers. On the other hand, setting expectations too high can lead to buyer disappointment. The value of the customer and their satisfaction is considered a fundamental building block for developing and managing customer relationships (Kotler et al., 2020: 8). The concept of customer satisfaction was first introduced in 1965 by American researcher Cardozo. He affirmed that satisfaction can entice customers to repurchase goods. Since then, the meaning of satisfaction, its evaluation methods, and the analysis model have been studied and utilized. Nguyen and Huynh (2023: 5) defined customer satisfaction as a measure determining the extent to which customers are satisfied with an organization's products, services, and capabilities. Kotler et al. (2024: 37) defined it as the

pleasure the buyer feels when the perceived performance of the product matches or exceeds their expectations. The researchers define customer satisfaction as the positive psychological impression that the customer evaluates regarding the quality of the organization's products after experiencing them. It involves meeting their expectations as desired, along with achieving the perceived value by the customer.

Third: The Relationship between Variables
In this paragraph, the researcher aims to elucidate the nature of the relationship between marketing intelligence as an explanatory variable and customer satisfaction as a responsive variable. This is done to understand the foundations through which the first and fourth main hypotheses of the research were formulated. Marketing intelligence, through the dimension of understanding the customer, provides a comprehensive understanding of customer preferences, drivers of their behavior, brand loyalty, and their satisfaction rates. It encompasses any other opinions that may affect their behavior regarding the organization's products or services (Crowley, 2004: 66).

Al-Taie (2012: 434) affirmed the existence of a relationship between marketing intelligence and customer satisfaction. He defined intelligence as a set of procedures used by organizations to obtain information quickly and continuously regarding developments and changes occurring in the marketing environment. This information is directly or indirectly related to the objectives of the business organization, which include profitability, customer satisfaction, and the well-being of employees.

The Third Section: Applied Aspect

First: Descriptive Analysis of Research Variables
Table (3) confirms that the weighted mean value of marketing intelligence as the explanatory variable is (4.15), which is higher than the assumed mean value of (3). This indicates a high level of interest in marketing intelligence in the research field. The responses of the research sample regarding marketing intelligence leaned towards agreement. The calculated mean value for marketing intelligence falls within the category ranging from (3.40 to less than 4.20) in the table classifying mean categories. This suggests that the response level of the research sample to most aspects of marketing intelligence was high, with a standard deviation for the explanatory variable reaching (0.746). This indicates consistency in the responses of the research sample regarding the aspects of marketing intelligence.

The relative importance of the explanatory variable is recorded at (%83), showing the consensus of the majority of the research sample on the aspects of marketing intelligence. These results align with the findings of Abu Rahma (2015), conducted in the Palestinian banking sector, emphasizing the importance of marketing intelligence in developing banking services. It also resonates with the results of Dallal (2017) conducted in Algerian economic organizations, and the results of Al-Nasour (2020) conducted in Jordanian and Saudi Arabian service organizations. This indicates a significant interest from the research sample in marketing intelligence and its four dimensions, which include understanding the customer, understanding the market, product intelligence, and competitor intelligence. However, the interest in these dimensions varied.

The levels of research sample responses to the dimensions of marketing intelligence were distributed between the highest response level achieved by the competitor intelligence dimension, among all dimensions of the explanatory variable, with an average of (4.22) and a standard deviation of (0.691). The relative importance amounted to (%84), suggesting the consensus of the majority of the research sample on the importance of competitor intelligence in enhancing marketing intelligence. Meanwhile, Table (3) shows that the product intelligence dimension achieved the lowest response level among the dimensions of marketing intelligence,

with a calculated mean value of (4.10) and a standard deviation of (0.817). The relative importance was (84%), confirming the consensus of the majority of the research sample on the lesser interest of universities in the research field in the product intelligence dimension compared to the other dimensions of the explanatory variable in university plans to enhance marketing intelligence.

