International Journal of Psychological Rehabilitation, Vol.24, Issue 07, 2020
ISSN: 1475-7192

The Role of Customer Insight in Enhancing the Strategic Foresight in The Iraqi Organizations

[1]Yousef H. Al-Taie, [2]Abdul-Karim Hadi Shaaban

Abstract: *This paper seeks to explore the importance of reading customer insight by the marketing managers in Iraqi organizations in improving the competitive advantage. In addition, it aims to identify the level of strategic foresight for marketing managers in these organizations. The paper also seeks to test the relationship between customer insight and the strategic foresight for marketing managers in Iraqi organizations. The paper uses a quantitative research method using a questionnaire distributed to a sample of marketing managers in Iraqi Organizations. The results show that there is a strong and statistically significant correlation between the variable of customer insight and the future foresight variable. The detailed results also show that there is a strong positive correlation between customer insight with all dimensions (customer passion, destroying need, product regeneration, and proactive orientation) and strategic foresight to marketing managers.*

Keywords*: Customer insight, strategic foresight, marketing managers, Iraqi Organizations.*

I. INTRODUCTION

Due to the scientific developments taking place at the level of the market, the rapid changes in the desires and needs of the customer have become imperative for all organizations to adopt modern scientific methods that are appropriate and in line with those developments and those changes in order to keep the organization and its growth in a competitive environment. In order to know the needs of the market and the needs of the customer, it is imperative to anticipate the future of the organization and to know the requirements of the market in order for the work and activity of the organization to be in keeping with the changes. The process of strategic foresight depends mainly on the customer reading process that is usually undertaken by marketing managers in organizations in order to determine the customer's desires and requirements. Hence, scenarios are drawn in the light of which and strategies that fit these desires and needs are identified. Consequently, the organization can maintain its market share, survival, growth and superiority over other competing organizations that live with it in the same competitive environment. One of the distinctive elements of this study is that it meets the need of some organizations, particularly marketing managers in these organizations, in order to define the role of the customer's insight in drawing strategic foresight in Iraqi organizations.

II. LITERATURE REVIEW

1.1. Customer Insight

The customer insight is considered one of the most important topics due to its great role in setting policies, scenarios and marketing strategies of the organizations (Ali, Almagtome, & Hameedi, 2019). This type of customer has the ability to anticipate rapid fluctuations in the regulatory environment with external opportunities and threats. Also, they possess an accurate knowledge of the internal strengths and weaknesses of the organization, as well as the ability to accurately analyze the personalities of customers, understand their preferences, needs, aspirations, and interpret their behaviors and

[1,2]Department Business Administration, Faculty of Administration and Economics, University of Kufa, Iraq.

character through physiological characteristics. These characteristics are represented by the features and expressions of their faces and the language of their bodies, as the mind of the marketing director of the organization devotes his specialized resources to these treatments. This aims to extract the largest possible amount of information necessary to achieve the strategic marketing knowledge of the organization and the advancement of its reality and the reality of its activities and create the appropriate climate for their future work. Pisapia (2009) believes that the objectives of customer examination are achieved by striking a balance between the reality of the organization and the requirements of its environment and its future under conditions of uncertainty. Moreover, it can be achieved by monitoring the orientation and strategic path of entrepreneurial organizations, philosophy, goals, scope and strategic action. In the same context, Rosen (2013) shows that the most important goals of customer insight are from the point of view of ancient physiological thought that believes in the essence of spiritual and physical attachment(Ali, Hameedi, & Almagtome, 2019). An apparent observation of the subject provides an insight into his potentials and his diagnosis, and then his handling. The external phenomena represent the reliable portal that indicates the features, data, activities and operations inside the organization, which represents the essence of the marketing process and its main goal.

