



A STUDY ON THE EFFECT OF THE STRATEGIC INTELLIGENCE ON DECISION MAKING AND STRATEGIC PLANNING

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ABSTRACT

The present research aims to recognize not only the effective factors on the strategic intelligence, strategic decision making and strategic planning but also it studies the effect of the strategic intelligence on the strategic decision making and strategic planning in organization and companies using the intelligence system in the Khorram-abad city. According to the results, this study is an analytical-survey research. The statistical population for the research is the companies and organizations using intelligent systems in Khorram-abad which were estimated using Cochran formula the random sampling-stratification method with a sample size of 150. The research tool is a questionnaire which was confirmed through content validity method and its stability by Cronbach's Alpha. In this research, both the structural equation approach and the AMOS 18 software have been used to study and test the hypothesis. The result shows that the strategic intelligence has a positive and meaningful effect on the strategic decision making and strategic planning in the companies and organizations using the intelligent systems in Khorram-abad. In addition, the effective factors on the strategic intelligence, human resource intelligence, organizational process, technological, informational, financial resources, competitor, and customer intelligence were recognized.

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Keywords: Strategic intelligence, Strategic decision making, Strategic planning.

Contribution/ Originality

The paper's primary contribution is finding that strategic intelligence has a positive and meaningful effect on the strategic decision making

1. INTRODUCTION

Some of the characteristics of the present age are the remarkable changes in the human knowledge in different of social, political, economical, cultural, technological fields. In today's

competitive environment, applying the knowledge and intelligence towards the strategic planning and making proper strategic decisions is the key for being successful for any organization. Today the effect of the planning and strategic decision making in organizations is completely noticeable. The quick and major changes in the today's business environment emphasize the necessity and importance of the key planning. Also, to make the proper decisions for these quick and major changes is inevitable. The basic solution for suitable planning and making proper decisions in this changeable environment is the use of intelligent activities specially the strategic intelligence. The strategic intelligence is a tool that helps to the strategic management processes in organizations towards the planning and decision making, and it also improves the business performance through increasing knowledge and the internal and external communications (Gabber, 2007).

According to the above mentioned, in the present competitive world, the companies and organizations will be successful that can have a strategic planning using the strategic intelligent process and analyzing their own environment as well as making proper decisions. For companies and organization using both intelligent information software and systems, the intelligent activities are considered as input data for decision making and strategic planning. It is important that these companies and organization have suitable intelligence related to data in their business environment to achieve success and stable progress (Johannesson and Palona, 2010). Therefore, according to the advent and widespread increase of intelligent systems in the Iranian companies and organizations, the present research seems to be necessary towards the strategic intelligence as well as the study of its effect on the decision making and strategic planning.

Hence, the present research aims to identify not only the effective factors on the strategic intelligence, strategic decision making and strategic planning in companies and organization using the intelligent systems in Khorram-abad but also it evaluates the effect of the strategic intelligence on the planning and strategic decision making in these companies and organizations. According to the above mentioned, this research is conducted in two stages; first, identifying the effective factors on the strategic intelligence, decision making and strategic planning using interviews and analyzing confirmatory factor analysis approach and; second, the study of the effect of strategic intelligence on the planning and strategic decision making using the modeling method of the structural equations.

2. LITERATURE REVIEW

2.1. The Strategic Intelligence

In a definition by Tuomo Couda, the strategic intelligence includes collecting, and analyzing the environmental data and distributing this information on the strategy of the organizations (Kuosa, 2011). The strategic intelligence includes rules, financial affairs and tax, political and economical extent, and human resources categories of the organizations. In other words, the strategic intelligence considers and analyzes the social, political and economical behavior of the organizations. The strategic intelligence is evaluated with the factors such as the strategic vision, human and social resources, and the economical and political issues of the organizations (Gabber, 2007).

Specifically, the strategic intelligence is dependent on the strategic planning system and strategic decision making of the organizations. By another definition, the strategic intelligence is defined as concept which is widely related to the organization intelligence, organization strategies, strategic resources of organization, and strategic management (Richard, 2007). In fact, according to academicians, the strategic intelligence is a widespread and multilateral concept which there is not a fixed and certain definition for it Maccoby (2011); Coccia (2010); Tessaleno (2010). By studying books, articles, and using the presented outlines given by researchers, the effective factors on the strategic intelligence are: human resource intelligence, organizational process intelligence, information intelligence, financial resource intelligence, technological intelligence, competitors intelligence, customers intelligence (Karl Weick, 2001); (Kruger, 2010);

2.2. Human Resource Intelligence

The role of human factor in progressing the community affairs is very important and is considered as the most effective factor in the social, cultural, and economical changes. The social and economical developments require a particular attention to the human resources and its intelligence (Coyne and Bell, 2011). In a managerial environment; conceptually, the intelligent human resources are defined as entities that are able to perceive a certain status and act according to some instructions and approaches. Human resource intelligence implies to the analysis power of information concerning the decision making areas of human resources such as the rewards and benefits, personnel relations, selections, recruitments, and the statuses of work force in the competitive environment (Booker *et al.*, 2008).

