

The Impact Of Strategic Awareness In The Competitiveness Of Business Organizations Field Research In Asia cell For Cellular Communications

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Abstract

This research is concerned with the impact of strategic awareness with its main dimensions as an independent variable on competitiveness with its main dimensions as a dependent variable in the Asia Cell Company for Cellular Communications. Spss.24), The research was applied to a sample of (117) managers, and the questionnaire was used as a main tool for collecting data on the research variables, The most important recommendations put forward by the research are to work to increase the interest of the Asia Cell Mobile Communications Company in strategic awareness of its high impact in enhancing competitiveness, and deepening the understanding and awareness of all leaders in the company of the importance of strategic awareness and competitiveness through the establishment of workshops and seminars.

Keywords: strategic awareness, Competitiveness of business organizations.

INTRODUCTION

The excessive development and openness led to an increase in competition between business organizations in order to achieve the greatest degree of success and distinction, because it has the greatest role in the survival and continuity of work in those organizations effectively, by adopting modern methods and taking effective programs that are the basis that drives business organizations to do the reasons that would achieve competitiveness, as the contemporary business environment witnesses many threats and challenges related to its existence and competitiveness, which has resulted in many disturbances and complications for business organizations, which required them to search for appropriate ways to fortify their position in order to maintain their competitive position and maintain their sustainability and prosperity of their business, By exploring its environment and using the necessary means to support its information sources, to meet these challenges in innovative and unconventional ways through

change and development and making continuous improvements in the methods and systems of its work, Its distinction and competitive superiority, so the need for the organization to know what is going on in its surroundings and what is new in it has increased. avoiding risks that constitute an obstacle to achieving its objectives, The concept of strategic awareness is one of the modern concepts that contribute to improving the competitive performance of the organization, and creating an appropriate environment for creativity by monitoring all favorable changes in the technological environment and responding to them in a way that ensures that they benefit from them in order to overcome the problem of survival and achieve strategic success.

Research Problem

Competitiveness represents the extent to which the organization is able to maintain its market share in the field of activity to which it belongs, as it is the main entrance to enhance the competitiveness of business organizations by

diagnosing their environment and variables and how they affect the organization. To serve the customers it deals with, whose demands are increasing and diversifying, thus posing a challenge to the communication company and its employees. The field research problem tackles the main question represented in the extent to which the leaders of (Asia Cell) for cellular communications realize the role of strategic awareness in enhancing its competitiveness? The following sub-questions emerge from this problem:

- 1- What is the nature and dimensions of strategic awareness?
- 2- What is the nature of the impact of strategic awareness on the competitiveness of business organizations?

Research Objectives

The research objectives include the following:

- 1- Identifying the reality of strategic awareness and competitiveness in (Asia Cell) for cellular communications, and determine the extent of its interest in applying strategic awareness and competitiveness.
- 2- Identifying and analyze the influence relationships between strategic awareness and competitiveness at the level of the surveyed company.
- 3- Determining the significant differences in relation to the research variables.
- 4- Providing solutions to the problems facing the company under study by interpreting and analyzing the data using statistical methods and based on the answers of the sample.

Research hypothesis

There is a positive, significant effect relationship to the dimensions of strategic awareness (awareness of customer service, awareness of sales, awareness of the product, competitive awareness, administrative awareness) in competitiveness at the level of the company in question.

Theoretical Framework of The Research

First: Strategic Awareness:

The views of researchers on the concept of strategic awareness differed, which is reflected in defining an accurate and comprehensive concept of strategic awareness. Therefore, we will present a set of definitions according to the views of some researchers on the concept of strategic awareness, He defined it (Davis et al, 2012: 324) as a mixture between strategic thinking and the leader's self-awareness, and strategic awareness is the critical factor in triggering or activating decision-making processes that lead to an assertive response to emerging security preferences. (Tugba, 2019:5) indicated that it expresses the overall strategic intent related to the mission, goals, objectives, basic processes, system and organizational culture that will enable the achievement of these goals. He explained (Al-Badayneh, 2021:49) is the ability of the decision-maker within the organization to be fully aware and aware of everything related to the organization and what is going on in its external environment. He (Ibrahim & Al-nuaimi, 2020: 103) added that strategic awareness is one of the dynamic capabilities that develop and adapt as a tool for environmental change, but rather it is one of the effective tools for the Orientalization of the external environment more accurately. And (Seifoori, 2020: 116) defined strategic awareness as the ability of the decision-maker within the organization to be fully aware of everything related to the organization and what is happening in its external environment to avoid risks, seize opportunities and awareness of the internal environment in terms of knowledge and understanding of the current human resources of the organization. (Thompson & Martin, 2010: 431) indicated in his definition that strategic awareness is determining the strategic position and relative success of the organization, knowing how it works, why and how it relates to its competitors, determining the nature of the external environment and the need to change things. He defined (Martin, 2011: 48) awareness as being aware of social, political and economic contradictions and taking appropriate measures against the elements and variables that contradict reality, identified strategic awareness It is the process of integrating awareness of strategy,

