The Role of Marketing Intelligence in Achieving Competitive Advantage
Case Study: Internet Service Provider Companies in The Gaza Strip

دور الاستخبارات التسويقية في تحقيق الميزة التنافسية

دراسة حالة: شركات تزويد خدمة الانترنت في قطاع غزة

Ahmed Hesham Al-Saqqa

Supervised by:

Dr. Rushdy A. Wady

Associated Professor of Marketing

A thesis Submitted in Partial Fulfilment of the Requirements for
Master of Business Administration

September/2017

<div dir="rtl">

إقـــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

</div>

The Role of Marketing Intelligence in Achieving Competitive Advantage
Case Study: Internet Service Provider Companies in The Gaza Strip

<div dir="rtl">

دور الاستخبارات التسويقية في تحقيق الميزة التنافسية
دراسة حالة: شركات تزويد خدمة الانترنت في قطاع غزة

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وأن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل الاخرين لنيل درجة أو لقب علمي أو بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

</div>

Declaration

I understand the nature of plagiarism, and I am aware of the University's policy on this.

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted by others elsewhere for any other degree or qualification.

Student's name:	أحمد هشام هاشم السقا	اسم الطالب:
Signature:		التوقيع:
Date:	/09/2017	التاريخ:

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الجامعة الإسلامية ـ غزة
The Islamic University of Gaza

نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ **أحمد هشام هاشم السقا** لنيل درجة الماجستير في كلية *التجارة/* قسم إدارة الأعمال وموضوعها:

دور الاستخبارات التسويقية في تحقيق الميزة التنافسية

دراسة حالة: شركات تزويد خدمة الانترنت في قطاع غزة

The Role of Marketing Intelligence in Achieving Competitive Advantage

Case Study: Internet Service Provider Companies in the Gaza Strip

وبعد المناقشة التي تمت اليوم الثلاثاء 06 محرم 1438 هـ، الموافق 2017/9/26م الساعة الواحدة مساءً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

د. رشدي عبد اللطيف وادي	مشرفاً و رئيساً	....
د. أكرم اسماعيل سمور	مناقشاً داخلياً	....
د. جلال اسماعيل شبات	مناقشاً خارجياً	....

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية *التجارة/* قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق،،،

عميد البحث العلمي والدراسات العليا

أ.د. مازن اسماعيل هنية

Abstract

The study examines the role of Marketing Intelligence in achieving competitive advantage in internet service provider companies in the Gaza strip. The study population consists of all marketing employees of internet service provider companies in the Gaza strip.

The researcher used the descriptive analytical method and utilized both primary and secondary sources for data collection. The researcher retrieved 69 of the 80 distributed questionnaires, forming a recovery percentage of 86.25%.

The results of the study show a statistically significant relationship between marketing intelligence with its four components (competitor intelligence, product intelligence, market intelligence, customer intelligence) and achieve competitive advantage. And also the study results showed that there is no statistically significant differences among respondents answers regarding the marketing intelligence, and regarding the competitive advantage in the internet service provider companies in the Gaza strip due to (gender-scientific qualification- experience year- job title- income level).

The researcher recommends that the internet service provider companies in the Gaza strip should attracting the information from and about the customers, market, services, and competitors in order to achieving the competitive advantage. Moreover, the internet service provider companies in the Gaza strip should benefit from the marketing information in order to, firstly: win the customers through knowing their nature, patterns, attitudes, needs, and the extent of loyalty; secondly: gain the market by determining the opportunities and threats, market size, market trends, technological trends, market share, and the changes in the market; Thirdly: improving and developing their services; and fourthly: superiority over competitors by monitoring the size of their investment, changes, and reactions.

الملخص

تبحث الدراسة دور الاستخبارات التسويقية في تحقيق ميزة تنافسية في شركات تقديم خدمات الإنترنت في قطاع غزة. يتكون مجتمع الدراسة من جميع موظفي التسويق في شركات تقديم خدمات الإنترنت في قطاع غزة.

استخدم الباحث المنهج الوصفي التحليلي واستخدم المصادر الأولية والثانوية لجمع البيانات. استعاد الباحثة ٦٩ استبانة من الاستبيانات الموزعة البالغ عددها ٨٠ استبانة، وشكلت نسبة استرداد بلغت ٨٦,٢٥٪.

أظهرت نتائج الدراسة وجود علاقة ذات دلالة إحصائية بين الاستخبارات التسويقية ومكوناتها الأربعة (استخبارات المنافس، استخبارات المنتج، استخبارات السوق، استخبارات الزبون) وتحقيق الميزة التنافسية. كما أظهرت نتائج الدراسة عدم وجود فروق ذات دلالة إحصائية بين أفراد العينة فيما يتعلق بالاستخبارات التسويقية، وفيما يتعلق بالميزة التنافسية لشركات مزود خدمة الإنترنت في قطاع غزة بسبب (المؤهل العلمي العلمي – مستوى).

أوصى الباحث بأن تقوم شركات تزويد خدمات الإنترنت في قطاع غزة بجمع المعلومات من العملاء والأسواق والخدمات والمنافسين من أجل تحقيق الميزة التنافسية. وعلاوة على ذلك، ينبغي لشركات تزويد خدمات الإنترنت في قطاع غزة الاستفادة من المعلومات التسويقية من أجل: أولاً: كسب الزبائن من خلال معرفة طبيعتهم وأنماطهم واتجاهاتهم واحتياجاتهم ومدى ولائهم؛ ثانياً: كسب السوق من خلال تحديد الفرص والتهديدات، وحجم السوق، واتجاهات السوق، والاتجاهات التكنولوجية، وحصتها في السوق، والتغيرات في السوق؛ ثالثاً: تحسين وتطوير خدماتها. رابعاً: التفوق على المنافسين من خلال مراقبة حجم استثماراتهم وتغيراتهم وردود أفعالهم.

بسم الله الرحمن الرحيم

(وَاتَّقُوا اللَّهَ وَيُعَلِّمُكُمُ اللَّهُ وَاللَّهُ بِكُلِّ شَيْءٍ عَلِيمٌ)

[البقرة: ٢٨٢]

Dedication

I would like to take this opportunity to express my sincere gratitude and dedicate this work to my beloved parents for their continuous support, and distinguished encouragement since the beginning until the finalization of this thesis.

I dedicate this research to the soul of my brother martyr Hassan.

I dedicate this research to my lovely wife.

I dedicate my study to all who gave me advice and encouraged me to accomplish my study, to all my family members, and all my friends.

Finally I dedicate my study to our beloved Palestine and all the martyrs, prisoners, and wounded who made sacrifices for the sake of independence and freedom.

ACKNOWLEDGMENTS

Table of Content

List of Tables

List of Figures

List of Abbreviations

MkIS	Marketing Information System
MDSS	Marketing Decision Support System
CA	Competitive Advantage
MI	Marketing Intelligence
MR	Marketing Research
MIS	Management Information System
CI	Competitive Intelligence

Chapter 1

Introduction

Chapter 1
Introduction

1.1 Background:

The environment in which organizations operate today is unstable, which has generated many of the results on the social, economic, and technology levels. Good marketing is the outcome of careful planning and implementation using the latest methods and techniques, it is no coincidence, Which drive   science and art as marketers seeking to find innovative new solutions to challenges in a marketing environment under the great changes of the 21st century (Kotler & Keller, 2014). One of this modern tools and techniques that used to create new solutions is marketing information system (MkIS). MkIS help in analyzing product features with creating and testing promotion plans, customer data, gaining instant feedback on concepts and plans, evaluating channel and pricing options, and moving marketing plans rapidly in to production (Harmon, 2003). An efficient MkIS captures market changes and related situations in the marketplace, while at the same time filtering the reporting environment from excess information (Ghodsypour & O'Brien, 1998). (Kotler & Keller, 2014) model of a Marketing Information   System   has   four parts, which are: Internal   records, Marketing Intelligence, Marketing Research, and Marketing Decision Support System (MDSS).

With the expansion of global competition, Organizations begun initial marketing initiative using intelligence systems techniques in the field of business, to help the decision-maker in the analysis and the development of overall strategy, and began to be formed special units to the system of marketing intelligence in businesses work to gather information on competitors and the marketing environment in general for the management of the commercial struggle, and with the digital and information revolution, information control and use of information technology has become is a vital necessity for organizations, and appeared at this stage, the concept of information warfare (Murad, 2010).

In the current era, competition has increased and profits have fallen, which forces companies to behave more like each other than before, it became a competitive

environment and thus achieving competitive advantage is the key to success at the strategic level and evidence on the company's ability to remain at the forefront of current or potential competition (Porter, 2008).

Gaining a competitive advantage over competitors has been the focus of organizations for a long time, as only a competitive advantage can assure the long term existence of the organization (Jugdev & Mathur, 2006). Firms that have captured a competitive advantage are attempting to maintain their competitiveness by increasing knowledge and by managing that knowledge (Gomes & Romão, 2016). Due to the increasing number of Internet service provider companies in the Gaza Strip, intense competition has become a clear case in the last period. Therefore, this study aims to clarify the role of marketing intelligence in achieving competitive advantage in internet service provider companies in the Gaza Strip.

1.2 Research Problem:

The competition opened by the Ministry of Communications in the Gaza Strip led to an increase in the number of companies providing Internet services in the Gaza Strip, which in turn contributed greatly to increasing competition in terms of excellence in providing services on the one hand and marketing services on the other hand.

Moreover, we do not know exactly if the internet service provider companies in the Gaza strip use the marketing intelligence in achieving competitive advantage.

Consequently, the main question for this study is:

What is the role of marketing intelligence in achieving competitive advantage in internet service provider companies in the Gaza strip?

1.3 Research Sub-questions:

The main question leads to ask the following sub-questions:

1. What is the concept of marketing intelligence, its importance, and its components and sources?

2. What is the concept of competitive advantage, the importance, the components, and what are the strategies that contribute to achieve?

3. What is the role of customer intelligence in achieving competitive advantage for internet service provider companies in the Gaza strip?

4. What is the role of market intelligence in achieving competitive advantage for internet service provider companies in the Gaza strip?

5. What is the role of product intelligence in achieving competitive advantage for internet service provider companies in the Gaza strip?

6. What is the role of competitor intelligence in achieving competitive advantage in internet service provider companies in the Gaza strip?

1.4 Research Variables:

1.4.1 Independent variables:

Marketing intelligence, consists of: (customer intelligence, market intelligence, product intelligence, competitor intelligence). (Crowley, 2007)

1.4.2 Dependent variables:

Competitive advantage, consists of: (efficiency, quality, innovation, responsiveness). (Hill et al., 2014).
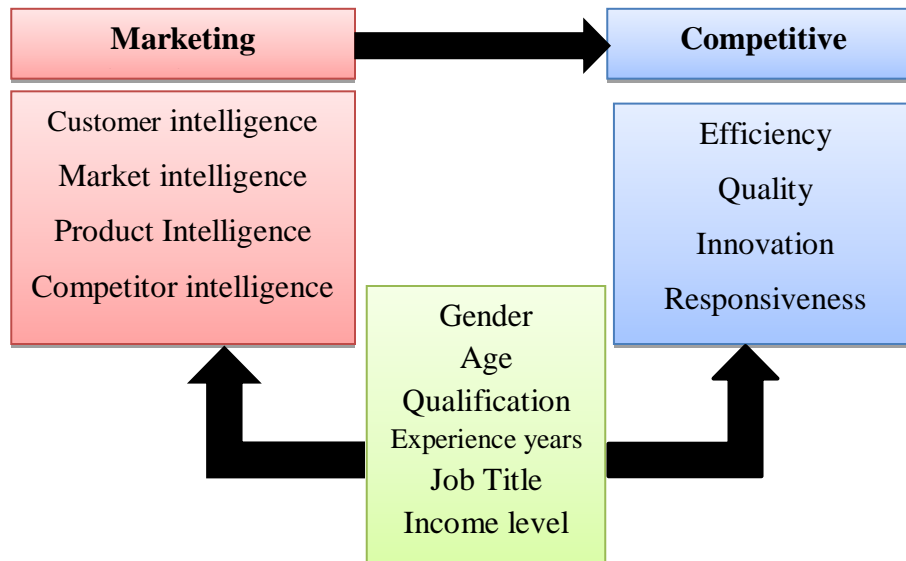
Figure (1.1): Research variables

Designed By the researcher

According to (Crowley, 2007; Hill et al., 2014)

1.5 Research hypothesis:

The first hypothesis:

There are a statistically significant relationship between the availability of marketing intelligence and achieving competitive advantage in internet service provider companies in the Gaza strip when the level of significance $\alpha = 0.05$. And it is divided by the following sub hypothesis:

1) There is a statistically positive relationship between the customer intelligence and the competitive advantage in internet service provider companies in the Gaza strip at the level of significance $\alpha = .05$.

2) There is a statistically positive relationship between the market intelligence and the competitive advantage in internet service provider companies in the Gaza strip at the level of significance $\alpha = .05$.

3) There is a statistically positive relationship between the product intelligence and the competitive advantage in internet service provider companies in the Gaza strip at the level of significance $\alpha = .05$.

4) There is a statistically positive relationship between the availability of competitor intelligence and the competitive advantage in internet service provider companies in the Gaza strip at the level of significance $\alpha = .05$.

The second hypothesis:

This hypothesis divided by the following sub hypothesis:

1) There are significant statistical differences among respondents answers regarding the marketing intelligence due to (gender- age-scientific qualification- experience year- job title- income level) at the level of significance $\alpha = .05$.

2) There are significant statistical differences among respondents answers regarding to achieving competitive advantage for internet service provider companies in the Gaza strip due to (gender- age-scientific qualification- experience year- job title- income level) at the level of significance $\alpha = .05$.

1.6 Research objectives:

This research seeks to achieve the following objectives:

1. Define the concept of marketing intelligence, illustrate its importance, and explain the steps for setting up market intelligence system.

2. Recognize the components and sources of marketing intelligence.

3. Clarify the concept and the strategies of the competitive advantage.

4. Investigation on marketing intelligence role in achieving competitive advantage for internet service provider companies in the Gaza strip.

1.7 Research importance:

Theoretical importance:

1. This research is going to enrich the literature in the management of marketing intelligence and to provide new insights for promoting this research area.

2. This research will offer the theoretical foundations and methods of marketing intelligence practices through the relevant literature to the concerned.

3. To the researcher's knowledge, the study will provide the Palestinian library with a first study in marketing intelligence subject were applied in Gaza.

Empirical importance:

This research will offer valuable recommendations to the internet service provider companies in the Gaza strip owners in order to benefit from marketing intelligence in their business activities to achieving competitive advantage.

1.8 Previous studies:

In the search for studies related to thesis subject, the researcher found many previous studies on the competitive advantage, but there was limited in studies related to marketing intelligence, due to the novelty of the research subject.

The following is a review of the previous studies on the subject of the study, which is divided into three parts (Palestinian, Arab, and international).

1.8.1 Palestinian studies:

1. (Rahma, 2015), "The Role Of Marketing Intelligence in Developing The Services of Palestinian Banking Sector".

Purpose: The purpose of this study is identify the role of marketing intelligence in developing services of Palestinian banking sector.

Findings: The research found that there is a statistically significant relationship between marking intelligence and service development for customers, employees and top management. Also, the research found that there are no statistically significant differences among the average estimations of research sample regarding these fields which are attributed to respondents.

Recommendations: The most important recommendations are as following:

1. It is important to enhance the role of employees in acquiring marketing information from customers.

2. It is necessary to provide customers with chance to give their opinions and criticisms of bank policies.

3. It is important to pay attention to the available marketing information in order to reduce times of reactions to sudden changes of some legislations.

2. (Abed Al-Ghafoor, 2015), "Requirements of knowledge management and its role in achieving the competitive advantage in Gaza Strip universities".

Purpose: The study aimed to identify the role played by requirements knowledge management among the Palestinian universities to create a competitive advantage in Gaza Strip according to prospective graduate students during the first semester 2013/2014. The study also attempts to identify the co-relational relationship between knowledge management as independent variable and selective components of competitive advantage as dependent variable. It also investigates the significance of demographic variables on this relationship that the hypotheses were designed accordingly.

Findings: The study has come to conclude results mainly; the universities realize requirements of knowledge management in set of factors that are in order, human

6

resource %73.09, organizational culture %72.31, information technology %71.40 and organizational leadership %68.93. Furthermore, there was a strong relationship between requirements of knowledge management and competitive advantage. The study recommended enhancing university management to facilitate communication among students to exchange ideas and contribute to enrich knowledge further in order to accept a positive criticism to develop the universities.

3. (Wafi, 2013), "The Awareness and Practice of Small and Medium Size Businesses in Gaza Strip to Competitive Intelligence Concept and Its Benefits".

Purpose: This study was conducted to evaluate the practices of CI in small and medium size firms in Gaza strip and to determine the extent to which they are aware to practice CI among their business activities and its importance, so that it could be the base for next studies in the field of strategic planning.

Findings: Results of the study showed that there is a significant relationship between adopting CI concept in SME's in the Gaza Strip and surrounding circumstances; nature of the company; and internet access. It also proved that there is a relationship between (CI) adoption in SME's and their performance, through increasing the average rate of sales, and improving the quality and speed of decision making process.

4. (Shaban, 2011), "Intellectual capital and its role in achieving competitive advantage for Palestinian Cellular Communications Company (JAWWAL)".

Purpose: The study identifying the availability of the intellectual capital requirements in its three dimensions (human, structural, and relational), and studying the impact of the availability of the requirements in achieving the competitive advantage of the company.

Findings: The study shows number of results. The most important are: that there is a significant relationship between the availability of intellectual capital requirements in (its three components) and achieving the competitive advantage of Jawwal, mainly in the domain of superior quality. The results show high level of competitive advantage of the company. Also, the results show that there is a variation in the role of the intellectual capital components in a achieving the competitive advantage of the company, in which

the relational capital contributes more than the other two components of intellectual capital in a achieving the competitive advantage of the company.

1.8.2 Arabic studies:

5. (Gachi, 2013), "The impact of marketing information system on the competitive advantage - Case study- food industry enterprises Algeria".
Purpose: The objective of this empirical study was to examine the impact of marketing information system (data base; marketing research, Marketing Intelligence, DSS) on the competitive advantage for Food industry enterprises in Algeria.
Findings: Empirical Findings revealed a positive and significant impact of Marketing customer satisfaction); and to other indexes; they haven't done any impact . Based on research resultants. A number of recommendation were introduced to enhance the role of Marketing information system in competitive advantage of food industry enterprises in Algeria. Recommended that it's too necessary to design an integrated Marketing information system which provide the necessary and sufficient information for achieve competitive advantage.

6. (Mutairi, 2012), "The Impact of Innovation Orientation on Achieving Competitive Advantage: An Applied Study in Kuwaiti Commercial Banks".
Purpose: This study aimed to investigate the Impact of Innovation Orientation on Achieving Competitive Advantage in Kuwaiti Commercial Banks.
Findings: The main conclusion of the study were there was a significant impact of innovation on achieving Competitive Advantage (Differentiation , Response) in Kuwaiti Commercial Banks.

7. (Bstangy, 2011), "The impact of marketing information systems efficiency in acquiring the competitive advantage in Gordian industrial companies".
Purpose: The purpose of this study is to determine the effect of the efficiency of marketing information systems on gaining of the competitive advantage in the Jordanian Industrial Companies.

Findings: The results of the study indicate that, the respondents' perception to the each of efficiency of MISs (physical, software, human and managerial requirements) and dimensions of the competitive advantage (creativity and innovation, speed, elasticity, differentiation and quality), stated according to their importance, and were high. The results, also, indicate that there is significant statistical effect of the efficiency of the (MISs) on the gaining of the competitive advantage with all it dimensions. Some recommendations were suggested to enables companies to using (MISs) in efficient way to gaining sustainable competitive advantage.

8. (Ismail, 2011), "The role of Marketing Information System on Decision making: An applied study on Royal Jordanian Air lines (RJA)".

Purpose: The study aimed to focus on the importance of using the marketing information system in the decision-making process, by clarifying the need to make decisions quickly and efficiently to save time and prevent duplication of work.

Findings: The empirical study found that there are positive relationships between the level of use and adoption of decision support system, marketing intelligence, and the success of organizational decision making, which gives the organization a competitive advantage because it allows the organization to solve problems.

9. (Nasri, 2011), "Competitive intelligence in Tunisian companies".

Purpose: The study aimed to determining the role of competitive intelligence in achieving knowledge of Tunisian companies in the field of manufacturing, communication and retail.

Findings: The study reached several results, the most important of which are:

- Corporate managers are fully aware of the importance of competitive intelligence in managing their companies.

- Internal sources of information are more valuable than external sources of information, and the role and analysis of personal information are valued.

- Corporate managers believe that no company can survive unless there is an intelligence system that provides the company with the information necessary to sustain it and face competition.

10. (Otoum, 2009), "The Mission of the Organization and its Impact on Achieving Competitive Advantage: A Field Study on the Jordanian Pharmaceutical Industry".

Purpose: The purpose of the study is to focus on the reality of the pharmaceutical industry in Jordan, and what the effect of the organization mission and its components on achieving a competitive advantage in the Jordanian pharmaceutical industry.

Findings: The results of the study showed that the most important dimensions used by Jordanian pharmaceutical companies in preparing their mission are customer service, research, development, quality and human resources, and that there is an impact on achieving competitive advantage.

11. (Hashim, 2006), "The role of Marketing Information Systems in improving marketing performance of public shareholding companies of Jordan".

Purpose: The study seeks to verify the role of marketing information systems in improving the marketing performance of public shareholding companies in Jordan.

Findings: The researcher found that all companies use the components of marketing information systems to a large extent. The study revealed that the internal records are the most reliable element in the information system for collecting information. The results also showed a correlation between the existence of the marketing information system and improving marketing performance.

1.8.3 International Studies:

12. (Jensen, 2015), "Forecasting Sponsorship Costs: Marketing Intelligence in the Athletic Apparel Industry".

Purpose: The study aimed to identify the factors influencing investments in sports care using the highly competitive sportswear industry in the United States and propose an analytical framework for marketing intelligence that enables sports marketing managers to better predict the active care environment in US markets.

Findings: The study reached several results, the most important of which are:

- The variables that reflect the attractiveness of the market are the tools for predicting costs through marketing intelligence sources. Where market information and competitors were the most important sources of marketing intelligence to predict the costs of care.

- The results suggest that Nike's market dominance has given it significant savings in enhancing its position as an elite sports apparel supplier, while competing brands have been forced to spend too much trying to connect the desired sporting characteristics to consumers, focusing on consumers' needs and desires.

13. (Hattula, 2015), "Is more always better? An investigation into the relationship between marketing influence and managers' market intelligence dissemination".

Purpose: The study aimed to identifying how marketing management in the organization affects the marketing managers' deployment of marketing intelligence or knowledge about the needs of customers and the activities of the competitors from the point of view of senior management.

Findings: The study reached several results, the most important of which are:

- There is a positive relationship between the impact of marketing management and senior management in spreading marketing intelligence to the organization.

- The existence of a statistically significant impact on the deployment of marketing managers to marketing intelligence.

- The study emphasizes the parallel effects of strong marketing management and staff need to spread the organization's marketing intelligence culture.

14. (Venter and Van Rensburg, 2014), "The relationship between marketing intelligence and strategic marketing".

Purpose: The study aimed to determining the relationship between marketing intelligence and strategic marketing in organizations operating in South Africa.

Findings: The study reached several results, the most important of which are:

- There is a fundamental gap between the importance of key sources of marketing intelligence.

- Marketing decision makers believe that traditional marketing intelligence and marketing tools have great value in supporting marketing decision making but the value of many modern marketing intelligence tools and sources is not clear.