2.3. Organization Processes Intelligence

Kuosa (2011) believes that if an organization is determined to have a strategic position against its rivals, it should be able to apply the intelligent organizational processes as well as being able to use the intelligent processes and equipment better than the rivals (Kuosa, 2011). Organization process intelligence includes widespread areas of applications in the field of supervising and analyzing the processes in order to optimize and study and predict and discover the organization processes (Grigori, 2004).

2.4. The Information Intelligence

The information intelligence is the process of compiling, organizing, analyzing, and distributing information among all sections of the organization as well as managing with respect and ethic codes (Sabrina *et al.*, 2012). The information intelligence is part of the knowledge management so that it is effective. The information intelligence is a managerial model along with both the communicational technology and knowledge power in the organization which today is considered as the organization asset (Coyne and Bell, 2011).

2.5. Financial Resource Intelligence

Financial resource intelligence includes integrating, analyzing the financial information, predicting, budgeting, simulating, and managing risk which plays a key role in the organization

strategic planning (Aaker *et al.*, 2009). The competition area makes the organizations to face the need for effective financial resources; also, it encourages them to use the financial resource intelligence to promote the efficiency of human resources. Financial resource intelligence makes the organization be able to use their financial tools and equipment more (Coyne and Bell, 2011).

2.6. Technological Intelligence

In fact, the Technological intelligence assesses the present and new technologies as well as predicting the future technologies and dealing with basic researches, patents, etc. Technological intelligence is evaluated by the factors like the fundamental and applied research level, the number of articles, and having safe industrial processes (Gabber, 2007). Also Technological intelligence is a new tool for the strategic intelligence through which it presents a mechanism to create stable systems of the knowledge management towards the present technologies. Technological intelligence evaluates the benefits and expenses of the new and present technology and the future discontinuity technology (Viviers *et al.*, 2005). Generally, this intelligence includes information gathering from articles, papers, fundamental and applied researches, methods, norms, and industrial processes (April and Bessa, 2006).

2.7. Competitor Intelligence

The evolvement of competitive strategy over time is presented by considering the structural changes of competitors, replacement of new product and launching to the industry; it is based on issues like; pricing policies, alternative product and improvement policies of rivals (Gabber, 2007). In other words, the competitors intelligence is an activity that the organization performs to determine and understand the competitors activity, abilities, and weaknesses so that it can predict the future performance of the rivals (McGonagle and Vella, 2002).

2.8. Customer Intelligence

This intelligence pictures the present and future needs of customers as well as the newly creative opportunities in the market distribution and shows the major changes that occur in the marketing and distribution processes. In this intelligence, we mainly analyze and compile the information of customers, suppliers, buyers, and distributors (Gabber, 2007). The customer intelligence is a function of values of both customers and stockholders that among financial powers plays a crucial role in the strategic environments. In other words, the customer intelligence implies to the present and potential customers exchanges, characteristics and their private information along with the knowledge and information exchange and growing tendencies of the target society (Cavalcanti, 2005).

2.9. The Strategic Decision Making

The management of all business activities depends on the decision making processes. Decision is a process or the result of the activities that is made by the people or groups facing either potential or present problem. Basically, there are two types of decisions; first, the customizable and well-structured decision, and second, uncustomizable and ill structured decision. Customizable

decisions that often occur are decision that has clear structures and their input data are predictable. therefore, they may solve the present or potential problems using a pre-define process. Generally, the un customizable decisions have more than one essence as well as the unperceivable structures and unpredictable input data. The strategic decisions are among this decision (Harrison and Karren, 2000). In the present research, the effective components on the strategic decision making include: identifying opportunities and environmental issues, options and present solutions along with option and finalizing. To identify opportunities and environmental issues, information is a strategic tool in the hand of the management to improve the goals. With more information, we can identify the present opportunities and environmental issues for improvement. Success in the business competition scene is constantly with a management having more environmental knowledge towards identifying the present opportunities (Esmaelzadeh and Karmozdi, 2012).