incorporating real-world knowledge, industry knowledge, global trends, and potential future, i.e. the process of integrating awareness or internal knowledge into strategic decision-making.

Dimensions of Strategic Awareness

The researcher adopted the dimensions indicated by (Davis et al, 2012: 15) in his study, which are (customer service awareness, competitive awareness, product awareness, managerial awareness, and sales awareness), in order to match these Dimensions with the requirements of our research and the possibility of their application to the Asia Cell Company for cellular communications in Iraq, and will be clarified as follows:

1- Customer service awareness: Customer service awareness refers to the extent to which potential consumers know the products or services offered by the organization, or the extent to which customers are aware of their needs or desires in relation to the organization's offerings. Organizations must ensure that all employees are fully aware of The importance of providing unparalleled customer service (Yeşilkaya, 2015: 96). (Jeske et al, 2015: 2) indicated that designing customer service awareness to enhance positive customer service habits while reducing negative behaviors that may weaken customer confidence, and that enhancing customer awareness is a way to educate customers about the products and services offered by the organization. (Kaňovská, 2010: 562) pointed out that business organizations are competing with each other in terms of the advantages and types of services and facilities that they provide to their customers after sales, so that the type, level and period of service available to customers has become an indicator of the extent of the organization's development and its administrative and technical work system, and we consider that satisfying its needs And his desires and facilitation of his affairs are the basis of the work of the organization. And (Davis et al, 2012: 14) that customer service is the process by which the satisfaction of the customer and consumers is ensured with the products offered by organizations. , or self-service messages, through a transaction of selling or returning any of the products and goods, and providing

information about everything related to the organization.

2- Sales awareness: Sales is crucial to the success of any organization, and sales is a must for all business organizations. To achieve pre-defined common goals or objectives (Storbacka et al, 2009: 892) He added (Spaho, 2010: 409) that every business organization has certain goals to achieve, these goals may be very clear and final, or they may be implicit or general. He added (Bolander et al, 2014: 170) and through sales, it is possible to reach the target markets by providing goods, services and appropriate means of communication, and gaining a market share by developing sales, regaining lost customers, establishing long and profitable relationships with them, and standing up to competitors. penetration of new internal or external markets.

3- Product awareness: The product plays an important role in creating loyal customers, and the product helps consumers to make the right decision in the process of choosing products, as it makes consumers believe that they will not be mistaken when buying goods and they will have the same quality (Seturi, 2017: 425).). (Latif et al, 2014: 69) indicated that building product awareness plays an active role in competitive markets, as strong product awareness will create competitiveness in the market that will enhance its reputation and credibility. And between (Perla, 2019: 2) the expansion of product awareness leads to two effects on profits, firstly, raising awareness among consumers, which increases the level of competition and thus reduces market power and prices, and secondly, the increased awareness among consumers gives more choices and allows better matches between the organization and the consumer, Consumers choose their favorite products, which increases the demand for them. He explained (487 Alabdaly & Almayali, 2021:) Higher awareness of the product in the market leads to better sales figures, a positive impression creates awareness that encourages the customer to buy, that is why organizations try hard to spread awareness about their different products among consumers.

4- Competitive awareness: Competitive awareness according to (Perla, 2019:3) is an individual ability that is able to realize the current and potential attacks of the competitor and take advantage of these attacks and the

potential outcomes of their organizations, and thus able to appreciate the regulations and innovations needed to make a profit. And (Odunlami & Akinruwa, 2014: 450) stated that competitive awareness is the activity through which the organization identifies its current and potential competitors, and it is also concerned with the environment in which the competing organization develops, and this is through collecting information obtained from competition analysis and then analyzing it to extract the results and apply them in decision-making and with the intensification of competition. He adds (Latif et al, 2014: 68) that competitive awareness motivates organizations to produce at the lowest costs, search for the most efficient methods, make innovations and produce the most advanced products, and that awareness of the concept of competition as an intellectual ability for senior managers because organizations that go to competitors and retreat from their strategies Competitiveness, especially competitive threats Be aware of market commonalities and resource similarities, and awareness of competition is an individual ability that managers should have.