- The study suggests that the quality of marketing intelligence specifically support ICT for marketing intelligence, are sources that require more attention.

- The results confirm that the availability of marketing intelligence (intelligence about customers, competitors and suppliers) has a direct impact on the overall quality of marketing intelligence.

15. (Gresty, 2014), "Market intelligence gathering in executive search firms, Business Information Review".

Purpose: The study aimed to test the types of marketing intelligence required by marketing research consultants as well as the methodologies and sources used in the collection of marketing intelligence. In addition, the impact of demand on marketing intelligence is identified. The study also discusses the principles and processes of knowledge management as a means of assisting in the monitoring, participation and effective use of marketing intelligence.

Findings: The study reached the following results:

- Marketing intelligence in market research offices relies primarily on clients in market planning and intellectual leadership as market research offices are undoubtedly knowledge-intensive.

- Because of the wide range of intelligence required, the marketing intelligence gathering processes are a mixed activity consisting of desktop search and basic search.

- There is a statistically significant relationship between the integration of explicit knowledge (databases, internal reports, competitor information, newspapers) and implicit knowledge (networking with key market entities).

16. (Lekhanya, 2014), "Perceived marketing intelligence and marketing communications tools used by rural Small, Medium and Micro Enterprise in South Africa".

Purpose: The study aimed to identify the relationship between marketing intelligence and marketing communication tools used by small, medium and small rural companies in South Africa, identify the obstacles of using marketing intelligence, and determine the extent and implications of the use of marketing intelligence in these establishments.

Findings: The study reached several results, the most important of which are:

• Marketing intelligence and promotional marketing tools have been applied in the companies under study and have importance and significance of concrete.

• Promotional communication tools covering both the marketing mix and the marketing intelligence used in small, medium and small rural enterprises in South Africa were significant.

17. (Chaudhuri, 2011), "Issues in Customer Intelligence Data and Method Creativity to Improve Marketing Decision Making".

Purpose: The study aimed to building a knowledge model and focusing on the market capabilities of Indian national companies.

Findings: The study reached several results, the most important of which are:

• Information can be used in competitive competition and achieving desired goals regardless of the pace of technological progress between companies.

• Marketing intelligence helps keep customers better served and maximize return on profits.

• The management experience of the company and the opinion of the clients each complement the other in building the company's strategy for its continuity and fame.

18. (Nwokah, 2009), "Customer-focus, competitor-focus and marketing performance".

• **Purpose:** The purpose of this paper is to assess the influence of customer focus and competitor focus on marketing performance of food and beverages organizations in Nigeria.

• **Findings:** The paper validated the existing instruments for measuring customer focus, competitor focus and marketing performance. The paper also finds a strong positive relationship between the three constructs.

19. **(Magnier-Watanabe & Senoo, 2009), "Congruent knowledge management behaviors as discriminate sources of competitive advantage".**

- **Purpose:** While knowledge management has been shown to be a strategic source of competitive advantage, processes designed to enhance the productivity of knowledge do not, however, equally contribute to the organization's capabilities. Consequently, this research aims to focus on the relationship between each mode of the knowledge management process and multiple sources of competitive advantage.

- **Findings:** The study finds that the perceived importance of knowledge management activities, especially combination, appears as an important source of competitive advantage related to technical knowledge, and more time spent on knowledge management tasks, in particular socialization, contributes to a competitive advantage related to affective knowledge. Further analysis involves a taxonomy of employees based on their perceived importance of, and the time they spend on, knowledge management activities.

20. (Powell and Allgiar, 2008), "Using Market Intelligence: Competitive Intelligence To add value To your Business".

Purpose: The study aimed to showing the role of competitive and marketing intelligence system in the fields of production, research and development, analysis of competitors and other important activities.

Findings: The study reached several results, the most important of which are:

- The cultural and cognitive gap is one of the most important obstacles to intelligence work.

- Lack of sufficient technical resources and efficient human resources in this field.

- The lack of clarity of the objectives of the system for the workers, which creates a state of conflict within the departments.

21. (Thomas and Ahmed, 2007), "Emissions Control and the Regulation of Product Markets: The Case of Automobiles".

Purpose: The study aimed to determine how these organizations managed to cope with the escalating competition and global growth during the 1990s.

Findings: The study reached several results, the most important of which are:

• Competitive information is very important in understanding the marketing environment and increasing the efficiency of the organization.

• The intelligence system plays a major role in increasing the Organization's capacity to cope with unpredictable environmental developments.

• The decline and aging of the role and importance of marketing research activity and the need to replace or support it with marketing intelligence activities.

22. (Trim and Lee, 2006), "The role of marketing intelligence officers in strategy formulation and implementation".

Purpose: The study aimed to identifying the role played by marketing intelligence staff in order to support marketing strategies within a broad framework

Findings: The study reached several results, the most important of which are:

• Lack of powers of marketing intelligence staff in the analysis and interpretation of data and information.

• Marketing intelligence staff need to develop their skills and knowledge and adopt a proactive approach to strategy formulation.

23. (Huster, 2005), "Marketing Intelligence: A First Mover Advantage".

Purpose: The study aimed at uncovering the nature of daily activities that enhance the marketing intelligence system, providing daily information on the movements of competitors, focusing on the most important strategies they adopt for any changes in the market.

Findings: The study reached several results, the most important of which are:

• Marketing intelligence is highly skilled in dealing that may not be available to many working individuals.

• Intelligence work requires a certain level of competence for clients to achieve the desired success.

1.8.4 Discussion the previous studies:

Through a researcher review for a range of previous studies, Which addressed two subjects (marketing intelligence and competitive advantage), the researcher concluded that the marketing intelligence has a great importance as it contributes to the achievement of the Corporate goals and support marketing decisions making, also the researcher concluded that the competitive advantage has a big role in the continuity of the companies and achieve their goals, and can show The paradox between the current study and previous studies by the following:

First, compared to comment in terms of content:

1. In terms of the study objectives: The study concur with the study of each of (Rahma, 2015), (Wafi, 2013), (Bahloul, 2011), (Sabet, 2005), (Albstangy, 2011), (Gachi, 2013), (Nasri, 2011), (Ismail, 2011), (Hashim, 2006), in identifying the marketing intelligence, also concur with the study of each of the (Shaban, 2011), (Abed Al-Ghafoor, 2015), (Mutairi, 2012), (Otoum, 2009), in identifying the competitive advantage, but did not agree with any of the previous studies in addressing the role of marketing intelligence to achieve the competitive advantage.

2. In terms of the study methodology: The study concur with the most previous studies in the use of descriptive and analytical approach, and in terms of use of a questionnaire as a tool for the study.

3. In terms of the study population: This study not match with any of the previous studies in the study population.

Second, Aspects of benefit from previous studies:

1. Access to the tools used in previous studies and thus pick what suits them with the subject-matter of the study, a questionnaire tool.

2. Utilized in determining the study methodology, which is descriptive and analytical approach.

3. Utilized in determining the variables of the study.

4. Use them to identify the study terms.

5. Take advantage of them in formulating questions and hypotheses.

6. Utilized in determining the procedures of the study.

Third: Distinctions of the current study:

1. To the researcher's knowledge, the study is a first study in Marketing intelligence subject were applied in Gaza.

2. In terms of the study population: The study was characterized in selected the category of staff in the internet services provider companies in the Gaza Strip.

3. In terms of the model that has been relied upon: The study adopted to identify the marketing intelligence model according to Crowley model.

4. In terms of spatial exact: The study dealt with Internet services provider companies in the Gaza Strip, which is under an Israeli siege since several years reduced its ability to keep pace with global development.

Chapter 2

Literature Review

Chapter 2
Literature Review

2.1 Introduction:

The modern organizations operate under high rapid environmental changes on a global, regional and local level risk, which creates certain opportunities for each other, and create threats for others, Organizations should be adapted to the threats they face and investing opportunities available to them in order to achieve its objectives, and accordingly it is necessary to the existence of adequate and accurate information that will help the organization to keep pace with these transformations through the vital role of information in the planning, implementation and monitoring of strategies for the organization, as the information are so important, at any time.

The rapid pace of changes in the world in all areas has affected most economies of the country to varying degrees. Thus, the features of the new world characterized by competitiveness have emerged as a fundamental fact that determines the success or failure of institutions. Therefore, the institution is in a position to adapt to the competitive environment by acquiring competitive advantages of achieving excellence from the rest of the competitors. As a result, many institutions have become interested in information, which is an important source for the organization to maintain competitive advantage and competition in the market. All these changes have led to the emergence of marketing intelligence, which is based on gathering information and making use of the appropriate decisions to gain competitive advantages.

In this chapter, the researcher explained the basic concepts related to the study after reviewing the previous literature. This chapter was divided in to three sections. The first section explained the concept of marketing intelligence, its importance, objectives, types, sources and components. The second section explained the concept of competitive advantage and its components. For Internet service providers in the Gaza Strip. While the third section provides an overview of Internet service provider companies in the Gaza Strip.

2.2 Marketing Intelligence

2.2.2 Definition of Marketing Intelligence:

The researcher designed table (2.1) to show the definitions of marketing intelligence from the previous studies.

Table (2.1): Definition of Marketing Intelligence from point view of several authors

#	Authors	Definition of M.I
1	(Igbaekeme, 2014)	An important instrument in gathering relevant information for the marketing managers, executives and managements in making decision under certainty, uncertainty and risk.
2	(Smith, 2011)	The process of gathering information in the field of business and thus allows business managers to fast-track decision making process.
3	(Hughes et al., 2008)	An organization's ability to process, interpret and disseminate information from the market/environment, facilitating inter functional coordination that permits an agile response to change.
4	(Muller, 2006)	The process of determining key intelligence areas and then acquiring and analyzing, supplying and applying information (both qualitative and quantitative) about the external market environment in order to understand market forces (including products and customers).
5	(American Marketing Association, 2006)	The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.
6	(Huster, 2005)	The ability to fully understand, analyze, and assess the internal and external environment related to a company's customers, competitors, markets, and industry to enhance the tactical and strategic decision-making process.
7	(Tan & Ahmed, 1999)	An ongoing and interacting structure of equipment, people, and procedures to gathering, sorting, analyzing, and distributing timely, accurately and pertinent information to be used by marketing decision makers for overall efficiency and efficacy of business operations.
8	(Kotler & Armstrong, 2010)	A set of procedures and sources used by managers to obtain their everyday information about pertinent developments in the marketing environment.

#	Authors	Definition of M.I
9	(Ettorre,1995)	A process of Knowing what the competitors are up to and staying one step ahead of them, by gathering actionable information about the competitors and ideally, applying it to short- and long-term strategic planning.
10	(Hutt &Speh, 2006)	A system for capturing the necessary information for business marketing decision making.

Source: Designed by the researcher

The researcher define Marketing Intelligence as: **"the process of acquiring, understanding, sorting, analyzing, interpret, and disseminate timely, accurately, and pertinent relevant information for business marketing decision making".**

2.2.3 Marketing Intelligence importance:

From the previous definitions the researcher can summarize marketing intelligence importance:

1. Allows business managers to fast-track decision making process.

2. Knowing what the competitors are up to and staying one step ahead of them.

3. Developing knowledge and skills in connecting the customer and the product.

4. Help the marketing managers, executives and managements in making decision under certainty, uncertainty and risk.

5. Used by marketing decision makers for overall efficiency and efficacy of business operations.

6. Facilitating inter functional coordination that permits an agile response to change.

7. Enhance the tactical and strategic decision-making process.

8. Maintain their competitive position in the industry (Igbaekemen, 2014).

9. Identify opportunities in emerging market sectors and new partnership arrangements to reduce risks associated with geographic expansion (Trim and Lee, 2008).

10. Provides small business companies with information from the business environment for decision making.

2.2.4 Marketing intelligence process:

Depending on previous definitions the marketing intelligence process is:

1. Gathering actionable and everyday information in the field of business, about the competitors, and about pertinent developments in the marketing environment.

2. Fully understand, Sorting, and Process gathered information.

3. Analyze , assess, and interpret the information

4. Distributing timely, accurately and pertinent information.

2.2.5 Types of marketing intelligence:

Types of marketing intelligence that can be used by organizations (Antar, 2003):

1. Direct: used by organizations to maintain progress, and win the race with its competitors, and these methods are:

❖ Establishing alliances: such organizations are the most important ways and means to get industry and production technology and patents secrets.

❖ Access to the commercial and industrial secrets, by employees who work within the organization of competition itself.

❖ Tangible temptation for competitors employees in order to obtain vital information.

❖ Use of experts to identify the production of competitive organizations.

❖ Recruiting hackers to discover the activities of competing organizations.

2. Indirect: through overt and legal activities undertaken by the organization, and these methods are:

❖ Attend the exhibitions to discover industrial and commercial secrets.

❖ Establishing the scientific centers to recruit scientists openly.

❖ Invite the competitors to forums, concerts and symposia, in order to extract information from them during the forums or concert or symposia.

2.2.6 Marketing intelligence benefits:

Marketing intelligence might include some of the benefits (Muller, 2006):

1. Perfection market and customer orientation, which led employees to become more externally focused and subsequently reinforce customer intelligence.

2. A greater scope to capturing the opportunities before the competitors and enabling the company to profit from them.

3. Uncover what the competitor is up to perhaps become more obvious.

4. Increased risk management capacity as a result of easy detection of potential threats in a timely manner to avoid them.

5. Raise the ability to make good decisions about market penetration and entry strategies that should be best pursued by improving market intelligence.

6. Increasing the competitive awareness of employees especially for those who are active outside the organization, increasing their ability to collect competitive information about (competitors, market, product, and customers).

7. More integrated view of the external environment will become obvious, which means greater knowledge of opportunities and future trends, and better use will be made of intelligence reports.

2.2.7 Sources of marketing intelligence:

1. Reports and bulletins issued by some government agencies concerned with the business and the unions: such entities provide the amount of information and data important for the organization from the marketing angle, such as the volume of consumption of different products, and the import volume of goods (Khadija, 2012).

2. Selling men working in the organizations: where are considered marketing intelligence sources, as their reports submitted to the sales managers refer to those changes that are occurring in the market, and the actions of competitors, such as changing their prices or bring a new product to the market (Morgan et al., 2009).

3. The staff of the organization themselves: managers, engineers, researchers, scientists and workers, it can be all channels of information, and important sources of continuous and systematic reverse feeding to their organization for everything that is happening in the external environment, and what the competitors' reactions and practices (Khadija, 2012).

4. Monitor the actions of competitors and analyze physical evidence for this behavior: where the organization can buy some of competitor products, studying and analyzing the

content of the commodity for these products, cost of production, and methods of the production, In addition, the organization can benefit from the analysis of the competitive awareness of the competitors, through market shares, the size of the production and distribution systems used by these organizations and methods of dealing with distributors (Tan Tsu Wee, 2001).

5. Reports and published information: This information and information materials published about competitors represent a source of utmost importance, what is published by the press for these institutions and their achievements and their inventions and announce it in advertisements, can provide important confidential information (Kotler & Armstrong, 2010).

6. Individuals and institutions who deal with the competitors: the enterprise customers themselves is considered an important source of this information, as well as distributors (Khadija, 2012).

7. Inclusion of small form questions on the cover of the company's products: This method is simple and inexpensive, and the information provided help in to modify products according to consumer opinion (Nsoor, 2010).

2.2.8 Marketing intelligence objectives:

The objectives of the marketing intelligence are as follows (Nsoor, 2010):

1. Follow-up sales movement of products from different production lines.
2. Retain data on local and potential customers.
3. Retain data on competitors in the environment in which the organization operates.
4. Building marketing strategies for the organization.

According to (Aspara et al., 2011) the objectives of marketing intelligence are:

1. Identify and evaluate various sales opportunities.
2. Quick response to changes in marketing conditions.
3. Estimating the levels of prices that maximize profits.
4. Control of marketing costs.
5. Identify the necessary specialties for promotional campaigns.
6. Predicting the future and formulating marketing strategy.

2.2.9 Marketing Intelligence Components:

Marketing intelligence components is sub-systems that do tasks of the main system, the authors differ in determining marketing intelligence components, table (2.2) illustrate the marketing intelligence components from point view of many authors.

Table (2.2):Marketing intelligence components from point view of many authors

The previous study	Variables						
	Competitor	Market	Product	Customer	Employees	Job centers	Rules
(Jensen et al., 2016)	√	√	√				
(Rahma, 2015)	√	√		√	√	√	√
(Hattula et al., 2015)	√	√		√	√	√	
(Venter & Rensburg, 2014)	√			√		√	
(Gresty, 2014)	√	√		√	√		
(Saleh, 2013)	√	√		√			
(Palmer, 2012)	√			√			
(Ahmed, 2012)	√	√	√	√			
(Eisa, 2012)	√						
(Chaudhuri, 2011)	√		√	√	√		
(Shimmary et al.,2009)	√	√	√	√		√	
(Powell & Allgiar, 2008)	√		√				
(Crowley, 2007)	√	√	√	√			
(Abd-Alrasool, 2006)	√	√	√	√			
(Jawad, 2006)	√	√		√			
(Kotler, 2003)			√	√			
(Harmon, 2003)	√	√		√			
(Sadeq, 2003)			√	√			√

Source: (Rahma, 2015; Ahmed, 2012)

The researcher considered the four components common to most of the previous studies are the independent variables that are derived from the marketing intelligence, which are as follows:

1. Competitor intelligence: is an official program of collecting information about company's competitors (whaleen & Hunger, 2012).

2. Product intelligence: is an automated system for intelligence collection and analysis of product performance that is designed and manufactured so that this data is automatically fed to product managers and engineers who design the product to help them develop the replication or subsequent version of the product.

3. Market Intelligence is the capturing of information related to a company's markets. In the context of a more practical, it is the collecting, analysis, and distribution of information that is related to the market segments in which the Company participates or would like to participate (Crowley, 2007).

4. Customer Intelligence: Is a customer information viewer that gives you access to enterprise-wide view of customer information. Customer intelligence is also an analytical tool that enables you to manage customers by measuring customer satisfaction, profitability, retention, loyalty, acquisition, and life cycle (Cathey et al., 2002).
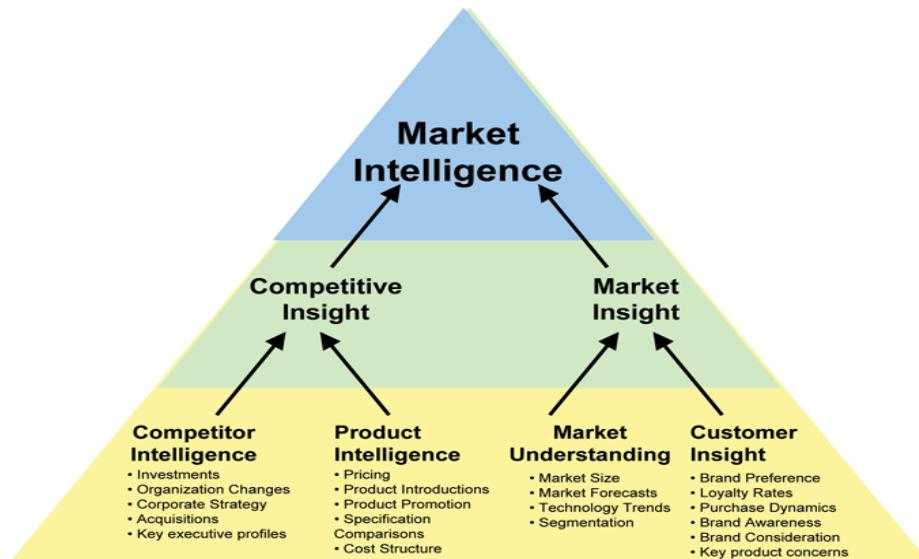
Figure (2.1): Cornerstones of Marketing Intelligence
Source: Designed by (Crowley, 2007 :pragmaticmarketing.com)

The researcher also relied on the Crowley model as he agreed with the study on the key components of marketing intelligence, and there are sub-items for each of these four components as shown in figure 2.1.

2.2.9.1 Competitor intelligence:

Competitor intelligence concept:

Competitor intelligence focuses on competitors, their plans, intentions, capabilities, and current activities (McGonagle & Vella, 2012).

The studies in competitor intelligence provide rich and diverse information, these studies provide an inclusive description of the competitive environment as well as exhaustive competitor profiles covering items such as company needs, marketing strategies, investment plans, characteristics, financial data, views on supplier performance, expansion record and much, much more (Harrison & Cupman, 2015).

Competitor Intelligence embrace the use of public sources to expand data on competition, and competitors (McGonagle & Vella 2012).

Identify of consumer's need is the first phase of competitive intelligence followed by the conversance of competitor strengths and weaknesses, estimation of likely activity and finally the determination of the company's own strengths and weaknesses (Nwokah, 2008).

Competitor intelligence has been defined as those activities by which a company identify and understands their strength and weaknesses, and anticipates their moves (wright et al., 2002). The focus on competitor tends to be on problems associated with the daily profitable marketing of a company's products or services (Nwokah, 2009).

Competitor intelligence analysis:

Aaker (1995) suggested seven issues central to understanding competition:

1. Market share, sales and growth rates indicators give an indication of the vitality of a business strategy.

2. Knowing a competitor's goals and its propositions may help to foresee that company's moves. The goal could be defined in terms of marketing concerns of market

share or technological advancement, brand perception, financial performance, and customer satisfaction.

3. Review current and previous competitors' strategies: often unpredictable business, and if there was a tactic in the past, it is likely to be repeated (Simkin, 1997).

4. Knowing the background and experience of the top management of the competitor may provide insight into the future of the company.

5. All companies are concerned about the costs and resources available to them. Attempting to assess competitors' positions may give important clues to their future viable intentions.

6. Exit barriers may be high, forcing businesses struggling to remain active in the market. Understanding exit barriers from competitors may indicate the inevitability of market fighting.

7. Assessing the strengths and weaknesses of competitors is essential if the company has to develop its strategy to compete effectively and on the best possible basis.

Competitor intelligence roles:

Herring (1992) mention six roles of the competitor intelligence:

(1) Analyzing the competitive environment;

(2) Predicting the future competitive environment;

(3) Challenging the basic assumptions;

(4) Determining and compensation for open vulnerabilities;

(5) using intelligence to adjust and implement strategy to the changing environment; and

(6) Identifying when a strategy is no longer sustainable.

Generic uses of competitor analysis information:

Ghoshal and Westney (1991) also developed a typology of common uses of competitor analysis information, the uses of competitor analysis involved (Anderson & Guilding, 2006):

(1) Decision-making and strategic planning.

(2) Consciousness is about the use of competitor information to inform management about the competition facing the company.

(3) Legitimation refers to the use of information to highlight the usefulness and merits of the chosen course of action.

(4) Benchmarking involves comparing the enterprise with competitors on a set of basic variables.

Benefits of Competitor intelligence practice:

Guimaraes (2000) argues that competitor intelligence practice has the following benefits in strategic planning (Liu & Wang, 2008):

. to show opportunities and problems to enable proactive strategies;

. to provide the basis for continuous improvement;

. to shed light on competitor strategies;

. to improve the speed to market;

. to improve the company's likelihood of survival;

. to increase business volume;

. to provide better customer assessment;

. to improve understanding of the external environment.

Competitor intelligence components:

Depend on Crowley model, competitor intelligence focus on: (Investments, Organization Changes, Corporate strategy, Acquisitions, Key executive profiles).

1. Investment: "a commitment of funds made in the expectation of some positive rate of return "since the return is expected to realize in future, there is a possibility that the return actually realized is lower than the return expected to be realized (Greeshma, 2011).

2. Organizational change: refers to a modification or transformation of the organization's structure, processes or goods. Organizational change is defined as change that has an impact on the way work is performed and has significant effects on staff (Geronimo, 2014).