In the strategic decision making, the identifying of options and present solution is very important to fulfill the decision making. In the strategic decision making, the assessment of options (solutions) will start according to the pre-defined goals and capabilities of the organization. Therefore, based on the indexes and criteria and by considering the organization power, the options with priority will be listed. Finally the option (solution) with the first priority will be selected (Ahmadi, 2006). In strategic decision making, identifying the best solution and option and finalizing be successful if the organizational goals can be achieved. Thus, to identify and determine the dos and don'ts, it will be a criterion to offer and evaluate the better option and finalizing (Esmaelzadeh and Karmozdi, 2012).

2.10. The Strategic Planning

The strategic planning is called an organized attempt to perform the main strategies of the organization and its employment to fulfill the goals of the organization. The strategic planning determines the organizational goals in term of its purpose and identifies the opportunities and threats, weaknesses and goodness of the organization through environmental studies so that it can perform more realistic goals, the employment of strategic planning by manager can produce positive points for the organization in a long term. The strategic planning should be long-termed, realistic and attainable. The strategic planning processes should try towards the constant improvement of the key business processes of the organization and move to success (Motadel and Jafari Manesh, 2013). In fact, the strategic planning is not a duty that has been performed just one time and remained standstill, but it is a process meaning that it has activities such as being dynamic, constant and comprehensive. Hence, managers are constantly planning to revise the organization and this duty that is not stopped. The strategic planning is a conscious, exact activity based on real analysis from the time and internal and external conditions of the organization (Toutouchi, 2012).

2.11. The Strategic Planning Process

The strategic planning helps the organization to prepare itself facing new situation and adapt behavior and create suitable reaction with incoming conditions (Harrison and Karren, 2000). The first step in the strategic planning process is the analyzing the situations in the organization. In an

attempt to present an optimum model for the strategic planning, the main question is that which are the effective conditions and factors on the organization and what impacts they have on the organization. In the first place, we should identify these conditions whether internal or external. The second component of the strategic planning is the determining and conducting the plans and activities. This component specifies how the plans and activities in the organization to be performed (Maccoby, 2011). The third step in the strategic planning is the predicting of the expected situations and performances of the organization. When the prediction of the situation in the organization is done, in fact, we can predict the future performance of the organization. The last component of the strategic planning process is the employment of approaches to reach the goals which are considered the final step of the strategic planning process (Brison, 1994).