5- Administrative awareness: Awareness in the administrative field is the result of knowledge and understanding of the administrative leaders of the various aspects and axes of the agreed comprehensive quality standards, related to measuring the return on training, and forming a positive attitude towards it, which is represented in their behavior and practice of those standards through their job performance. Inside the Organization (Driouchi & Bennett, 2011: 4). And between (Davis et al, 2012: 15) administrative awareness means the extent to which the director of the organization is familiar with the knowledge and activities related to the concepts and levels of management and aspects of administrative work within the organization in order to develop administrative work. He added (Driouchi & Bennett, 2011: 208) that awareness in the administrative field is the result of knowledge and understanding of the administrative leaders of the various aspects and axes of the agreed comprehensive quality standards, related to measuring the return from training, and forming a positive attitude towards it, which is represented in their behavior and practice of those standards through their

performance career within the organization. He (Ibrahim & Al-Nuaimi: 2020: 103) explained that administrative awareness is one of the most important aspects of the administrative process, as it is one of the skills that help direct workers in the organization in order to achieve goals, and the importance of administrative awareness is to provide the individual with information, skills and experiences that help him To benefit from the available resources and to face life situations and daily problems by interacting with environmental, social and economic variables consciously, efficiently and positively.

Second: the competitiveness of business organizations

Although competitiveness has been studied and analyzed, it is still difficult to reach a unified concept or definition of the term competitiveness, and from this context the concepts of competitiveness varied according to the different views of researchers. (Aubert & Leclair, 2006: 117) has defined competitiveness as the ability of organizations to produce at a lower cost than the price specified in the market, or the presence of positive demand for products whose selling price is part of the cost of production. And (Falce et al, 2020: 3) that competitiveness is the ability of the organization to increase the size of the industry and its market share and profitability, where competitiveness is determined when comparing organizations in production costs and the most competitive will be the cheapest way to produce a particular commodity. While he defined competitiveness (Epetimehin, 2011: 18) as the ability of the organization to perform that competitors cannot perform and match. And (Mahdi et al, 2011: 9913) showed that competitiveness is the organization's ability to create more economic value than competitors, and that it verifies the organization's effectiveness in using organizational resources to meet customer demand compared to competitors, and that competitiveness is a subject of great debate today among managers and politicians, as well as Academics, globalization and changes in the global economy over the past years have raised new challenges for organizations, industries and countries. And (Claude, 2018: 3) that the competitiveness of the organization is its ability to design, produce and market products that are

higher than those offered by competitors, taking into account the price of the product and its non-price characteristics. To respond to any changes with innovative flexibility, the ability to create economic value above competitors. (Bari, 2019:34) indicated that it is the ability of the organization to build a stronger position over its competitors.

(Dung et al, 2020: 97) explained that the competitiveness of organizations is the absolute advantages or the relative or favorable advantages of the natural or technical resources that the organization can possess, adding in another context that it is the ability to take over the market by taking advantage of its comparative advantage with its products, whether they have An absolute advantage over its partners or competitors, and competitiveness depends on the level of resources and capabilities that the organization possesses.

Dimensions of Competitiveness

The current study will adopt the dimensions of competitiveness adopted in the study (Lalinsky, 2012: 4) to measure competitiveness, represented by (profitability, productivity, market share, cost, customer satisfaction) in order to comply with their requirements and the possibility of their application to cellular communication companies, and it will be clarified as follows:

1- Profitability: Profitability is the primary goal of all business organizations, as it represents the organization's ability to achieve profits continuously, and profitability can be defined as what the organization obtains by selling products during a certain period of time, and business organizations usually achieve profits as a result of Increasing its market share and having a significant impact on improving the competitive conditions created by the markets (Hofstrand, 2006: 1). And (Reschiwati et al, 2020: 327) added that the profitability of the organization is a picture that measures the extent to which the organization is able to reap profits from the operational processes that have been implemented to ensure the continuity of the organization in the future, and profitability is an indicator that expresses the extent to which the organization is able to achieve profits through sales covering or Outweighing costs and

appropriate pricing policies and its reflection on its competitiveness. (Nimalathanan & Nishanthini, 2013: 1) stated that profitability is the primary goal of a business organization, and tends to be a long-term goal that measures the success of the product as well as its ability to develop the market, and is determined by comparing the revenues with the associated cost, the organization must achieve Profits to survive and grow over a long period of time. Profit and profitability are two different terms. Profit is an absolute measure of earning capacity, while profitability is a relative measure of earning ability. Profit is defined as an increase in return on expenses, while profitability is defined As the ability of a particular investment to earn a return through its use, the term profitability consists of two words, profit and ability, and the word profitability can be defined as the ability of a particular investment to earn a return from its use.