Table (3): Descriptive analysis of the variables investigated

Independent Variable		Weighted Mean	Std. Deviation	The relative importance	Response Level	Importance Ranking
Dimensions of the explanatory variable	Understanding Customer	4.19	0.662	0.84	High	2
	Understanding Market	4.11	0.816	0.82	High	3
	Product Intelligence	4.10	0.817	0.82	High	4
	Competitor Intelligence	4.22	0.691	0.84	Very High	1
The overall average for the marketing intelligence variable		4.15	0.746	0.83	High	-
The overall average for customer satisfaction		4.22	0.784	0.84	Very High	

As for customer satisfaction, it is a univariate variable. The overall weighted mean for general customer satisfaction was (4.22), statistically confirming that universities as the research field are highly concerned with achieving customer satisfaction. The overall standard deviation was (0.784), indicating a high consensus among the research sample when answering the customer satisfaction dimensions. The importance percentage was (84%), illustrating the research sample's interest in product intelligence and the decrease in dispersion among responses. This dimension received a "Very High" response level. These results align with the findings of the study conducted by (Al-Atar and Hassan, 2015) in the private banking sector in Karbala/Iraq, as well as with the results of the study by (Mohammed Saneen et al., 2021) in the Sudanese service sector. Moreover, they correspond with the results of the study by (Abdulhadi and Abdulrazzaq, 2022) conducted in the telecommunications sector in Iraq. The results show that universities as the research field provide good and flexible channels for communication between their staff and students, as well as for diagnosing and overcoming the problems faced by their students in the educational field.

Secondly, correlation and impact tests.
The first main hypothesis (H1): The first hypothesis pertains to stating the correlation between the explanatory variable and the responsive variable, which asserts that there is a (positive and statistically significant correlation between the marketing intelligence variable and customer satisfaction). Table (4) displays the matrix of Pearson correlation coefficients between the marketing intelligence variable and customer satisfaction. To accept or reject the first main hypothesis, the researcher tested the value of the simple correlation coefficient using the (Sig. 2-tailed)) test to assess the significance of the relationship between the marketing intelligence variable (the explanatory variable) and customer satisfaction (the responsive variable). Table

(4) indicates a positive and significant correlation between the marketing intelligence variable and customer satisfaction, with a correlation coefficient value of (.829**). This value suggests the strength of the positive relationship between the marketing intelligence variable and customer satisfaction. The statistical significance of the correlation relationship appeared at a significance level of (1%) with a confidence level of (99%). Thus, the first main hypothesis is accepted on both the overall and individual levels, indicating that there is a positive and statistically significant correlation between the marketing intelligence variable and customer satisfaction at a significance level of (1%) with a confidence level of (99%). Table (4) demonstrates the hypothesis tests for the correlation between marketing intelligence, its dimensions, and customer satisfaction.

Table (4): Testing the hypotheses of the association between marketing intelligence, its dimensions, and customer satisfaction.

Hypotheses		Variables		Correlation coefficient	Researcher's interpretation
		interpreter	The responding		
Secondary	1-1	Understanding Customer	Customer satisfaction	**.580**	Acceptance of the First Secondary Hypothesis derived from the Main Hypothesis at a significance level of 0.01 and a confidence level of 99%.
	2-1	Understanding Market	Customer satisfaction	**.625**	Acceptance of the Second Secondary Hypothesis derived from the Main Hypothesis at a significance level of 0.01 and a confidence level of 99%.
	3-1	Product Intelligence	Customer satisfaction	**.818**	Acceptance of the Third Secondary Hypothesis derived from the Main Hypothesis at a significance level of 0.01 and a confidence level of 99%.
	4-1	Competitor Intelligence	Customer satisfaction	**.843**	Acceptance of the Fourth Secondary Hypothesis derived from the Main Hypothesis at a significance level of 0.01 and a confidence level of 99%.
Primary Hypothesis		Marketing intelligence	Customer satisfaction	**.829**	Acceptance of the Main Hypothesis at a significance level of 0.01 and a confidence level of 99%.
Accepted Hypotheses		the number			Five hypotheses are significant out of five hypotheses
		Percentage of the number of accepted hypotheses			**100%**

The second main hypothesis (H2): The second main hypothesis states that there is a statistically significant effect of marketing intelligence with its dimensions on the customer satisfaction variable. The magnitude of the effect that the marketing intelligence variable has on bringing about a change in the customer satisfaction variable is 85%, which is a significant

and substantial effect according to the responsive standard. In other words, a one-unit change in the marketing intelligence variable changes customer satisfaction by 85%. The interpretive capacity is also good, as the marketing intelligence variable can explain 71% of the total changes that occur in customer satisfaction, which is a good and high explanatory percentage. The remaining percentage of 29% is attributed to other explanatory variables that are not included in the test model.

Regarding the acceptability of the test model and the achieved results, Table (5) shows that the Standardized Root Mean Square Residual (SRMR) value for the structural model is (0.071), which is lower than the specified standard (0.08), indicating the quality of the tested model and thus achieving acceptability. In addition, the significance value of the test is acceptable and statistically significant because (P<0.01, t=16.387), which is a value higher than the specified standard statistically, indicating that the results are statistically acceptable. Moreover, the value of the Variance Inflation Factor (VIF) shows that it is lower than its specified standard, supporting the acceptance of the results in the tested model, which appeared to be lower than the specified standard for acceptance. The above results indicate the acceptance of the impact hypothesis.