3. RESEARCH BACKGROUND

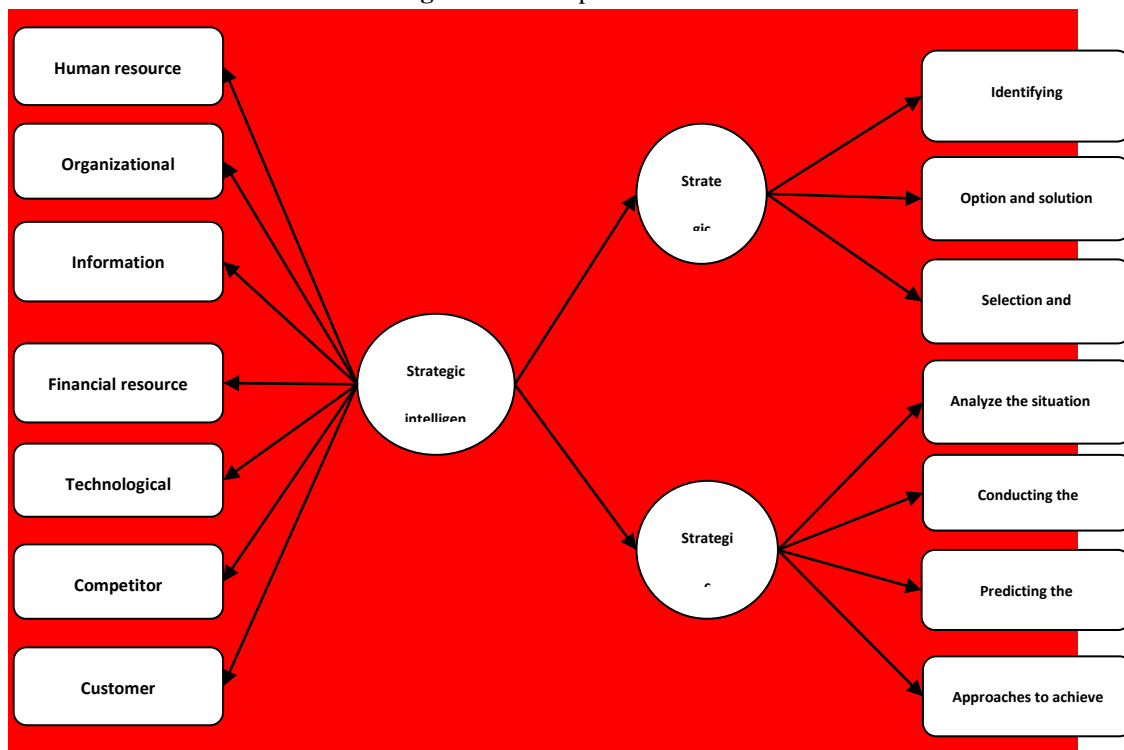
As for the present research background, we should say that there is not much background in terms of this research form, but the variables and components have been considered by the researches at times. The previous researches concerning the strategic intelligence mostly focus on the strategic intelligence process (information compiling, analyzing, and distributing) and pay less attention to the components of this intelligence. About the internal researches on the strategic intelligence we should say that in the time of this research, just a single research was noticed concerning the strategic intelligence. In this research which was conducted by Hosseini *et al.* (2012), a model was presented to evaluate the strategic intelligence in the companies using it. On the other hand, in the external researches, the strategic intelligence has gained the attention of the researches at times. In a research conducted by Kuosa (2011), different methods have been analyzed and studied for the employment of the strategic intelligence in the companies, in another research conducted by Coyne and Bell (2011), the role of strategic intelligence has been studied in estimating the organized offenses and crimes during a library study. On the other hand, Sigismund (1979) introduces the strategic intelligence system in an article. In this article, to design the strategic intelligence system has been used strategic advantages, transferable experiences, change stages inside the organization and information gathering. In another research conduct by Maccoby (2011), the strategic intelligence has been analyzed in a proposed model resembling much to the balanced and privileged card of Kaplan and Norton. The dimensions of this model are: prediction, supervision, patterning, motivation and empowering. In another review research conducted by Andrew (1985), the strategic intelligence has been studied in detail. In this research the strategic intelligence has been studied from the point view of the strategic planning. In a research conducted by Aboe Ardakani and Abasi, a framework was proposed to develop the protection system of the strategic decision making to the reforms of the Iranian government. In this research, the protection framework from the system was proposed based on integrating approach for the reforms of the information age. In another research, the strategic decision making was studied as the dependent variable. In the research conducted by Rezaiean and Lashkar (2010), the impact of competitive intelligence on the strategic decision making was studied. The result showed that the characteristics of competitive intelligence are effective on the strategic decision making, but the competitive intelligence has the most impact on the first stages of the strategic decision making

process. One of the first main studies in the field of strategic planning was conducted by Ansof et al in 1970. In the study of 93 American institutions, the researchers found that the formal planners that used the strategic management approach have gained more profit than the institutes without planning in terms of the criteria which evaluated the sale, promise, dividend, and income growth (Toutouchi, 2012). Another study done by Carger and Malic was reported in 1975. their research of 90 American companies of five industries showed that the performance of companies used the long-term strategic planning were more remarkable than the companies having formal planning in terms of normal financial criteria (Tessaleno, 2010).

3.1. The Conceptual Research Model

To clarify the relation of variables together, the conceptual research model was presented in the figure one. Designing the research model is presented using books and various articles. To design the strategic intelligence, the proposed model of Gabber (2007) and April and Bessa (2006) and Kruger (2010) has been used. Also, to design the strategic decision making and strategic planning, models of Harrison and Karren (2000) and Brison (1994) have been used. According to the above mentioned the conceptual research model using the structural equation method is as follows:

Diagram-1. conceptual model



3.2. Research Hypotheses and Questions

-What is the effect of the strategic intelligence on the strategic decision making in companies and organization using intelligent systems in Khorram-abd?

-What is the effect of the strategic intelligence on the strategic planning in companies and organizations using intelligent systems in Khorram-abad?

3.2.1. Main Hypotheses

H1: the strategic intelligence has a positive and meaningful impact on the strategic decision making in the companies and organization using intelligent systems in Khorram-abad .

H2: the strategic intelligence has a positive and meaningful impact on the strategic planning in the companies and organization using intelligent systems in Khorram-abad.

3.2.2. Minor Hypotheses

MH1: Human resources intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

MH2: Organizational process intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

MH3: information intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

MH4: human resources intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

MH5: technological intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

MH6: competitor intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

Mh7: customer intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.

MH8: identifying opportunities and environmental issues is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.

MH9: identifying option and appropriate solution is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad .

MH10: identifying the better option and finalization is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.

MH11: the condition analysis is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad .

MH12: determining the activities and kinds of conducting is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad .

MH13: predicting the situations and expected performance is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.