3. Corporate strategy: is the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals (Andrews, 1997).

4. Acquisition: refers to the acquisition of assets by one company from another company (Evans, 2010).

5. Key executive profiles: an executive profile is a brief, but detailed report describing the particular attributes of often high power executives (Nutt, 2008).

2.2.9.2 Product intelligence:

Product intelligence concept:

Product intelligence is defined as an automated system for gathering and analyzing intelligence about the performance of a product being designed and manufactured, such that this data is automatically fed back to the product managers and engineers designing the product, to assist them in the development of the next iteration or version of that product. The goal of product intelligence is to accelerate the rate of product innovation, thereby 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 (Wikipedia.com).

Ways To Use Product intelligence:

Five ways to use product intelligence to win customers (Parthasarathy, 2015):

- Make product information your differentiator.
- Boost your digital shelf intelligence.
- Know your top competitors, and know them well.
- Price smart, not cheap.
- Integrate Product Intelligence System-wide.

Product intelligence components:

Depend on Crowley model, Product intelligence focus on: (Pricing, Product introductions, product promotion, Specification comparisons, Cost structure).

1. Pricing: is the amount of money paid by the buyer for acquiring a product or service (Davenport & Harris, 2007).

2. Product introduction: A new product launch is arguably the most complicated marketing procedure in existence (Amsbaugh & Pitta, 2006).

3. Promotion: is advertising a product or brand, generating sales, and creating brand loyalty. It is one of the four basic elements of the market mix, which includes the four P's: price, product, promotion, and place (McCarthy, 1978).

4. Specification comparisons: Compare the company's product Specification with competitors' products.

5. Cost structure: A method to determine how much it will cost a company to manufacture a product and how much profit will be recognized from manufacturing the product.

2.2.9.3 Market Intelligence:

Market Intelligence concept:

Market intelligence is focused on the very current activities in the marketplace. You can look it as it as the qualitative side of the quantitative data research you have conducted in many retail markets (McGonagle & Vella, 2012).

Consider the following key customer markets: consumer, business, global, and nonprofit (Kotler & Keller, 2014).

Market intelligence is the information relevant to a company's markets, gathered and analyzed specifically for the purpose of accurate and confident decision-making in determining strategy in areas such as market opportunity, market penetration strategy, and market development (Cornish, 1997).

Marketers start by dividing the market into segments. They identify and profile distinct groups of buyers who might prefer or require varying product and service mixes by examining demographic, psychographic, and behavioral differences among buyers. After identifying market segments, the marketer decides which present the greatest opportunities— which are its target markets (Kotler & Keller, 2014).

The primary users of market intelligence are usually the marketing department, market research, and the sales force. To a lesser degree, market intelligence serves those in

market planning by providing retrospective data on the success and failure of their own sales efforts (McGonagle & Vella, 2012).

Ways to break down the market:

There are many productive ways to break down the market (Kotler & Keller, 2014):

- The potential market is the set of consumers with a sufficient level of interest in a market offer.

- The available market is the set of consumers who have interest, income, and access to a particular offer.

- The target market is the part of the qualified available market the company decides to pursue.

- The penetrated market is the set of consumers who are buying the company's product.

Trends in the market:

Wong and Saunders (1996) suggest that managers must understand the trends in the market in order to compete effectively, notably (Simkin, 1997):

- The fast pace of technological change;
- High R&D budgets;
- Concentration on minor product improvements alongside the major innovative breakthroughs; and
- Increasing regulations to protect consumers in rapidly evolving, complex technical markets.

Market intelligence sources:

Market intelligence may focus on one (or all) of three source environments and processes may vary between them, these three are (Capek, 2012):

• Supplier environment: existing upstream of the corporation, the supplier environment consists of the entities that supply resources, goods, information, and parts to the company.

• Market environment: the market environment is part of the business context that surrounds the company, meaning market intelligence can come from regulators, competitors, and other influencers, such as the media.

• Customer environment: the customer environment consists of the entities that are demanding goods or services from the company, such as customers, prospects, and channel partners.

Market intelligence components:

Depend on Crowley model, Market intelligence focus on: (Market size, Market Forecasts, Technology Trends, Segmentation).

1. Market size: is defined through the market volume and the market potential. The market volume exhibits the totality of all realized sales volume of a special market. The volume is therefore dependent on the quantity of consumers and their ordinary demand (Dillerup & Stoi, 2006).

2. Market forecast: is a statement about what will probably happen in a particular market, used to help make business decisions.

3. Technology trends: the trends in the use of science in industry, engineering, etc., to invent useful things or to solve problems.

4. Market segmentation: is the basis for a differentiated market analysis. Differentiation is important. One main reason is the saturation of consumption, which exists due to the increasing competition in offered products. Consumers ask for more individual products and services and are better informed about the range of products than before. As a consequence, market segmentation is necessary (Unger & Fuchs, 2005).

2.2.9.4 Customer Intelligence:

Customer intelligence concept:

Customer Intelligence is a customer information viewer that enables you to access an enterprise-wide view of customer information. Customer Intelligence provides you with an information viewing tool which allows you to search for and view detailed enterprise-

wide customer information. With this tool you can search for a specific customer, or a group of customers, through the Customer Search feature (Cathey et al., 2002).

A company's understanding of their customers is important in many aspects. It provides companies with abilities to create better forecasting model, better cross/up selling opportunities, retention plans (to expand the customers life cycle), customize care and service plans, and to simply know their customers. Customer intelligence is a customer information viewer that enables you to access enterprise-wide (360-degree) view of customer information (Oracle Corporation, 2000).

Customer Intelligence is also an analytical tool that enables you to manage your customers by measuring customer profitability, acquisition, retention, satisfaction, lifecycle and loyalty, and analyzing the impacts of these measurements on customer retention to maximize profitability (Cathey et al., 2002).

Customer intelligence is also an analytical tool that enables you to manage your customers by measuring customer profitability, acquisition, retention, satisfaction, lifecycle and loyalty, and analyzing impacts of these measurements on customer retention to maximize profitability (Oracle Corporation, 2000).

Customer intelligence is the systematic process of gathering, analyzing and applying information (both qualitative and quantitative) about the customer environment (including current, past and prospective customers) that simultaneously reflects and refines the company's understanding of its relationship to the customer environment (Capek, 2012).

Customer intelligence reflects the company's understanding of its relationship to the customer environment by focusing on the most urgent process and strategy decisions, it refines that understanding by creating new or amended insights that not only improve planning, decision-making, operations and performance, but also improve the clarity with which the customer is understood and the value derived from that understanding (Capek, 2012).

Customer intelligence: Fresh understandings of customers and the marketplace derived from marketing information that become the basis for creating customer value and relationships (Kotler & Keller, 2014).

Users of customer intelligence:

Customer Intelligence is designed for the following users (Oracle Corporation, 2000):

- Senior executives: View the performance of the entire enterprise, and search for any customer to gain insight for making strategic decisions.

- Middle management: Monitor the performance of their responsible operating units, and monitor the performance measures for identifying areas of improvement.

- Business analyst: Perform customer portfolio analysis to understand cause and effect relationship among measures, and gain an overview of typical business processes.

Customer intelligence advantages:

Companies that have used effective customer intelligence to drive customer centricity have enjoyed discernible returns and market advantages, such as the following (Capek, 2012):

• Improve product development.

• Increase responsiveness to changing customer demand

• Enhanced agility in the face of dynamic market conditions

• Accelerate process improvements.

• Enable demand innovation.

Customer intelligence process:

With these aspects in mind we can have a closer look at the CI process in libraries, which can be divided into six steps (Decker & Höppner, 2006):

1) Capturing customer data across all points of interaction between the customers and the library according to the decision preferences of the library management.

2) Integration of the anonymized customer data into the data warehouse to enable trans-sectoral analyses at low IT costs and according to relevant data protection law.

3) Application of advanced data analytical techniques to generate customer information with predictive potentials.

4) Transformation of the customer knowledge into customer-oriented library services.

5) Measurement of the incremental benefits resulting from particular customer investments.

6) Adjustment and/or refinement of the CI process to improve future efforts.

Customer-focused organization:

To become customer-focused, organizations will need to:

• Understand who their customers are, and seek to generate deep insights into their needs and drivers

• Align their business strategy, systems and people to deliver on those needs

• Continue to engage with customers over time to inform continuous improvement efforts.

Customer Intelligence Questions:

Typical questions to be answered in CI processes are (Decker & Höppner, 2006):

• Who are the customers and what needs and preferences do they have?

• How and when do they use the library services?

• How loyal are the customers and who are the "valuable" ones?

• What activities or offerings are most effective in generating customer satisfaction?

Customer Intelligence Components:

Depend on Crowley model, Customer intelligence focus on: (Brand Preference, Loyalty Rates, Purchase dynamics, Brand awareness, Brand consideration, Key product concerns).

1. Brand preference: the subjective, conscious and behavioral tendencies which influence consumer's predisposition toward a brand (Mohan Raj, 2016).

2. Loyalty: is something that consumers may exhibit to brands, services, stores, product categories, and activities. (Uncles et al., 2003).

3. Purchase dynamics: refers to the movement of objects and the forces that drive that movement.

4. Brand awareness: is the probability that, consumers are familiar about the availability and accessibility of a company's product and service (Malik et al., 2013).

5. Brand consideration: is a process by which consumers simplify their choices by reducing the number of brands they choose from (Roberts & Nedungadi, 1995).

6. Key product concerns.

2.3 Competitive advantage:

2.3.1 Competitive Advantage Concept:

Porter (2008) define "Competitive Advantage" that competitive advantage comes from the values business creates for customers, and he defined competitive advantage as a company having a long-term, unique and advantageous competitive position relative to other competitors.

He argued that competition is the key to success and determines all the activities related to the company's overall performance, such as: innovation, cultural cohesion and the efficiency of implementation; while advantage means company can gain ascendancy in any environment (El-Hwaity, 2013).

The concept of competitive advantage has taken center stage in discussion of business strategy in recent years. Statements about competitive advantage abound, but an accurate definition is elusive. The common theme when reviewing the use of the term competitive advantage in strategy literature is value creation. However, there is not much accord on value to who, and when (Rumelt, 2003). An enterprise has a competitive advantage if it is able to create more economic value than the marginal (breakeven) competitor in its product market (Peteraf and Barney, 2003).

(Besanko, et al., 2009) say "When a firm earns a higher rate of economic profit than the average rate of economic profit of other firms competing within the same market, the firm has a competitive advantage."

2.3.2 The Building Blocks of Competitive Advantage:

Four factors help a company to build and sustain competitive advantage—superior efficiency, quality, innovation, and customer responsiveness, each of these factors is the product of a company's distinctive competencies (Hill et al., 2014).

To succeed in building a competitive advantage, a firm must try to provide what buyers will perceive as "superior value"-either a good product at a low price or a "better" product that is worth paying more for (Ščeulovs & Gaile-Sarkane, 2010). Sustained competitive advantage comes from maintaining higher profits than competitors over long periods of time (Soundararajan, 2015).

The four building blocks are closely related to one another. These generic competencies allow a company to (1) differentiate its product offering, and hence offer more utility to its customers, and (2) lower its cost structure. These factors can be considered generic distinctive competencies because any company, regardless of its industry or the products or services it produces, can pursue them (Hill et al., 2014).

Finally, it is important to keep in mind that achieving superior efficiency, quality, and innovation are all part of achieving superior customer responsiveness (Soundararajan, 2015).
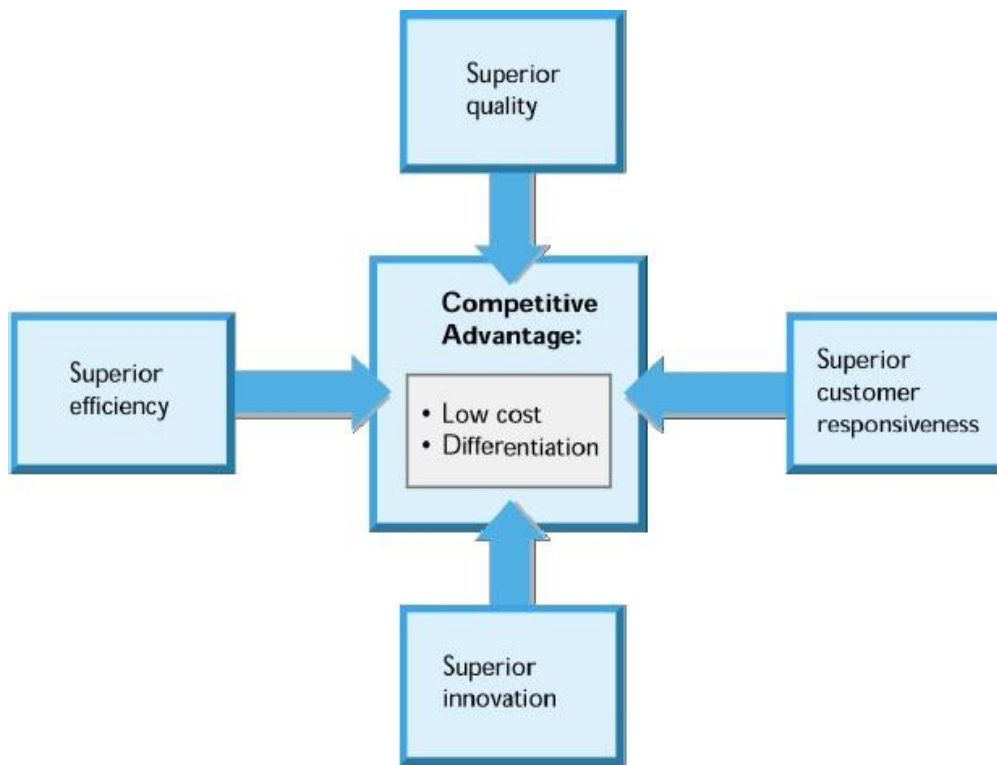
Figure (2.3): Building Blocks of Competitive Advantage
Source: (Hill et al., 2014)

As shown in figure (2.3), The four building blocks of competitive advantage is (superior efficiency, superior quality, superior innovation, and superior customer responsiveness)**.**

2.3.2.1 Efficiency

Efficiency is an important concept in the field of law and economics (Bogt, 2013). Efficiency refers to providing the best and highest value to the customer in return for what the customer thinks is appropriate for that value (Johnson & Scholse, 1997). It also means the ability to sustain and adapt to the environment, which represents the efficient use of human, financial and material resources (Browan, 1996).

The precise meaning of the term efficiency is not unequivocal and depends on the context in which it is used (Bogt, 2013).

In practice, efficiency often relates to economic efficiency. However, such forms as social and political efficiency can also be very important for the continuity of a society or an organization (Bogt, 2013). Weill (2004 as cited in Casu and Girardone 2006) investigates the relationship between competition and efficiency and concluded that increased competition breeds efficiency (Awuah, 2011).

Two of the most important components of efficiency for many companies are employee productivity and capital productivity, Employee productivity is usually measured by output per employee and capital productivity by output per unit of invested capital (Hill & Jones, 2008). The more efficient a company is, the fewer inputs required to produce a particular output (Hill et al., 2014).

The efficiency of production means the continuous improvement of the capacity of the production component to increase production as well as the possibilities available. It focuses on increasing production or improving its quality or reducing the waste of the materials used in the available resources. The development of innovation reduces costs and high production and adds value to the customer and this enhances the principle of efficiency in the institution (Adams & Lamont, 2003).

In one sense, a business is simply a device for transforming inputs into outputs, Inputs are basic factors of production such as labor, land, capital, management, and technological know-how, Outputs are the goods and services that the business produces (Hill et al., 2014).

Johnson & Scholes (1997) noted that efficiency can be achieved by reducing costs through several factors:

Economies of scale: This is in the high productivity of the organization as it helps to reduce the cost of one unit of the product.

Process or product design: Includes evaluation of efficiency in the production process.

Experience and learning: The more the individual learns the more efficient and efficient way to carry out the task of productivity, the greater the productivity of the organization and the lower the costs and thus the adoption of optimal methods through repeated learning and avoid mistakes at a time.

2.3.2.2 Quality:

Quality is a changing situation and is related to the state of the product or service provided as well as individuals, processes and the environment that meets the needs of the customer. The need for quality-related studies and research has increased in parallel with advances in technology and product complexity (Savsar, 2012). Quality has many definitions, including well-established ones relating it to the production of goods or services with zero defects and as a cycle of continuous improvement (Rothaermel & Boeker, 2008).

A product is said to have superior quality when customers perceive that its attributes provide them with higher utility than the attributes of products sold by rivals (Hill et al., 2014). A product can be thought of as a bundle of attributes (Lancaster, 1971). The attributes of many physical products include their form, features, performance, durability, reliability, style, and design (Garvin, 1996).

When customers evaluate the quality of a product, they commonly measure it against two kinds of attributes: those related to quality as excellence and those related to quality as reliability. From a quality-as-excellence perspective, the important attributes are things such as a product's design and styling, its aesthetic appeal, its features and functions, the level of service associated with the delivery of the product, and so on. With regard to quality as reliability, a product can be said to be reliable when it consistently does the job it was designed for; does it well; and rarely, if ever, breaks down (Hill et al., 2014).

(Armstrong, 2009) considered the quality as the satisfaction of customers and is the basis for sustainable competitive advantage. He focused on the characteristics of the product or the product only, and achieving quality in all areas of work is a difficult task, making things more difficult, especially as customers change their perceptions of quality.

Quality is just as relevant to services as it is to goods (Prahalad & Krishnan, 1998). The impact of high product quality on competitive advantage is twofold (Garvin, 1984). First, providing high-quality products increases the utility those products provide to customers, which gives the company the option of charging a higher price for them (Hill et al., 2014). The second impact of high quality on competitive advantage comes from the greater efficiency and the lower unit costs associated with reliable products (Hill & Jones, 2008). Quality is possible only when top-level managers support it and when its importance is institutionalized throughout the entire organization and its value chain (Fischer & Boynton, 2005).

Some evidence suggests that quality may be the most critical component in satisfying the firm's customers (Cowan & Jonard, 2009). In the eyes of customers, quality is about doing the right things relative to performance measures that are important to them (Azadegan et al., 2008). Quality is a universal theme in the global economy and is a necessary but not sufficient condition for competitive success (Christensen & Overdorf, 2000). Quality is regarded as fundamental strategy to support and improve the competitiveness of organizations (Camison, 1996).

Evan (1997) also laid down the quality dimensions of a product or service (performance, shape, durability, serviceability, reliability). (Krajewesk & Ritzman, 1993) defined it as follows: (conformity of specifications, value, conformity to use, support, psychological considerations). As defined by the researchers (Lovelock & Wright, 1999) with five dimensions (reliability, sensitivity, responsiveness, precision, care). These represent a competitive strategy that enables the organization to link competition to market conditions on the one hand and consumer requirements and the activities of the organization on the other.

2.2.2.3 Innovation:

Innovation is a feature of successful and distinct organizations, which is the ability of these organizations to be viable in the market. Talib and Banna (2012) note that organizations in order to be able to survive in the market and growth must rethink their internal capabilities Its mission and strategy) and the external conditions such as market structure, customer, competition and society, as these factors are constantly changing, so the vision of the organization must be renewed and creative at all times or face the deterioration and exit from the market.

Innovation refers to the act of creating new products or processes (Hill et al., 2014). Peter Drucker argued that "innovation is the specific function of entrepreneurship, whether in an existing business, a public service institution, or a new venture started by a lone individual" (Drucker, 1998). Management innovation involves the introduction of novelty in an established organization, and as such it represents a particular form of organizational change (Birkinshaw et al., 2008).

This means that innovation should be an intrinsic part of virtually all of a firm's activities (Leiponen, 2008). In its broadest sense, then, management innovation can be defined as a difference in the form, quality, or state over time of the management activities in an organization, where the change is a novel or unprecedented departure from the past (Hargrave & Van de Ven, 2006; Van de Ven & Poole, 2008). Drucker suggested that innovation is "the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth" (Drucker, 1998). Building on our conception of what makes management innovation unique, we develop a framework that highlights the four interlinked phases of the process and the roles played by two key sets of stakeholders (Birkinshaw et al., 2008). Innovation is new stuff that is useful. Usefulness is in the eye of the user. The greater the need the greater the incentive to invent. Inventing useful things for people that they are willing to buy is the basis of commerce and economic prosperity (Mckeown, 2008).

Qaryouni (2005) describes creativity as an additional step: the application of creative ideas leading to the introduction of new products and adds remarkable value to the organization. The risk element is also essential for achieving creativity.

There are two main types of innovation: product innovation and process innovation. Product innovation is the development of the products that are new to the world or have superior attributes to existing products. Product innovation creates value by creating new products, or enhanced versions of existing products, that customers perceive as having more value, thus giving the company the option to charge a higher price.

Innovation is a key outcome firms seek through entrepreneurship and is often the source of competitive success, especially in turbulent, highly competitive environments (Suarez & Lanzolla, 2007). Furthermore, "innovation may be required to maintain or achieve competitive parity, much less a competitive advantage in many global markets" (Hitt et al., 1999). In this way, the innovations can be used in multiple markets, and return on the investments is earned more quickly (Oriani & Sobero, 2008). Uniqueness can allow a company to differentiate itself from its rivals and charge a premium price for its product or, in the case of many process innovations, reduce its unit costs far below those of competitors (Hill et al., 2014). Many companies are able to create ideas that lead to inventions, but commercializing those inventions has, at times, proved difficult (Latham & Braun, 2009). This difficulty is suggested by the fact that approximately 80 percent of R&D occurs in large firms, but these same firms produce fewer than 50 percent of the patents (Hoskisson & Busenitz, 2002).

Martin (1998) argues that strategic innovation is more than just producing new and exciting products, as it is important to be a cornerstone of the overall strategy. When innovation is built into strategic paths, it will certainly create a competitive advantage over competitors that are hard to imitate.

Finally, imitation is the adoption of a similar innovation by different firms (Hitt et al., 2012). Imitation usually leads to product or process standardization, and products based on imitation often are offered at lower prices, but without as many features. Entrepreneurship is critical to innovative activity in that it acts as the linchpin between invention and innovation (Sirmon et al., 2008).

2.3.2.4 Customer Responsiveness:

Customer responsiveness is also an important factor that significantly and positively affects the firm's performance in export (Sousa et al., 2010). According to (Hill et al., 2014) customer responsiveness can be defined as providing customers with their rightful needs at the right time. Therefore understanding the changing needs of customers and performing a prompt fulfillment of them in an effective approach will provide a firm with sustaining competitive advantage (Day ,1994).

To achieve superior responsiveness to customers, a company must be able to do a better job than competitors of identifying and satisfying its customers' needs (Hill et al., 2014). Being responsive to customers is the baseline of all interactions with them. This serves as the starting point. If your organization cannot deliver on its promises, then customers will look elsewhere (Silverman, 2000).

A competitive response is a strategic or tactical action the firm takes to counter the effects of a competitor's competitive action (Hitt et al., 2012). An aspect of customer responsiveness that has drawn increasing attention is customer response time: the time that it takes for a good to be delivered or a service to be performed (Stalle & Hout, 1990).

Improving the quality of a company's product offering is consistent with achieving responsiveness, as is developing new products with features that existing products lack, In other words, achieving superior quality and innovation is integral to achieving superior responsiveness to customers (Hill et al., 2014). Indeed, one of the most important determinants of the firm's success in competitive markets is the firm's capability in providing its customers with proper responds to their needs (Jayachandran et al., 2004).

An aspect of responsiveness to customers that has drawn increasing attention is customer response time: the time that it takes for a good to be delivered or a service to be performed (Stalle & Hout, 1990). Customer responsiveness is giving customers what they contract to receive— nothing more, nothing less (Silverman, 2000). A rapid respond to customers' requests may position the firm as a first mover in the market and as a result enhances the performance of the firm in the market (Kerin et al., 1992).

