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RESEARCH ARTICLE

ANALYZING THE ROLE OF STRATEGIC ALIGNMENT OF BUSINESS STRATEGIES RELATED TO THE (MILES & SNOW) MODEL ON COMPETITIVE INTELLIGENCE. (A COMPARATIVE STUDY BETWEEN COCA-COLA AND PEPSI SOFT DRINKS COMPANIES)

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defenders' strategy, prospectors' strategy, analysts' strategy, respondents' strategy, and competitive intelligence.

Abstract

This study aims to identify the compatibility between a numbers of business alignment strategies related to the (Miles & Snow) model that represented by (defenders, prospectors, analysts, respondents) with competitive intelligence, represented by (planning and focus analysis, collection, communication, structure and processes, and organisational culture and awareness). The study population is two soft drinks company (Hayat Company for soft drinks and mineral water, Ltd. under license from PepsiCo Inc., and CC Company for the drinks industry, Ltd. under license from Coca-Cola) in the city of Erbil. The study pursues a descriptive analytical approach, along with examine a set of hypotheses for the purpose of achieving the goals of the study and its problem that have been tested by multiple statistical tools using statistical analysis software program (SPSS 20). A survey questionnaire prepared and distributed to managers and their assistant in addition to supervisors in the different units such as production, distribution, marketing and management, and in the various branches in the city of Erbil. The study sample numbered (63) managers. The study found a number of results based on the analysis of respondents' answers such as the both company have high-level rates of compatibility strategies comparable with excellence for Coca-Cola and comes second Pepsi. Based on the results the study presents a set of recommendations and suggestions to organizations.

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Introduction:-

Nowadays, markets which organizations operate characterized by a high degree of complexity and intense competition, which led to the emergence of many of the challenges that organizations have to adapt. Organizations become obligatory upon perception and analysis associated with the dimension of the competitive aspects in the markets that they were operates after becoming its survival and continuity in such markets depend on the ability of

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its managers to hire and direct available resources to have the greatest possible efficiency. Since helping that organizations to identify priorities and timing of strategic moves that should be completed in their activities efficiently in order to enhance its competitiveness and support along with take advantage of what has been waving profit from market opportunities (Hamwi and Abdullah, 2012, 886).

Competitive intelligence is not limited to the collection of intelligence information with pre-emptive nature of the competitors and their activities. It becomes recently extends to the external environment as a whole and analyzed after classified it, and then interpret and inference it on the various strategic decisions making that geared the future course of business organizations towards attaining strategic objectives to the extent that it is expected to rise competitive intelligence structure to a level of ability of these organizations in the future (Ismail and Jamil, 2016, 165).

Based on the above the present study will analysis the role of strategic alignment of business strategies related to the (Miles & Snow) model on competitive intelligence. This study has been divided into four sections, the first section deals with the scope of the study and its methodology. The second section will address the concept of strategies alignment to business strategies related to the (Miles & Snow) model, as well as the concept of competitive intelligence along with describes their characteristics and dimensions. Section three illustrates the results and determines the relationship between the two variables along with examines the impact of strategic alignment of business strategies on competitive intelligence. Finally, the fourth section will clarify the most findings and presents a set of recommendations.

Section one: the scope of study and Methodology:-

The scope of study:-

Study problem:-

In the era of globalization and rapidly changes along with the emergence of new environmental challenges constantly in all the areas of science made contemporary organizations face the competitive challenges. This organization cannot on its current based gain competitive advantage, strengthen and durability its survival. In addition to thinking to adopt more of a strategy or several strategies and compatibility between them to be able to acclimatize to these continuous and rapid changes and with different environments. In particular those environments that are dynamic, undependable, and intense competitive since competitors face the threats is a difficult subject. As a result, this organization requires to increased attention to competitive intelligence activities and to strengthening its dimensions to achieve competitive intelligence.

Based on the above, present study aims to identify the compatibility between a numbers of business alignment strategies related to the (Miles & Snow) model that represented by (defenders, prospectors, analysts, respondents) with competitive intelligence, represented by (planning and focus analysis, collection, communication, structure and processes, and organisational culture and awareness), along with testing the correlation in soft drinks company in Iraqi Kurdistan region Erbil city. In this regard the most important question that this study attempts to find proper answer may explains as following:

- Is there a strategic alignment of competitive business strategies followed by the organization and competitive intelligence?
- Is there is a correlation between strategic alignments of business strategies related to the (Miles & Snow) model and competitive intelligence?
- Is there is an impact of strategic alignments of business strategies related to the (Miles & Snow) model on competitive intelligence?

The significance of Study:-

The significance of the study can be explains under two aspects as following:-

- **The theoretical side:** the importance of this study embodied in enriches academic libraries in Iraqi Kurdistan region in particular, as well as Iraqi libraries in general. This study is an attempts to illustrates the theoretical concepts and conceptual framework of the role of strategic alignment of business strategies related to the (Miles & Snow) model on competitive intelligence at sample study that represent soft drinks organizations.
- **Applied side:** to clarify the relationship and the impact of of strategic alignment of business strategies related to the (Miles & Snow) model on competitive intelligence. Furthermore, directing the two organizations to research the importance of strategic alignment of business strategies and its role in improving the organizational performance thus improve the competitive intelligence.

The objectives of study:-**This study is an attempt to achieve the following objectives:-**

- To explain and describe the role of strategic alignment of business strategies on competitive intelligence in sample study.
- To clarify the correlation between strategic alignment of business strategies dimensions and the dimensions of competitive intelligence.
- To examine the impact of strategic alignment of business strategies dimensions on the dimensions of competitive intelligence.
- To illustrate the importance of strategic alignment of business strategies and the competitive intelligence to managers in all levels and to their organizations along with identify the benefits of this application.

Theoretical study Framework:-

The model (figure 1) illustrates the theoretical study framework. The model assumed a correlation and an impact of strategic alignment of business strategies related to the (Miles & Snow) model on competitive intelligence. In this study, strategic alignment of business strategies related to the (Miles & Snow) model is independent variable represents by four dimensions (defenders strategy, prospectors' strategy, analysts' strategy, and respondents' strategy). On the other hand, competitive intelligence is dependent variable represents by six dimensions (planning and focus analysis, collection, communication, structure and processes, and organisational culture and awareness).

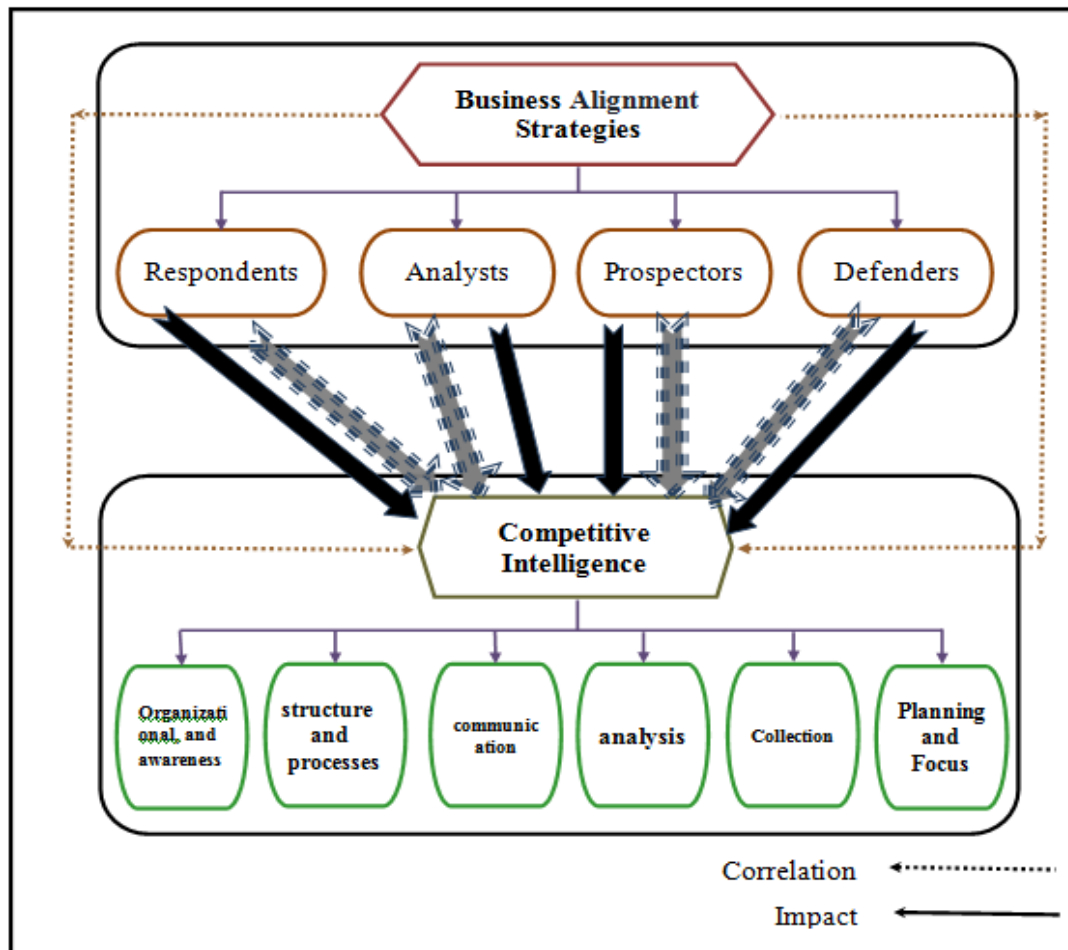


Figure 1:- Theoretical Study Framework "Source: prepared by researchers"