Hughes and Beatty (2005) show that the objectives of customer examination are to guess and diagnose the future position of the organization compared to the position of its competitors on the one hand. On the other hand, setting the marketing environment as a whole and choosing the appropriate strategy in the light of which the management will behave in the future. Horwitch and Whipple (2014) explain that the importance of customer insight comes from the ability to attract and retain top talent, enhance core motivation, and enhance engagement and commitment to programs. In addition, Laughlin (2014) indicates that the importance of customer insight comes from promoting adaptation to diversity in the organization and its private and public environments to generate new ideas according to what is called (strategic ideas lenses). According to this concept, marketing leaders in organizations respond to situations of uncertainty, situations of environmental change, and cases of promoting ideas generated through various initiatives. Whereas, Hossain (2015) indicates that the importance of customer insight arises from focusing on the content of the issues raised and dealing with them on a fundamental strategic basis, as well as marketing ingenuity programs in solving the marketing problems facing the organization. Moreover, Callon (2014) shows that customer insight is a strategy to read the requirements and needs of current and potential customers and thus will lead to the survival and growth of the organization and its acquisition of the largest market share. The objectives of customer study are to develop the entrepreneurial mindset of the marketing managers in the organization, which is (autonomy, creativity, risk-taking, proactive, hostility, and competitiveness). Collectively, they affect the marketing activities of the organization to achieve success and creativity and introduce new projects to the market by reading the customer's preference and examining his needs and requirements for the purpose of achieving customer satisfaction and loyalty.

In this context, (Hirschowitz, 2001) reveals that the importance of customer insight stems from a sense of change, generating options, raising ideas, sharpening learning, learning from events, and sharing experiences through the ability to strategic dialogue. Reading the customer's insight has taken a large place in the field of future supervision of marketing in the organizations because it seeks to achieve the strategic success of the organization by searching for the sources of strength in the organization. The aim is to reach the highest levels of excellence, excellence and creativity and find a balance between them by enhancing future foresight, uncovering the potentials of the surrounding environment, diagnosing the sources of strength and weaknesses of the organization and its competitors, and optimal interaction with it. The objectives of customer study stems from turning uncertainty into a creative advantage through the various proposed strategies. The goals of customer reading are through acquiring strategic and leadership positions and enhancing the awareness of the marketing managers in the organizations about the strategic thinking of the organization as a strategic tool that starts from the intellectual capital. Strategic marketing managers are the nucleus of this strategic

thought because of their experience, learning, imagination, vision and strategic intelligence. Moreover, marketing managers possess a predictive outlook that emerges from the parasympathetic strength they enjoy in order to read customer insight and to choose scenarios and strategies that ensure the survival, growth and competition of an organization in a competitive environment (Edwards & Peruma, 2017). In the same context, the objectives of customer study are reflected in contributing to achieving the strategic goals of the organization and raising the value of stakeholders through the integration of strategies at all levels of environmental marketing. In addition, it contributes to achieving customer satisfaction and loyalty through mental empowerment, the influence of inspiration and a deep understanding (understanding of the components) of the personal and physiological features of the current and prospective customers of the organization and of other competing organizations. The goals of customer insight are through understanding the self and creating good relationships with others in the context of indirect communication with them through the face and its features, and building and sustaining the momentum in the midst of strategic change. Upon reviewing the literature relating to the physiognomy definition and the research of customers. The researcher argues that the customer's study cycle is a compilation of potential marketing patterns and desires that current marketing managers have in reading and predicting the customer's potential. The reason for this is due to the pursuit of investing the perception, acumen, intelligence and intuition they have in reading and predicting customer trends and needs. Accordingly, proactive products are corrected, knowledge of the customer's passion and early exploration of the destructive need to produce renewable goods that meet these desires and satisfy these needs. Therefore, the organization can achieve a proactive component in its work.

1.2. Strategic Foresight

As a result of the challenges that people have faced over ages, they have made him think about ways to address these challenges before they have occurred. They tried to know and read the future and to identify these challenges. It also sought to anticipate future changes in various areas of life. To achieve this, he used the developments that accompany the emergence of these changes in bringing about other changes and developments, and so on. The fortune-telling can be considered and the linking of future events with transient facts or observations such as stars, omens, magic, sorcery, and other means that are inconsistent with modern objective science. However, it was a kind of science to express the views of their owners, in particular that some of the views reached by the use of these means have been achieved at the level of reality. It can be considered an unfortunate beginning of a person's concern for the future. The topic of Strategic Foresight is one of the modern topics concerned with reading the future in the field of business administration. In light of this, the organization selects strategies and scenarios that are appropriate to the competitive environment in which the organization lives. The word Strategic Foresight is the oldest term used in the field of future studies when Wells, author of "Insight" in a radio interview on BBC Radio in 1932, called for the necessity of establishing departments and departments in universities for "Strategic Foresight" studies. The Strategic Foresight is an approach that seeks not only to predict the future or plan for it, but rather makes a set of conditional predictions or scenes or scenarios that assume reality at times and what is hoped at other times, whatever the nature of this hoped-for scenario. Strategic Foresight is a deliberate attempt to broaden the boundaries of perception and expand awareness of emerging issues and conditions. It aims to support strategic thought and decision-making through the results of a set of possible methods, with how to decipher the talismans of the future. Strategic Foresight gathers visions, procedures, and events for future research and studies (Al-Wattar, Almagtome, & AL-Shafeay, 2019; Almagtome, Shaker, Al-Fatlawi, & Bekheet, 2019; Habegger, 2010). The current problem is that marketing managers cannot anticipate future market changes. This requires them to develop a vision that fits with their desires that they intend to achieve in a way that enhances reality, and this can be called the ability to think and to look ahead.