Customer survey after customer survey has shown slow response time to be a major source of customer dissatisfaction (Stalle & Hout, 1990).

Other sources of enhanced responsiveness to customers are superior design, superior service, and superior after-sales service and support, all of these factors enhance responsiveness to customers and allow a company to differentiate itself from its less responsive competitors (Hill et al., 2014).

Achieving and maintaining loyalty is one of the essentials needed to sustain the competitive advantage of the organization. Talib and Al Banna (2012) state that the customer is the center of the game, which determines its needs first and the role of the organization is to meet those needs. Competitiveness among organizations depends on who meets those needs, as one of the key ways to enhance the competitiveness of the organization is to continue to deliver new services of better quality and faster response than competitors to meet the wishes and needs of its customers.

Five ways to improve customer responsiveness (Cisco, 2006):

1. Giving Customers Self-Service Options
2. Keeping Customer Data Secure, Yet Accessible
3. Helping Customers Find You
4. Helping Customers Contact the Right Person
5. Measuring Customer Loyalty Efforts

2.4 Internet service provider companies in the Gaza strip:

2.4.1 Hadara Company:

Hadara Company was founded in 2005, as one of the Palestine Telecommunications Group of Companies, and today. Hadara is the first internet service provider in Palestine, with the largest capacity and speed of the internet and the largest number of subscribers (pita.ps). The company was founded following a large merger between the major internet service providers in Palestine, leading to the creation of the giant internet company with a distinct and reliable service to meet the needs of its customers and can provide the best offers for them (hadara.ps).

Within social responsibility the company hired 99 employees, and played an important role in the construction and development of the Internet industry and Information Technology in Palestine, and got the confidence of its customers in record time, with internet service characterized by stability and high quality (pita.ps).

In addition to online services, the company has created a number of added value services to its customers in order to enable them to take full advantage of the online communication revolution, including the first and largest computerized data center in Palestine, which connects to the spine of Palestinian Internet Network via faster line and thus can provide a faster response Times to the Palestinian consumer on the local network. Data center also hosts a variety of services including access to e-mail service. Hadara Company is one of the leading companies developing web sites for customers and companies that provide to its customers all needs from online services, web, email and hosting under one roof (hadara.ps).

2.4.2 Fusion Company:

Fusion is a Limited privacy contribution Palestinian company that was founded in 2002 by a group of professional engineers, Fusion got to run broadband services license and communications permit by using a internet protocol, and iMac run license for learning purposes, and access license to the ancient domain services by Communications and Information Technology Ministry (pita.ps).

Fusion is a Palestinian identity Company with global specifications, set off as operator of broadband services in Palestine under the slogan "committed to excellence", Fusion provided quality services at affordable prices to subscribers (fusion.ps).

Within social responsibility Fusion hired 40 employees who benefit directly and more than 800 beneficiaries indirectly through resale, Fusion also sponsored practical training programs for graduates to integrate them in the working life chances of programs, and care for top students (fusion.ps). Fusion worked since its inception to lead the Palestinian telecommunications market across a range of quality services provided by the subscribers, using the latest technology (pita.ps)

2.4.3   Netstream Company:

Netstream Company is the leader Palestinian Company in internet technology, which started in 10-10-2010 (netstream.ps).

Netstream Company is the results of the Union of a distinguished group of leading companies in communication systems and information technology field, it provides supply and installation services of communication equipment in addition to online services, consulting and networking solutions. This fruitful union between the five companies seeking to achieve a breakthrough in the field of providing top-notch high-tech degrees by a group of experts with practical experience in the field of telecommunications and information technology, which has been gained by working in major companies specialized in this field. Netstream company seek to create a national human cadres that could catch up with global markets (pita.ps).

Netstream seeks always to provide the best solutions and support technician Senior unrivaled 24 hours, seven days a week, where the company has always sought to comfort their customers and consumers by providing them the appropriate service with high potential and technologies (netstream.ps).

Netstream company hired 40 employees. The secret of Netstream company success is a strong administration which stimulate the employees of the company and absorb their energies and abilities and respect their ideas and creativity that introduce the company forward. The company is characterized by providing services for large enterprises, small

businesses and the public with high quality according to the specifications that meet the customer's satisfaction. Netstream company aims to continue creating a distinct relationship between the company and the Palestinian society to help achieve the aspirations of the community and enhance its capabilities (pita.ps).

2.4.4   Speedclick Company:

It is the second largest Internet Service Provider in the Gaza Strip, as it's the fastest-growing Internet companies and was the nucleus of the work in the field of WI-FI in 2005 and officially founded in 2010 and obtained a license for the system BSA from Palestinian Communications Ministry in 2011 (speedclick.ps).

The company was founded in 2002 under the name of a click Internet service, it began offering its services in a way networks for years lasted until 2006. In 2006, the units used wireless system to provide WIFI service, expanded the company strives to expand after they serve one confined area which are became a serve and included all governorates of the Gaza Strip. In 2010, it began development and change and expansion in the structure and the system of the company and became a limited joint stock company under the name of privacy, "Speed Click Inc." The company has sought to provide the highest quality and faster Internet services and telecommunications. It expanded the provision of Internet services by obtaining the Palestinian Ministry of Communications license to provide direct access system service BSA through a phone line, and also got on the Internet backbone B-ISP license, the company is considered one of the agents Bezeq BASIC company agents is Hbarn. Speed Click offers several services through a number of ways including: WIFI wireless units, and line direct access service BSA.

2.4.5 Mada Company:

Mada company is a specialized Palestinian company in the field of providing telecommunications, internet services and added services (pita.ps). Mada company was founded in 2010 and obtained a license to provide broadband services from the Ministry of Communications and Information Technology (mada.ps).

Mada company was able to achieve outstanding successes during a short period of its inception, as it is now one of the largest Internet companies in Palestine (pita.ps). Mada company has an advanced communications network that covers all the Palestinian governorates in the West Bank and Gaza Strip, as well as interconnection lines with most of the world's telecommunications networks, also has a global reach in London and Frankfurt (mada.ps).

It also provides unique and exclusive services to its customers such as the provision of data transfer services to companies in the West Bank and Gaza as well as adding new speeds to the speeds used by Internet users in addition to providing reliable protection systems and a wide range of business services and other distinctive services (pita.ps).

Through its founders, Mada has over 30 years of experience in the field of communications and Internet services, dedicated to providing a different and differentiated Internet service that is based on satisfying customers' needs and serving them optimally (mada.ps).

Mada believes that its mission is to lead the movement of change in the Internet world in Palestine and make the Internet a means and not an objective. It sees that its customers deserve all the attention and respect by satisfying their desires and providing the service that suits their needs with high quality and by providing the best technical solutions (pita.ps).

Today, more than 140 highly qualified employees are employed to provide quality services to the company's clients. It is proud to partner with more than 300 agents and points of sale spread throughout the country (mada.ps).

Mada has proved that it is able to meet the needs of its customers and provide excellent services to them, which has earned the confidence of its customers and reflected to be the fastest growing company within the companies operating in this sector, adding that it is now the second largest provider of Internet services and services in Palestine (pita.ps).

2.4.6 Orange Company:

Orange Palestine Group for Technological Investment is a Palestinian company established in 2011 to keep abreast of developments and challenges in the development of the ICT market, which began since the opening of the telecommunications market to competition (pita.ps).

Orange company is a group of business people with extensive experience in the field of providing telecommunications services. This expertise has been enhanced through a series of international partnerships to enhance the quality of service provided by Orange Palestine to its subscribers   (orange.ps).

Orange Palestine is engaged in the provision of Internet services via BSA technology, the provision of international voice services to subscribers, and the provision of network solutions (pita.ps).

Orange Palestine is characterized by its ability to understand the needs of its subscribers and its long experience in providing technical support services to its customers. The quality of service provided to the subscribers will be the focus of our focus and we will work to introduce new services to benefit our subscribers (orange.ps).

Orange company currently employs more than 42 employees, and provides its services to its customers through its headquarters and sub-offices in all governorates of the Gaza Strip and through more than 65 agents and distributors (pita.ps).

2.4.7 CityNet Company:

CitiNet company is a Palestinian identity and established with Palestinian capital that is making its way into the world of communications and information technology at a steady pace to be the best locally and to provide everything new in the world of communications technologies to the Palestinian market and the Palestinian consumer (citynet.ps).

CitiNet is proud to offer a high-speed internet service of 50 megabytes. For the first time in the Gaza Strip, a company will be able to provide a seminar with such a high rate of data transfer. In addition to distinguished service in terms of quality and stability, and that the testimony of sponsoring institutions and attendees (pita.ps).

BSA project, which serves the user profiles of domestic and business users, which was launched on 1-8-2011, where the company has completed this project in record time and within the international quality standards has launched several additional services that add competitive advantage to our services and perhaps the most prominent of these services, Citi is a fast shipping system for Internet subscribers, a program that allows our network of subscribers to recharge the balance directly through the program, such as mobile recharge systems, in addition to many services. Currently, the company has only 12 employees (pita.ps).

Chapter 3
Methodology

Chapter 3

Methodology

3.1 Introduction

This chapter presents the methodology of the study including: research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

3.2 Research Design

The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the study and development research plan.

The second phase of the research included a summary of the comprehensive literature review. Literatures on claim management was reviewed.

The third phase of the research included a field survey which was conducted with "The role of marketing intelligence in achieving the competitive advantage in the internet service provider companies in the Gaza strip".

The fourth phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study. The questionnaire was modified based on the results of the pilot study.

The fifth phase of the research focused on distributing questionnaire. This questionnaire was used to collect the required data in order to achieve the research objective.

The sixth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis. The final phase includes the conclusions and recommendations.

Eighty questionnaires were distributed to the research sample and sixty nine questionnaires are received, Figure (4.1) shows the methodology flowchart, which leads to achieve the research objective.
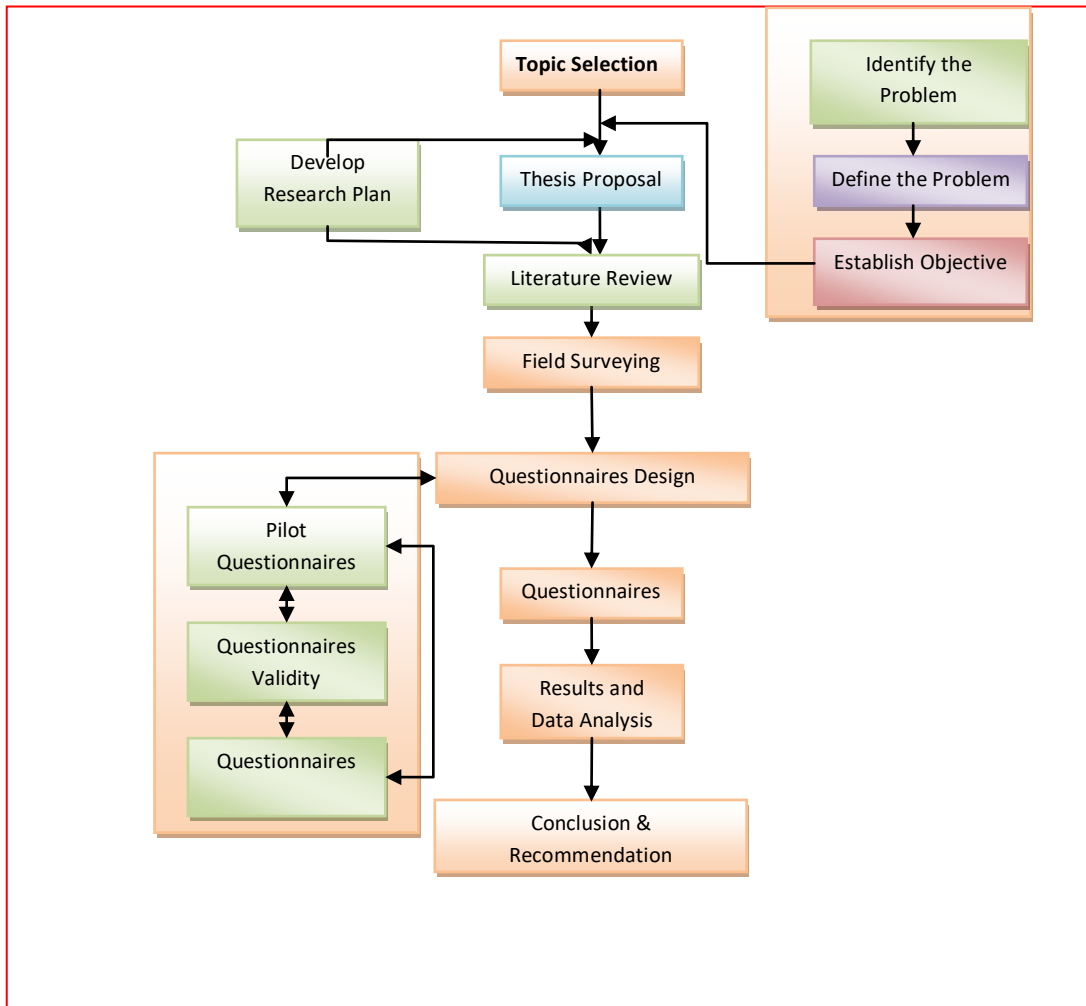
Figure (4.1): Illustrates the methodology flow chart.

Designed by the researcher

3.3 Data Collection Methodology

In order to collect the needed data for this study, the researcher use the secondary resources in collecting data such as books, journals, statistics and web pages, in addition to primary resources that not available in secondary resources through distribute questionnaires on study population in order to get their opinions about "The role of marketing intelligence in achieving the competitive advantage in the internet service provider companies in the Gaza strip". Research methodology depend on the analysis of

data on the use of descriptive analysis, which depends on the poll and use the main program (SPSS).

3.4 Research population

The study population consists of all marketing employees of internet service provider companies in the Gaza strip with size of 80 employees. Due to the small size of the study population, the researcher use all population.

The questionnaires were distributed to the research population and 69 questionnaires are retried.

3.5 Questionnaire content

The questionnaire was provided with a covering letter explaining the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage a high response. The questionnaire included multiple choice question: which used widely in the questionnaire, The variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research.

The sections in the questionnaire will verify the objectives in this research related to the role of marketing intelligence in achieving the competitive advantage in the internet service provider companies in the Gaza strip as the following:

Section one: Personal information include 6 questions

Section two: Marketing Intelligence consist from four fields as follows:

First field: Customer intelligence include 10 questions

Second field: Market Intelligence include 6 questions

Third field: Product intelligence include 6 questions

Fourth field: Competitor intelligence include 10 questions

Section three: Competitive Advantage consist from four fields as follows:

First field: Excellence Efficiency include 6 questions

Second field: Excellence Quality include 8 questions

Third field: Excellence Innovation include 5 questions

Fourth field: Excellence Responsiveness include 5 questions

The respondent can answer the questionnaire item follows Likert scale by assigning it with a number from 1 to 5 indicating his/her acceptance degree of this item, where (5) represents the highest acceptance degree about an item and (1) represents the lowest acceptance degree about it as illustrated in table (4.1).

Table (4.1): lekart scale

Level	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Scale	1	2	3	4	5
Weight mean	20%-36%	36%-52%	52%-68%	68%-84%	84%-100%

3.6 Pilot Study

A pilot study for the questionnaire was conducted before distributing the questionnaire to all of the study population. A total of 30 questionnaires were distributed to make sure that the questionnaire will give good results to the research; in addition, these questionnaires were used in the analysis, because the number is small.

It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents.

3.7 Tests of Normality

One sample K-S test will be used to identify if the data follow normal distribution or not, this test is considered necessary in case testing hypotheses as most parametric Test stipulate data to be normality distributed and this test used when the size of the sample are greater than or equal 50. Results test as shown in table (4.2) , clarifies that the calculated p-value is greater than the significant level which is equal 0.05 ($p\text{-value} > 0.05$), this in turn denotes that data follows normal distribution, and so parametric Tests must be used.

Table (4.2): Test Of Normality (One sample K-S)

section	Field	No. of items	Statistic test	P-value
Marketing Intelligence	Customer Intelligence	10	0.672	0.757
	Market Intelligence	6	0.783	0.571
	Product intelligence	6	1.005	0.264
	Competitor intelligence	10	1.267	0.081
Competitive Advantage	Excellence Efficiency	6	0.852	0.462
	Excellence Quality	8	1.103	0.176
	Excellence Innovation	5	1.041	0.229
	Excellence Responsiveness	5	0.752	0.623
All fields		56	0.658	0.780

3.8 Validity of the Research

We can define the validity of an instrument as a determination of the extent to which the instrument actually reflects the abstract construct being examined. "Validity refers to the degree to which an instrument measures what it is supposed to be measuring". High validity is the absence of systematic errors in the measuring instrument. When an instrument is valid; it truly reflects the concept it is supposed to measure. Achieving good validity required the care in the research design and sample selection . The amended questionnaire was by the supervisor and three expertise in the tendering and bidding environments to evaluate the procedure of questions and the method of analyzing the results. The expertise agreed that the questionnaire was valid and suitable enough to measure the purpose that the questionnaire designed for.

3.9 Content Validity of the Questionnaire

Content validity test was conducted by consulting two groups of experts. The first was requested to evaluate and identify whether the questions agreed with the scope of the items and the extent to which these items reflect the concept of the research problem. The other was requested to evaluate that the instrument used is valid statistically and that the questionnaire was designed well enough to provide relations and tests between

variables. The two groups of experts did agree that the questionnaire was valid and suitable enough to measure the concept of interest with some amendments.

3.10 Statistical Validity of the Questionnaire

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measure the correlation coefficient between each item in the field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of similar scale.

4.11 Criterion Related Validity

4.11.1 Internal consistency:

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of thirty questionnaires, through measuring the correlation coefficients between each question in one field and the whole filed. Table's (4.3 - 4.4) below shows the correlation coefficient and p-value for each field items. As show in the table the p-Values are less than 0.05 or 0.01, so the correlation coefficients of this field are significant at $\alpha = 0.01$ or $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.3): The correlation coefficient between each question in the field and the whole field (Marketing Intelligence)

No.	Question	Pearson coefficient	p-value
	Customer Intelligence		
1	The company uses all means of data collection to explore the errors and problems faced by customers.	0.557	0.001
2	The company continues with customers constantly in order to increase customer awareness about the company's service and how to subscribe to.	0.481	0.007
3	The company monitors customers and observe their behavior to determine their attitudes toward the company's services.	0.614	0.000
4	The company benefits from the information provided to it in determining customer needs and specifications of the required Internet service.	0.636	0.000

No.	Question	Pearson coefficient	p-value
5	The Company reserves customers data and their movements to identify patterns of customers.	0.657	0.000
6	The company is dividing customers into categories, and identifying the target group when doing marketing activities.	0.395	0.031
7	The company is working to identify the number of customers acquired and the possibility of attracting new customers.	0.622	0.000
8	The company analyzes the behavior of customers to measure their loyalty to the company.	0.415	0.022
9	The company is working to identify the impact of each customer to increase profits through the information available to it.	0.569	0.001
10	The company used the results of the analysis of information received to know the power and variables that drive customers to subscribe to internet services.	0.737	0.000
	Market Intelligence		
1	The company benefit from the information contained in the prediction of the opportunities and threats in the target market.	0.567	0.001
2	The company utilize from the information available to them in determining the market size.	0.680	0.000
3	The company is working to gather sufficient information from its employees and its representatives to identify the market trends.	0.586	0.001
4	The company uses the information provided to it to find out the technological trends in the market.	0.701	0.000
5	The company is determining its market share by the results of the analysis of information received.	0.774	0.000
6	The company benefits from published reports from government agencies to know the changes in the market.	0.683	0.000
	Product intelligence		
1	The company gathered enough information to find out the prices on the market.	0.652	0.000
2	The company uses all possible sources to gather information on the kind and quality of services offered in the market.	0.719	0.000
3	The company is working on improving the showing of services and promoting more relevant and appropriate benefiting from the results of the information analysis.	0.627	0.000
4	The company measures the level of its services through a comparison of the characteristics and specifications of the services offered by competitors.	0.686	0.000
5	The company utilize the information available to them to know the fixed and variable costs of the services provided.	0.741	0.000
6	The company is developing its services and adding features in their content benefiting from the information available to them.	0.793	0.000
	Competitor intelligence		
1	The company identifying their existing and potential competitors through the investigation and information gathering.	0.777	0.000
2	The company is gathering information to determine the size of competitors investment in the market.	0.795	0.000

No.	Question	Pearson coefficient	p-value
3	The company is working to monitor competitors to know the processes of change in the (structures, strategies, technology used).	0.544	0.002
4	The company used the reports and information published in the knowledge of the objectives, plans and policies and tactics of competitors.	0.819	0.000
5	The company utilize the results of the analysis of information to predict the reactions of each competitor for the services offered by the company.	0.558	0.001
6	The company benefit from the information received to avoid competitors surprises and reduce the time of the company's reactions.	0.465	0.010
7	The company is determining the extent of competitors response to the prior trends of the company and how will they respond in the future.	0.817	0.000
8	The company is working to identify the markets which will the competitors enter in the future by investigate them.	0.812	0.000
9	The company benefit from the information received from various sources to know the competitors look for themselves as well as their outlook for the company.	0.761	0.000
10	The company was checking to find out competitors' market sites for their services and how to market them.	0.822	0.000

Table (4.4): The correlation coefficient between each question in the field and the whole field (Competitive Advantage)

No.	Question	Pearson coefficient	p-value
	Excellence Efficiency		
1	The company is seeking to increase coordination and integration between the administrative units in the implementation of operations.	0.410	0.024
2	The company adopts all the strategies to develop the efficiency of operations.	0.637	0.000
3	The company uses modern technology which helps acceleration the completion of operations at the company.	0.553	0.002
4	The scope of internal control in the company includes the examination and evaluation of the efficiency and effectiveness of services.	0.813	0.000
5	The company is working to reduce the costs of operations and services.	0.780	0.000
6	The company is reviewing the activities and operations of the different units and is working to cancel unnecessary and refined processes and activities.	0.748	0.000
	Excellence Quality		
1	Employees interested individually in the company's customers and deal with their problems very carefully.	0.796	0.000
2	The employees in the company performs the achievements quickly and on time.	0.544	0.002
3	Staff at the company possesses full knowledge to answer customers' questions.	0.714	0.000
4	Employees in the company work to provide services as required.	0.616	0.000
5	There in the company a special unit to individually communicate with subscribers and get to know their opinions about the quality of services provided.	0.707	0.000
6	The company is seeking in earnest to implement the accreditation of local and global quality systems.	0.844	0.000
7	Providing services centers considered as a comfortable environment	0.884	0.000

No.	Question	Pearson coefficient	p-value
	with attractive appearance for the company's customers.		
8	The company's centers deployed in all cities and provinces of the Gaza Strip.	0.887	0.000
	Excellence Innovation		
1	The company interested in developing the services provided to customers range in line with what competitors offer.	0.746	0.000
2	Information technology used in the company contribute to speed the development and diversification of services provided to customers.	0.721	0.000
3	The company is updating its technology and its organs constantly to keep pace with the new Internet services.	0.758	0.000
4	The company adopts the admission and testing innovative ideas submitted by staff members to cope with work problems.	0.798	0.000
5	The company has an organizational culture helps to secure the potential for creativity and initiative.	0.770	0.000
	Excellence Responsiveness		
1	The company pays great attention to marketing research in order to identify the desires unsaturated customers.	0.621	0.000
2	The company focuses on the needs and desires of customers and is working to transfer and embody a sophisticated and distinctive services mimic their expectations.	0.725	0.000
3	The company is following the rapid actions and take note about the constant changes in the wants and needs of customers.	0.793	0.000
4	The company concerned with the opinions and suggestions of customers and their preferences in the provision of new services and improvements to the services provided.	0.793	0.000
5	The company is working to open the way for customers to communicate with them and to participate in determining the appropriate services for their needs.	0.834	0.000

4.11.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of liker scale.