Research Hypothesis:-

To achieve the objectives of this study and testing the theoretical framework of the study, a number of hypotheses administrated and as following:

The First Hypothesis:-

There is a measurable positive correlation between strategic alignments of business strategies related to the (Miles & Snow) model and competitive intelligence.

From the first main hypothesis there are four sub-hypothesis as follows:-

- There is a measurable positive correlation between defenders strategy and competitive intelligence.
- There is a measurable positive correlation between prospectors' strategy and competitive intelligence.
- There is a measurable positive correlation between analysts' strategy and competitive intelligence.
- There is a measurable positive correlation between respondents' strategy and competitive intelligence.

The Second Hypothesis: there is statistically a significant impact of strategic alignments of business strategies related to the (Miles & Snow) model on competitive intelligence.

From the second main hypothesis there are four sub-hypothesis as follows:

- There is statistically a significant impact defenders strategy on competitive intelligence.
- There is statistically a significant impact prospectors' strategy on competitive intelligence.
- There is statistically a significant impact analysts' strategy on competitive intelligence.
- There is statistically a significant impact respondents' strategy on competitive intelligence.

Methodology:-**Study population and sample:-**

The study population is all managers in the two soft drinks companies in the city of Erbil that numbered (71) managers and assistant managers. The questionnaire distributed to all managers, their assistants, and supervisors in the units of production, distribution, marketing, and management and in various branches of the two soft drinks companies. 63 questionnaires returned and thus, the research response rate was (88.7%).

Study approach:-

In order to achieving the objectives of this study, descriptive and analytical approach was adopted. Since this approach describes theoretically study variables and then statistically analyzed in order to reach the objectives of study.

Data collection methods:-**In this study, data collected through secondary data and primary data as following:-**

- **Secondary data:** in this study various available source used to collect secondary data such as: books, scientific studies and research, theses and dissertation that relevant to present study in order to illustrates and explain to the theoretical framework of study variables.
- **Primary data:** the researchers relied on the survey questionnaire to achieve the study objectives through testing hypotheses and access to their results. The questionnaire consists of three sections. Section one presents the personal Characteristics of respondents such as: gender, age, level of education, years of experience, and position. Section two presents 20 items related to independent variable "strategic alignment of business strategies related to the (Miles & Snow) model". Finally, section three that presents 30 items on competitive intelligence, the table below gives more details about the instruments of the questionnaire

Table 1:- Questionnaire Instruments

Study Variables	Sub variables	No. of Items	Items	Sources
General Data	Personal data	4	4	Prepared by researchers
Strategic business alignment (Miles & Snow) model	Defenders	20	X1–X5	(Kess, Isoherranen, 2014)- (Al-Lami, 2007), (Suleiman, 2010)
	Prospectors		X6–X10	
	Analysts		X11–X15	
	Respondents		X16–X20	
Competitive intelligence	Planning and focus	30	Y21–Y25	(Ismail and Hussein, 2015), (Srouf, and Mohammed, 2013)
	Collection		Y26–Y30	
	Analysis		Y31–Y35	
	Communication		Y36–Y40	
	Structure and processes		Y41–Y45	
	Organisational culture and awareness		Y46–Y50	

"Source: prepared by researchers"

The reliability of the questionnaire:-

Reliability means the measure's ability to show the same results when they are re-applied to the individuals themselves again. The reliability of this study tested through the use of scale (Cronbach's alpha), the total alpha coefficient was (94.7%) and this percentage is high for the purposes of the study.

Methods of data analysis:-

This study relied on a set of statistical tools as following:-

- Means, standard deviations, rate of agreements and the coefficient of variance in order to describe the study variables, analysis, and discussion the results.
- Simple correlation coefficient (Pearson) for the purposes of measuring the strength of the correlation between the two variables.
- Multiple linear regressions in order to measure the independent variable on dependent variable.

Section Two: Literature Review

Strategic alignment of business:-

There are a number of models concerning strategic behavior and competition. In this area, many academics and researchers presented several models that contribute the efforts of them, such as: Anderson & Paine, 1978 model, Miles & Snow, 1978 model, Burgelman, 1984 model, and Ansoff, 1987 model. In this regards, Miles & Snow, 1978 model is consider one of the most important, common and widely used in research and studies (Al- Qadu et al., 2007, 55). Thus, the present study will rely on (Miles & Snow) model for its compatibility with the study problem and objectives along with the theoretical side. Furthermore, it complies with the applied side, which is the soft drink company in the city of Erbil.

The (Miles & Snow) Model:-

Gimenez (1994, 4) and Musa (2014, 67) indicates that the strength of this model being concentrated in defining the relationship between organizational structure, work processes and technology in a way that allows organizations to interact with their surroundings. Moreover, it is effective in diagnosing some of the strengths and weaknesses as well as estimate what the organization could face by competitors actions. In addition, the model is characterized by providing a classification of strategies at the business level along with at the corporate level. The model assumed that organizations reasonably develop and adopt a different strategic behavior in order to achieve excellent compatibility with its surroundings. In his part, Daft (2001, 60) states that this model based on the idea that managers are annoying to formulate the four strategies to adapt to with the external environment and organizations seeking to achieve compatibility between the internal characteristics, strategies, and the external environment.

Miles & Snow (1978) presented four strategies to organizations on the level of business units in their study that included four fields: Printing, food, health care, and electronics. (Sultan & Akkar, 2013, 81). This classification based on the Organization's response to the three main elements: the investor problem in product and market, the engineering problem, and administrative problem (Miles et al, 1978, 546), (Girmenez, 1994, 4), (Boyne & Walker, 2004, 233), (Al-rukabi, 2004, 256), (Simon, et al., 2005, 24), (Isoherranen & Kess, 2011, 575), (Walker, 2015, 202).

Defenders:-

Are those organizations that provide a particular good or service and trying to stick them in terms of price, quality and service (Kess, Isoherranen, 2014, 1115). Furthermore, this organizations seeking more to focus on limited markets and do not tend to look for new opportunities outside their marketing respective fields. As a result of this focus, it is rarely such organizations need to make significant changes in its structure or the technology that it owns or methods of operation. Nevertheless they always seeking to improve current efficiency and it is characterized by relatively stable surroundings as this strategy is slow to change, so the defenders often resort to long-term planning (Musa, 2014, 67). Moreover, the defenders strategy is distinctive by the following characteristics (Al-Yasri, 2005, 52):

- Interest in the current market, they are trying to maintain existing customers without expanding into new markets.
- Focus on providing services and products relatively constant.
- Do not tend to creativity and innovation or expansion in research and development.
- Avoid engaging in high-risk business.
- Depends on internal efficiency and standard procedures for operations to provide high quality products to customers.
- Depend on central management style in the planning and control.
- Characterized by stability and adapt to environmental changes.
- Compete on the basis of low cost, whenever possible, delivery times and efficient service.