Mh14: employing the approaches to achieve the goals is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.

4. RESEARCH METHOD

According to the results, this is an analytical-survey research. In this research, to study and testify the hypotheses, both the structural equation approaches and AMOS 18 have been used. In

the modeling of structural equation, there is a covert and an overt distinction between two groups of variables. The covert variable is created from some overt variables. Therefore, the covert variables of strategic intelligence research are the strategic decision making and strategic planning. on the other hand, by the means of the questionnaire method and studying the related books and articles, the human resource intelligence, organizational process intelligence, information intelligence, financial resource intelligence, technological intelligence, competitors intelligence and the customers intelligence have been considered as the measurement pattern and overt variables related to the strategic intelligence .

Also, the measurement patterns and the overt valuable related to the strategic decision making include the identifying opportunities and environmental issues, identifying the proper solutions and options and identifying the best option and finalization. Moreover, the measurement pattern and overt variables related to the strategic planning consist of analyzing the situations, determining the activities and their conducting, prediction the situations and the expected performance and employing the approaches to achieve the goals. some what was said, the present research is conducted in two stages: firs, identifying the effective factors on the strategic intelligence the strategic planning and decision making using the interview method and analysis approach; second, the study of the effect of the strategic intelligence on the planning and strategic decision making using the modeling method of the structural equations. The statistical research population includes all the companies and organizations using the intelligent information system in Khorram-abad and the number of sampling size has been estimated by the means random sampling – stratification with a sample size of 150.

The research tool is a questionnaire that has been compiled by the study of the questionnaires covering the research. In compiling this questionnaire, we have used the market and competitor questionnaire intelligence of Cohley and Jawersky as well as the market intelligence and competitive advantages of Lee and Jeo along with the human resource management of Armstrong and some other questionnaires. The validity of the questionnaire was confirmed by using SPSS software and Cronbach’s alpha. The table 1 shows the validity of the components of the research.

Table-1. Validity of variables

Cronbach’s alpha	variables
0.81	Strategic intelligence
0.79	Strategic decision making
0.75	Strategic planning

5. THE RESULTS RESEARCH

5.1. The Descriptive Result of the Research

In this research, the descriptive results of data include analyzing the sampling population and the KMO coefficient. By studying the data related to gender, it is clear that the number of 293 people equal to 74% is male and 107 people equal to 26% are female. Also, the selected samplings of 139 people are under 30 years old which is equal to 34%. 154 people are between 31 to 40 years old making up of 39% of the sampling size. As for KMO, we should note that the numerical value of KMO is above 0.7 showing the reliability-coefficient the analysis.

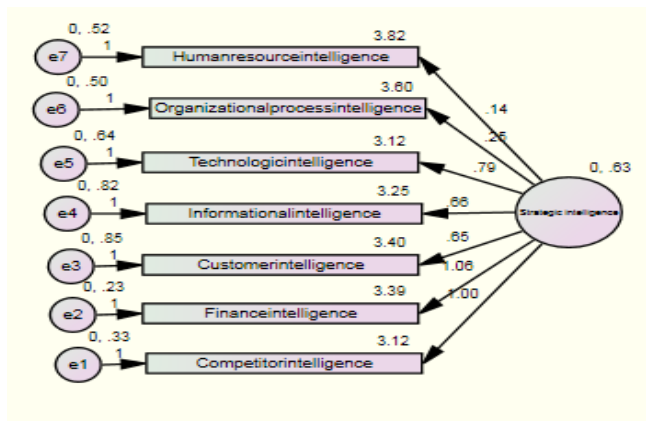
In table 2, two indexes of the overt variables of the research have been shown in general.

Table-No.2. Indexes of the overt variables

indexes	Overt variables
Technical knowledge of personnel motivation ,the existing expertise and the employment level , experience	Human resource intelligence
Codifying planning to identifying the competitor performance, the existing of intelligent and expertise teams and innovation.	Organizational process intelligence,
Using creative supporting methods in career, dynamic system.	technological intelligence
Evaluating the present technology predicting the technological progress, technological applied research.	informational intelligence
The study of information related to the agencies capabilities modern informative techniques, information updating.	financial resource intelligence
Integrating and analyzing the financial information, financial resource efficiency, implying the financial facilities..	Competitors intelligence
Focusing on the pricing policies, competitors developing policies, considering the alterative products.	Customers intelligence
Creating positive attitude, positive information providing to customers, creating database for customers.	Identifying opportunities
Environmental information gathering, analyzing information, distributing information.	Environmental issues,
Gathering all solutions, surveying solution, prioritize solutions by the way they are performed.	Identifying options and appropriate solutions,
Selecting the final option, performing the solution efficiently, controlling and monitoring, receiving necessary feedback and reforms.	Identifying the best option and finalization.
Identifying the effective factors, internal factors, external factors.	Analyzing conditions
How the works and plans are performed, identifying the new ways to perform.	Determining activities
Analyzing the social and economical behaviors, strategic vision, internal and external communication, and attempt to predict the future performance of the organization.	Predicting conditions and the expected performance ,
Identifying approaches, choosing the best approach, performance and monitoring.	Employing the approaches