The futures studies or futurology is a science of the potential, potential, and preferred of the future, along with things with few possibilities, but with significant effects that can accompany their occurrence (Warmuth, 2014). Moreover, future prospect studies have evolved and multiplied their approaches and methods during the past three decades and crystallized in what has been called (future science) or Strategic Foresight. This new science draws from developments in the entirety of theories in the humanities, demographic, and environmental sciences, and from all models, quantitative, mathematical, and informational methods (Weigand, Flanagan, Dye, & Jones, 2014). In the nineteenth and twentieth centuries, classical economists focused on their analysis of the capitalist economic future at the beginning of the year 1900 (Gokhberg, Meissner, & Sokolov, 2016). Principles and directions for social induction have been created. In 1902, the term "foresight" in a study given by Wells appeared in the Royal Institute entitled "Discovering the Future". In his study, he emphasized the possibility of defining the future and understanding it scientifically. At present, attempts to control the future have evolved from traditional short, medium or long-term planning to strategic planning through successive planning developments and methodologies, until new approaches and methods have emerged to describe the relatively distant future and are known as future studies (Szpunar & Radvansky, 2016). Future studies are defined as a set of research and studies aimed at detecting future problems and working to find scientific and practical solutions to them. It also aims to determine the trends of events and analyze the various variables of the future situation, which could have an impact on the course of events in the future. After World War I in the forties of the last century and during the period of the Great Depression that afflicted the world, the global view towards scientific and technological development and concern for the future became a means to escape from this crisis. Wells published his experience with prophecy, foretelling that in the year 2000 the European Union would be formed and moral restrictions diminished by freedom (Kuosa, 2016). In the eighties of the last century, the first prospecting projects were presented and received great attention by most countries such as America, Japan, Sweden, Canada, Australia and so on (Morgan, 2016).

The first systematic and strategic use of foresight dates back to the military sciences and many scholars refer it to the US military in particular by its use by the military (RAND) (Banfield, 2016). In the late nineteenth and early twentieth centuries, the beginnings of a scientific approach to the future began, centered on the role of science and scientists in the progress of society and the making of the future. As for future studies of a systematic nature, they started in the middle of the twentieth century. Ibn Manzur has gone on to say that the term (Strategic Foresight) came from the term (honor) and its meaning (height), that is, looking at something from a high place to be clearer. After reviewing the literature on the concept of future Strategic Foresight, the researcher sees that Strategic Foresight is looking towards the future by expanding the boundaries of awareness and awareness of emerging conditions and making decisions to take advantage of future developments and take the necessary preparations to reduce the occurrence of negative changes in the organization. Therefore, Strategic Foresight is not a mechanical process through which future forecasts can be created rather than an understanding of the future based on an understanding of the underlying laws, factors, and structures that are evident in this phenomenon.

In 1944, the Commander of the American Forces issued directives to conduct a study on (the future of technological and military capabilities of the major world countries). This study and other studies were completed in the same regard in 1947, and immediately after that the American Rand Corporation was established to study warfare systems and their development in the field of aviation (Németh, 2016). In the 1970s, the Shell Oil Corporation managed to anticipate the fuel crisis before it occurred using scenario planning. It enabled it to overcome that crisis before it occurred, which improved its position by obtaining a competitive advantage by selling its oil reserves before the crisis (Adegbile, Sarpong, & Meissner, 2017). According to (FACTM, 2018) the foresight is a system that arose in the 1960s that helps management create scientific perspectives on the future in which organizations are more prepared to confront their external environment and opportunities and avoid threats. He began studying Strategic Foresight programs that aim to

identify future technologies that will generate significant development in technical industries, which in turn will achieve great economic well-being. Finally, we can identify the most important differences between Strategic Foresight and forecasting of the following:

- The basic points for Strategic Foresight are, the research needs and questions related to Strategic Foresight are still open in the field of research, while in forecasting the basic points, topics and research questions are explained in advance.
- More quality than quantity is focused on quality more than quantity, while in predicting the opposite, where the focus is on quantity more than quality.
- Strategic Foresight looks for information to prioritize the future, while forecasting looks for questions about what the future will look like?
- Future prospect depends on the participation of individuals and the use of their intelligence through discussions about the future, while prediction depends on studies that focus on methodology.
- Strategic Foresight depends on criteria for evaluating decisions, while forecasting considers results more important than aspects of communication.
- Strategic Foresight focuses on communication about the future as a goal, while forecasting considers results more important than aspects of communication.
- Strategic Foresight is a reflection of the present and includes a long, medium and short-term trend, while prediction depends on the future path and also includes a long, medium and short-term trend.
- Strategic Foresight corresponds to opinions on topics and necessary information, while prediction does not correspond to opinions on necessary topics and information.
- Strategic Foresight depends heavily on the opinions of experts and other participants, while forecasting is less dependent on expert opinions or rigorous methodologies.

III. METHODOLOGY

The purpose of this paper is to demonstrate the importance of customer's insight reading by marketing managers in the Iraqi organizations, the study sample represented by a number of marketing centers in the province of Najaf. In addition, the paper also aims to identify the steps that can be taken to enable the role of customer reading in improving future supervision of marketing managers in research sample organizations. To this end, the following hypotheses are developed:

The Main Hypothesis:

H0: ***There is no statistically significant correlation between reading the customer's insight and strategic Foresight.***

H1: ***There is statistically significant correlation between reading the customer's insight and strategic Foresight*****.**

The main hypothesis can be divided into four sub-hypotheses as follows:

The first sub hypothesis:

H0: There is no statistically significant correlation between Customer passion and strategic foresight.

H1: There is statistically significant correlation between Customer passion and strategic foresight.

Second sub hypothesis:

H0: There is no statistically significant correlation between Destroying Need and strategic foresight.

H1: There is statistically significant correlation between Destroying Need and strategic foresight.

Third sub hypothesis:

H0: There is no statistically significant correlation between Product Regeneration and strategic foresight.

H1: There is statistically significant correlation between Product Regeneration and strategic foresight.

Fourth sub hypothesis:

H0: There is no statistically significant correlation between Proactive Orientation and strategic foresight.

H1: There is statistically significant correlation between Proactive Orientation and strategic foresight.

Figure 1 indicate the research framework which shows the relationships between the dependent and independent variables.