2- Productivity: Productivity is generally defined as the ratio of outputs to inputs, that is, it is the relationship between outputs and inputs during a certain period of time, as productivity measures the overall efficiency and effectiveness in which the organization transforms a group of production factors into products, as the higher the productivity of organizations. In a particular industry, it has increased its ability to compete against other sectors (Ares, 2018: 19). (Linna et al, 2010: 301) indicated that productivity is an indicator that expresses how well the organization uses its inputs, which leads to maximizing its outputs and positively reflected on its competitiveness. It is a measure of the efficiency of resource use in the transformation process, and it is expressed in terms of the quantity of outputs Produced for each unit of input consumed, and that productivity represents the efficiency with which the organization uses its resources (from workers, materials, capital and energy) to produce a certain level of production to generate output in the form of goods or services, and productivity is a major source of economic growth and competitiveness.

3- Market share: The market share is the percentage of the total industry sales obtained by a particular organization during a specific time period. The market share is calculated by taking the organization's sales during a certain period and dividing it by the total industry sales during

the same period. This measure is used to give an idea An overview of the organization's size for its industry and its competitors (Christian & Nwaeke, 2020: 7). And (Adefulu, 2015: 23) pointed out that the market share is a major indicator of competitiveness in the market, that is, the strength of the organization's performance against its competitors, which contributes this measure to managers in judging the growth or decline of the overall market and the trends of customers' choices among competitors, in general it is Sales growth resulting from base demand (total market growth) is less expensive and more profitable than that achieved by gaining share from competitors, on the contrary losses in market share can indicate serious long-term problems.

4- Cost: The cost is the expenses incurred by the organization to purchase or rent a product, and that large-sized organizations usually produce at a lower cost per unit and thus obtain higher levels of profitability, and the competitiveness of the organization is improved by the high efficiency of costs and productivity of work and investment, and cost is a critical element For successful production, especially in competitiveness (Depperu & Cerrato, 2005, 6). (Rothaermel, 2017: 183) indicated that the organization has two options to achieve a lower cost than competitors in the same industry, the first option is to use the advantage of low cost to reduce the price of competitors and attract buyers in large enough numbers to increase the total profit, and the second option is to maintain The current price and satisfaction with the current market share, and the use of the advantage of low cost to earn a higher profit margin for each unit sold, thus raising the total profits of the organization.

5- Customer satisfaction: The process of customer satisfaction is very important, as it enables the organization to exploit the potential energies in order to attract customers, achieve their satisfaction, build a good mental image of the organization and achieve their long-term loyalty (Guido, 2015: 2). Anderson et al, 2004: 173 added that customer satisfaction is the customer's desire to repeat his purchasing decisions with the organization, which results

from positive customer experiences and the overall value of the brand. (Suchánek et al, 2017: 20) indicated that the term customer satisfaction is the efforts made by various business organizations to gain customer satisfaction, by providing important products according to the appropriate standards for their requirements and needs, and preventing their acquisition by competing organizations in the same industry, by By selling products at reasonable prices within the qualities of appropriate quality, and are provided at the times specified for delivery by both parties, the seller and the buyer, without any delay.

Research Framework

1- Describe and diagnose the dimensions related to the strategic awareness variable

The arithmetic mean of strategic awareness in the total form reached (4.142), which is a high arithmetic mean, and accordingly this confirms the sufficient attention by the sample members to strategic awareness, and the standard deviation of the variable of total strategic awareness was (0.744), and this indicates the good consistency in the answers of the research sample on the dimensions of this This was confirmed by the variable coefficient of variation of (17.962%).