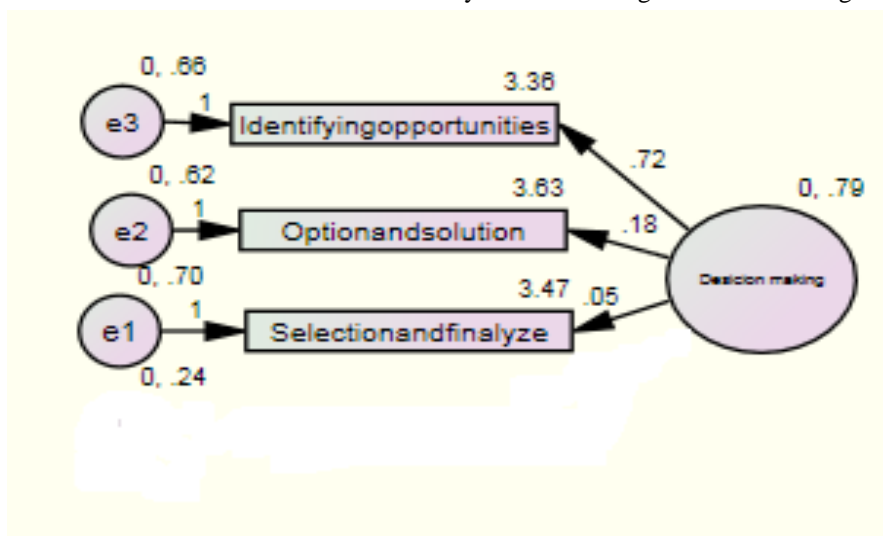
The analysis result for the covert valuable of the strategic intelligence shows that the over valuable of this component including human resource intelligence, organizational process intelligence, technological intelligence, information intelligence. Financial resource intelligence, and competitor intelligence, and customer intelligence evaluate the covert variable of the strategic intelligence well. Picture No.2 is the output of the AMOS software showing the result of the standard factor analysis.

Picture-No.2. The result of factor analysis of the strategic intelligence



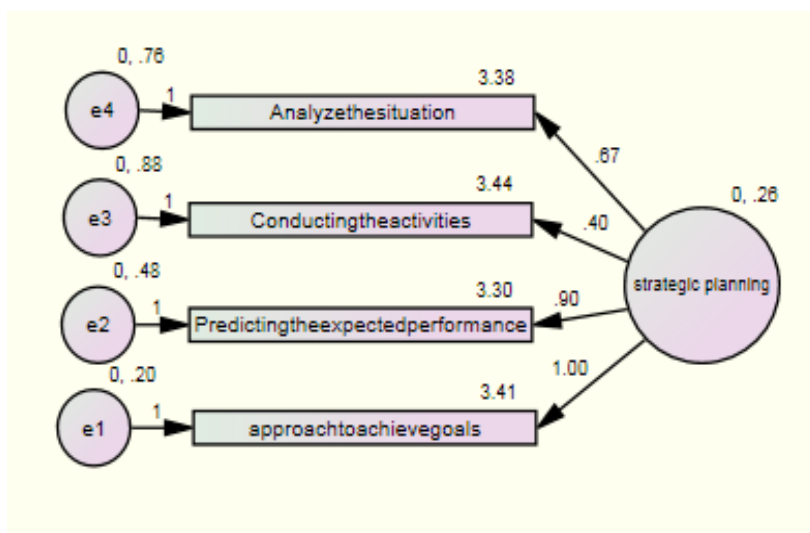
Moreover the factor analysis results for the strategic decision making variable is provided in picture No.3

Picture-No.3. The result of factor analysis of the strategic decision making



Also the factor analysis result for the strategic planning variable is provided in picture No.4.

Picture-No.4. The result of factor analysis of the strategic planning.



In brief the results of the standard factors of the three research variable are provided in table three with two partial indexes of the crisis amount of P and CR.