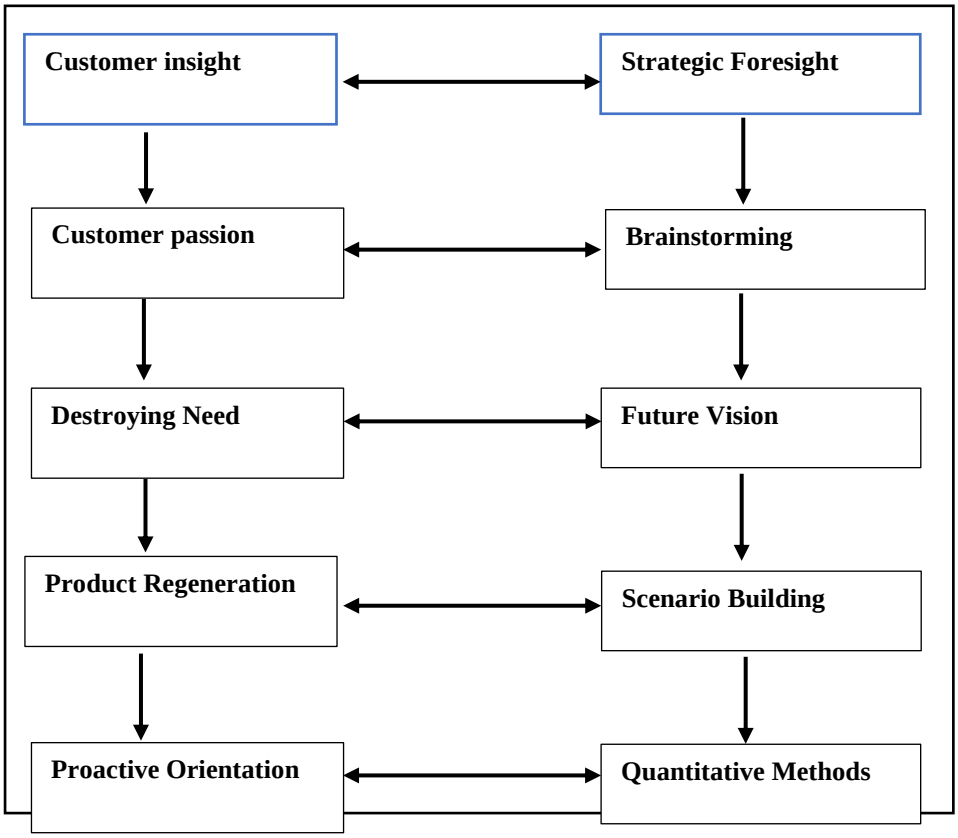

Figure 1. Research Framework

IV. RESULTS

To test the study hypotheses, the correlation coefficient (Spearman) was used, and the significance of correlation coefficients using the test (t) was tested. In order to test the main hypothesis of the study, the four sub-hypotheses must be tested as follows:

- **Results of Sub hypothesis 1**

Table (1) below shows the results of the correlation relationship between the customer passion dimension (X1) and each dimension of the strategic foresight (Y). They include brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), Quantitative models (Y4) with calculated values (t) of the mentioned correlation relationships.

Table 1. Spearman Results of Sub-hypothesis 1

Dependent variable / dimensions	Strategic Foresight Y	Dimensions of the dependent variable (Strategic Foresight)				Tabulated T
		Brainstorming	Future Vision	Scenario Building	Quantitative Models	

Independent variable dimensions		Y_1	Y_2	Y_3	Y_4		
Customer passion x1	****0.918**	**** 0.773**	**** 0.834**	**** 0.900**	*** 0.825**	**5 %**	**1 %**
Calculated T	**6.944**	**3.655**	**4.535**	**6.194**	**4.380**	**1.833**	**2.821**
P- value T	**0.000**	**0.005**	**0.001**	**0.000**	**0.002**	**Degree of confidence**	
Results	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	**95 %**	**9 % 9**

(*) significant correlation at significance level (0.05)

(**) significant correlation at significance level (0.01)

Table 1 shows a very strong positive correlation relationship with a statistically significant level at the level of significance (1%) between the customer passion dimension (X1) and the dependent variable strategic foresight (Y) with its four dimensions brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). The value of the Spearman correlation coefficient was (0.918). In addition, the calculated value (t) of the correlation between them, was (6.944) which is greater than the tabular value of (2.821), as well as the significance value (t) was (0.01> 0.000 = Value - P). This indicates the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1). This means that there is a very strong positive correlation between the customer passion dimension (X1) and the dependent variable (Y) with its four dimensions. That is, the result is acceptable with a confidence degree of 99%.

The results also show that there are positive correlations with statistically significant at the level of significance (1%) between the customer passion dimension (X1) and each dimension of the Strategic Foresight (Y). They are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). This is supported by the calculated values (t) of the correlation relationships, which are respectively (3.655, 4.535, 6.194, 4.380) which is greater than the tabular value (t) of (2.821), as well as the values of (P - Value). The values (0.005, 0.001, 0.000, 0.002) are smaller than the value (= 0.01). This indicates that there are positive correlations with statistically significant between the customer passion dimension (X1) and each dimension of the Strategic Foresight variable (Y), at the significance level (1%). That is, the results are acceptable at a confidence degree of 99%. Based on the results above, it can be said that the first sub-hypothesis is accepted.

- **Results of Sub hypothesis 2**

Table 2 below shows the results of the correlation relationship between the Destroying Need dimension (X2) and each dimension of the strategic foresight (Y). The dimensions are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), Quantitative models (Y4) with calculated values (t) of the mentioned correlation relationships.