Prospectors:-

Organizations that follow the prospectors strategy dealing with unstable environments and more dynamic compared to other types of organizations in the same industry (Al-Qadu et al, 2007, 56), (Isoherranen & Kess, 2011, 577). This strategy follows the opposite strategy to the defenders that search for new products and new markets (Aragón-Sánchez. & Sánchez-Marín, 2005, 290). The management of this strategy focused on innovation and on two types of it firstly provide new product and secondly development of existing products. Since management offering these products on the market quickly to exploit the available opportunities. To implement this strategy it requires from management the ability to examine constantly the environmental conditions as well as the ability to predict events (Robbins, 1990, 131). Furthermore, the prospectors' strategy is distinctive by the following characteristics (Al-Yasri, 2005, 51):

- Looking for new opportunities for production and expansion of the range of goods and services.
- Looking for new markets and techniques characterized by modernity and flexibility.
- Focus on creativity, innovation and care about activities, research and development.
- Avoid entering into long-term commitments.
- It willing to face the risk.
- Depends on decentralized management style in the planning and control.
- Calls for Learning Orientation that is associated with the flexibility to face the prospect rapid changes.

Analysts:-

it is organizations that are seeking to bring a mix between the philosophy of defenders and prospectors as they work under the stable and unstable markets in order to monitor the behavior of competitors (Hamdi, 2015, 87), (Isoherranen & Kess, 2011, 578). This strategy is based on maintaining the current business and the efficiency of the work and defends on it as well as searching for new opportunities and markets across the behavior of prospector (Sultan & Akkar, 2013, 83). This strategy takes advantage of the opportunity on the basic product range and remains unchanged (Habtoor, 2007, 114). In addition, the analysts' strategy is characterized by the following characteristics (Al-Yasri, 2005, 51):

- Organization works routinely and efficiently through the formal structures and processes to retain existing customers.
- The organization works to monitor competitors along with adoption of innovation and new ideas in production to achieve growth.
- Organization relies on centralization and decentralization style to meet the requirements of its stable and changeable.
- The organization achieve a balance between efficiency that is characterized by defenders organizations and learning that is characteristic by prospectors organizations as it attempts to find a balance between stable or fixed technology requirements and flexible technologies requirements.
- Organization is thinking before entering into new business to make sure their profitability and ensuring its ability to maintain its current market share.

Respondents:-

Organizations adopt this strategy when they do not have the capacity to harmony and stability with the characteristics of the above three strategies (Robbins, 1990, 132), (Aragón-Sánchez. and Sánchez-Marín, 2005, 290). They are organizations that are trying to respond to the market in the light of possible fluctuations or achieve the reaction to the actions of the other competitors in the market (Al-Hamdi, 2015, 87). The respondents' strategy is distinctive by the following characteristics (Habtoor, 2007, 114), (Sulaiman, 2010, 72):

- The lack of a clear formulation of the organization's mission.
- Failure in the formation of strategies, policies and needed plans to develop the organization's mission into practice.
- The existence of unsuccessful attempts to modify or develop strategies appropriate to the nature of the organization environment in which it operates.
- The need for huge changes in the organizational structure that make enormous efforts to develop a strategy to cope with environment changes.
- Managers realize continuously change and the status of unsure that occur in organizational environments. However they are unable to respond to it effectively.
- The organization operates without a plan to respond to threats or when exposed to environmental stresses and thus behave randomly.

Competitive intelligence:-

In the world of business complex and permanently changing the competitive intelligence along with understanding the plans of competitors is a well-established base in the field of strategic decision-making that offers a distinctive competitive position to organizations. Moreover, identifying the competitive needs is the actual beginning of the competitive intelligence cycle that determine the priorities of the intelligence requirements for organizations that complete by the competitive intelligence path process in terms of planning, collection, analysis and dissemination of information (Abulqader, 2013, 25).

Jain (1997, 79) defines competitive intelligence as the available public information about existing or potential competitors which are used as inputs to the task in the operation of the marketing strategy of the organization. Moon (2000) states that competitive intelligence is a process of monitor and control of the competitors and their intentions in a legal and ethical ways as well as analyzed it according to the sequence of steps starts with planning and then selecting competitors then the definition of intelligence requirements and the ability to diagnose and analysis of competitors then find the two-way communication process (Al-Azawi, 2012, 10). Parker & Nites (2006, 44) confirms that competitive intelligence is the process of gathering knowledge about the external environment and turn them into competitive intelligence that provides actual assistance to the management organization in a good strategic selection. On his part (Qasim, 2011, 23) pointed out that competitive intelligence is a organized process to obtain general information about competitors and analysis it in order to distinguished targeting them in the market. Ismail & Hussein (2105, 161) concluded that competitive intelligence is a systematic ethical process for data collection and managing external information, analyzed it, and used to make decisions and formulate appropriate strategy for the organization along with strengthen its competitive advantages.

Competitive intelligence Models:-

There are three main models that presented competitive intelligence process as following (Salih et al, 2010, 360):

- Kahaner (1996) model.

- The model of professionals association.
- Calof & Dishman (2002) model.

This study will depend on Calof & Dishman (2002) model due to its comprehensiveness and the possibility of its application in the field as well as compatibility with the nature of the study problem. The model consists of six stages and they planning and focus analysis, collection, communication, structure and processes, and organisational culture and awareness (sewal, 2000, 3), (Salih et al, 2010, 362), (Hamwi & Abdullah, 2012, 893), (Ismail & Hussein, 2015, 161) and the figure below (figure 2) illustrates Calof & Dishman, 2002 model that call competitive intelligence cycle or competitive intelligence operations.

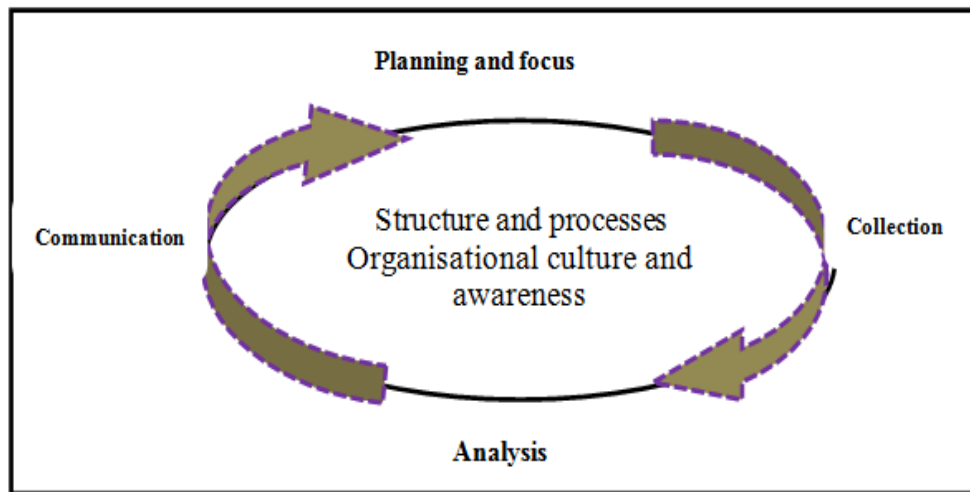


Figure 2:- competitive intelligence tool "Source: Sewall, R. (2004)"

Planning and focus:-

This stage includes identifying the information needs and bring these needs to the key intelligence topics along with giving priority to top management in that process including intelligent decision makers requirements (Ismail & Jamil, 2016, 170). This focus means that the concentration of competitive intelligence is only on the critical aspects and extremely important for the organization such as the activities and plans of competitors, the culture that competitors use, market trends, and demand (Ismail & Hussein, 2015, 162).

Collection:-

Information is the basis of competitive intelligence. In this stage information is gathering from a variety of different sources that published and unpublished legally and ethically from all possible sources. The collected data sources are storage and then tested to determine the degree of reliability and credibility (Salih et al, 2010, 365). The most important functions in this stage can be explains as following: (Srou and Mohammed, 2013, 376)

- Distribution the roles and tasks on the competitive intelligence team.
- Identify information sources.
- Determine the methods of competitive intelligence team work.

Analysis:-

This stage consider as the essence of the competitive intelligence process since at this stage the information will be analysis and interpretation by using many methods such as business environment analysis PEST (Policy, Economic, Social, Technology), and SWOT analysis (Strength, Weakness, Opportunities, Threats) (Ismail & Jamil, 2016, 171). Furthermore, this stage includes the following steps (Srou and Mohammed, 2013, 377):

- Determine the degree of reliability to the various sources of information.
- Determine the degree of accuracy of information sources.
- Connect between information and targets of competitive intelligence.
- Coordination between the various sources of information.