As shown in table (4.5), the significance values are less than 0.01, so the correlation coefficients of all the fields are significant at $\alpha = 0.01$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (4.5): Structure Validity of the Questionnaire

section	Field	No. of items	Pearson correlation coefficient	p-value
Marketing Intelligence	Customer Intelligence	10	0.664	0.000
	Market Intelligence	6	0.843	0.000
	Product intelligence	6	0.852	0.000
	Competitor intelligence	10	0.920	0.000
Competitive Advantage	Excellence Efficiency	6	0.792	0.000
	Excellence Quality	8	0.894	0.000
	Excellence Innovation	5	0.885	0.000
	Excellence Responsiveness	5	0.893	0.000

4.11.3 Reliability of the Research

Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measuring . The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient. For the most purposes reliability coefficient above 0.70 are considered satisfactory. Period of two weeks to a month is recommended between two tests due to complicated conditions that the consumer is facing at the time being, it was too difficult to ask them to responds to our questionnaire twice within short period. The statistician's explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Kronpakh Alpha coefficient and Half Split Method through the SPSS software.

1.   Half Split Method:

This method depends on finding Pearson correlation coefficient between the means of odd rank questions and even rank questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation :

Consistency coefficient = 2r/(r+1), where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient 2r/(r+1) is between 0.0 and + 1.0 As shown in Table (4.6), and the general reliability for all items equal 0.915. It can be said that according to the Half Split method, the dispute causes group are reliable.

<p align="center">Table (4.6): Split-Half Coefficient method</p>

section	Field	No. of items	Pearson correlation coefficient	p-value
Marketing Intelligence	Customer Intelligence	10	0.782	0.878
	Market Intelligence	6	0.797	0.887
	Product intelligence	6	0.791	0.883
	Competitor intelligence	10	0.754	0.860
Competitive Advantage	Excellence Efficiency	6	0.784	0.879
	Excellence Quality	8	0.792	0.884
	Excellence Innovation	5	0.735	0.847
	Excellence Responsiveness	5	0.742	0.852
All fields		56	0.843	0.915

2. Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. As shown in Table (4.7) the Cronbach's coefficient alpha was calculated. The general reliability for all items equal 0.927. This value is considered high; the result ensures the reliability of the questionnaire.

Table (4.7): Cronbach's Alpha for Reliability

section	Field	No. of items	Cronbach's Alpha
Marketing Intelligence	Customer Intelligence	10	0.892
	Market Intelligence	6	0.901
	Product intelligence	6	0.928
	Competitor intelligence	10	0.872
Competitive Advantage	Excellence Efficiency	6	0.899
	Excellence Quality	8	0.907
	Excellence Innovation	5	0.867
	Excellence Responsiveness	5	0.870
All fields		56	0.927

❖ **Statistical Manipulation:**

To achieve the research goal, researcher used the statistical package for the Social Science (SPSS) for Manipulating and analyzing the data.

❖ **Statistical methods are as follows:**

1. Frequencies and Percentile**.**

2. Alpha- Cronbach Test for measuring reliability of the items of the questionnaires.

3. Person correlation coefficients for measuring validity of the items of the questionnaires.

4. Spearman –Brown Coefficient.

5. One sample T test.

6. Independent samples T test.

7. One way ANOVA test for the difference between means three samples or more.

8. Multiple regression analysis.

9. Scheffe test for multiple comparisons between means of the samples.

Chapter 4

Data Analysis and Discussion

Chapter 4

Data Analysis and Discussion

4.1 Introduction:

The study was designed to answer the main question, to achieve objectives and to test the hypotheses stated in the first chapter. This chapter presents the results, interpretations, and discussions of the study outcomes. The analysis was based on the data collected through the participant's survey. Then the following sections present the data, analysis, findings, and discussions, and then results were compared to the findings of other researchers in the previous studies.

4.2 Personal information:

4.2.1 Gender:

Regarding the gender of the study participants, as shown in Table (5.1), the majority of the study participants (56.5%) are female, while 43.5% of the study participants are male, which refer to the fact that companies seek to recruit more females in marketing jobs because females have a greater ability to attract customers, more modernity and more persuasive ability, this is agree with what Al-Hayat newspaper website published on 9/7/2015 that women's work in marketing increases the profits of the private sector by 40 percent.

Table (5.1): Gender

Gender	Frequency	Percentages
Male	30	43.5
Female	39	56.5
Total	69	100.0

4.2.2 Age:

Regarding the age of the study participants, as shown in Table (5.2), the majority of the study participants (56.5%) are 25 to less than 35 years old, 31.9% of the study participants are less than 25 years old, only 11.6% are 35 to less than 45 years old, while none of the study participants are 45 years or more. This mean that (88.4%) of the study participants are less than 35 years old. This is due to the fact that companies seek to recruit young people in marketing jobs whereas young people are more energetic and more creative.

Table (5.2): Age

Age	Frequency	Percentages
Less than 25 year	22	31.9
25 to less than 35 year	39	56.5
35 to less than 45 year	8	11.6
45 year and more	0	0.0
Total	69	100.0

4.2.3 Scientific Qualification:

Regarding the academic qualifications of the study participants, as shown in Table (5.3), the majority of the study participants (78.3%) have a bachelor degree, 17.4% of the study participants have a Diploma, only 4.3% have completed postgraduate studies (MSC & PHD). The researcher see that it's because of the large number of unemployed graduates, which increases the chance of choosing the holders of a bachelor's degree because they are less expensive than those with postgraduate studies.

Table (5.3): Scientific Qualification

Scientific Qualification	Frequency	Percentages
Diploma	12	17.4
Bachelor	54	78.3
Postgraduate studies	3	4.3
Total	69	100.0

4.2.4 Years of Experience:

Regarding the study participants years of experience, as shown in Table (5.4), the majority of the study participants (55.1%) have 3 to less than 5 years of experience, 26.1% of the study participants have less than 3 years of experience, only 15.9% have from 5 to less than 10 years of experience, while 2.9% of the study participants have 10 years of experience or more. This mean that (81.2%) of the study participants have less than 5 years of experience. The researcher believes that this is due to the obscurity of future career path within these companies, which leads the experienced employees to choose to work in companies that have a broad functional future.

Table (5.4): Years of Experience

Years of Experience	Frequency	Percentages
Less than 3 years	18	26.1
3 to less than 5 years	38	55.1
5 to less than 10 years	11	15.9
10 years and more	2	2.9
Total	69	100.0

4.2.5 Income Level

Regarding the income level of the study participants, as shown in Table (5.5), the majority of the study participants (50.7%) make less than 1,500 NIS, 26.1% of the study participants make from 1500 – 2500 NIS, only 23.2% make more than 2500 – 3500 NIS, while no one of the study participants make more than 3500 NIS. This mean that (76.8%) of the study participants make less than 2,500 NIS. The researcher see that this indicates that wages are low in the Gaza Strip in general and in private companies in particular. Also he believes that this also because the internet service provider companies don't give much attention to marketing functions.

Table (5.5): Income Level

Income Level	Frequency	Percentages
Less than 1,500 NIS	35	50.7
From 1500 – 2500 NIS	18	26.1
More than 2500 – 3500 NIS	16	23.2
More than 3500 NIS	0	0.0
Total	69	100.0

4.2.6 Job title

Regarding the job title of the study participants, as shown in Table (5.6), the majority of the study participants (75.4%) are employees, 15.9% are head of department, only 8.7% are managers. The researcher believes that this is because the internet service provider companies' main headquarters are located in the West Bank.

Table (5.6): Job title

Job title	Frequency	Percentages
Manager	6	8.7
Head of Department	11	15.9
Employee	52	75.4
Total	69	100.0

4.3 Discussion and hypotheses' Test

In the following tables we use a one sample T test to test if the opinion of the respondent in the content of the sentences are positive (weight mean greater than "60.0%" and the p-value less than 0.05), otherwise the opinion of the respondent in the content of the sentences are not positive.

4.3.1 Marketing Intelligence

Customer Intelligence

The researcher use this field to get to know the extent to which the internet service provider companies benefit from customers to attract the information, and to which the internet service provider companies in Gaza strip benefit from the marketing information to win the customers.

The researcher use a one sample T test for the opinion of the respondent about (Customer Intelligence**)** and the results shown in table (5.7) where the highest item according to the weight mean is item No.(2) the weight mean equal "88.12%" and p-value equal "0.000" < 0.05,that means that there is a high degree of consent from the respondents in the questionnaire that the internet service provider companies in Gaza strip constantly communicate with customers in order to gather information from them, and the lowest item is No. (4) the weight mean equal "83.19%" and p-value equal "0.000" < 0.05,that means that the internet service provider companies in Gaza strip benefits from the provided information in determining customer needs and the required specifications.

In general the results for all items of the field (Customer Intelligence) show that the average mean equal 4.23 and the weight mean equal 84.58% > 60% and the value of "T" test equal 20.297 > critical value which equals 0.2 and the p-value equal 0.000 < 0.05, that means that the internet service provider companies in Gaza strip benefit from the marketing information to win the customers and benefit from customers to attract the information.

The results of this field confirm that the internet service provider companies in Gaza strip constantly communicate with customers in order to gather information from them, reserve customer's data to identify the customer's nature and patterns, use marketing information to know the variables that affect customers, monitor customers to determine their attitudes and expectations, exploring the problems faced by customers and attracting information from them, dividing the customers into categories to diversify provided services, identify the numbers of current and potential customers, identify the

impact of each customer in the profits, determining the customer needs, and observing the behavior of customers to measure their loyalty.

The findings agree with (Rahma, 2015) study, which concluded that available marketing information has a big role in determining the nature of potential customer and their needs. Moreover, it agrees with (Bahloul, 2011) study, which concluded that the customers offer useful information about the market and competitors, as well marketing intelligence provide sufficient and useful information about the customers. (Khawla, 2013) study also agree to the findings, and concluded that the enterprise have database for its customers.

Table (5.7): Customer Intelligence

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
2	The company constantly communicates with customers in order to bring information from them.	4.41	0.846	88.12	13.808	0.000	1
5	The Company reserves customer's data and their movements to identify the nature of the customers and there patterns.	4.29	0.621	85.80	17.260	0.000	2
10	The company uses marketing information to know the variables that affect customers.	4.29	0.688	85.80	15.569	0.000	2
3	The company monitors customers and observe their behavior to determine their attitudes and expectations.	4.26	0.634	85.22	16.528	0.000	3
1	The company is exploring the problems faced by customers and attracting information from them.	4.25	0.847	84.93	12.220	0.000	4
6	Marketing information helps the company in dividing the customers into categories to diversify provided services.	4.23	0.843	84.64	12.143	0.000	5
7	The company identify the numbers of current and potential customers.	4.22	0.802	84.35	12.609	0.000	6
9	The company identify the impact of each customer in the profits through the marketing information.	4.20	0.917	84.06	10.898	0.000	7
4	The company benefits from the provided information in determining customer needs and the required specifications.	4.16	0.699	83.19	13.774	0.000	8

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
8	The company is observing the behavior of customers to measure their loyalty.	3.99	0.883	79.71	9.274	0.000	9
	All items	**4.23**	**0.503**	**84.58**	**20.297**	**0.000**	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢،٠

Market Intelligence

The researcher is using this field to identify the extent to which the internet service provider companies in Gaza strip benefit from the marketing information to gain the market, and to get to know the extent to which the internet service provider companies benefit from the market to attract the information.

The researcher uses a one sample T test for the opinion of the respondent about (Market Intelligence) and the results shown in Table (5.8) where the highest item according to the weight mean is item No. (4) the weight mean equal "86.67%" and p-value equals " 0.000" < 0.05, that means that the company uses the marketing information to find out the technological trends in the market, and the lowest item is No. (5) the weight mean equal " 82.03%" and p-value equal " 0.000" < 0.05,that means that the company is determining its market share by the results of the analysis of marketing information.

In general the results for all items of the field (Market Intelligence) show that the average mean equal 4.15 and the weight mean equal 82.95% > "60%" and the value of t test equal 17.275 > critical value which is equal ٢،٠ and the p-value equal 0.000 < 0.05, means that the internet service provider companies in the Gaza strip benefit from the marketing information in forecasting of the opportunities and threats in the target market, utilize from the information available to them in determining the market size, working to gather sufficient information from its employees and its representatives to identify the market trends, uses the information provided to it to find out the technological trends in the market, determining its market share by the results of the analysis of information received, and benefits from published reports from government agencies to know the changes in the market.

71

The researcher found that the results agreed with (Rahma, 2015) findings which show that 83% of the respondents agree that the marketing information system helps determine market share, and 82% agree that it helps determine the potential opportunities in the target market.

This is consistent with (Sadeq, 2003) study and (Venter& Resnsburg, 2014) study which confirms that marketing intelligence is a set of procedures and resources used by marketing managers to obtain daily information on developments in the market environment.

(shemmary, 2009) study indicate that companies adopt market intelligence to a large extent when determining their marketing strategy.

(Bahloul, 2011) findings show that 80.3% of the respondents agree that marketing information techniques utilized in knowledge and keep abreast of the ongoing marketing of emerging circumstances, and 80.9% agree that marketing intelligence is considered a vital resources to understand the nature of the market requirements.

The findings agree with (Wafy, 2013) study, which concluded that 85% of the respondents agree that IT companies make environmental scanning to identify strength, weakness, opportunities, and threats.

(Ismail, 2011) study also agree with the research findings where he concluded that marketing intelligence system collects and analyzes internal and external market data and trends.

(Helo, 2013) concluded that the marketing intelligence system provides accurate information on developments in the marketing environment.

(Khawla, 2013) shows that 91.7% of the respondents agree that the organization need information about its internal and external environment.

(Hashem, 2006) concluded that the company identifies opportunities that can be exploited in the target market, and the company's management viewing accurate reports on the market conditions on a daily basis.

<div align="center">**Table (5.8): Market Intelligence**</div>

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
4	The company uses the marketing information to find out the technological trends in the market.	4.33	0.679	86.67	16.316	0.000	1
3	The company is working to gather sufficient information from its employees and representatives to identify the market trends.	4.20	0.739	84.06	13.517	0.000	2
1	The company benefit from the marketing information in forecasting the opportunities and threats in the target market.	4.17	0.641	83.48	15.220	0.000	3
2	The company utilizes the marketing information in determining the market size.	4.13	0.592	82.61	15.863	0.000	4
5	The company is determining its market share by the results of the analysis of marketing information.	4.10	0.789	82.03	11.602	0.000	5
6	The company benefits from published reports from government agencies to know the changes in the market.	3.94	0.983	78.84	7.957	0.000	6
	All items	4.15	0.552	82.95	17.275	0.000	

<div align="center">Critical value of t at df "٦٨" and significance level 0.05 equal ٢٫٠</div>

Product intelligence

The researcher is using this field to identify the extent to which the internet service provider companies in Gaza strip benefit from the marketing information to find out the prices, kind, and quality, improving the showing of services, measuring the service level, knowing the fixed and variable costs, and developing its services.

The researcher use a one sample T test for the opinion of the respondent about Product intelligence and the results shown in Table (5.9) where the highest item according to the weight mean is item No. (1) the weight mean equals " 87.25%" and p-value equal "0.000" < 0.05, that means that the company gathered enough information to find out the prices on the market, and the lowest item is No. (4) the weight mean equal "83.19%" and p-value equals " 0.000" < 0.05, that means that the company measures the level of its services through a comparison of the characteristics and specifications 5of the services offered by competitors.

In general the results for all items of the field (Product intelligence) show that the average mean equal 4.26 and the weight mean equal 85.22% > "60%" and the value of T test equals 20.469 > critical value which is equal ٢،٠ and the p-value equal 0.000 < 0.05, that means that the internet service provider companies in the Gaza strip gathered enough information to find out the prices on the market, use all possible sources to gather information on the kind and quality of services offered in the market, work on improving the showing of services and promoting more relevant and appropriate benefiting from the results of the information analysis, measure the level of its services through a comparison of the characteristics and specifications of the services offered by competitors, utilize the information available to them to know the fixed and variable costs of the services provided, and developing its services and add features in their content benefiting from the information available to them.

The findings agree with (Bahloul, 2011) study, which concluded that 77.4% of the respondents agreed that Marketing Intelligence help in obtaining the necessary information services. In addition, (Helo, 2013) study found that the marketing intelligence system provides sufficient information on the prices of similar services and services provided by competitors. (Rahma, 2010) study also agree with the research findings where he concluded that 79% of the respondents agreed that research and studies are being carried out to create and develop new services.

Table (5.9): Product intelligence

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
1	The company gathered enough information to find out the prices on the market.	4.36	0.707	87.25	16.017	0.000	1
2	The company uses all possible sources to gather information on the kind and quality of services offered in the market.	4.35	0.744	86.96	15.046	0.000	2
3	The company is working on improving the showing of services and promoting more relevant and appropriate benefiting from the results of the information analysis.	4.35	0.703	86.96	15.915	0.000	2
6	The company is developing its services and adding features in their content benefiting from the	4.19	0.753	83.77	13.111	0.000	3

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
	information available to them.						
4	The company measures the level of its services through a comparison of the characteristics and specifications 5of the services offered by competitors.	4.16	0.656	83.19	14.685	0.000	4
5	The company utilizes the information available to them to know the fixed and variable costs of the services provided.	4.16	0.779	83.19	12.366	0.000	4
	All items	4.26	0.512	85.22	20.469	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢٠٠

Competitor intelligence

The researcher using this field to identify the extent to which the internet service provider companies in Gaza strip benefit from the marketing information to identify their existing and potential competitors, determine the size of competitors investment, monitor competitors to know the processes of change in the (structures, strategies, technology), knowledge of the objectives, plans, policies and tactics of competitors, predict the reactions of each competitor for the services offered by the company, avoid competitors surprises and reduce the time of the company's reactions, and identify the markets which will the competitors enter in the future. Also, the researcher used this field to get to know the extent to which the internet service provider companies benefit from the competitors in attracting the information.

The researcher use a one sample Ttest for the opinion of the respondent about Competitor intelligence and the results shown in Table (5.10) where the highest item according to the weight mean is item No.(1) the weight mean equals " 87.83%" and p-value equals " 0.000" which is less than 0.05, that means that the company is identifying their existing and potential competitors through the investigation and information gathering, and the lowest item is No. (3) the weight mean equal "80.87%" and p-value equal "0.000" which is less than 0.05, that means that the company is working to monitor competitors to know the processes of change in the (structures, strategies and technology used.

In general the results for all items of the field (Competitor intelligence) show that the average mean equal 4.18 and the weight mean equal 83.57% > "60%" and the value of T test equals 17.216> critical value which is equal 0,2 and the p-value equal 0.000 < 0.05, which means that the internet service provider companies in the Gaza strip identify their existing and potential competitors through the investigation and information gathering, gathering information to determine the size of competitors investment in the market, working to monitor competitors to know the processes of change in the structures, strategies, technology used. They used the reports and information published in the knowledge of the objectives, plans and policies and tactics of competitors, utilize the results of the analysis of information to predict the reactions of each competitor for the services offered by the company, benefit from the information received to avoid competitors surprises and reduce the time of the company's reactions, determining the extent of competitors response to the prior trends of the company and how will they respond in the future, working to identify the markets which the competitors will enter in the future by investigating them, benefit from the information received from various sources to know the competitors look for themselves as well as their outlook for the company, and checking to find out competitors' market sites for their services and how to market them.

This means that the company is working to monitor competitors to know the processes of change in the structures, strategies, technology used. The company utilizes the results of the analysis of information to predict the reactions of each competitor for the services offered by the company. Where it agreed with the results of (Ahmed et al., 2014) study and (Saleh, 2013) study where it is confirmed that the company collected sufficient intelligence information about competitors by exploiting information to predict the strategies of competitors and their tactics.

The findings agree with (Bahloul, 2011) study, which concluded that 77.9% of the respondents agreed that the enterprise in which they work uses the marketing intelligence on a regular basis in gathering information about competitors, and 76.1% agreed that marketing intelligence help in the process of tracking and evaluating the performance of competitors catalog constantly.

In addition, (Wafy, 2013) study found that 94.3% of the respondents agreed that their organizations is in a highly competitive industry/market, 65.22% agreed that their companies follows up and analyzes competitors' activities regularly and up to date, and 66.8% agreed that their companies has follow up records for each competitor.

(Helo, 2013) study also agree with the research findings where she concluded that marketing information system is an information processing system for customers and competitors.

Table (5.10): Competitor intelligence

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
1	The company identifying their existing and potential competitors through the investigation and information gathering.	4.39	0.691	87.83	16.734	0.000	1
2	The company is gathering information to determine the size of competitors investment in the market.	4.30	0.671	86.09	16.149	0.000	2
4	The company used the reports and information published in the knowledge of the objectives, plans and policies and tactics of competitors.	4.26	0.721	85.22	14.536	0.000	3
7	The company is determining the extent of competitors response to the prior trends of the company and how will they respond in the future.	4.22	0.704	84.35	14.356	0.000	4
9	The company benefits from the information received from various sources to know the competitors look for themselves as well as their outlook for the company.	4.22	0.725	84.35	13.949	0.000	5
10	The company was checking to find out competitors' market sites for their services and how to market them.	4.13	0.839	82.61	11.197	0.000	6
5	The company utilizes the results of the analysis of information to predict the reactions of each competitor for the services offered by the company.	4.10	0.910	82.03	10.056	0.000	7
6	The company benefits from the information received to avoid competitors surprises and reduce the time of the company's reactions.	4.10	0.770	82.03	11.886	0.000	8
3	The company is monitoring competitors to know the processes of	4.04	0.830	80.87	10.440	0.000	9

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
	change in the (structures, strategies, technology).						
8	The company is working to identify the markets which will the competitors enter in the future by investigate them.	4.01	0.813	80.29	10.361	0.000	10
	All items	4.18	0.569	83.57	17.216	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢٫٠

❖ **All fields for independent variable (Marketing Intelligence)**

To answer this question we use a one sample T test for the opinion of the respondent about all fields related to " **Marketing Intelligence** " and the results shown in Table (5.11) show that the average mean for all fields concern to the independent variable equals 4.20 and the weight mean equals 84.08% which is greater than "60%" and the value of T test equals 22.386 which is greater than the critical value which is equal to 2.0 and the p-value equals 0.000 which is less than 0.05, that means that the views of respondents were positive for all combined areas and confirm the existence of an effective impact to these areas combined in the formation of the marketing intelligence system in the internet service provider companies in the Gaza strip.

The researcher devised that the analysis shows that most of the variables are highly agreed upon separately, which leads to high agreement on the system as a whole.

The researcher found that the results of all field are convergent which is high because of the high competition among Internet companies, which encourage them to increase the level of customer intelligence.

The findings agree with most of the previous study articles, where all the researchers concluded that marketing intelligence is available in all kinds of businesses.

It is clear from the analysis of marketing intelligence areas that the field of "Product intelligence" has obtained the highest weight mean in forming the marketing intelligence system for companies where it reached 85.22%, followed in the relative importance the field of "Understanding customers" with a weight mean 84.58%, which emphasizes the importance of product intelligence and understanding customers in enhancing the

company's use of marketing intelligence, that result is consistent with the study of **(Bahloul, 2011)** that has shown the provision of marketing intelligence requirements in the Banking Sector in Gaza Strip with an approval rate of 78.4%.