Table 2. Spearman Results of Sub-hypothesis 2

Dependent variable dimensions / Independent variable dimensions	Strategic Foresight Y	Dimensions of the dependent variable (Strategic Foresight)				Tabulated T	
		Brainstorming Y_1	Future Vision Y_2	Scenario Building Y_3	Quantitative models Y_4		
Destroying Need x2	**0.723 ****	**0.743 ****	**0.767 ****	**0.802 ****	**0.648 ***	**5 %**	**1 %**
Calculated T	**3.140**	**3.330**	**3.586**	**4.028**	**2.552**	**1.833**	**2.821**
P- value T	**0.009**	**0.009**	**0.006**	**0.003**	**0.031**	**Degree of confidence**	
Results	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	**95 %**	**99 %**

(*) significant correlation at significance level (0.05)

(**) significant correlation at significance level (0.01)

Table 2 shows a very strong positive correlation relationship with a statistically significant level at the level of significance (1%) between the destroying need dimension (X2) and the dependent variable strategic foresight (Y) with its four dimensions brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). The value of the Spearman correlation coefficient was (0.723). In addition, the calculated value (t) of the correlation between them, was (3.140) which is greater than the tabular value of (2.821), as well as the significance value (t) was (0.01> 0.009 = Value - P). This indicates the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1). This means that there is a very strong positive correlation between the destroying need dimension (X2) and the dependent variable (Y) with its four dimensions. That is, the result is acceptable with a confidence degree of 99%.

The results also show that there are positive correlations with statistically significant at the level of significance (1%) between the destroying need dimension (X2) and each dimension of the Strategic Foresight (Y). They are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). This is supported by the calculated values (t) of the correlation relationships, which are respectively (3.330, 3.586, 4.028) which is greater than the tabular value (t) of (2.821), as well as the values of (P - Value). The values (0.003, 0.006, 0.009) are smaller than the value (= 0.01). It is also clear from the results that there is a positive correlation between the destructive need dimension (X2) and the quantitative models' dimension (Y4) at the level of significance (5%), as the calculated value (t) of (2.552) was greater than its tabular value (1.833) at the mentioned level. (0.05> 0.031 = Value-P), which indicates that there are positive correlations between the destructive need dimension (X2) and each dimension of the dependent variable Strategic

Foresight (Y) at the level of significance (5%) and (1) %). Based on the results above, it can be concluded that the second sub-hypothesis is accepted.

- **Results of Sub hypothesis 3**

Table 3 below shows the results of the correlation relationship between the Product Regeneration dimension (X3) and each dimension of the strategic foresight (Y). The dimensions are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), Quantitative models (Y4) with calculated values (t) of the mentioned correlation relationships.

Table 3. Spearman Results of Sub-hypothesis 3

Dependent variable dimensions / Independent variable dimensions	Strategic Foresight Y	Dimensions of the dependent variable (Strategic Foresight)				Tabulated T	
		Brainstorming Y_1	Future Vision Y_2	Scenario Building Y_3	Quantitative models Y_4		
Product Regeneration x3	0.764 **	0.845 **	0.854 **	0.736 **	0.674 *	**% 5**	**% 1**
Calculated T	3.552	3.740	4.924	3.262	2.737	**1.833**	**2.821**
P- value T	0.006	0.001	0.001	0.001	0.023	**Degree of confidence**	
Results	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	**% 95**	**% 99**

(*) significant correlation at significance level (0.05)
(**) significant correlation at significance level (0.01)

Table 3 shows a very strong positive correlation relationship with a statistically significant level at the level of significance (1%) between the product regeneration dimension (X3) and the dependent variable strategic foresight (Y) with its four dimensions brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). The value of the Spearman correlation coefficient was (0.764). In addition, the calculated value (t) of the correlation between them, was (3.552) which is greater than the tabular value of (2.821), as well as the significance value (t) was (0.01> 0.009 = Value - P). This indicates the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1). This means that there is a very strong positive correlation between the product regeneration dimension (X3) and the dependent variable (Y) with its four dimensions. That is, the result is acceptable with a confidence degree of 99%.