Communication:-

Is the process of transfer information from a person to another that the receiver can understand this information (Weihrich & Kootz,1993,712). It is transfer of meaningful information to relations' individuals (Byers & Rue,2004,13). Communication is the final results of the process of competitive intelligence as in this stage the information will be used along with present the results to decision-makers in the form of a report or in a meeting because the results of the competitive intelligence process must delivery to those individuals that owns authority and responsibility in order to interpret or converted it to final results. Furthermore, communication that link to intelligent can be done also by (E-mails, presentations, briefings, rival files, and private memoranda) (Salih et al, 2010, 367).

Structure and processes:-

Competitive intelligence requires appropriate policies and procedures as well as formal and informal infrastructure enable workers to contribute effectively to the competitive intelligence system as well as gaining benefits resulting from it (Salih et al, 2010, 367). There must be some kind of integration to the components of generating competitive intelligence process in order to not rely entirely on the technical side and ignoring the role of the human element. Since generating competitive intelligence process that not include human element cannot be able to provide managers the competitive knowledge-based on information that managers need and they expect (Hamwi & Abdullah, 2012, 895). While, operations are a mechanism that organization can accomplish its goals that include how managers address the problems of employees and problems of quality control operations (Ismail & Hussein, 2015, 162).

Organisational culture and awareness:-

In order to organization to successfully obtain benefiting from the efforts of competitive intelligence and the intelligence practice becomes a successful, organizations must support this culture within its organizing process that help it to establish in addition to the exchange of knowledge and ideas between individuals and departments within the organization. Moreover, organizations must have a high degree of organizational awareness to create a culture of competition since the high awareness of the organization environment competitive is consider being one of the basic rules of the organizational learning theory. Besides, instilling awareness / organizational culture must needs to apply the behavior and ethical standards. In order to happening this organizational must create a favorable environment for competitive intelligence that requires a continuous training to its employees. Moreover, one of the factors that helping to spread the culture of intelligence within the organization is the extent of the continuing demand of intelligence information of the various administrative levels in order to making decisions (Hamwi & Abdullah, 2012, 895).

Section Three: Results and Findings:

Section three presents a description of results and findings as the following:

Describe the personal characteristics of the study sample:-

Gender: table (2) shows the gender of the selected participants. The majority of the participants at Coca-Cola N=21 (77.8%) were male and N=6 (22.2%) were female. At the same time, the majority of the participants at Pepsi N=32 (88.9%) were male and N=4 (11.1%) were female.

Table 2:- Distribution of respondents- Gender wise.

		Coca-Cola		Pepsi	
		Frequencies	Percentage%	Frequencies	Percentage%
Gender	Male	21	77.8	32	88.9
	Female	6	22.2	4	11.1
Overall		27	100.0	36	100.0

Source: prepared by researchers based on the results of SPSS software.

Age:-

The figure bellow (3) shows the age of the participants that have been categories within four groups. The majority of the participants at Coca-Cola N=15 with (55.6%) their age are between 31-40 years, N= 9 (33.3%) their age are between 21-30 years, finally N= 3 (11.1%) are between 41-50 years. On the other hand, the majority of the

participants at Pepsi N=24 with (66.7%) their age are between 21-30 years, N=10 (27.8%) their age are between 31-40 years, finally N=2 (5.6%) are between 41-50 years.

Table 3:- Distribution of respondents - Age wise.

		Coca-Cola		Pepsi	
		Frequencies	Percentage%	Frequencies	Percentage%
Age	21 –30 years	9	33.3	24	66.7
	31 -40 years	15	55.6	10	27.8
	41 -50 years	3	11.1	2	5.6
	More than 51	0	0.0	0	0.0
Overall		27	100.0	36	100.0

Source: prepared by researchers based on the results of SPSS software.

Level of Education:-

The figure bellow (4) shows the level of education of the participants that have been categories within six groups. The majority of the participants at Coca-Cola N=24 with (88.9%) are holding bachelor degree, and the rest N= 3 (11.1%) are holding technical diploma degree. Furthermore, the majority of the participants at Pepsi N=21 with (58.3%) are holding bachelor degree. Comes second N= 7 (19.4%) are holding technical diploma degree, N= 5 (13.9%) are holding high diploma degree, N= 2 (5.6%) are holding high school degree, and finally N= 1 (2.8%) is holding PhD. degree.

Table 4:- Distribution of respondents- Level of Education wise.

		Coca-Cola		Pepsi	
		Frequencies	Percentage%	Frequencies	Percentage%
Level of Education	PhD.	0	0.0	1	2.8
	MSc.	0	0.0	0	0.0
	High Diploma	0	0.0	5	13.9
	BSc.	24	88.9	21	58.3
	Technical Diploma	3	11.1	7	19.4
	High School	0	0.0	2	5.6
Overall		27	100.0	36	100.0

Source: prepared by researchers based on the results of SPSS software.

Years of experience:-

The figure bellow (5) shows the years of experience of the participants that have been categories within six groups. The majority of the participants at Coca-Cola N=21 with (77.8%) their years of experience are between 6-10 years, N= 3 (33.3%) their years of experience are between 1-5 and 21-25 years as well. On the contrary, the majority of the participants at Pepsi N=21 with (58.3%) their years of experience are between 1-5 years, comes second N=14 (38.9%) their years of experience are between 6-10 years, and finally N=1 (2.8%) are between 11-15 years.

Table 5:- Distribution of respondents- years of experience wise.

		Coca-Cola		Pepsi	
		Frequencies	Percentage%	Frequencies	Percentage%
Years of experience	1 –5 years	3	11.1	21	58.3
	6 -10 years	21	77.8	14	38.9
	11 -15 years	0	0.0	1	2.8
	16 -20 years	0	0.0	0	0.0
	21 –25 years	3	11.1	0	0.0
	More than 26	0	0.0	0	0.0
Overall		27	100.0	36	100.0

Source: prepared by researchers based on the results of SPSS software.

Position:-

The figure bellow (6) illustrates the position of the participants. The majority of the participants at Coca-Cola N=31 with (48.1%) their position are managers and assistant managers as well, and N=1 with (3.8%) their position is supervisor. However, the majority of the participants at Pepsi N=22 with (61.1%) their position are managers, comes second and N=11 with (30.6%) their position are assistant managers, and finally N=3 with (8.3%) their position are supervisors

Table 6:- Distribution of respondents- position wise.

		Coca-Cola		Pepsi	
		Frequencies	Percentage%	Frequencies	Percentage%
Position	Managers	13	48.1	22	61.1
	Assistant managers	13	48.1	11	30.6
	Supervisors	1	3.8	3	8.3
Overall		27	100.0	36	100.0

Source: prepared by researchers based on the results of SPSS software.

Descriptive Statistics of questionnaires variables:-

The following is the details to describe the questionnaires variables that consist of business strategies related to the (Miles & Snow) model and competitive intelligence. Statistical analysis software program (SPSS, V. 20) was used in order to find the means, standard deviations, rate of agreements, and the coefficient of variance for all the questionnaires items as the following:

Description the dimensions of business strategies related to the (Miles & Snow) model:-

The table below (7) explains the means, standard deviations, rate of agreements, and the coefficient of variance of the dimensions of business alignment strategies related to the (Miles & Snow) model. The dimensions of business alignment strategic have a high means for Coca-Cola and Pepsi (4.18) (3.988) respectively, along with the total standard deviation of (1.063) (0.894) respectively. The rate of agreement for both company Coca-Cola and Pepsi was (%83.6) (%79.76) respectively, with a small dispersion in the respondents' answers as the coefficient of variance was (22.42) and (25.43) respectively. This results means that most of the respondents agree with the dimensions of business strategies related to the (Miles & Snow) model since the results came at a high level rates of compatibility strategies comparable with excellence for Coca-Cola and comes second Pepsi.