Customer service awareness obtained a high arithmetic mean of (4.240) with a standard deviation of (0.723), evidence of good consistency in the answers to the paragraphs of this dimension. High and this indicates the importance of this dimension as one of the pillars of strategic awareness for the research sample, and awareness of the product obtained an arithmetic mean of (4.110), evidence of its importance and with a standard deviation of (0.771), and this indicates the good consistency in the answers of the sample members, and competitive awareness obtained on A high arithmetic mean of (4.155), and this indicates its importance with a standard deviation of (0.706), evidence of good consistency in the answers to the paragraphs of this dimension, and the administrative awareness had an arithmetic mean of (4.018), which is a high arithmetic mean. researched company.

Table 1.0 *The relative importance of the sub-dimensions of the strategic awareness variable.*

main dimension	Arithmetic mean	standard deviation	Variation coefficient %	answer degree	ranking
strategic awareness	4.142	0.744	17.962	High	-
Customer service awareness	4.240	0.723	17.057	High	2
sales awareness	4.187	0.721	17.321	High	3
product awareness	4.110	0.771	18.794	High	4
competitive awareness	4.155	0.706	17.032	High	1
management awareness	4.018	0.801	19.958	high	5

Source: Prepared by the researcher based on the outputs of the program (spss.v.24).

2- Describe and diagnose the dimensions related to the competitiveness variable

The arithmetic mean of the competitiveness variable in total reached (4.148), which is a high arithmetic mean, and this indicates sufficient interest by the sample members in Table 2.0 *The relative importance of the sub-dimensions of the competitiveness variable of business organizations.*

competitiveness, and the standard deviation of this variable amounted to (0.689), and this indicates the good consistency in the answers of the sample members on the dimensions of this variable in support of that The coefficient of variation was (16.610%).

main dimension	Arithmetic mean	standard deviation	Variation coefficient %	answer degree	ranking
Competitiveness	4.148	0.689	16.610	High	-
Profitability	4.233	0.652	15.451	High	1
Productivity	4.156	0.707	17.036	High	3
Cost	3.956	0.721	18.334	High	5
market share	4.228	0.657	15.573	High	2
Customer satisfaction	4.167	0.711	17.082	high	4

Source: Prepared by the researcher based on the outputs of the program (spss.v.24).

Among the dimensions of competitiveness, the profitability dimension obtained an arithmetic mean of (4,233), which is a high arithmetic mean. Good, as the standard deviation for this dimension was (0.707) and the coefficient of variation was (17.036%), and the cost dimension came with an arithmetic mean of (3.956), and the consistency of the answers was good through the dimension having a standard deviation of (0.721) confirmed by the coefficient of variation reached (18,334). %), and after the market share obtained a high arithmetic mean of (4.228), and this is evidence of the importance of this dimension for

the members of the research sample, and that the standard deviation of this The dimension reached (0.657), this indicates the good consistency of the answers of the sample members, confirmed by the coefficient of variation, which amounted to (15.573%), and it came after the customer's satisfaction with an arithmetic mean of (4.167), which is a high arithmetic mean that indicates the importance of the customer's satisfaction, and the consistency of the answers was good through obtaining the dimension The standard deviation was (0.711),

which was confirmed by the coefficient of variation, which amounted to (17.082%).

3- Test The Main Research Hypothesis

Table (3) and Figure (1) show the results of testing the main hypothesis, which states (there is a positive, significant effect relationship for the dimensions of strategic awareness (customer

service awareness, sales awareness, product awareness, competitive awareness, managerial awareness) in competitiveness) at the company level. The respondents, as the multiple linear regression model was used to show the effect of the explanatory variable with its dimensions on competitiveness as one of the dimensions of the responsive variable.

Table 3.0 The results of testing the impact of multiple linear regression for the dimensions of strategic awareness in competitiveness.

main premise	Path	β	T	Sig	$R^2 - F - Sig. b_0$	the decision
First H_{01}	Customer Service Awareness >>> Competitiveness	0.041	1.544	0.125	$R^2 = 0.777$ $F = 77.361$ $Sig. = 0.000$ $b_0 = 4.720$	accept the hypothesis
	Sales Awareness>>>Competitiveness	0.137	1.877	0.063		
	Product Awareness<<< Competitiveness	0.227	3.315	0.001		
	Competitive Awareness >>> Competitiveness	0.144	1.868	0.064		
	Managerial Awareness >>> Competitiveness	0.164	3.527	0.001		%40
Conclusion						
Number of explanatory variables = 5				The number of significant explanatory variables = 2		

Source: Prepared by the researcher based on the outputs of the program (spss.v.24).