Table (5) Estimates of the effect model for the dimensions of the marketing intelligence variable on the customer satisfaction variable.

Hypotheses		Matching quality SRMR	VIF	T value	P value	S.R.W	Coefficient of determination R²	Researcher's comment
Secondary	1-4	0.074	1	8.809	0.000	0.669	0.448	Acceptance of the First Sub-Hypothesis Derived from the Fourth Main Hypothesis.
	2-4	0.053	1	11.130	0.000	0.700	0.490	Acceptance of the Second Sub-Hypothesis Derived from the Fourth Main Hypothesis.
	3-4	0.064	1	19.302	0.000	0.854	0.729	Acceptance of the Third Sub-Hypothesis Derived from the Fourth Main Hypothesis.
	4-4	0.058	1	20.365	0.000	0.861	0.741	Acceptance of the

							Fourth Sub-Hypothesis Derived from the Fourth Main Hypothesis.
1-4	0.074	1	16.387	0.000	0.846	0.715	Acceptance of the Fourth Impact Hypothesis, indicating a significant effect of marketing intelligence on customer satisfaction.
	0.071	1	8.809	0.000	0.669	0.448	

Conclusions and Recommendations

Conclusions
1. Undefined Marketing Intelligence: Despite the lack of a clear understanding of the nature of marketing intelligence and some doubts among the top management of the research field about its importance and usefulness, these universities rely spontaneously on various marketing intelligence activities when collecting information about the education market and their customers, the students.
2. High Focus on Customer Information: The research indicates a high level of interest by top management in universities in collecting information about their customers (students) to understand their needs and educational preferences. This is done to develop necessary plans to address these needs.
3. Strategic Decision-Making: Top management in universities demonstrates the ability to identify areas where their efforts should focus. They work towards improving or changing their procedures in the education market, discovering opportunities for future investment and ensuring the viability of their current projects.
4. Market Research Emphasis: The findings highlight that top management in universities concentrates its efforts on accelerating the development of current services and innovating new services. This aligns with the tastes and preferences of students, aiming to meet their needs and expectations while providing accurate and authenticated information about changes and fluctuations in the educational services market.
5. Competitor Intelligence: Top management in universities emphasizes gathering information about competitors to predict their future actions, assess their potential threats, and evaluate their competitive position.
6. Positive Student Impression: Top management focuses on creating a positive psychological impression among students by providing high-quality educational services that meet their expectations. This is done to achieve perceived value by students and gather necessary information to enhance their marketing intelligence.
7. Statistical Confirmation: The results statistically confirm the significant positive correlation between marketing intelligence and customer satisfaction, emphasizing that

through marketing intelligence, universities can provide services that align with students' needs.

Recommendations

1. Diverse Information Sources: Universities should utilize all available means ethically and legally, such as internet networks, reports, and data from Iraqi planning and higher education ministries. Field visits to secondary schools can provide insights into the needs and desires of current and potential customers.

2. Enhanced Customer Relationship Management: Establishing and updating electronic databases regularly can help universities monitor changes in student expectations and needs. However, this should align with the educational and teaching mission of the universities.

3. Continuous Market Specialization: Universities should regularly update information about their educational services by instilling a culture of quality and conducting ongoing training for faculty and staff. Research efforts should focus on enhancing current educational services and creating innovative ones.

4. Competitor Analysis: Universities need to renew their market specialization continuously, utilizing available information about investments, coverage of prevalent educational services, and future demand. Collaborations and alliances with local, regional, and international universities can help understand and surpass competitors.

5. Strategic Marketing Approach: Develop and implement a marketing strategy to address competitors' threats, monitor their current and potential actions, and comprehend their movements. This includes building a positive image, not only by providing quality education but also by continuously gathering information for effective marketing intelligence.

6. Promote Communication Channels: Ensure that universities provide effective and flexible channels to enhance communication between staff and students. This helps diagnose potential problems before they occur and overcome obstacles faced by students during their educational journey.

7. Raise Awareness: Conduct informational campaigns targeting university staff to increase their awareness of the importance of investing in the relationship between marketing intelligence and customer satisfaction. This approach should be considered a new methodology for building capacities and achieving excellence in a competitive business environment, allowing universities to foresee available opportunities for achieving their goals.

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