Defenders strategy:-

The table below (7) explains the means, standard deviations, rate of agreements, and the coefficient of variance of the defenders strategy. Defenders strategy for Coca-cola has a total high mean (4.15) with standard deviation of (1.039) with a rate of agreement reached (%83). On the other hand, Pepsi has a total high mean (4.02) with standard deviation of (.908) with a rate of agreement reached (%80.4) with excellence for Coca-Cola comparing to Pepsi

company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the defenders strategy relating to Coca-Cola company depending on the percentage of the respondents agreement is X2 which states that "our company is seeking to produce high quality products outweigh products of the competitors." that supports the values of mean and standard deviation of (4.48, 1.014) respectively. However, relating to Pepsi company X1 that states "our company adopts defensive technique to curb the actions of competitors in the markets." is the most elements that have contributed to enrichment the defenders strategy that supports the values of mean and standard deviation of (4.44, .735) respectively

Prospectors' strategy:-

prospectors' strategy for Coca-cola has a total high mean (4.20) with standard deviation of (1.065) with a rate of agreement reached (%84). In contrast, Pepsi has a total high mean (4.03) with standard deviation of (.940) with a rate of agreement reached (%80.6) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the prospectors' strategy relating to Coca-Cola company depending on the percentage of the respondents agreement is X8 which states that "the basic philosophy of our company is to win new customers to provide a variety of products constantly." that supports the values of mean and standard deviation of (4.56, 1.013) respectively. On the other hand, relating to Pepsi company X6 that states "our company is looking for the environmental market opportunities constantly through the knowledge of the demand for their products trends." is the most elements that have contributed to enrichment the prospectors' strategy that supports the values of mean and standard deviation of (4.33, .894) respectively

Analysts' strategy:-

Analysts' strategy for Coca-cola has a total high mean (4.27) with standard deviation of (1.019) with a rate of agreement reached (%85.4). On the contrary, Pepsi has a total high mean (4.002) with standard deviation of (.817) with a rate of agreement reached (%80.04) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the analysts' strategy relating to both Coca-Cola and Pepsi company depending on the percentage of the respondents agreement is X12 which states that "our company is interested by all systems that will achieve a reduction in the cost of their products." that supports the values of mean of (4.56, 4.47) respectively, along with standard deviation of (1.013, .560) respectively.

Respondents' strategy:-

Respondents' strategy for Coca-cola has a total high mean (4.12) with standard deviation of (1.131) with a rate of agreement reached (%82.4). On the contrary, Pepsi has a total high mean (3.90) with standard deviation of (.912) with a rate of agreement reached (%78) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the respondents' strategy relating to Coca-Cola company depending on the percentage of the respondents agreement is X19 which states that "our company is interested in following up customers needs to identify their complaints as a prelude to respond to them at right time" that supports the values of mean and standard deviation of (4.30, 1.103) respectively. However, relating to Pepsi company X18 that states "our company attaches great importance to follow up the technological changes in order to respond to the changes of customers' needs." is the most elements that have contributed to enrichment the respondents' strategy that supports the values of mean and standard deviation of (4.08, .937) respectively.

Table 7:- Means, standard deviations, rate of agreements, and the coefficient of variance of the dimensions of business alignment strategies related to the (Miles & Snow) model.

Items	Pepsi					Coca-Cola				
	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	rank	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	Rank
X1	4.44	.735	88.8	16.55	1	3.70	1.353	74	36.56	5
X2	4.36	.683	87.2	15.66	2	4.48	1.014	89.6	22.63	1
X3	3.89	1.141	79.6	29.33	3	4.30	.993	86	23.09	3
X4	3.67	.986	73.4	26.86	5	4.37	1.006	87.4	23.02	2
X5	3.75	.996	75	26.56	4	3.93	.829	78.6	21.09	4
Defenders	4.02	.908	80.4	22.58		4.15	1.039	83	25.26	
X6	4.33	.894	86.6	20.64	1	4.37	1.006	87.4	23.02	2
X7	3.94	.984	78.8	24.97	3	4.37	1.006	87.4	23.02	2
X8	4.08	1.079	81.6	26.44	2	4.56	1.013	91.2	22.21	1
X9	3.89	.887	77.8	22.80	4	4.19	.962	83.8	22.95	3
X10	3.94	.860	78.8	21.82	3	3.52	1.341	70.4	38.09	4
Prospectors	4.03	.940	80.6	23.32		4.20	1.065	84	25.35	
X11	4.06	1.094	81.2	26.94	2	4.22	.974	84.4	23.08	3
X12	4.47	.560	89.4	12.52	1	4.56	1.013	91.2	22.21	1
X13	4.03	.609	80.6	15.11	3	4.07	1.141	81.4	28.03	4
X14	3.78	.898	75.6	23.75	4	4.30	.993	86	23.09	2
X15	3.67	.926	73.4	25.23	5	4.22	.974	84.4	23.08	3
Analysts	4.002	.817	80.04	20.42		4.27	1.019	85.4	23.84	
X16	4.06	1.013	81.2	24.95	2	3.81	1.302	76.2	34.17	4
X17	3.94	.955	78.8	24.23	3	4.26	1.059	85.2	24.85	2
X18	4.08	.937	81.6	22.96	1	4.26	.984	85.2	23.09	2
X19	3.75	.770	75	20.53	4	4.30	1.103	86	25.65	1
X20	3.69	.889	73.8	24.09	5	4.00	1.209	80	30.22	3
Respondent	3.90	.912	78	23.38		4.12	1.131	82.4	27.45	
Strategic business alignment	3.988	.894	79.76	22.42		4.18	1.063	83.6	25.43	

Source: prepared by researchers based on the results of SPSS software.

Based on the above, table (8) illustrates the arranging of strategic alignment of business strategies related to the (Miles & Snow) model for both company Coca-Cola and Pepsi. Coca-Cola depends first on analysts' strategy, then prospectors' strategy, after that defenders strategy and finally respondents' strategy. On the other hand, Pepsi depends first on prospectors' strategy, then defenders strategy, after that analysts' strategy and finally respondents' strategy.

Table 8:- Arranging of strategic alignment of business strategies related to the (Miles & Snow) model for both company Coca-Cola and Pepsi.

Items	Pepsi					Coca-Cola				
	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	rank	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	Rank
Defenders	4.02	.908	80.4	22.58	2	4.15	1.039	83	25.26	3
Prospectors	4.03	.940	80.6	23.32	1	4.20	1.065	84	25.35	2
Analysts	4.002	.817	80.04	20.42	3	4.27	1.019	85.4	23.84	1
Respondents	3.90	.912	78	23.38	4	4.12	1.131	82.4	27.45	4
Strategic Business Alignment	3.988	.894	79.76	22.42		4.18	1.063	83.6	25.43	

Source: prepared by researchers based on the results of SPSS software.

Description the dimensions of competitive intelligence:-

The table below (9) explains the means, standard deviations, rate of agreements, and the coefficient of variance of the dimensions of competitive intelligence. The dimensions of competitive intelligence have a high means for Coca-Cola and Pepsi (4.21) (3.88) respectively, along with the total standard deviation of (1.003) (0.839) respectively. The rate of agreement for both company Coca-Cola and Pepsi was (%84.2) (%77.6) respectively, with a small dispersion in the respondents' answers as the coefficient of variance was (23.82) and (21.62) respectively. This results means that most of the respondents agree with the dimensions of competitive intelligence since the results came at a high level rates of compatibility strategies comparable with excellence for Coca-Cola and comes second Pepsi.

Planning and focus:-

This dimension for Coca-cola has a total high mean (4.11) with standard deviation of (1.040) with a rate of agreement reached (%82.2). On the contrary, Pepsi has a total high mean (4.01) with standard deviation of (.812) with a rate of agreement reached (%80.2) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the planning and focus relating to Coca-Cola company depending on the percentage of the respondents agreement is Y5 which states that "our company owns a number of ways to provide the requirements of competitive intelligence plans." that supports the values of mean and standard deviation of (4.26, .984) respectively. On the other hand, relating to Pepsi company Y1 that states "our company is largely concerned with strategies to organizations that compete with them" is the most elements that have contributed to enrichment the planning and focus that supports the values of mean and standard deviation of (4.22, .637) respectively.

Collection:-

This dimension for Coca-cola has a total high mean (4.08) with standard deviation of (1.000) with a rate of agreement reached (%81.6). On the other hand, Pepsi has a total high mean (3.88) with standard deviation of (.885) with a rate of agreement reached (%77.6) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment this dimension relating to Coca-Cola company depending on the percentage of the respondents agreement is Y7 which states that "our company relies on efficient staff to work in the marketing intelligence system to collect data and information from competitors." that supports the values of mean and standard deviation of (4.26, .984) respectively. On the other hand, relating to Pepsi company Y6 that states " is the most elements that have contributed to enrichment this dimension that supports the values of mean and standard deviation of (4.14, .833) respectively.