The sign of the test is positive, which means that Marketing Intelligence System is available. The respondents agree that Marketing Intelligence provide sufficient and useful information about customers and competitors, and they also agree that Marketing Intelligence help in the early warning of threats and opportunities. In addition, the findings show that marketing intelligence is useful also in understanding the market requirements and the market changes. Marketing Intelligence gives day to day information about the changes in the internal and external environment, and help in avoiding threats and seizing opportunities. The banks rely on marketing intelligence to determine the market share, and to identify the kind of new service that customers look for; in addition, the marketing intelligence provides information about the service on-going prices. The findings agree with (Wady & Ashour, 2009) study, which concluded that Marketing Intelligence improve the MkIS efficiency in the working banks in Gaza; moreover, (Nasri, 2011) study concluded that Tunisian managers are aware of competitive intelligence effects on the firms' performance. In addition, (Li, 1995) study also agrees with the finding and concluded that Marketing Intelligence is considered a good source of daily information about competitors.

Table (5.11): All fields for independent variable (Marketing Intelligence)

No.	Field	Mean	standard deviation	Weight mean	t-value	P-value	Rank
1	Customer Intelligence	4.23	0.503	84.58	20.297	0.000	1
2	Market Intelligence	4.15	0.552	82.95	17.275	0.000	4
3	Product intelligence	4.26	0.512	85.22	20.469	0.000	2
4	Competitor intelligence	4.18	0.569	83.57	17.216	0.000	3
	All fields	4.20	0.447	84.08	22.386	0.000	

4.3.2 Competitive Advantage

Excellence Efficiency

The researcher uses a one sample T test for the opinion of the respondent about **Excellence Efficiency** and the results shown in Table (5.12) where the highest item according to the weight mean is item No. (4) the weight mean equals "88.70%" and p-value equal "0.000" < 0.05, means that the scope of internal control in the company includes the examination and evaluation of the efficiency and effectiveness of services), and the lowest item is No. (6) the weight mean equals "83.77%" and p-value equal "0.000" < 0.05, that means that the company is reviewing the activities and operations of the different units and is working to cancel unnecessary and refined processes and activities.

In general the results for all items of the field (Excellence Efficiency) show that the average mean equals 4.29 and the weight mean equals 85.70% > "60%" and the value of T test equal 22.434 > critical value which is equal to ٢,٠ and the p-value equal 0.000 < 0.05, that means that the internet service provider companies in the Gaza strip seeking to increase coordination between the administrative units, adopt all the strategies to develop the efficiency of operations, use modern technology which helps acceleration the completion of operations. The scope of internal control includes the examination of the services efficiency, working to reduce the costs of operations and services, and reviewing the activities of the different units to cancel unnecessary and refined activities. The results shows that the internet companies are seeking to adopt all the methods and strategies to improve the efficiency of operations. Therefore, the superior efficiency as one of the main dimensions of the competitive advantage field is statistically significant at the significance level of 0.05, and there is an agreement by the respondents on the availability of competitive advantage represented by the high level of efficiency in the follow-up activities and operations in the internet companies.

These findings are consistent with (Shurafa, 2008) study, which focused on the role of knowledge management and information technology in achieving competitive advantage, which confirmed that there is a statistical relationship between knowledge management and information technology and areas of competitive advantage "efficiency of operations". The result is consistent with the study of (Yahdia, 2004), which

indicated that if the degree of institutions' efficiency is still measured by the extent to which they are achieved and the financial results achieved, management in future institutions will depend on the quality of the capabilities necessary to bring about change and development in order to achieve creativity, and is in line with the objectives of the institution, especially in the light of developments in communication and information technology and its various uses in the economic institution, especially with regard to work systems and methods of management.

Table (5.12): Excellence Efficiency

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
4	The scope of internal control in the company includes the examination and evaluation of the efficiency and effectiveness of services.	4.43	0.630	88.70	18.929	0.000	1
1	The company is seeking to increase coordination and integration between the administrative units in the implementation of operations.	4.41	0.626	88.12	18.657	0.000	2
3	The company uses modern technology which helps acceleration the completion of operations at the company.	4.32	0.696	86.38	15.729	0.000	3
5	The company is working to reduce the costs of operations and services.	4.28	0.705	85.51	15.033	0.000	4
6	The company is reviewing the activities and operations of the different units and is working to cancel unnecessary and refined processes and activities.	4.19	0.670	83.77	14.728	0.000	5
2	The company adopts all the strategies to develop the efficiency of operations.	4.09	0.588	81.74	15.366	0.000	6
	All items	4.29	0.476	85.70	22.434	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢،٠

Excellence Quality

The researcher use a one sample T test for the opinion of the respondent about Excellence Quality and the results shown in Table (5.13) where the highest item according to the weight mean is item No. (4) the weight mean equals "88.99%" and p-value equal "0.000" < 0.05, that means that employees in the company work to provide services as required, and the lowest item is No.(7) the weight mean equal " 83.48%" and

p-value equal "0.000" < 0.05, means that providing services centers considered as a comfortable environment with attractive appearance for the company's customers.

In general the results for all items of the field (Excellence Quality) show that the average mean equals 4.27 and the weight mean equals 85.36% > "60%" and the value of T test equal 21.543 > critical value which is equal to ٢٠٠ and the p-value equals 0.000 < 0.05, that means that the employees of internet service provider companies in the Gaza strip are interested individually in the company's customers and deal with their problems very carefully. They are also interested in determining the standards of services quality provided to customers, and perform the achievements quickly and on time, possesse full knowledge to answer customers' questions, and work to provide services as required, add to that the internet companies have a special unit to individually communicate with subscribers, seeking to implement the accreditation of local and global quality systems, providing services centers considered as a comfortable environment, and the company's centers deployed in all cities and provinces of the Gaza Strip.

The results indicate that the internet companies is seriously seeking to apply the accreditation systems and local and international quality and to ensure excellence in the field of services provided. Therefore, superior quality as one of the main dimensions of the level of competitive advantage is statistically significant at the significance level of 0.05, and there is an agreement by the sample members on the quality of the internet companies as one of the components of competitive advantage. It is clear that there is a high response to this area by the sample members, which emphasizes the importance of applying quality systems as one of the requirements of achieving the competitive advantage of the internet companies. This result is consistent with the study of (Waleed, 2009), which recommended focusing on quality of service and the pursuit of TQM, and that despite the difficulty in the service sector, it requires a comprehensive commitment from top management and all functional and operational levels. In order for the internet companies to ensure continuity of competitive advantages or in other words continue to create superior levels of value, it is necessary to focus on the general building blocks of competitive advantage.

Table (5.13): Excellence Quality

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
4	Employees in the company work to provide services as required.	4.45	0.607	88.99	19.826	0.000	1
1	Employees interested individually in the company's customers and deal with their problems very carefully.	4.39	0.548	87.83	21.082	0.000	2
3	Staff at the company possesses full knowledge to answer customers' questions.	4.30	0.626	86.09	17.321	0.000	3
5	There is in the company a special unit to individually communicate with subscribers and get to know their opinions about the quality of services provided.	4.29	0.688	85.80	15.569	0.000	4
8	The company's centers deployed in all cities and provinces of the Gaza Strip.	4.22	0.872	84.35	11.593	0.000	5
6	The company is seeking in earnest to implement the accreditation of local and global quality systems.	4.20	0.677	84.06	14.761	0.000	6
7	Providing services centers considered as a comfortable environment with attractive appearance for the company's customers.	4.17	0.766	83.48	12.728	0.000	7
2	The employees in the company performs the achievements quickly and on time.	4.12	0.718	82.32	12.907	0.000	8
	All items	4.27	0.489	85.36	21.543	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢٫٠

Excellence Innovation

The researcher use a one sample T test for the opinion of the respondent about Excellence Innovation and the results are shown in Table (5.14) where the highest item according to the weight mean is item No. (6) the weight mean equals "88.41%" and p-value equals " 0.000" < 0.05, that means that the company is updating its technology and its organs constantly to keep pace with the new Internet services, and the lowest item is No. (5) the weight mean equals " 82.90%" and p-value equals " 0.000" < 0.05, that means that the company has an organizational culture helps to secure the potential for creativity and initiative.

In general the results for all items of the field (Excellence Innovation) show that the average mean equals 4.26 and the weight mean equals 85.16% > "60%" and the value

of T test equals 21.924 > critical value which is equal to ٢٫٠ and the p-value equals 0.000 < 0.05, that means that internet service provider companies in the Gaza strip are interested in developing the services provided to customers range in line with what competitors offer. The Information technology used in the company contribute to speed the development and diversification of services provided to customers, updates its technology and its organs constantly to keep pace with the new Internet services, adopts the admission and testing innovative ideas submitted by staff members to cope with work problems. Moreover, the company has an organizational culture that helps to securing the potential for creativity and initiative.

Therefore, superior creativity as one of the main dimensions of the field of competitive advantage is considered to be statistically significant at the significance level of 0.05, and there is an approval by the members of the sample on the availability of superior innovation. It is clear that there is a high response to this field by the sample members, which emphasizes on the importance of innovation as one of the requirements of achieving the competitive advantage in the internet companies. This result is consistent with (Reqeb, 2009) study, where it was indicted that there is a positive correlation between information systems in developing competitive advantage, creativity and development. As agreed with the findings of the study (Shurafa, 2008), where the study found that there is a statistically significant relationship between knowledge management and information technology and the competitive advantage fields, including innovation and development. These results are in line with the recommendation made by the study (Mswada, 2011), where it recommended that companies need to increase the interest in building a positive organizational culture that favors creativity and innovation, rewards the achievement of knowledge and intellect, and allocate adequate budget to finance and support scientific research and development projects.

This result is consistent with what was revealed in the study (Fadil, 2009) that the ability of the organization to achieve its objectives towards competitive advantage and value creation depends mainly on the excellence of the performance of intellectual capital components in the achievement of the customer strategy. Therefore, the study pointed

out that excellence and superiority through innovation and development, such as finding new products, penetrating new markets or winning new customers, is an important factor in enhancing the competitive advantage of the organization and creating value for customers.

(Gannon et al., 2009) also showed that clarifying differences and differentiation in performance between companies shifted from external factors to internal elements in the company, which is the element of innovation in the age of current knowledge and its importance in achieving the competitive excellence of the institution.

Table (5.14): Excellence Innovation

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
3	The company is updating its technology and its organs constantly to keep pace with the new Internet services.	4.42	0.604	88.41	19.531	0.000	1
1	The company interested in developing the services provided to customers range in line with what competitors offer.	4.35	0.614	86.96	18.228	0.000	2
2	Information technology used in the company contribute to speed the development and diversification of services provided to customers.	4.29	0.688	85.80	15.569	0.000	3
5	The company has an organizational culture helps to secure the potential for creativity and initiative.	4.14	0.670	82.90	14.189	0.000	4
4	The company adopts the admission and testing innovative ideas submitted by staff members to cope with work problems.	4.09	0.722	81.74	12.500	0.000	5
	All items	4.26	0.477	85.16	21.924	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢.٠

Excellence Responsiveness

The researcher use a one sample T test for the opinion of the respondent about Excellence Responsiveness and the results shown in Table (5.15) where the highest item according to the weight mean is item No. (5) the weight mean equals "86.67%" and p-value equal "0.000" < 0.05, that means the company is working to open the way for

customers to communicate with them and to participate in determining the appropriate services for their needs, and the lowest item is No. (3) the weight mean equals "82.61%" and p-value equals "0.000" < 0.05, that means the company is following the rapid actions and take note about the constant changes in the wants and needs of customers.

In general the results for all items of the field (Excellence Responsiveness) show that the average mean equals 4.19 and the weight mean equal 83.77% > "60%" and the value of T test equal 18.505 > critical value which is equal to ٢,٠ and the p-value equals 0.000 < 0.05, means that the internet service provider companies in the Gaza strip pay great attention to marketing research in order to identify the desires unsaturated customers. The companies focus on the needs and desires of customers and are working to transfer and embody a sophisticated and distinctive services mimic their expectations. The companies are following the rapid actions and take note about the constant changes in the wants and needs of customers. The companies concerned with the opinions and suggestions of customers and their preferences in the provision of new services and improvements to the services provided, and the companies are working to open the way for customers to communicate with them and to participate in determining the appropriate services for their needs.

The results indicates that the company is following and taking quick measures to observe the continuous changes in the wishes and needs of customers. And that there is an agreement from the respondents to focus on marketing research in order to identify the unsatisfied desires of the customers, and work on the transfer and embodied by services that match their expectations. This finding is consistent with the study (Waleed, 2009) Which showed that despite the availability of some of the Positives that support the achievement of response to the needs of the client, but it does not correspond to the negative existing, especially the lack of the company's database of integrated marketing, as well as weak customer complaints management system, Therefore, the study recommended that the company conduct periodic surveys on the opinions of the participants about the company and the services it provides, as well as conducting studies and diagnosis of the market in order to identify the changing desires of customers and try to satisfy them. This result is also consistent with the study (Fadil,

2009) which indicated that the organization's strategy is to enhance its competitive advantage and create value for its customer strategy, which is linked to the perceived value of customers by reducing delivery times or responding quickly to customers' wishes and demands.

Table (5.15): Excellence Responsiveness

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value	Rank
5	The company is working to open the way for customers to communicate with them and to participate in determining the appropriate services for their needs.	4.33	0.586	86.67	18.907	0.000	1
1	The company pays great attention to marketing research in order to identify the desires unsaturated customers.	4.25	0.695	84.93	14.904	0.000	2
2	The company focuses on the needs and desires of customers and is working to transfer and embody a sophisticated and distinctive services mimic their expectations.	4.13	0.873	82.61	10.756	0.000	3
3	The company is following the rapid actions and take note about the constant changes in the wants and needs of customers.	4.13	0.726	82.61	12.937	0.000	3
4	The company concerned with the opinions and suggestions of customers and their preferences in the provision of new services and improvements to the services provided.	4.10	0.750	82.03	12.193	0.000	4
	All items	4.19	0.533	83.77	18.505	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢٫٠

❖ **All fields for dependent variable (Competitive Advantage)**

We use a one sample t test for the opinion of the respondent about all fields related to "Competitive Advantage" and the results shown in Table (5.16) which show that the average mean for all fields concern to the dependent variable equal 4.25 and the weight mean equal 85.07% > "60%" and the value of t test equal 25.213 > the critical value which is equal 2.0 and the p-value equal 0.000 < 0.05, means that the views of respondents were positive for all combined areas and confirm the existence of an effective impact to these areas combined in the formation of the competitive advantage

in the internet service provider companies in the Gaza strip at significance level α = 0.05.

Table (5.16): All fields for dependent variable (Competitive Advantage)

No.	Field	Mean	standard deviation	Weight mean	T-value	P-value	Rank
1	**Excellence Efficiency**	4.29	0.476	85.70	22.434	0.000	1
2	**Excellence Quality**	4.27	0.489	85.36	21.543	0.000	2
3	**Excellence Innovation**	4.26	0.477	85.16	21.924	0.000	3
4	**Excellence Responsiveness**	4.19	0.533	83.77	18.505	0.000	4
	All fields	4.25	0.413	85.07	25.213	0.000	

Critical value of t at df "٦٨" and significance level 0.05 equal ٢,٠

4.3.3 The Research Hypotheses

The main Hypothesis:

There are a statistically significant relationship between the availability of marketing intelligence and achieving the competitive advantage in the internet service provider companies in the Gaza strip when the level of significance α = 0.05.

And it is divided by the following sub-hypothesis:

5) There are a statistically positive relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05.

The researcher use Pearson correlation test to test relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05, and the results shown in table (5.17) which show that the Pearson correlation coefficient equal 0.913 > critical value = 0.235, and p-value equal 0.000 < 0.05, mean that there is a statistically significant relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05.

Table (5.17): Relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05

Section	Statistic	Excellence Efficiency	Excellence Quality	Excellence Innovation	Excellence Responsiveness	competitive advantage
Customer Understanding	Pearson Correlation	0.653	0.798	0.664	0.559	0.813
	P-value	0.000	0.000	0.000	0.000	0.000
	N	69	69	69	69	69

This is consistent with (Jarwa, 2012) study where it concluded that having a customer database system and the consolidation of relationships with them helps to achieve the competitive advantage of the institution.

This is also consistent with (Bouaziz, 2013) study, where it concluded that the company's attention to customer information, follow-up and analysis of customer data and update it has a significant role in improving the competitiveness of companies.

In addition, (Ahmed, 2015) study concluded that dealing seriously with the opinions and complaints of customers contributes to the achievement of competitive advantage, as that having electronic records on customer activities and benefiting from customer sales information contributes to the achievement of competitive advantage.

6) There are a statistically positive relationship between the market intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05.

We use Pearson correlation test to test relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05, and the results shown in table (5.18) which show that the Pearson correlation coefficient equal 0.822 > critical value =0.235 , and p-value equal 0.000 < 0.05, mean that there is a statistically significant relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05.

Table (5.18): Relationship between the market intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05

Section	Statistic	Excellence Efficiency	Excellence Quality	Excellence Innovation	Excellence Responsiveness	competitive advantage
Market Understanding	Pearson Correlation	0.709	0.677	0.718	0.660	0.822
	P-value	0.000	0.000	0.000	0.000	0.000
	N	69	69	69	69	69

This is consistent with (Bouaziz, 2013) study, which concluded that the collection of data and information on products has a significant role in improving the competitiveness of companies.

This is also consistent with (Mohammed, 2015), which concluded that competitive vigilance, follow-up of products offered in the market and the collection of information on them contribute to the achievement of competitive advantage.

7) There are a statistically positive relationship between the product intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0 .05.

The researcher use Pearson correlation test to test relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05, and the results shown in table (5.19) which show that the Pearson correlation coefficient equal 0.724 > critical value =0.235, and p-value equal 0.000 < 0.05, mean that there is a statistically significant relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05.

Table (5.19): Relationship between the product intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05

Section	Statistic	Excellence Efficiency	Excellence Quality	Excellence Innovation	Excellence Responsiveness	competitive advantage
Product intelligence	Pearson Correlation	0.620	0.640	0.552	0.597	0.724
	P-value	0.000	0.000	0.000	0.000	0.000
	N	69	69	69	69	69

This is consistent with the study of (Mohammad, 2015), where he concluded that economic intelligence, which is interested in research and control of information and changes in the external environment has a significant role in contributing to the achievement of competitive advantage.

This is also consistent with (Noor, 2015) study where it recommended increasing attention to the management of market information and giving it appropriate importance in order to achieve competitive advantage.

Bouaziz (2013) study concluded that conducting studies and research contributes to improved corporate competitiveness, while (Shurafa, 2008) study concluded that continuous monitoring of changes within the local and external markets contributes to achieving the competitive advantage.

8) There are a statistically positive relationship between the availability of competitor intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05.

The researcher use Pearson correlation test to test relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0.05, and the results shown in table (5.20) which show that the Pearson correlation coefficient equal 0.673 > critical value = 0.235, and p-value equal 0.000 < 0.05, mean that there is a statistically significant relationship

between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0 .05.

Table (5.20): Relationship between the Competitor Intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α = 0 .05

Section	Statistic	Excellence Efficiency	Excellence Quality	Excellence Innovation	Excellence Responsiveness	competitive advantage
Competitor Intelligence	Pearson Correlation	0.534	0.558	0.521	0.645	0.673
	P-value	0.000	0.000	0.000	0.000	0.000
	N	69	69	69	69	69

This is consistent with (Bouaziz, 2013) study as it concluded that conducting studies and research on competitors contributes to improving the competitiveness of companies. Shurafa (2008) study concluded that knowledge of the strengths and weaknesses of competitors and their future aspirations, technology, knowledge of the number of current competitors and knowledge of the services and prices of new competitors has a significant role in achieving competitive advantage.

Test the Main Hypothesis:

There are a statistically significant relationship between the availability of marketing intelligence and achieving the competitive advantage in the internet service provider companies in the Gaza strip when the level of significance α = 0.05.
The researcher use Pearson correlation test to test relationship between the availability of marketing intelligence and achieving the competitive advantage in the internet service provider companies in the Gaza strip when the level of significance α = 0.05, and the results shown in table (5.21) which show that the Pearson correlation coefficient equal greater than critical value = 0.900 > critical value = 0.235, and p-value equal 0.000 < 0.05, mean that there is a statistically significant relationship between the availability of marketing intelligence and achieving the competitive

advantage in the internet service provider companies in the Gaza strip when the level of significance α = 0.05.

Table (5.21): Relationship between the availability of marketing intelligence and the competitive advantage in the internet service provider companies in the Gaza strip at the level of significance α =0 .05

Section	Statistic	Excellence Efficiency	Excellence Quality	Excellence Innovation	Excellence Responsiveness	competitive advantage
availability of marketing intelligence	Pearson Correlation	0.740	0.797	0.726	0.734	0.900
	P-value	0.000	0.000	0.000	0.000	0.000
	N	69	69	69	69	69

This is consistent with (Gachi, 2013) study where it concluded that there is an effective role of marketing intelligence on the competitive advantage. Also, (Noor, 2015) study recommended to increase the interest of market information and give it the proper importance in order to achieve competitive advantage.

The Second Hypothesis:

This hypothesis divided by the following sub-hypothesis:

2.1 There are significant statistical differences among respondents answers regarding the marketing intelligence due to (Gender - Age – Scientific qualification - Experience year - Job Title – Income level) at the level of significance α = .05.

And this hypothesis divided into sub-hypotheses as follows:

2.1.1 There are significant statistical differences among respondents answers regarding the marketing intelligence due to the gender at the level of significance α = 0.05.

To test the hypothesis we use the Independent Samples T test and the result illustrated in table (5.22) which show that the p-value equal 0.634 which is greater than 0.05 and the absolute value of T test equal 0.479 which is less than the critical value which is equal 2.0, mean that there is no statistically significant differences among respondents

answers regarding the marketing intelligence due to the gender at the level of significance α = 0.05.

Table (5.22): Independent Samples Test for differences among respondents answers regarding the marketing intelligence due to the gender

Field	Gender	N	Mean	Std. Deviation	T	P-value
Marketing Intelligence	Male	30	4.233	0.469	0.479	0.634
	Female	39	4.181	0.433		

Critical value of t at df "67" and significance level 0.05 equal 2.0

2.1.2 There are significant statistical differences among respondents answers regarding the marketing intelligence due to the age at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.23) which show that the p-value equals 0.158 which is greater than 0.05, and the value of F stat = 1.900 which is less than F critical = 3.14, that means there is no statistically significant differences among respondents answers regarding the marketing intelligence due to age at the level of significance α = 0.05.

Table (5.23): One way ANOVA test for differences among respondents answers regarding the marketing intelligence due to the age

Field	Source	Sum of Squares	Df	Mean Square	F value	Sig.(P-Value)
Marketing Intelligence	Between Groups	0.739	2	0.369	1.900	0.158
	Within Groups	12.829	66	0.194		
	Total	13.568	68			

Critical value of F at df "2,66 " and significance level 0.05 equal 3.14

2.1.3 There are significant statistical differences among respondents answers regarding the marketing intelligence due to scientific qualification at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.25) which show that the p-value equals 0.301 which is greater than 0.05 , and the value of Fstat = 1.223 which is less than Fcritical = 3.14, that means there is no statistically significant differences among respondents answers regarding the marketing intelligence due to the scientific qualification at the level of significance α = 0.05.

Table (5.25): One way ANOVA test for differences among respondents answers regarding the marketing intelligence due to the scientific qualification

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Marketing Intelligence	Between Groups	0.485	2	0.242	1.223	0.301
	Within Groups	13.083	66	0.198		
	Total	13.568	68			

Critical value of F at df "2,66　" and significance level 0.05 equal　3.14

2.1.4 There are significant statistical differences among respondents answers regarding marketing intelligence due to the years of experience at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.26) which show that the p-value equal 0.540 which is greater than 0.05 , and the value of F stat = 0.726 which is less than $F_{critical}$ = 2.75, that means that there is no statistically significant differences among respondents answers regarding the marketing intelligence due to the years of eexperience at the level of significance α = 0.05.