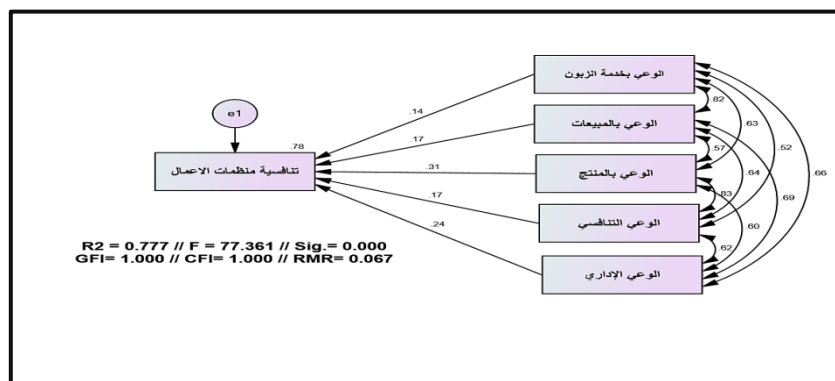


Figure (1) Test the third main hypothesis

It is also inferred from Table (4) that the calculated value of his statistic (F) of (77.361) is greater than its tabular value of (3.63), which confirms the overall significance of the multiple linear regression model at a level of significance less than (0.05%), and this indicates that there are The least effect of one of the dimensions of

strategic awareness in competitiveness, which justifies the acceptance of the main hypothesis, and that the coefficient of determination (R^2) was (0.777), meaning that the dimensions of strategic awareness explain the rate of (77%) of the changes that occur in competitiveness, and that the percentage of (23 %) is due to the effect

of other variables that were not included in the model, as for the values of (β) that represent the strategic awareness dimensions factors, they amounted to (0.041, 0.137, 0.227, 0.144, (0.164) respectively, meaning that the change in (awareness of customer service) is by One unit will lead to a change in competitiveness by (0.041) while keeping the other factors constant, and the change in (sales awareness) by one unit will lead to a change in competitiveness by (0.137) while keeping the other factors constant, And that a change in (product awareness) by one unit will lead to a change in competitiveness by (0.227) while keeping other factors constant, and that a change in (competitive awareness) by one unit will lead to a change in competitiveness by (0.144) while keeping other factors constant, And the change in (administrative awareness) by one unit will lead to a change in competitiveness by (0.164), while keeping other factors constant.

In addition, the value of his statistic (t) calculated for the dimensions of strategic awareness reached (1.544, 1.877, 3.315, 1.868, (3.527) respectively, and a level of significance (sig) amounted to (0.000) indicated the morale of the model as a whole, and the dimensions (product awareness and administrative awareness) were moral. Because the value of (t) calculated for them is greater than the tabular value of (1.658) and with a significant level of less than (0.05%), from which it is inferred that there is a significant positive impact of product awareness and administrative awareness on competitiveness, and this indicates the importance of product awareness in Asia Cell Telecom. Cellular in Iraq, considering the product offered by the company is a top priority for the company, and this interest appeared through interviews conducted by the researcher with a group of managers and leaders in the company, emphasizing the wide interest in the product or services provided by providing them with comprehensive coverage in all Iraqi governorates, and therefore, the equation for the regression line will take the following form:

$$\hat{Y} = 4.720 + 0.041x_1 + 0.137x_2 + 0.227x_3 + 0.144x_4 + 0.164x_5$$

Based on the foregoing, the main hypothesis is accepted: There is a positive and morally significant impact relationship for the dimensions of strategic awareness (customer service

awareness, sales awareness, product awareness, competitive awareness, administrative awareness) in competitiveness at the level of the researched company.

Conclusions

1- The results showed a significant effect for each of the dimensions (product awareness and managerial awareness) as explanatory variables in the competitiveness of the company under study. Managers with administrative procedures are higher than their level of concern for the desires and requirements of the customer.

Recommendations

- 1- Working to increase the interest of the Asia Cell Mobile Communications Company in strategic awareness of its high impact in enhancing competitiveness.
- 2- Deepening the understanding and awareness of all leaders in the company of the importance of strategic awareness and competitiveness through the establishment of workshops and seminars
- 3- The managers of the surveyed company must understand and be aware of the external variables that surround the company through conducting a comprehensive strategic analysis of all variables, whether in the general external environment or the private internal
- 4- Identifying threats and ways to address them in order to preserve the competitive position of the company.

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