Analysis:- This dimension for Coca-cola has a total high mean (4.17) with standard deviation of (.998) with a rate of agreement reached (%83.4). In contrast, Pepsi has a total high mean (3.87) with standard deviation of (.847) with a rate of agreement reached (%77.4) with excellence for Coca-Cola comparing to Pepsi company. This result shows a

high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment this dimension relating to Coca-Cola company depending on the percentage of the respondents agreement is Y12 which states that "our company adopts the analysis of strengths, weaknesses, opportunities and threats to identify the company's competitive situation." that supports the values of mean and standard deviation of (4.56, 1.050) respectively. On the other hand, relating to Pepsi company Y14 that states "our company is following the information published on the internet for the analysis of research and development programs of the competitors." is the most elements that have contributed to enrichment this dimension that supports the values of mean (4.17).

Communication:-

This dimension for Coca-cola has a total high mean (4.31) with standard deviation of (.997) with a rate of agreement reached (%86.2). On the other hand, Pepsi has a total high mean (4.05) with standard deviation of (.775) with a rate of agreement reached (%81) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment this dimension relating to both company Coca-Cola and Pepsi depending on the percentage of the respondents agreement is Y17 which states that "our company is seeking to develop an effective communications system to gain potential customers." that supports the values of mean and standard deviation of (4.48, 1.014) respectively for Coca-cola and (4.31, .668) for Pepsi.

Structure and processes:-

This dimension for Coca-cola has a total high mean (4.27) with standard deviation of (.993) with a rate of agreement reached (%85.4). On the contrary, Pepsi has a total high mean (3.71) with standard deviation of (.892) with a rate of agreement reached (%74.2) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the structure and processes relating to Coca-Cola company depending on the percentage of the respondents agreement is Y25 which states that "our company depends on efficient teams to explore, develop, and improve our product portfolio and operations." that supports the values of mean and standard deviation of (4.37, 1.006) respectively. On the other hand, relating to Pepsi company Y21 that states "our company relies on a flexible organizational structure in line with contemporary developments in the field of competitive intelligence. " is the most elements that have contributed to enrichment the structure and processes that supports the values of mean and standard deviation of (4.03, .810) respectively.

Organisational culture and awareness:-

This dimension for Coca-cola has a total high mean (4.32) with standard deviation of (.992) with a rate of agreement reached (%86.4). On the contrary, Pepsi has a total high mean (3.81) with standard deviation of (.827) with a rate of agreement reached (%76.2) with excellence for Coca-Cola comparing to Pepsi company. This result shows a high level of reliance to this dimension. Regarding to the items, the most elements that have contributed to enrichment the organisational culture and awareness relating to Coca-Cola company depending on the percentage of the respondents agreement is Y26 and Y29 which they states that "our company sees competitive intelligence as the core values of its culture." and "in our company beliefs encourages most of the activities related to competitive intelligence" that supports the values of mean (4.41). On the other hand, relating to Pepsi company Y27 that states " the organizational culture in our company based on the consideration to workers as customers and makes the satisfaction as their priorities" is the most elements that have contributed to enrichment the organisational culture and awareness that supports the values of mean and standard deviation of (3.94, .826) respectively.

Table 9:- means, standard deviations, rate of agreements, and the coefficient of variance of the dimensions of competitive intelligence

Items	Pepsi					Coca-Cola				
	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	Rank	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	rank
Y1	4.22	.637	84.4	15.09	1	4.11	1.121	82.2	27.27	3
Y2	3.94	.754	78.8	19.13	4	4.15	1.064	83	25.63	2
Y3	4.03	.910	80.6	22.58	3	4.00	1.000	80	25.00	5
Y4	4.19	.749	83.8	17.87	2	4.07	1.035	81.4	25.42	4
Y5	3.67	1.014	73.4	27.62	5	4.26	.984	85.2	23.09	1
Planning and focus	4.01	.812	80.2	20.26		4.11	1.040	82.2	25.30	
Y6	4.14	.833	82.8	20.12	1	4.07	.997	81.4	24.49	3
Y7	3.78	.939	73.8	25.37	4	4.26	.984	85.2	23.09	1
Y8	3.81	1.009	76.2	26.48	3	4.11	.934	82.2	22.72	2
Y9	3.61	.688	72.2	19.05	5	3.89	1.050	77.8	26.38	4
Y10	4.08	.937	81.6	22.96	2	4.07	1.035	81.4	25.42	3
Collection	3.88	.885	77.6	22.81		4.08	1.000	81.6	24.50	
Y11	3.86	.899	77.2	23.29	3	4.26	.984	85.2	23.09	2
Y12	3.58	.996	71.6	27.82	4	4.56	1.050	91.2	23.02	1
Y13	3.92	.732	78.4	18.67	2	4.11	.934	82.2	22.72	4
Y14	4.00	.717	80	17.92	1	3.78	1.050	75.6	27.77	5
Y15	4.00	.894	80	22.35	1	4.22	.974	84.4	23.08	3
Analysis	3.87	.847	77.4	21.90		4.17	.998	83.4	23.93	
Y16	3.92	.770	78.4	19.64	4	4.15	.949	83	22.86	4
Y17	4.31	.668	86.2	15.49	1	4.48	1.014	89.6	22.63	1
Y18	4.17	.561	83.4	13.45	2	4.30	.993	86	23.09	3
Y19	4.08	.841	81.6	20.61	3	4.30	1.031	86	23.97	3
Y20	3.81	1.037	76.2	27.21	5	4.33	1.000	86.6	23.09	2
Communication	4.05	.775	81	19.14		4.31	.997	86.2	23.13	
Y21	4.03	.810	80.6	20.09	1	4.22	1.013	84.4	24.00	4
Y22	3.97	.694	79.4	16.47	2	4.19	.962	83.8	22.95	5
Y23	3.50	.737	70	21.05	4	4.33	1.000	86.6	23.09	2
Y24	3.58	1.105	71.6	30.86	3	4.26	.984	85.2	23.09	3
Y25	3.47	1.158	69.4	33.37	5	4.37	1.006	87.4	23.02	1
Structure and processes	3.71	.892	74.2	24.06		4.27	.993	85.4	23.25	
Y26	3.89	.785	77.8	20.17	2	4.41	1.010	88.2	22.90	1
Y27	3.94	.826	78.8	20.96	1	4.37	1.006	87.4	23.02	2
Y28	3.72	.779	74.4	20.94	4	4.11	.934	82.2	22.72	4
Y29	3.69	.856	73.8	23.19	5	4.41	1.010	88.2	22.90	1
Y30	3.81	.889	76.2	23.33	3	4.33	1.000	86.4	23.09	3
Organisational culture and awareness	3.81	.827	76.2	21.70		4.32	.992	86.4	22.96	
Competitive Intelligence	3.88	.839	77.6	21.62		4.21	1.003	84.2	23.82	

Source: prepared by researchers based on the results of SPSS software.

Based on the above, table (10) illustrates the arranging of competitive intelligence for both companies Coca-Cola and Pepsi. Coca-Cola depends first on organisational culture and awareness, then communication, after that structure

and processes and finally collection. In contrast, Pepsi depends first on communication, then planning and focus, after that collection and finally structure and processes.

Table 10:- the arranging of competitive intelligence

Items	Pepsi					Coca-Cola				
	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	Rank	Mean	standard deviation	Rate of Agreement	Coefficient of variance%	rank
Planning and focus	4.01	.812	80.2	20.26	2	4.11	1.040	82.2	25.30	5
Collection	3.88	.885	77.6	22.81	3	4.08	1.000	81.6	24.50	6
Analysis	3.87	.847	77.4	21.90	4	4.17	.998	83.4	23.93	4
Communication	4.05	.775	81	19.14	1	4.31	.997	86.2	23.13	2
Structure and processes	3.71	.892	74.2	24.06	6	4.27	.993	85.4	23.25	3
Organisational culture and awareness	3.81	.827	76.2	21.70	5	4.32	.992	86.4	22.96	1
Competitive Intelligence	3.88	.839	77.6	21.62		4.21	1.003	84.2	23.82	

Source: prepared by researchers based on the results of SPSS software.

Testing the correlation between study variables:-

The first hypothesis states that there is a measurable positive correlation between strategic alignments of business strategies related to the (Miles & Snow) model and competitive intelligence. To test the correlation among the study variables, Pearson's correlation (r) was calculated. Table (11) illustrates that business alignment strategies related to the (Miles & Snow) model were positively correlated with competitive intelligence as the value of the correlation coefficient related to Coca-Cola was high (.927**) reached the value of significant at (0.000) and at the level of significance (0.01). Moreover, Table (11) illustrates that business alignment strategies related to the (Miles & Snow) model were positively correlated with competitive intelligence as the value of the correlation coefficient related to Pepsi company was above moderate (.631**) reached the value of significant at (0.000) and at the level of significance (0.01) based on managers respondents. Consequently, the first hypotheses accepted.