Table (5.26): One way ANOVA test for differences among respondents answers regarding the marketing intelligence due to the years of experience

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Marketing Intelligence	Between Groups	0.440	3	0.147	0.726	0.540
	Within Groups	13.128	65	0.202		
	Total	13.568	68			

Critical value of F at df "3,65　" and significance level 0.05 equal　2.75

2.1.5 There are significant statistical differences among respondents answers regarding the marketing intelligence due to the job title at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.27) which show that the p-value equal 0.530 which is greater than 0.05 , and the value of F_{stat} = 0.641 which is less than $F_{critical}$ = 3.14, that means there is no statistically significant differences among respondents answers regarding the marketing intelligence due to the job title at the level of significance α = 0.05.

Table (5.27): One way ANOVA test for differences among respondents answers regarding the marketing intelligence due to the job title

Field	Source	Sum of Squares	Df	Mean Square	F value	Sig.(P-Value)
Marketing Intelligence	Between Groups	0.258	2	0.129	0.641	0.530
	Within Groups	13.309	66	0.202		
	Total	13.568	68			

Critical value of F at df "2,66 " and significance level 0.05 equal 3.14

2.1.6 There are significant statistical differences among respondents answers regarding the marketing intelligence due to the income level at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.28) which show that the p-value equal 0.862 which is greater than 0.05 , and the value of $F_{stat} = 0.149$ which is less than $F_{critical} = 3.14$, that means there is no statistically significant differences among respondents answers regarding the marketing intelligence due to the income level at the level of significance α = 0.05.

Table (5.28): One way ANOVA test for differences among respondents answers regarding the marketing intelligence due to the income level

Field	Source	Sum of Squares	Df	Mean Square	F value	Sig.(P-Value)
Marketing Intelligence	Between Groups	0.061	2	0.030	0.149	0.862
	Within Groups	13.507	66	0.205		
	Total	13.568	68			

Critical value of F at df "2,66 " and significance level 0.05 equal 3.14

2.2 There are significant statistical differences among respondents answers regarding the competitive advantage due to (gender - age – scientific qualification - experience year - job title – income level) at the level of significance α = .05.

And this hypothesis is divided into sub-hypotheses as follows:

2.2.1 **There are significant statistical differences among respondents answers regarding the competitive advantage due to the gender at the level of significance α = 0.05.**

To test the hypothesis we use the Independent Samples T test and the result illustrated in table (5.22) which show that the p-value equals 0.954 which is greater than 0.05 and

the absolute value of T test equals 0.058 which is less than the critical value which is equal to 2.0, that means that   there is no statistically significant differences among respondents answers regarding the competitive advantage due to gender at the level of significance α = 0.05.

Table (5.22): Independent Samples Test for differences among respondents answers regarding the role of marketing intelligence in achieving the competitive advantage in the internet service provider companies in the Gaza strip due to gender

Field	Gender	N	Mean	Std. Deviation	T	P-value
Competitive Advantage	Male	30	4.257	0.437	0.058	0.954
	Female	39	4.251	0.399		

Critical value of t at df "67" and significance level 0.05 equal 2.0

2.2.2 There are significant statistical differences among respondents answers regarding the competitive advantage due to age at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.23) which show that the p-value equals 0.019 which is greater than 0.05, and the value of F stat = 4.189 which is more than F critical = 3.14, that means there are statistically significant differences among respondents answers regarding the competitive advantage due to age at the level of significance α = 0.05, and from Scheffe test table (5.24) show that there is a difference between "25 to less than 35 year", and "Less than 25 year", and the difference is in favor of "25 to less than 35 year".

Table (5.23): One way ANOVA test for differences among respondents answers regarding the competitive advantage due to the age

Field	Source	Sum of Squares	Df	Mean Square	F value	Sig.(P-Value)
Competitive Advantage	Between Groups	1.307	2	0.653	4.189	0.019
	Within Groups	10.293	66	0.156		
	Total	11.600	68			

Critical value of F at df "2,66   " and significance level 0.05 equal 3.14

Table (5.24): Scheffe test for Multiple Comparisons due to Age

Mean Difference	Less than 25 year	25 to less than 35 year	35 to less than 45 year
Less than 25 year		-0.287*	-0.038
25 to less than 35 year	0.287*		0.249
35 to less than 45 year	0.038	-0.249	

2.2.3 There are significant statistical differences among respondents answers regarding the competitive advantage due to the scientific qualification at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.25) which show that the p-value equals 0.297 which is greater than 0.05 , and the value of Fstat = 1.237 which is less than Fcritical = 3.14, that means there are no statistically significant differences among respondents answers regarding the competitive advantage due to the scientific qualification at the level of significance α = 0.05.

Table (5.25): One way ANOVA test for differences among respondents answers regarding the competitive advantage due to the scientific qualification

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Competitive Advantage	Between Groups	0.419	2	0.209	1.237	0.297
	Within Groups	11.181	66	0.169		
	Total	11.600	68			

Critical value of F at df "2,66 " and significance level 0.05 equal 3.14

2.2.4 There are significant statistical differences among respondents answers regarding the competitive advantage due to the years of experience at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.26) which show that the p-value equals 0.951 which is greater than 0.05 , and the value of F stat = 0.115 which is less than $F_{critical}$ = 2.75, that means there are no statistically significant differences among respondents answers regarding the

competitive advantage due to the years of experience at the level of significance α = 0.05.

Table (5.26): One way ANOVA test for differences among respondents answers regarding the the competitive advantage strip due to the years of experience

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Competitive Advantage	Between Groups	0.061	3	0.020	0.115	0.951
	Within Groups	11.539	65	0.178		
	Total	11.600	68			

Critical value of F at df "3,65 " and significance level 0.05 equal 2.75

2.2.5 There are significant statistical differences among respondents answers regarding the competitive advantage due to the job title at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.27) which show that the p-value equal 0.906 which is greater than 0.05 , and the value of $F_{stat} = 0.099$ which is less than $F_{critical} = 3.14$, that means there are no statistically significant differences among respondents answers regarding the competitive advantage due to the job title at the level of significance α = 0.05.

Table (5.27): One way ANOVA test for differences among respondents answers regarding the competitive advantage due to the job title

Field	Source	Sum of Squares	Df	Mean Square	F value	Sig.(P-Value)
Marketing Intelligence	Between Groups	0.258	2	0.129	0.641	0.530
	Within Groups	13.309	66	0.202		
	Total	13.568	68			
Competitive Advantage	Between Groups	0.035	2	0.017	0.099	0.906
	Within Groups	11.565	66	0.175		
	Total	11.600	68			
All fields	Between Groups	0.128	2	0.064	0.353	0.704
	Within Groups	11.962	66	0.181		
	Total	12.089	68			
All fields	Between Groups	0.016	2	0.008	0.043	0.958
	Within Groups	12.074	66	0.183		
	Total	12.089	68			

Critical value of F at df "2,66 " and significance level 0.05 equal 3.14

2.2.6 There are significant statistical differences among respondents answers regarding the competitive advantage due to the income level at the level of significance α = 0.05.

To test the hypothesis we use the one way ANOVA test and the result illustrated in table (5.28) which show that the p-value equals 0.490 which is greater than 0.05 , and the value of $F_{stat} = 0.722$ which is less than $F_{critical} = 3.14$,that means there are no statistically significant differences among respondents answers regarding the competitive advantage due to the income level at the level of significance α = 0.05.

Table (5.28): One way ANOVA test for differences among respondents answers regarding the role of marketing intelligence in achieving the competitive advantage in the internet service provider companies in the Gaza strip due to Income level

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Competitive Advantage	Between Groups	0.248	2	0.124	0.722	0.490
	Within Groups	11.351	66	0.172		
	Total	11.600	68			

Critical value of F at df "2,66 " and significance level 0.05 equal 3.14

Chapter 5

Conclusions and Recommendations

Chapter 5

Conclusions and Recommendations

5.1 Conclusions:

The research investigates the role of Marketing Intelligence in achieving the competitive advantage and summarizes the following conclusions based on the data analysis and findings:

1) There are a statistically positive relationship between the customer intelligence and the competitive advantage in the internet service provider companies in the Gaza strip.

2) There are a statistically positive relationship between the market intelligence and the competitive advantage in the internet service provider companies in the Gaza.

3) There are a statistically positive relationship between the product intelligence and the competitive advantage in the internet service provider companies in the Gaza strip.

4) There are a statistically positive relationship between the competitor intelligence and the competitive advantage in the internet service provider companies in the Gaza strip.

5) There is no statistically significant differences among respondents answers regarding the marketing intelligence in the internet service provider companies in the Gaza strip due to (gender - age – scientific qualification - experience year – job title – income level).

6) There is no statistically significant differences among respondents answers regarding the competitive advantage in the internet service provider companies in the Gaza strip due to Income level due to (gender - age – scientific qualification - experience year – job title – income level).

7) There is statistically significant differences among respondents answers regarding the competitive advantage in the internet service provider companies in the Gaza strip due to the age of the respondents.

5.2 Recommendations:

1. The internet service provider companies should benefit from customer intelligence, market intelligence, product intelligence, and competitor intelligence in achieving the competitive advantage.

2. The internet service provider companies should benefit from customers to attract the information through reserves customer's data and constantly communicates with them.

3. The internet service provider companies in Gaza strip should benefit from the marketing information to win the customers through knowing their nature, patterns, attitudes, needs, extent of loyalty, current and potential numbers, variables that affect them, and the impact of each of them in the profits.

4. The internet service provider companies should benefit from the market to attract the information.

5. The internet service provider companies in Gaza strip should benefit from the marketing information to gain the market by forecasting the opportunities and threats, determining the market size, identifying the market trends, finding out the technological trends, determining its market share, and knowing the changes in the market.

6. The internet service provider companies in Gaza strip should benefit from the marketing information to finding out the prices, kind ,and quality, improving the showing of services, measuring the service level, knowing the fixed and variable costs, and developing its services.

7. The internet service provider companies in Gaza strip should benefit from the marketing information to identifying their existing and potential competitors, determine the size of their investment, monitoring the changes, predict the reactions of each competitor, avoid competitors surprises, and identify the markets which will enter in the future.

8. The internet service provider companies should benefit from the competitors in attracting the information.

9. The internet service provider companies should benefit from marketing intelligence in improving efficiency, quality, innovation, and responsiveness.

10. The internet service provider companies in the Gaza strip should increase coordination in the operations, uses modern technology, reduce the costs, and cancel unnecessary and refined processes and activities.

11. The Employees of internet service provider companies in the Gaza strip should deal with customer's problems very carefully, performs the achievements quickly and on time, full knowledge to answer customers' questions, provide services as required, individually communicate with subscribers.

12. The internet service provider companies in the Gaza strip should developing their services in line with what competitors offer, diversification of services, updating its technology, and adopts the admission innovative ideas.

13. The internet service provider companies in the Gaza strip should pays great attention to marketing research, focuses on the customer's needs, concerned with the opinions of customers, and open the way for customers to communicate with them.

6.3 Suggestions for future research:

Due to the importance of the MkIS, further research can be carried on:

1. The role of marketing intelligence on the marketing performance in the internet service provider companies in the Gaza strip.

2. The effect of marketing intelligence on strategic decisions of the companies in the internet service provider companies in the Gaza strip.

4. The effect of marketing intelligence on the company's market share in the internet service provider companies in the Gaza strip.

5. The effect of marketing intelligence on product and service development in the internet service provider companies in the Gaza strip.

6. The role of marketing intelligence on maximizing profit in the internet service provider companies in the Gaza strip.

References

References

Aaker, J. L. (1995). Conceptualizing and measuring brand personality: a brand personality scale. *documento de trabajo, Standford University*.

Adams, G. L., & Lamont, B. T. (2003). Knowledge management systems and developing sustainable competitive advantage. Journal of knowledge management, 7(2), 142-154.

Ahmed, B. (2012). The role of the marketing intelligence system in improving the time management of middle management. Journal of the Faculty of Economics. 5(9). University of Mosul, Iraq.

Ahmed, M. (2015). *Customer Relationship Management and its Impact on Realizing Competitive Advantage in Banking Sector*, Sudan University of Science and Technology, Sudan.

Ahmed, R., & Segerson, K. (2007). Emissions Control and the Regulation of Product markets: the case of Automobiles. *Economics Working Papers*, 200740.

Ajarma, T. Tai, M. (2002). Marketing Information System. Dar Al Hamed for Publishing & Distribution, Amman, Jordan.

Anderson, S., & Guilding, C. (2006). Competitor-focused accounting applied to a hotel context. International Journal of Contemporary Hospitality Management, 18(3), 206-218.

Andrews, K. R. (1997). The concept of corporate ctrategy. Resources, firms, and stratregies: a reader in the resource-based perspective. *Oxford university press*.

Antar, A. (2003). Marketing strategy and the challenges of international competition. The First Scientific Conference on the Economics of Business in a Changing World, Applied Science Private University, Amman, Jordan

Aspara, J., Tikkanen, H., Pöntiskoski, E., & Järvensivu, P. (2011). Exploration and exploitation across three resource classes: Market/customer intelligence,

brands/bonds and technologies/processes. *European Journal of Marketing*, *45*(4), 596-630.

Awuah, L. (2011). An evaluation of strategies for achieving competitive advantage in the banking industry. *The case of Ghana Commercial Bank Limited (Master's thesis, Institute of Distance Learning, Kwame Nkrumah University of Science and Technology).*

Azadegan, A., Dooley, K. J., Carter, P. L., & Carter, J. R. (2008). Supplier innovativeness and the role of interorganizational learning in enhancing manufacturer capabilities. *Journal of Supply Chain Management*, *44*(4), 14-35.

Bahloul, M. (2011). The Role of Marketing Information System Technology in the Decision Making Process - Case Study: The Banking Sector in Gaza Strip. Islamic university, Gaza, Palestine.

Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy*. John Wiley & Sons.

Birkinshaw, J., Hamel, G., & Mol, M. J. (2008). Management innovation. *Academy of management Review*, *33*(4), 825-845.

Bogt, H. J. (2013). *Efficiency, Types of, Encyclopedia of Low and Economics*, New York

Bouaziz, Sh. (2013). *The role of CRM management in improving the competitiveness of companies*, Mohammed Khaydar University–Biskra, Algeria.

Brown, Steve. (1996). Strategic Manufacturing for Competitive Advantage Tranforming Operations from Shop Floor to Strategy, Britain: Prentice Hall.

Camisón, C. (1996). Total quality management in hospitality: an application of the EFQM model. *Tourism management*, *17*(3), 191-201.

Capek, F. (2012). Optimizing Custom Intelligence Processes. Customer Innovations. Retrieved March 10, 2016, from: http://customerinnovations.com/optimizing-customer-intelligence-processes/.

Cathey, D. Kamath, R. Sanckar, M. and Kolhatkar, S. (2002). Oracle Customer Intelligence Concepts and Procedures. Release 11i Part No. A95927-01. Retrieved March 4, 2016, from: http://docs.oracle.com/cd/B25284_02/current/html/doclist.html.

Christensen, C. M., & Overdorf, M. (2000). Meeting the challenge of disruptive change. *Harvard business review*, *78*(2), 66-77.

Cisco. (2006). Five Ways to Improve Customer Responsiveness. Retrieved March 10, 2016, from: https://1pdf.net/download/five-ways-to-improve-customer-responsiveness-cisco_58fbc859f6065dd25172d12a.

Cornish, S. L. (1997). Product innovation and the spatial dynamics of market intelligence: does proximity to markets matter?. Economic Geography, 73(2), 143-165.

Coussement, K. (2008). Issues in Customer Intelligence: Data and Method Creativity to Improve Marketing Decision Making. *Ghent University,(PhD Thesis)*.

Cowan, R., & Jonard, N. (2009). Knowledge portfolios and the organization of innovation networks. *Academy of Management Review*, *34*(2), 320-342.

Crowley, E. (2007). A Market Intelligence Primer. Retrieved February 12, 2016, from:http://pragmaticmarketing.com/resources/a-market-intelligence-primer.

Davenport, T. H., & Harris, J. G. (2007). *Competing on analytics: The new science of winning*. Harvard Business Press.

Day, G. S. (1994). The capabilities of market-driven organizations. *the Journal of Marketing*, 37-52.

Decker, R., & Höppner, M. (2006). Strategic planning and customer intelligence in academic libraries. Library Hi Tech, 24(4), 504-514.

Dillerup, R., & Stoi, R. (2006). Unternehmensführung, Verlag Vahlen.

Drucker, P. F. (1998). The discipline of innovation. *Harvard business review*, *76*(6), 149-157.

Ettorre, B. (1995). Managing competitive intelligence. *Management Review*, *84*(10), 15.

Evan, Jams. (1997). Production Operation ManagementQuality Performance Quality and Value, 5th ed, New York :West Publishing Co.

Evans, M. H. (2010). Excellence in financial management.

Fadil, M. (2009). The relationship between intellectual capital and value creation- Case Study on the Banking Industry in the Arab Gulf Countries. Qadisiyah Journal of Administrative and Economic Sciences,11(3).

Fuchs, W., & Unger, F. (2014). Management der Marketing-Kommunikation. Springer-Verlag.

Gachi, Kh. (2013). *The impact of marketing information system on the competitive advantage: Case study- food industry enterprises Algeria-*, Saad dahleb university, Blida, Algeria.

Gannon, C., Lynch, P., & Harrington, D., (2008). Managing intellectual capital for sustained competitive advantage in the Irish tourism industry. Waterford Institute of Technology (WIT), Tourism and Hospitality Research in Ireland Conference (THRIC), 16th - 17th June 2009.

Garvin, D. A. (1984). What Does "hltoduct Quality" Really Mean?. *Sloan management review*, 25.

Garvin, D. A. (1996). Competing on the eight dimensions of quality. *IEEE Engineering Management Review*, *24*(1), 15-23.

Geronimo, D. (2014). Organizational Change. Leadership & Management. Retrieved March 5, 2016, from: https://www.slideshare.net/dhebzgeronimo/organizational-change-37975745.

Ghodsypour, S. H., & O'Brien, C. (1998). A decision support system for supplier selection using an integrated analytic hierarchy process and linear programming. *International journal of production economics*, *56*, 199-212.

Ghoshal, S., & Westney, D. E. (1991). Organizing competitor analysis systems. Strategic Management Journal, 12(1), 17-31.

Gomes, J., & Romão, M. (2015). Enhancing Organisational Maturity with Benefits Management. *International Journal of Information Technology Project Management (IJITPM)*, *6*(4), 34-47.

Greeshma, V.(2011). *FUNDAMENTALS OF INVESTMENT*. Vi semester core course B.com (Specialization - Finance), Calicut university P.O, Malappuram Kerala, India 673 635.

Gresty, M. (2014). Market intelligence gathering in executive search firms. *Business Information Review*, *31*(4), 206-211.

Guimaraes, T. (2000). The impact of competitive intelligence and IS support in changing small business organizations. Logistics Information Management, 13(3), 117-125.

Hargrave, T. J., & Van de Ven, A. H. (2006). A collective action model of institutional innovation. *Academy of management review*, *31*(4), 864-888.

Harkema, S. (2003). A complex adaptive perspective on learning within innovation projects. *The Learning Organization*, *10*(6), 340-346.

Harmon, R. (2003). Marketing information systems. Encyclopedia of information systems, 3(1), 137-151.

Harrison, M., & Cupman, J. (2008). Using Market Intelligence & Competitive Intelligence To Add Value To Your Business. *B2B International: Market Research with Intelligence.* Retrieved August 10, 2015. from: http://www. b2binternational. com/publications/white-papers/competitor-intelligence/.

Hashem, N. (2006). The role of Marketing Information Systems in improving marketing performance of public shareholding companies of Jordan. Amman Arab University for Studies, Jordan.

Hattula, J. D., Schmitz, C., Schmidt, M., & Reinecke, S. (2015). Is more always better? An investigation into the relationship between marketing influence and managers'

market intelligence dissemination. *International Journal of Research in Marketing*, *32*(2), 179-186.

Helo, S. (2013). The Role of the Marketing Information System in Strategic Marketing Planning - Applied Research in Rafidain Bank (Head Office). Institute of Management, Rusafa, Iraq.

Herring, J. P. (1992). The role of intelligence in formulating strategy. Journal of Business Strategy, 13(5), 54-60.

Hill, C. W., Jones, G. R., & Schilling, M. A. (2014). *Strategic management: theory: an integrated approach*. Cengage Learning.

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2012). *Strategic management cases: competitiveness and globalization*. Cengage Learning.

Hitt, M. A., Nixon, R. D., Hoskisson, R. E., & Kochhard, R. (1999). Corporate entrepreneurship and cross-functional fertilization: Activation, process and disintegration of a new product design team. *Entrepreneurship: Theory and Practice*, *23*(3), 145-145.

Hoskisson, R. E., & Busenitz, L. W. (2002). Market uncertainty and learning distance in corporate entrepreneurship entry mode choice. *Strategic entrepreneurship: Creating a new mindset*, *151*, 172.

Hughes, P., Morgan, R. E., & Kouropalatis, Y. (2008). Market knowledge diffusion and business performance. *European Journal of Marketing*, *42*(11/12), 1372-1395.

Huster, M. (2005). Marketing intelligence: a first mover advantage. *Competitive Intelligence Magazine*, *8*(2), 13-17.

Hutt, M. D., & Speh, T. W. (2006). Business marketing management: A strategic view of industrial and organizational markets, Cincinnati. *OH: Thomson Publishing*.

Hwaity, A. (2013). *Strategic Cost Management To Maximize The Value Of The Organization And Its Competitive Advantage*, Islamic university, Gaza.

Igbaekemen, G. O. (2014). Marketing intelligence as a strategic tool for competitive edge. *British Journal of Marketing Studies*, *2*(5), 17-34.

Ismail, W. K. W., Darestani, H., & Irani, M. A. (2011). Quality excellence model: A review of researches in Developing countries. *International Journal of Fundamental Psychology and Social Sciences*, *1*(2), 35.

Jarwa, H. (2012). *The impact of using the dimensions of marketing relationships in achieving the competitive advantage of the institution*, Kasdi Merbah Ouargla University, Algeria.

Jayachandran, S., Hewett, K., & Kaufman, P. (2004). Customer response capability in a sense-and-respond era: the role of customer knowledge process. *Journal of the Academy of Marketing Science*, *32*(3), 219-233.

Jensen, J. A., Wakefield, L., Cobbs, J. B., & Turner, B. A. (2016). Forecasting sponsorship costs: marketing intelligence in the athletic apparel industry. *Marketing Intelligence & Planning*, *34*(2), 281-298.

Johnson G., & Scholes K.(1997). Exploring Corporate Strategy, 4th ed, USA: Printic-Hall.

Jugdev, K., & Mathur, G. (2006). Project management elements as strategic assets: preliminary findings. Management Research News, 29(10), 604-617.

Katila, R., & Shane, S. (2005). When does lack of resources make new firms innovative?. *Academy of Management Journal*, *48*(5), 814-829.

Kerin, R. A., Varadarajan, P. R., & Peterson, R. A. (1992). First-mover advantage: A synthesis, conceptual framework, and research propositions. *The Journal of Marketing*, 33-52.

Khadija, B. (2012, November 6-7). *Marketing intelligence as an entrance to gain the competitive advantage*. Paper presented at sixth international forum on economic intelligence and sustainable competitiveness in business organizations, Haseba Binboali University, Algeria.

Khawla, W. (2013). The role of marketing information systems in enhancing competitive advantage- Case Study: LINDE GAS Foundation Ennaba Branch during 2013. Kasdi Merbah Ouargla University, Algeria.

Kotler, P., & Armstrong, G. (2010). *Principles of marketing*. Pearson education.