The results also show that there are positive correlations with statistically significant at the level of significance (1%) between the product regeneration dimension (X3) and each dimension of the Strategic Foresight (Y). They are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). This is supported by the calculated values (t) of the correlation relationships, which are respectively (3.740, 4.924, 3.262) which is greater than the tabular value (t) of (2.821), as well as the values of (P - Value). The values (0.001, 0.001, 0.001) are smaller than the value (= 0.01). It is also clear from the results that there is a positive correlation between the destructive product regeneration (X3) and the quantitative models' dimension (Y4) at the level of significance (5%), as the calculated value (t) of (2.737) was greater than its tabular value (1.833) at the mentioned level. (0.05> 0.031 = Value-P), which indicates that there are positive correlations between the destructive need dimension (X2) and each dimension of the dependent

variable Strategic Foresight (Y) at the level of significance (5%) and (1) %). Based on the results above, it can be concluded that the second sub-hypothesis is accepted.

- **Results of Sub hypothesis 4**

Table 4 shows the results of the correlation relationship between the Proactive Orientation dimension (X4) and each dimension of the strategic foresight (Y). The dimensions are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), Quantitative models (Y4) with calculated values (t) of the mentioned correlation relationships.

Table 4. Results of Sub-hypothesis 4

Dependent variable dimensions / Independent variable dimensions	Strategic Foresight Y	Dimensions of the dependent variable (Strategic Foresight)				Tabulated T	
		Brainstorming Y_1	Future Vision Y_2	Scenario Building Y_3	Quantitative models Y_4		
Proactive Orientation x4	0.855 **	0.836 **	0.843 **	0.773 **	0.774 *	**% 5**	**% 1**
Calculated T	4.946	4.607	4.701	3.655	3.667	**1.833**	**2.821**
P- value T	0.001	0.001	0.001	0.005	0.005	**Degree of confidence**	
Results	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	There is a positive and significant correlation	**% 95**	**% 99**

(*) significant correlation at significance level (0.05)

(**) significant correlation at significance level (0.01)

Table 4 shows a very strong positive correlation relationship with a statistically significant level at the level of significance (1%) between the Proactive Orientation dimension (X4) and the dependent variable strategic foresight (Y) with its four dimensions brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). The value of the Spearman correlation coefficient was (0.855). In addition, the calculated value (t) of the correlation between them, was (4.946) which is greater than the tabular value of (2.821), as well as the significance value (t) was (0.01> 0.009 = Value - P). This indicates the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1). This means that there is a very strong positive correlation between the proactive orientation dimension (X4) and the dependent variable (Y) with its four dimensions. That is, the result is acceptable with a confidence degree of 99%.

The results also show that there are positive correlations with statistically significant at the level of significance (1%) between the proactive orientation dimension (X4) and each dimension of the Strategic Foresight (Y). They are brainstorming (Y1), Future Vision (Y2), Scenario Building (Y3), quantitative models (Y4). This is supported by the calculated values (t) of the correlation relationships, which are respectively (4.607, 4.701, 3.655, 3.667) which is greater than the tabular value (t) of (2.821), as well as the values of (P - Value). The values (0.001, 0.001, 0.005, 0.005) are smaller than the value (= 0.01). This indicates that there are positive correlations between the proactive orientation dimension (X4) and each dimension of the strategic foresight variable (Y), at the significance level (1%). That is, the results are acceptable at a confidence degree of 99%. Based on the results above, it can be said that the first sub-hypothesis is accepted.

V. CONCLUSIONS

The reading of consumer insight plays a key role in improving the strategic foresight and thereby achieving the objectives of companies in general. In addition, it acquires special importance in the administrative and marketing literature by providing marketing managers in organizations with the necessary information for planning and decision making. Which in turn helps to build and develop plans to read customer insight and enhance the strategic foresight, and thus achieve the goals of the research sample organizations. The paper seeks to test the relationship between customer insight and the strategic foresight for marketing managers in Iraqi organizations. The results show that there is a strong and statistically significant correlation between the variable of customer preference and the future outlook variable. The detailed results also show that there is customer insight with all dimensions (customer passion, destroying need, product regeneration, and proactive orientation) and strategic foresight to marketing managers. As a result, the survival and growth of organizations in a competitive environment requires the adoption of customer reading by marketing managers as an effective tool to enhance their competitive position. In order to enhance strategic foresight, organizations should focus on customer passion, the destructive need of customers, product renewal, and proactive orientation as effective tools in this field. On the other hand, the results of this study are intended for future studies interested in developing the operations of the organization and enhancing strategic foresight.