Table 11:- correlation between strategic alignments of business strategies related to the (Miles & Snow) model and Competitive Intelligence.

	Competitive Intelligence		
	Statistics	Pepsi	Coca-Cola
Strategic alignment of business strategies related to the (Miles & Snow) model	The correlation coefficient	.631**	.927**
	Potential value	.000	.000
	The sample size	36	27

** . Correlation is significant at the 0.01 level (2-tailed).

Source: prepared by researchers based on the results of SPSS software.

A number of sub-hypotheses is derived from the main first hypotheses that looking to test the correlation between dimensions of business alignment strategies related to the (Miles & Snow) model that represented by (defenders, prospectors, analysts, respondents) and competitive intelligence.

- **Coca-Cola:** table (12) shows that defenders strategy were positively correlated with competitive intelligence as the value of the correlation coefficient was high (.909^{**}). Table (12) shows that prospectors strategy achieved the highest positive correlation with competitive intelligence as the value of the correlation coefficient was high (.935^{**}). Furthermore, table (12) shows that analysts strategy were positively correlated with competitive intelligence as the value of the correlation coefficient was high (.903^{**}). Finally, respondents' strategy has the weakest positive correlation with competitive intelligence (.789^{**}). The value of significant for the four correlation reached at (0.000) and at the level of significance (0.01).
- **Pepsi:** table (12) shows that defenders strategy were positively correlated with competitive intelligence as the value of the correlation coefficient was bellow moderate (.463^{**}). The value of significant reached at (0.004) and at the level of significance (0.01). Prospectors strategy were positively correlated with competitive intelligence (.402^{*}). The value of significant reached at (0.015) and at the level of significance (0.01). In addition, table (12) shows that analysts strategy has the weakest positive correlation with competitive intelligence as the value of the correlation coefficient was below moderate (.391^{*}). The value of significant reached at (0.018) and at the level of significance (0.01). Finally, table (12) shows that Respondents' strategy achieved the highest positive correlation with competitive intelligence as the value of the correlation coefficient was high (.520^{**}). As a result, the four sub-hypotheses that derived from the main first hypotheses were accepted as well.

Correlation between the dimensions of business alignment strategies related to the (Miles & Snow) model and competitive intelligence

	Competitive Intelligence		
	Statistics	Pepsi	Coca-Cola
Defenders strategy	The correlation coefficient	.463 ^{**}	.909 ^{**}
	Potential value	.004	.000
Prospectors strategy	The correlation coefficient	.402 [*]	.935 ^{**}
	Potential value	.015	.000
Analysts strategy	The correlation coefficient	.391 [*]	.903 ^{**}
	Potential value	.018	.000
Respondents strategy	The correlation coefficient	.520 ^{**}	.789 ^{**}
	Potential value	.001	.000

^{**}. Correlation is significant at the 0.01 level (2-tailed).

^{*}. Correlation is significant at the 0.05 level (2-tailed).

Source: prepared by researchers based on the results of SPSS software.

Testing the impact hypotheses between study variables:-

This study conducted a multiple linear regression analysis in order to examine the impact of business alignment strategies related to the (Miles & Snow) model that represented by (defenders, prospectors, analysts, respondents) with competitive intelligence.

Coca-Cola:-

Table (13) demonstrates that business alignment strategies related to the (Miles & Snow) model illustrates 86% of the competitive intelligence as characterized by the (R^2). The significance value is 0.000 which is less than 0.05 at the degree freedom of (1, 25). Thus, the model is statistically significance in predicting how the business alignment

strategies related to the (Miles & Snow) model impacts on competitive intelligence. At 5% level of significance, the F calculated was 153.839 and it is greater than F tabulated (4.24), which explains that the overall model was significant.

Table 13:- the impact of business alignment strategies related to the (Miles & Snow) model on competitive intelligence (Coca-Cola)

	Competitive Intelligence				
	R ²	T		F	
		Tabulated	Calculated	Tabulated	Calculated
Strategic alignment of business strategies related to the (Miles & Snow) model	.860	2.78	12.403 (.000)	4.24	153.839 (.000)

Source: prepared by researchers based on the results of SPSS software.

Pepsi: table (14) shows that business alignment strategies related to the (Miles & Snow) model illustrate 39.8% of the competitive intelligence as characterized by the (R²). The significance value is 0.000 which is less than 0.05. Therefore, the model is statistically significant in predicting how the business alignment strategies related to the (Miles & Snow) model impacts on competitive intelligence. At 5% level of significance, the F calculated was 22.464 and it is greater than its F tabulated (4.24), which explains that the overall model was significant. Consequently, the second main hypothesis is accepted that states "there is a statistically significant impact of business alignment strategies related to the (Miles & Snow) on competitive intelligence".

Table 14:- the impact of business alignment strategies related to the (Miles & Snow) model on competitive intelligence (Pepsi)

	Competitive Intelligence				
	R ²	T		F	
		Tabulated	Calculated	Tabulated	Calculated
Strategic alignment of business strategies related to the (Miles & Snow) model	.398	2.42	4.740 (.000)	4.11	22.464 (.000)

Source: prepared by researchers based on the results of SPSS software

A number of sub-hypotheses is derived from the main second hypotheses that looking to test the impact of dimensions of business alignment strategies related to the (Miles & Snow) model that represented by (defenders strategy, prospectors strategy, analysts strategy, respondents strategy) on competitive intelligence.

Coca-Cola: table (15) shows that defenders strategy illustrates 82.7% of the competitive intelligence as characterized by the (R²). The significance value is 0.000 which is less than 0.05. At 5% level of significance, the F calculated was 119.469 and it is greater than its F tabulated (4.11). Besides, prospectors' strategy illustrates 87.4% of the competitive intelligence as characterized by the (R²) that consider being the strongest dimensional impact on the competitive intelligence. The significance value is 0.000 which is less than 0.05. At 5% level of significance, the F calculated was 173.617 and it is greater than its F tabulated (4.11). As well, analysts' strategy illustrates 81.5% of the competitive intelligence as characterized by the (R²). The significance value is 0.000 which is less than 0.05. At 5% level of significance, the F calculated was 110.197 and it is greater than its F tabulated (4.11). Finally, respondents' strategy illustrates 62.2% of the competitive intelligence as characterized by the (R²) that consider being the weakest dimensional impact on the competitive intelligence. The significance value is 0.000 which is less than 0.05. At 5% level of significance, the F calculated was 41.206 and it is greater than its F tabulated (4.11).

Table 15:- the impact of dimensions of business alignment strategies related to the (Miles & Snow) model on competitive intelligence (Coca-Cola)

	Competitive intelligence				
	R ²	T		F	
		Tabulated	Calculated	Tabulated	Calculated
Defenders strategy	.827	2.78	10.930 (.000)	4.24	119.469 (.000)
Prospectors strategy	.874	2.78	13.176 (.000)	4.24	173.617 (.000)
Analysts strategy	.815	2.78	10.497 (.000)	4.24	110.197 (.000)
Respondents strategy	.622	2.78	6.419 (.000)	4.24	41.206 (.000)

Source: prepared by researchers based on the results of SPSS software.

Pepsi: table (16) shows that defenders strategy illustrates 21.4% of the competitive intelligence as characterized by the (R²). The significance value is 0.004 which is less than 0.05. At 5% level of significance, the F calculated was 9.260 and it is greater that its F tabulated (2.42). In addition, prospectors' strategy illustrates 16.2% of the competitive intelligence as characterized by the (R²). The significance value is 0.015 which is less than 0.05. At 5% level of significance, the F calculated was 6.569 and it is greater that its F tabulated (2.42). Additionally, analysts' strategy strategy illustrates 15.3% of the competitive intelligence as characterized by the (R²) that consider being the weakest dimensional impact on the competitive intelligence. The significance value is 0.000 which is less than 0.05. At 5% level of significance, the F calculated was 6.138 and it is greater that its F tabulated (2.42). Finally, respondents' strategy illustrates 27.1% of the competitive intelligence as characterized by the (R²) that consider being the strongest dimensional impact on the competitive intelligence. The significance value is 0.000 which is less than 0.05. At 5% level of significance, the F calculated was 12.617 and it is greater that its F tabulated (2.42). Consequently, the four sub-hypotheses that derived from the main second hypotheses were accepted as well.