From table 3 and the analytic results, the crisis rate should be more than 1.96 based on the meaningful level of 0.5. the parameter less than this model is not considered as important, also the rates less than 0.5 for P shows the meaningful difference calculated for the Regression with zero in the level of 95%. According to what was noted and table No.4, the index of the crisis rate of CR for all variables Is more than 1.96, on the other hand all the overt variable of the research for P are less than 05%. This shows that the overt variable can measure the covert variables well.

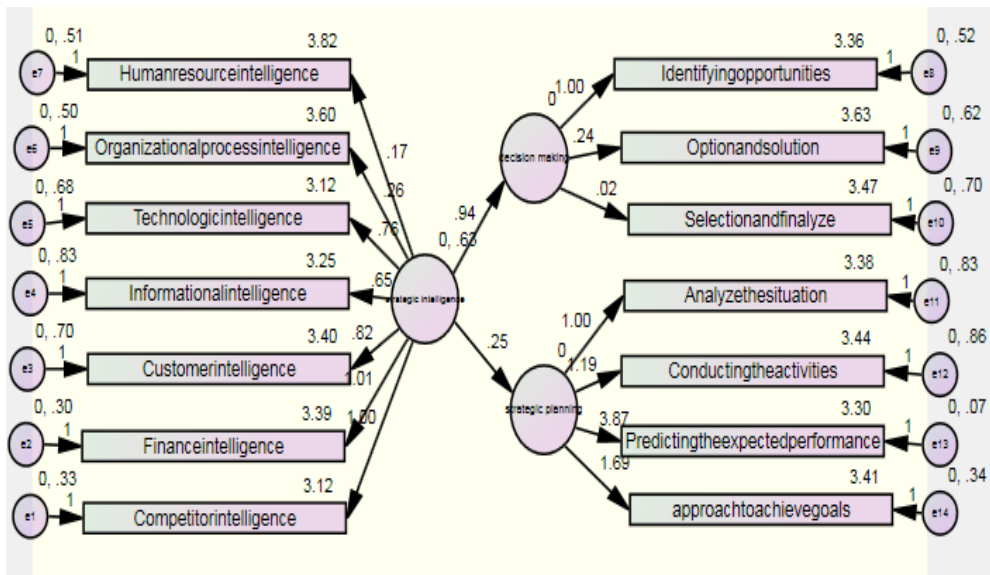
Table-No.3. The analytic results

CR	P	Overt variable	Covert variable
3.46	0.012	Human resource intelligence	
3.11	0.024	Organizational process intelligence	
3.34	0.019	Technological intelligence	
3.13	0.040	Information intelligence	Strategic intelligence
3.51	0.004	Financial resource intelligence	intelligence
3.56	0.000	Competitors intelligence	
3.23	0.031	Customers intelligence	
3.04	0.009	Identifying opportunities and environmental issues	
2.73	0.043	Identifying options and the proper solution	Strategic decision making
3.16	0.000	Identifying the best option and finalization	
3.01	0.028	Analyzing condition	
3.29	0.000	Determining activities	
2.58	0.042	Estimating condition and the expected performance	Strategic planning
3.15	0.004	Employment the approaches to reach goals	

5.2. Hypothesis Test

To test the research hypotheses, we have used the structural equation approach that is shown in picture 2 by the output model of the AMOS 18 software.

Picture-No.5. AMOS software output



To process the above mentioned model, AMOS software has been used that its general index based on table No.4 is:

Table-No.4. The process of conceptual model

RMSE	GFI	AMIN/DF	P	CFI
0.04	0.93	2.48	0.005	0.94

In addition, the general index for the measurement model is presented using AMOS 18 software in table No.5

Table-No.5. The general index to process the measurement models

RMSE	GFI	P	CMIN/DF	CFI	variable
0.009	0.919	0.621	1.84	0.9	strategic intelligence
0.26	0.909	0.433	2.08	0.913	decision making
0.044	0.901	0.203	2/32	0.904	planning

In describing the rate of K square (CMIN) the model and the meaningful level of P, we should note that the less K square is the more satisfied is the model codified by the researcher. If p is more than 0.05 we can conclude that CMIN is acceptable for this model. Since, p is more than 0.05 for all measurement model, we can conclude that the k square (CMIN) is appropriate for all the measurement models. Another valid index to process evaluate the model is GFI. This index can be considered as a similar index to R² in multivariable regression. The closer is to one; the better the data will be for the model. If the measurement model of GFI is more than 0.9, we have a good model. The second rooted index of the mean squares of estimation error or RMSE is one of the other indexes for the mother which is less than 0.08 in the acceptable models, the evaluation of model more than 0.1 will be considered weak. From the table, the index for the measurement model is less than 0.08 showing a good model by data. Finally according to the above mentioned we can conclude that the measurement model have good evaluation meaning that the overt variables can measure the cover ones well. After determining the evaluation of both the model and the research variables, it is necessary to testify the main hypotheses.