VI. REFERENCES

[1] Adegbile, A., Sarpong, D., & Meissner, D. (2017). Strategic foresight for innovation management: A review and research agenda. *International Journal of Innovation and Technology Management*, *14*(04), 1750019.

[2] Al-Wattar, Y. M. A., Almagtome, A. H., & AL-Shafeay, K. M. (2019). The role of integrating hotel sustainability reporting practices into an Accounting Information System to enhance Hotel Financial Performance: Evidence from Iraq. *African Journal of Hospitality, Tourism and Leisure*, *8*(5), 1-16.

[3] Ali, M. N., Almagtome, A. H., & Hameedi, K. S. (2019). Impact of accounting earnings quality on the going-concern in the Iraqi tourism firms. *African Journal of Hospitality, Tourism and Leisure*, *8*(5), 1-12.

[4] Ali, M. N., Hameedi, K. S., & Almagtome, A. (2019). Does Sustainability Reporting Via Accounting Information System Influence the Investment Decisions in Iraq? *International Journal of Innovation, Creativity and Change*, *9*(9), 294-312.

[5] Almagtome, A., Shaker, A., Al-Fatlawi, Q., & Bekheet, H. (2019). The Integration between Financial Sustainability and Accountability in Higher Education Institutions: An Exploratory Case Study. *International Journal of Innovation, Creativity and Change*, *8*(2), 202-221.

[6] Banfield, L. (2016). Successfully curating long-term goals: Advice and insights from those who practice and use strategic foresight in a Canadian government context.

[7] Callon, C. (2014). *Physiognomy as a Strategy of Persuasion in Early Christian Discourse*.

[8] Edwards, G., & Peruma, J. (2017). Enacting social justice in education through spiritual leadership. *Koers*, *82*(3), 1-14.

[9] FACTM, D. (2018). Simplifying Complexity with Strategic Foresight and Scenario Planning. *OCCASIONAL PAPER*.

[10]Gokhberg, L., Meissner, D., & Sokolov, A. (2016). Deploying foresight for policy and strategy makers. In *Creating Opportunities through Public Policies and Corporate Strategies in Science, Technology and Innovation*: Springer.

[11]Habegger, B. (2010). Strategic foresight in public policy: Reviewing the experiences of the UK, Singapore, and the Netherlands. *Futures*, *42*(1), 49-58.

[12]Hirschowitz, A. (2001). Closing the CRM loop: The 21st century marketer's challenge: Transforming customer insight into customer value. *Journal of Targeting, Measurement and Analysis for Marketing*, *10*(2), 168-178.

[13]Horwitch, M., & Whipple, M. (2014). Leaders who inspire: A 21st-century approach to developing your talent. *Bain & Company, Inc.[Web:] http://www. bain. com/Images/BAIN_BRIEF_Leaders_who_inspire. pdf.[Date of access: 16 Apr 2016]*.

[14]Hossain, K. A. (2015). Leadership qualities for 21st century leaders. *Pearl Journal of Management, Social Science and Humanities*, *1*(1), 18-29.

[15]Hughes, R. L., & Beatty, K. C. (2005). Becoming a strategic leader: your role in your organisations enduring success. In: John Wiley and Sons.

[16]Kuosa, T. (2016). *The evolution of strategic foresight: navigating public policy making*: Routledge.

[17]Laughlin, P. (2014). Holistic customer insight as an engine of growth. *Journal of Direct, Data and Digital Marketing Practice*, *16*(2), 75-79.

[18]Morgan, B. (2016). *The Process of Foreseeing: A Case Study of National Security Strategy Development.* The George Washington University,

[19]Németh, B. (2016). *Strategic Foresight Process-Improvements for the Hungarian Ministry of Defense*. Retrieved from

[20]Pisapia, J. (2009). *The strategic leader: New tactics for a globalizing world*: Iap.

[21]Szpunar, K. K., & Radvansky, G. A. (2016). Cognitive approaches to the study of episodic future thinking. *Quarterly Journal of Experimental Psychology*, *69*(2), 209-216.

[22]Warmuth, D. (2014). Prepare Today to Thrive Tomorrow.

[23]Weigand, K., Flanagan, T., Dye, K., & Jones, P. (2014). Collaborative foresight: Complementing long-horizon strategic planning. *Technological Forecasting and Social Change*, *85*, 134-152.