Kotler, P., Keller, K. L., Ancarani, F., & Costabile, M. (2014). *Marketing management 14/e*. Pearson.

Krajewesk, L., & Ritzman L. (1993). Operation Management and Strategy and Analysis, 3rded, New York: Addison Wilsey Publishing Company.

Lancaster, K. (1971). *Consumer demand: A new approach*. Columbia University Press.

Latham, S. F., & Braun, M. (2009). Managerial risk, innovation, and organizational decline. *Journal of Management*, *35*(2), 258-281.

Leiponen, A. (2008). Control of intellectual assets in client relationships: implications for innovation. *Strategic Management Journal*, *29*(13), 1371-1394.

Lekhanya, L. M. (2014). Perceived marketing intelligence and marketing communications tools used by rural Small, Medium and Micro Enterprise in South Africa.

Li, E. Y. (1995). Marketing information systems in the top US companies: a longitudinal analysis. Information & Management, 28(1), 13-31.

Li, S. (2004). WebStra: a web-based intelligent system for formulating marketing strategies and associated e-commerce strategies. *Marketing Intelligence & Planning*, *22*(7), 751-760.

Liu, C. H., & Wang, C. C. (2008). Forecast competitor service strategy with service taxonomy and CI data. European Journal of Marketing, 42(7/8), 746-765.

Lovelock, C., & Wright, L. (1999). Priciples of Services Marketing and Management, Newjersy.

Ma, H. (1999). Constellation of competitive advantage: components and dynamics. *Management Decision*, *37*(4), 348-356.

Malik, M. E., Ghafoor, M. M., Hafiz, K. I., Riaz, U., Hassan, N. U., Mustafa, M., & Shahbaz, S. (2013). Importance of brand awareness and brand loyalty in assessing purchase intentions of consumer. *International Journal of Business and Social Science*, *4*(5).

Martin Jr, C. R., & Horne, D. A. (1998). Services innovation: successful versus unsuccessful firms. International Journal of Service Industry Management, 4(1), 49-65.

McCarthy, E. J. (1978). Basic marketing: a managerial approach. RD Irwin.

McGonagle, J. J., & Vella, C. M. (2012). *Proactive intelligence: The successful executive's guide to intelligence*. Springer Science & Business Media.

Mohammed, K. (2015). The role of strategic intelligence in achieving and enhancing the sustainable competitive advantage of enterprise. *Journal of North African Economics*, (13), University of Trakia, Turkey.

Mohan Raj, P. (2016). Brand Preferences of Newspapers-Factor Analysis Approach. Research Journal of Economics and Business Studies, 5(11). Retrieved March 10, 2016, from: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2840102.

Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. Strategic Management Journal, 30(8), 909-920.

Muller, M. L. (2006). Building blocks of competitive intelligence–marketing intelligence. SA Journal of Information Management, 8(2), 7-pages.

Murad, N. (2010). Market contributions and their contribution to proactive approach. University of Mosul, Iraq.

Nasri, W. (2011). Competitive intelligence in Tunisian companies. *Journal of Enterprise Information Management*, *24*(1), 53-67.

Noor, M. (2015). *Marketing Strategies and Their Impact on Competitive Advantage*, Sudan University of Science and Technology, Sudan.

Nsoor, E. (2010). *The Scientific Origins of Modern Marketing*. Dar Safaa For Publishing & Distribution, Amman, Jordan.

Nutt, A. (2008). What is an Executive Profile and What is Included in One. Retrieved March 5, 2016, from: http://ezinearticles.com/?What-is-an-Executive-Profile-and-What-is-Included-in-One&id=1464334.

Nwokah, N. (2008). Strategic market orientation and business performance: The study of food and beverages organisations in Nigeria. *European Journal of Marketing*, *42*(3/4), 279-286.

Nwokah, N. (2009). Customer-focus, competitor-focus and marketing performance. *Measuring business excellence*, *13*(3), 20-28.

Oracle Corporation. (2000). Oracle Customer Intelligence Implementation Guide, Release 11i Part No. A86217-01. Retrieved March 10, 2016, from: http://docs.oracle.com/cd/B34956_02/current/html/docset.html.

Oriani, R., & Sobrero, M. (2008). Uncertainty and the market valuation of R&D within a real options logic. *Strategic Management Journal*, *29*(4), 343-361.

Parthasarathy, S. (2015). Five Ways To Use Product Intelligence To Win Customers. Retrieved February 5, 2016, from: http://www.retailtouchpoints.com/features/ executive-viewpoints/five-ways-to-use-product-intelligence-to-win-customers.

Peteraf, M. A., & Bergen, M. E. (2003). Scanning dynamic competitive landscapes: a market-based and resource-based framework. *Strategic management journal*, *24*(10), 1027-1041.

Pitts, R. A., & Lei, D. (2006). Strategic management: Building and sustaining competitive advantage. South-Western Pub.

Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance*. Simon and Schuster.

Prahalad, C. K., & Krishnan, M. S. (1998). The new meaning of quality in the information age. *Harvard business review*, *77*(5), 109-18.

Qaryouni, A. (2005). Innovation Management. The First Scientific Conference, Esraa University, Jordan.

Rahma, I. (2015). The role of marketing intelligence in developing the services of the Palestinian banking sector. Suez Canal University. Egypt.

Rahma, I. (2010). Requirements of Application of Marketing Quality Management-Case Study of Palestinian Cellular Communications Company – JAWWAL. Alazhar university, Gaza, Palestine.

Reqeb, Kh. (2009). The Role of Information Systems in the Development of Competitive Advantage: An Empirical Study on Managers in the Ministries of Finance and Health in the Gaza Strip. Islamic university, Gaza, Palestine.

Roberts, J., & Nedungadi, P. (1995). Studying consideration in the consumer decision process: Progress and challenges. *International Journal of Research in Marketing*, *12*(1), 3-7.

Rothaermel, F. T. (2015). Strategic management. McGraw-Hill Education.

Rothaermel, F. T., & Boeker, W. (2008). Old technology meets new technology: Complementarities, similarities, and alliance formation. *Strategic Management Journal*, *29*(1), 47-77.

Rumelt, R. P. (2003). What in the world is competitive advantage. *Policy working paper*, *105*(2003), 1-5.

Sadeq, D. (2003). The effectiveness of the marketing intelligence system in making marketing decisions, 72(25). University of Mosul, Iraq.

Saleh, M. (2013). Market intelligence and its role in achieving marketing excellence. University of Mosul, Iraq.

Savsar, M., & Ajmi, M. M. (2012). A quality control application in healthcare management using experimental design criteria. International journal of health care quality assurance, 25(1), 53-63.

Ščeulovs, D., & Gaile-Sarkane, E. (2010). Identification of factors affecting consumer habits in the eenvironment. In The 6th International Scientific Conference Business and Management 2010(pp. 965-970).

Schumpeter, J. A. (1982). The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle (1912/1934). *Transaction Publishers.–1982.–January*, *1*, 244.

Sharma, P., & Chrisman, S. J. J. (2007). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. *Entrepreneurship: concepts, theory and perspective*, 83-103.

shemmary, S. (2009). Management of Banks - Reality and practical applications. Dar Safa For Publishing & Distribution, Amman, Jordan.

Shurafa, S. (2008). *The Role of Knowledge Management and Information Technology in Achieving Competitive Advantages in Banks Operating in the Gaza Strip* (Master Thesis), Islamic University, Gaza.

Silverman, L.L. (2000). *CUSTOMERS: RESPONSIVENESS, FOCUS, OR OBSESSION?* [Online]. Retrieved February 12, 2015. from: http://www.partnersforprogress.com.

Simkin, L. (1997). Understanding competitors' strategies: the practitioner-academic gap. Marketing Intelligence & Planning, 15(3), 124-134.

Sirmon, D. G., Arregle, J. L., Hitt, M. A., & Webb, J. W. (2008). The role of family influence in firms' strategic responses to threat of imitation. *Entrepreneurship Theory and Practice*, *32*(6), 979-998.

Smith, O. (2011). *The power of marketing intelligence* [Online]. Retrieved August 18, 2014. from: http://www.smetimes.in/smetimes/indepth/2011/May/31/the-power-of-marketing intelligence354533.html.

Soundararajan, S. (2015). Generic building blocks of sustainable competitive advantage. Retrieved March 10, 2016, from: https://documents.tips/documents/ generic-building-blocks-of-competitive-advantage.html

Sousa, C. M., Ruzo, E., & Losada, F. (2010). The key role of managers' values in exporting: Influence on customer responsiveness and export performance. *Journal of International Marketing*, *18*(2), 1-19.

Stalk Jr, G., & Hout, T. M. (1990). Competing against time. Research-Technology Management, 33(2), 19-24.

Suarez, F. F., & Lanzolla, G. (2007). The role of environmental dynamics in building a first mover advantage theory. *Academy of Management Review*, *32*(2), 377-392.

Sutton, H. (1988). *Competitive intelligence*, Conference Board, 11(39), 33-42.

Talib, A. Albanaa, Z. (2012). Blue Ocean Strategy and Sustainable Competitive Advantage. Dar Al Hamed for Publishing and Distribution, Amman, Jordan.

Tan Tsu Wee, T. (2001). The use of marketing research and intelligence in strategic planning: key issues and future trends. Marketing Intelligence & Planning, 19(4), 245-253.

Tan, T., & Ahmed, Z. U. (1999). Managing market intelligence: an Asian marketing research perspective. *Marketing Intelligence & Planning*, *17*(6), 298-306.

Thomas L.. Wheelen, & Hunger, J. D. (2012). Strategic management and business policy: toward global sustainability. Pearson/Prentice Hall.

Trim, P. R., & Lee, Y. I. (2006). The role of marketing intelligence officers in strategy formulation and implementation. *Handbook of business strategy*, *7*(1), 125-130.

Trim, P. R., & Lee, Y. I. (2008). A strategic marketing intelligence and multi-organisational resilience framework. European Journal of Marketing, 42(7/8), 731-745.

Uncles, M. D., Dowling, G. R., & Hammond, K. (2003). Customer loyalty and customer loyalty programs. *Journal of consumer marketing*, *20*(4), 294-316.

Van de Ven, A. H., Polley, D., & Garud, R. (2008). *The innovation journey*. Oxford University Press, USA.

Venter, P., & Van Rensburg, M. J. (2014). The relationship between marketing intelligence and strategic marketing. *South African Journal of Economic and Management Sciences*, *17*(4), 440-4470.

Wafy, W. (2013). The Awareness and Practice of Small and Medium Size Businesses in Gaza Strip to Competitive Intelligence Concept and Its Benefits Construction and Information Technology Sector. Islamic university, Gaza, Palestine.

waleed, H. (2009). General principles for building competitive advantages and their role in creating value- Case Study: The Algerian mobile phone company. Mohammed Bodiaf University. Almasela, Algeria.

West, M. A., & Farr, J. L. (1990). Innovation at work: Psychological perspectives. *Social behaviour*.

Wong, V. and Saunders, J. (1996), in Kotler, P., Armstrong, G., Saunders, J. and Wong, V. (Eds), Principles of Marketing, Prentice-Hall, Hemel Hempstead.

Wright, S., Pickton, D. W., & Callow, J. (2002). Competitive intelligence in UK firms: a typology. *Marketing Intelligence & Planning*, *20*(6), 349-360.

Yahdia, S. (2004). strategic Management of Intellectual Capital and Sustainable Competitive Advantage of the Economic Corporation. Journal of Human Sciences, Algeria.

Yaqoub, T. kebbab, M. (2009). The role of the marketing information system in making strategic marketing decisions in the economic institution. Retrieved November 6, 2016, from: https://ar.scribd.com/document/115682198/.

Appendices

Appendices

Appendix (1)

Refereeing and refining

After designing and revising the questionnaire several times, it was refereed and refined by university Professors, Doctors, Statisticians, and bank managers. Finally the final copy was ready to be distributed to the study population.

Referees:

1. Dr. Waseem Esmail Al-Habil   Islamic University - Gaza

2. Dr. Akram Esmail Sammour   Islamic University - Gaza

3. Dr. Nabil Abed Allouh   A-Quds Open University

4. Dr. Yaser Abed Al-Shorafa   Islamic University - Gaza

5. Dr. Wael Hamdy Al-Daya   Islamic University - Gaza

6. Dr. Khaled Abed Dahlize   Islamic University – Gaza

7. Dr. Mansour Al-Ayouby   Palestine Technical College

Appendix (2)

<div dir="rtl">

الاستبانة

الجـــــامعة الإسلاميـــــة ـ غزة
عمـــــادة الدراســـــات العليـــــا
كليـــــــــة التجـــــــــارة
قسـم إدارة الأعمـــــال

السيد/ة : .... المحترم/ة ، ، ،

تحية طيبة وبعد،

يقوم الباحث أحمد هشام السقا بإجراء دراسة بعنوان: "**الاستخبارات التسويقية ودورها في تحقيق الميزة التنافسية: دراسة حالة على شركات تزويد خدمة الانترنت في قطاع غزة**"، وذلك للحصول على درجة الماجستير في إدارة الأعمال في تخصص إدارة التسويق من الجامعة الإسلامية في غزة.

وقد أعد الباحث هذه الاستبانة لتحقيق أهداف الدراسة، وقد تم استخدام مقياس ليكرت الخماسي المكون من خمس درجات لتحديد أهمية كل فقرة من فقرات الاستبانة ، وذلك لقياس استجابات المبحوثين لفقرات الاستبانة.

وقد تم اختيارك لتكون ضمن عينة الدراسة، فنرجو من سيادتكم تعبئة البيانات الشخصية، وقراءة فقرات الاستبانة، ووضع علامات (×) أمام كل فقرة وتحت الدرجة التي ترونها صحيحة، مع ضرورة توخي الدقة والموضوعية، إذ أن ذلك له الأثر الكبير على واقعية النتائج وموضعيتها، علماً بأن معلوماتكم ستحاط بالسرية التامة، وسيقتصر استخدامها على البحث العلمي فقط، **ويعرف الباحث مصطلحات الدراسة اجرائياً كالتالي:**

أولاً/الاستخبارات التسويقية: " مجموعة منتظمة من المصادر والاجراءات التي تستخدمها الادارة لجمع المعلومات حول التطوير ذات الصلة بالسوق"

ثانياً/الميزة التنافسية: "هي امتلاك الشركة لموقف تنافسي خطير وفريد ولمدة طويلة بالنسبة للمنافسين الآخرين وتأتي من القيم التي تخلقها الشركات للزبائن من خلال (الجودة، الكفاءة، الابداع، الاستجابة المتفوقة)"

وتقبلوا فائق الاحترام والتقدير

الباحث/ أحمد هشام السقا

</div>

أولاً/ معلومات عامة:

يرجى وضع اشارة (√) في الماك الذي يتوافق مع بياناتك الشخصية

١. الجنس:

( ) ذكر	( ) أنثى

٢. العمر:

( ) أقل من ٢٥ عام	( ) من ٢٥-٣٥ عام
( ) أكثر من ٣٥-٤٥ عام	( ) أكثر من ٤٥ عام

٣. المؤهل العلمي:

( ) دبلوم	( ) بكالوريوس	( ) دراسات عليا

٤. عدد سنوات الخبرة:

( ) أقل من ٣ سنوات	( ) من ٣-٥ سنوات
( ) أكثر من ٥-١٠ سنوات	( ) أكثر من ١٠ سنوات

٥. الدخل:

( ) أقل من ١٥٠٠شيكل	( ) من ١٥٠٠-٢٥٠٠ شيكل
( ) أكثر من ٢٥٠٠ – ٣٥٠٠ شيكل	( ) أكثر من ٣٥٠٠ شيكل

٦. **المسمى الوظيفي:**

( ) مدير	( ) رئيس قسم	( ) موظف

	ثانياً: فقرات الاستبانة					
	يرجى تحديد درجة الموافقة لكل من العبارات التالية:					
	المحور الأول: الاستخبارات التسويقية					
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	المتغير الأول: الزبائن	
					تقوم الشركة باستكشاف المشاكل التي تواجه الزبائن واستقطاب المعلومات منها.	1
					تتواصل الشركة مع الزبائن باستمرار بهدف جلب معلومات من خلالهم.	2
					تقوم الشركة بمراقبة الزبائن وملاحظة سلوكهم لتحديد توجهاتهم وتوقعاتهم.	3
					تستفيد الشركة من المعلومات التسويقية في تحديد احتياجات الزبائن والمواصفات المطلوبة.	4
					تحتفظ الشركة ببيانات الزبائن وتحركاتهم للتعرف على طبيعة الزبائن وأنماطهم.	5
					تساعد المعلومات التسويقية الشركة في تقسيم الزبائن الى فئات لتنويع الخدمات المقدمة.	6
					تعمل الشركة على تحديد عدد الزبائن الحاليين والمحتملين.	7
					تقوم الشركة بملاحظة سلوك الزبائن لقياس مدى ولائهم للشركة.	8
					تعمل الشركة على تحديد مدى تأثير كل زبون في الأرباح من خلال المعلومات التسويقية.	9
					تستخدم الشركة المعلومات التسويقية في معرفة المتغيرات التي تؤثر على الزبائن.	10
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	المتغير الثاني: السوق	
					تستفيد الشركة من المعلومات التسويقية في التنبؤ بالفرص والتهديدات في السوق المستهدف.	11
					تستعين الشركة بالمعلومات التسويقية في تحديد حجم السوق.	12
					تعمل الشركة على جمع المعلومات الكافية من موظفيها ومندوبيها لتحديد التوجهات في السوق.	13
					تستخدم الشركة المعلومات التسويقية لمعرفة التوجهات التكنولوجية في السوق.	14
					تقوم الشركة بتحديد الحصة السوقية لها من خلال نتائج تحليل المعلومات التسويقية.	15

					تستفيد الشركة من التقارير المنشورة من الجهات الحكومية لمعرفة التغيرات في السوق.	16
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	المتغير الثالث: المنتج / الخدمة	
					تجمع الشركة معلومات كافية لمعرفة الأسعار المطروحة في السوق.	17
					تستخدم الشركة جميع المصادر الممكنة لجمع المعلومات عن طبيعة ونوعية الخدمات المطروحة في السوق.	18
					تعمل الشركة على تحسين عرض الخدمات وترويجها بشكل أكثر مناسبة وملائمة بالاستفادة من نتائج تحليل المعلومات.	19
					تقيس الشركة مستوى خدماتها من خلال المقارنة بين خصائص ومواصفات الخدمات المقدمة من الشركات المنافسة.	20
					تستعين الشركة بالمعلومات المتوفرة لديها في معرفة التكاليف الثابتة والمتغيرة للخدمات المقدمة.	21
					تقوم الشركة بتطوير خدماتها واضافة مميزات في محتواها بالاستفادة من المعلومات التسويقية.	22
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	المتغير الرابع: المنافسين	
					تقوم الشركة بتحديد المنافسين الحاليين والمحتملين للشركة من خلال التحري وجمع المعلومات.	23
					تقوم الشركة بجمع المعلومات لمعرفة حجم استثمارات المنافسين في السوق.	24
					تعمل الشركة على مراقبة الشركات المنافسة لمعرفة عمليات التغيير في (الهياكل، الاستراتيجيات، التكنولوجيا المستخدمة).	25
					تستخدم الشركة التقارير والمعلومات المنشورة في معرفة أهداف وخطط وسياسات وتكتيكات المنافسين.	26
					تستعين الشركة بنتائج تحليل المعلومات لتوقع ردود فعل كل منافس عن الخدمات التي تقدمها الشركة.	27
					تستفيد الشركة من المعلومات التسويقية في تجنب مفاجئات المنافسين وتقليل وقت ردود أفعال الشركة.	28
					تقوم الشركة بتحديد مدى استجابة المنافسين لتوجهات الشركة سابقاً وكيف ستكون استجابتهم لها مستقبلاً.	29
					تعمل الشركة على تحديد الأسواق التي سوف يدخلها المنافسون مستقبلاً من خلال التحري عنهم.	30

					تعمل الشركة على الاستفادة من المعلومات التسويقية في معرفة نظرة المنافسين لأنفسهم وكذلك نظرتهم للشركة.	31
					تتحرى الشركة لمعرفة مواقع تسويق المنافسين لخدماتهم وكيفية تسويقها.	32
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	**المحور الثاني الميزة التنافسية**	
					المتغير الأول: الكفاءة المتفوقة	
					تسعى الشركة لزيادة التنسيق والتكامل بين الوحدات الادارية في تنفيذ العمليات.	33
					تتبنى الشركة جميع الاستراتيجيات الكفيلة بتطوير كفاءة العمليات فيها.	34
					تستخدم الشركة التقنيات الحديثة مما يساعد في سرعة إنجاز العمليات في الشركة.	35
					يتضمن نطاق الرقابة الداخلية في الشركة فحص وتقييم كفاءة وفعالية الخدمات.	36
					تعمل الشركة على خفض تكاليف العمليات والخدمات.	37
					تقوم الشركة بمراجعة أنشطة وعمليات وحداتها المختلفة وتعمل على إلغاء الأنشطة والعمليات غير الضرورية والمكررة.	38
					المتغير الثاني: الجودة المتفوقة	
					يهتم الموظفون في الشركة بالزبائن اهتماماً فردياً ويتعاملون مع مشاكلهم بعناية فائقة.	39
					تهتم الشركة بتحديد مقاييس جودة الخدمات المقدمة للزبائن.	40
					يحقق الموظفون في الشركة الانجازات بسرعة وفي الوقت المحدد.	41
					يمتلك الموظفون في الشركة معرفة تامة للإجابة على أسئلة الزبائن.	42
					يعمل الموظفون في الشركة على تقديم الخدمات بالشكل المطلوب.	43
					يوجد في الشركة وحدة خاصة للتواصل الفردي مع المشتركين والتعرف على آرائهم بخصوص جودة الخدمات المقدمة.	44
					تسعى الشركة بشكل جاد لتطبيق أنظمة الاعتماد والجودة المحلية والعالمية.	45
					تعتبر مراكز تقديم الخدمات في الشركة بيئة مريحة للزبائن وتتمتع بمظهر جذاب.	46
					يوجد للشركة مراكز تقديم خدمات منتشرة في جميع مدن ومحافظات قطاع غزة.	47
					المتغير الثالث: الابداع المتفوق	
					تهتم الشركة بتطوير تشكيلة الخدمات المقدمة للزبائن بما يتناسب مع ما يقدمه المنافسون.	48
					تساعد تكنولوجيا المعلومات المستخدمة في الشركة على سرعة تطوير الخدمات المقدمة للزبائن.	49
					تقوم الشركة بتحديث تقنياتها وأجهزتها باستمرار لتتواكب مع الخدمات الجديدة في مجال الانترنت	50
					تتبنى الشركة إدخال وتجريب الأفكار الابتكارية التي يقدمها الموظفون لمواجهة مشكلات العمل.	51
					تتمتع الشركة بثقافة تنظيمية تساعد على تأمين فرص الابداع والمبادرة.	52
					المتغير الرابع: الاستجابة المتفوقة	

					تولي الشركة اهتماماً كبيراً ببحوث التسويق بغرض التعرف على الرغبات غير المشبعة للزبائن.	53
					تركز الشركة على حاجات ورغبات الزبائن وتعمل على نقلها وتجسيدها بخدمات متطورة ومتميزة تحاكي توقعاتهم.	54
					تتابع الشركة وتتخذ الاجراءات السريعة نحو ملاحظة التغيرات المستمرة في رغبات وحاجات الزبائن.	55
					تهتم الشركة بآراء الزبائن ومقترحاتهم وتفضيلاتهم في تقديم خدمات جديدة وإجراء تحسينات على الخدمات المقدمة.	56
					تعمل الشركة على فتح المجال أمام الزبائن للتواصل معها والمشاركة في تحديد الخدمات المناسبة لاحتياجاتهم.	57