Table-No.6. The main research hypotheses with regression rate and partial indexes

result	p	Crisis rate	Regression rate	Research main hypotheses
verified	0.000	3.48	0.89	H1: the strategic intelligence has a positive and meaningful impact on the strategic decision making in the companies and organization using intelligent systems in Khorram-abad
verified	0.000	3.26	0.71	H2: the strategic intelligence has a positive and meaningful impact on the strategic planning in the companies and organization using intelligent systems in Khorram-abad.

According to above mentioned table, the research main hypotheses are verified in the certainty level of 95%; on the other hand, based on table No.3 the result of the standardized factor loading, the research overt variables were verified using two partial indexes and the crisis rates of P and CR of all research minor hypotheses.

Table-No.7. Research minor hypotheses with partial indexes of the crises rates

result	P	CR	Research minor hypotheses
Verified	0.012	3.46	MH1: Human resources intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.
Verified	0.026	3.11	MH2: organizational process intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad .
Verified	0.019	3.34	MH3 technological intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad .
Verified	0.040	3.13	MH4: information intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad .
Verified	0.004	3.51	MH5: <i>human resource intelligence</i> is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad .
Verified	0.000	3.56	MH6: competitors intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad .
verified	0.031	3.23	Mh7: customer intelligence is a positive index in creating the strategic intelligence in companies and organization using intelligent systems in Khorram-abad.
verified	0.009	3.04	MH8: identifying opportunities and environmental issues is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.
verified	0.043	2.73	MH9: identifying option and appropriate solution is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.
verified	0.000	3.16	MH10: identifying the better option and finalization is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad .
verified	0.028	3.01	MH11: the condition analysis is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.
verified	0.000	3.29	MH12: determining the activities and kinds of conducting is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.
verified	0.042	2.58	MH13: predicting the situations and expected performance is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad.
verified	0.004	3.15	Mh14: employing the approaches to achieve the goals is a proper index to make suitable decisions in companies and organization using intelligent systems in Khorram-abad

6. DISCUSSION AND CONCLUSION

The present research aims to identify not only the effective factors and components on the strategic intelligence, decision making and strategic planning but also it is going to study the strategic intelligence on the strategic decision making and strategic planning in the firms and

organizations using the intelligence systems in Khorram-abad. This research has been conducted by the means of the interview method and studying books and articles to identify the effective factors on the strategic intelligence, strategic decision making, and strategic planning. Then, it analyzes these three components using the data from questionnaires. The result shows that human resource intelligence, organizational resource intelligence, technological intelligence, informational intelligence, financial resource intelligence competitor intelligence, and customers' intelligence put an impact on the strategic intelligence in the firms and organizations using the intelligence systems in Khorram abad. On the other hand, it identifies the effective factors on the strategic decision making, opportunities, environmental issues, options and the best solution, and the finalization.

Also it shows that analyzing the situations, directing activities and their conducting, predicting situations and the expected performance, and employing the approaches to reach goals is effective on the strategic planning in the firms and organizations using the intelligence systems in Khorram abad. As with the impact of the strategic intelligence on the strategic decision making and strategic planning, it should be noted that the strategic intelligence has a positive and meaningful effect on the strategic decision making and strategic planning of the firms and organizations using the intelligent systems and the certainty level of 95% in Khorram abad. About the correspondence of the present research with the other researches, it should be noted that the result of this research is corresponded to those of Kuosa (2011) and Coyne and Bell (2011). According to what was said, the present research offers to the all firms and organizations using the intelligent systems to identify the place of employment of the strategic intelligence systems in their sections and try to use the intelligent systems especially the strategic intelligence. From the results, the firms and organizations should have an intelligence process especially in the fields of, human resource intelligence, organizational process intelligence, technological intelligence, informational intelligence, financial resource intelligence, competitor intelligence, and customer intelligence. Also, the firms and companies using the intelligent systems should identify the opportunities and environmental issues, options and the best solutions, and finalization in the strategic decision making. Moreover, to benefit from the suitable strategic planning in the firms and organizations using the intelligent systems and from the research results, it should be noted that analyzing the situations, predicting the activities and the expected performance, and employing the approaches to reach the goals is crucial. The present research offers the researches to study the effect of the competitive intelligence on the other components and identify the other effective components on the strategic intelligence, strategic decision making and the strategic planning.

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