Table 16:- the impact of dimensions of business alignment strategies related to the (Miles & Snow) model on competitive intelligence (Pepsi)

	Competitive intelligence				
	R ²	T		F	
		Tabulated	Calculated	Tabulated	Calculated
Defenders strategy	.214	2.42	3.043 (.004)	4.11	9.260 (.004)
Prospectors strategy	.162	2.42	2.563 (.015)	4.11	6.569 (.015)
Analysts strategy	.153	2.42	2.478 (.018)	4.11	6.138 (.018)
Respondents strategy	.271	2.42	3.552 (.001)	4.11	12.617 (.001)

Source: prepared by researchers based on the results of SPSS software.

Section four: Conclusions and recommendations

Conclusions:-

- The Coca-Cola Company focuses on analysts' strategy first then Prospectors after that defenders' strategy and finally respondents' strategy among the four available strategies alignment of business strategies related to the (Miles & Snow) model. On the other hand, Pepsi Company focuses on Prospectors' strategy first then both in the same level analysts' strategy defenders' strategy and finally respondents' strategy in response to the market in the light of possible fluctuations or achieves the reaction of the other competitors actions in the market which can be notice from the means of the four available strategies alignment of business strategies related to the (Miles & Snow) model.
- The results of answers respondents analysis in both companies was positive and they agree with strategies alignment of business strategies related to the (Miles & Snow) model and the dimensions of competitive intelligence. As the results of means for both companies have high-level rates of compatibility strategies comparable with excellence for Coca-Cola and comes second Pepsi.
- Among the companies sample study competitiveness for the exercise of its business. This is an indication of its ability to deliver varied products and services even though the existence of competition in the environment in the city of Erbil in Iraqi Kurdistan region in this area.
- Results of the analysis found a positive correlation between strategies alignment of business strategies related to the (Miles & Snow) model and competitive intelligence as well as between the four dimensions of strategies alignment of business strategies related to the (Miles & Snow) model (defenders, prospectors, analysts, respondents) and competitive intelligence.
- Results of the analysis found an impact of strategies alignment of business strategies related to the (Miles & Snow) model on competitive intelligence that have a reflection to the organizations help them able to conditioning potential according to the changes that occur in the environmental elements.

Recommendations:-

- Companies have operate to develop specialized units to environmental analysis attempts to examine and evaluate changes in environmental trends in general and competitive environmental in particular in order to cope with the changes that occur in the environment that have effects on its products and services along with its profit and survive.
- The need of the company's management in increased interesting in competitive intelligence in the context of being an integrated system since it has a positive impact in the organizations sample study.
- Organizations should gives more attention to environmental information and managing it along with directing efforts towards access to the requirement quality as it proves in the applied fields that have a huge impact in determining the future strategic direction for organizations through its contribution in defining business strategies alignment related to the (Miles & Snow) model.
- The need to focus on competitive intelligence within the standards, legal and ethical dimensions in order to complete the capabilities of this type of intelligence as it own the ability to seize opportunities and avoid environmental threats in addition to work according to data imposed by the competitive environment.
- Organizations should paying more attention to search about the customer's needs and desires about offered products and services and that offered by its competitors and their suitability for their desires along with the most important customer's notes as it has a role in discovery of competitors plans and take advantage of it in adopting strategies alignment of business strategies related to the (Miles & Snow) model in the future.

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Questionnaire:-

Personal Characteristics	
Gender	Male
	Female
Age	21 –30 years
	31 -40 years
	41 -50 years
	More than 51
Level of Education	PhD.
	MSc.
	High Diploma
	BSc.
	Technical Diploma
	High School
Years of experience	1 –5 years
	6 -10 years
	11 -15 years
	16 -20 years
	21 –25 years
	More than 26
Position	Managers
	Assistant managers
	Supervisors

Strategic alignment of business strategies related to the (Miles & Snow) model		Strongly agree (5)	Agree (4)	Uncertain (3)	Strongly Disagree (2)	Disagree (1)
Defenders Strategy						
1	Our company adopts defensive technique to curb the actions of competitors in the markets.					
2	Our company is seeking to produce high quality products outweigh products of the competitors.					
3	Our company keeps on its products unchanged.					
4	Our company directed its business in order to be a leader in specific areas of the market.					
5	Our company is seeking to offer a limited range of products to customers, compared with competitors.					

Prospectors strategy						
6	Our company is looking for the environmental market opportunities constantly through the knowledge of the demand for their products trends.					
7	Our company bears high risks to provide better products for customers.					
8	The basic philosophy of our company is to win new customers to provide a variety of products constantly.					
9	Our company develops its products through the schemes of providing the service by adopting modern techniques.					
10	Our company would like to reschedule competitive acts continuously.					
Analysts strategy						
11	Our company analyzes in-depth the analysis ways by the decision-making related to changing technologies to provide the product.					
12	Our company is interested by all systems that will achieve a reduction in the cost of their products					
13	Our company keep pace with the case of competition with similar organizations across align the prices of their products and the ability of customers to the acquisition.					
14	Our company adopts all available methods to obtain information about customers' attitudes toward its product.					
15	Our company adopts the means of analysis that contribute to the assessment of its competitive position compared to similar organizations.					
Respondents strategy						
16	Our company is interested in making a change in its product in response to the effects of environmental pressures.					
17	Our company is characterized by possessing the ability to reduce its product prices in response to a change in the prevailing market prices.					
18	Our company attaches great importance to follow up the technological changes in order to respond to the changes of customers' needs.					
19	Our company is interested in following up customers needs to identify their complaints as a prelude to respond to them at right time					
20	Our company put its products at competitive characteristics in order to respond to environmental change.					
Competitive intelligence						
		Strongly agree (5)	Agree (4)	Uncertain (3)	Strongly Disagree (2)	Disagree (1)
planning and focus						
1	Our company is largely concerned with strategies to					

	organizations that compete with them.					
2	Our company constantly monitoring the technology used by the competing organizations.					
3	Our company is interested to monitor and evaluate the activities and plans of competing organizations.					
4	Our company holds regular meetings with workers to explain the competitive intelligence plans.					
5	Our company owns a number of ways to provide the requirements of competitive intelligence plans.					
Collection						
6	Workers are back to the information base through computers to solve problems and discover opportunities.					
7	Our company relies on efficient staff to work in the marketing intelligence system to collect data and information from competitors.					
8	Our company is keen on updating its information continuously on the movements of competitors.					
9	Our company collects information about the administrative style adopted by competitors.					
10	Our company adopts in its decisions on strategic marketing intelligence.					
Analysis						
11	Our company is keen on a regular basis in the formulation of research and development and analysis of new products and plans of its competitors					
12	Our company adopts the analysis of strengths, weaknesses, opportunities and threats to identify the company's competitive situation.					
13	Our company analyzes the strategies and directions that competitors may adopt in the future.					
14	Our company is following the information published on the internet for the analysis of research and development programs of the competitors.					
15	our company analyze the information foundation that achieve the organization a competitive advantage					
Communication						
16	Our company provides information relating to the competitive intelligence to all employees in our company.					
17	Our company is seeking to develop an effective communications system to gain potential customers.					
18	Our company has effective staffs that communicate with customers and they deal with them.					
19	Our company is seeking to improve communication technology as a key to achieve superiority over its competitors.					
20	Our company is seeking to develop effective communications systems to gain potential customers.					
Structure and processes						
21	Our company relies on a flexible organizational structure in line with contemporary developments in the field of competitive intelligence.					
22	Our company depends on based organizational structure that enhances the performance of employees.					
23	The company provides requirement competitive intelligence operations to employees.					
24	Our company used technology operations to help the					

	understanding the relevant customer.					
25	Our company depends on efficient teams to explore, develop, and improve our product portfolio and operations.					
Organisational culture and awareness						
26	Our company sees competitive intelligence as the core values of its culture.					
27	The organizational culture in our company based on the consideration to workers as customers and makes the satisfaction as their priorities.					
28	The culture of our company encourages creativity based on competitive intelligence.					
29	In our company beliefs encourages most of the activities related to competitive intelligence					
30	Our company promotes a culture of teamwork and cooperation between workers in the field of competitive intelligence.					