

Statement of the value of strategic openness in strengthening core capabilities - An analytical study of the opinions of a sample of educational institutions in Iraq

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***Abstract:** This research focused on explaining the role of the value of strategic openness in enhancing the core capabilities, and the aim of answering it was to elucidate the theoretical and philosophical implications of these variables, and this research falls into two main parts: the first part included the research methodology, and theoretical approaches to the research variables and their exclusion, while the second part presented Analytical framework for research hypotheses, conclusions and recommendations. The study sample represented a group of workers in educational institutions in Iraq (University of Baghdad, University of Tikrit, University of Mosul), by examining the influence and correlation relationships between research variables, and the descriptive analytical approach was adopted, as well as selecting a sample of (216) workers. By adopting the questionnaire as a measurement tool, and the data were processed through the statistical program (SPSS) to prove the validity of the research hypotheses related to the influence and correlation between the two research variables, and the use of multiple regression coefficient and correlation coefficient as statistical methods. The most important conclusions reached by the research in the theoretical and field framework, the most important of which is the achievement of a positive moral correlation between the combined strategic openness and the combined core capabilities of the educational institutions under discussion in terms of their variables according to the value of the correlation coefficient at the macro level. Based on the findings of the research, the research presented some recommendations, the most important of which is the need for officials in educational institutions to focus on paying attention to the concept and value of strategic openness.*

***Key words:** strategic openness, core capabilities, educational institutions.*

1. INTRODUCTION

The success of business organizations and their superiority over their competitors is achieved through their ability to survive, adapt and respond quickly to changes in the fast work environment, as well as their exploitation of all actors and beneficiaries in the organization, with the aim of achieving the advantages that secure them superiority over their competitors by meeting the desires and needs of customers, which prompted business organizations To search for unconventional management strategies and philosophies to meet new challenges and rapid developments, among which was the strategic openness as a determining factor to enhance its core capabilities to exploit the knowledge, experience and skills of all stakeholders, keep abreast of changes compared to organizations, and use comprehensive social and material practices in strategic work to create more transparency And work to achieve a rapid response and include a place or space in a highly competitive market in which organizations that are characterized by lightness and speed of response will survive.

Therefore, this research is an attempt to demonstrate the value of strategic openness in enhancing the core capabilities, and the research was framed in the introduction and methodology of the research and two aspects, the first: the theoretical aspect and dealt with the concept of strategic openness and its importance and dimensions, as well as an explanation of the concept of core capabilities, and the second aspect is: the practical side Reliance on the questionnaire form as a means of obtaining and analyzing data and information, and reaching conclusions and proposals.

The first topic: Research methodology

First: the research problem

The success of any organization depends on its ability to keep pace with the continuous changes in the environment in which it operates, especially in today's world that witnesses intense competition, and this requires that the organization possesses skills, capabilities, resources and accumulated experiences that allow it to deal with competitors in the market in the best way, so the organization has become an urgent need for Invest in its available core capabilities, and search for new core capabilities to support its plans and efforts. The research problem is represented by the lack of capacity in educational institutions to confront the capabilities of international universities with regard to core capabilities.

Therefore, through this research, we try to address this problem by relying on strategic openness that focuses on sharing ideas among all stakeholders. Therefore, the problem of this research lies in identifying the statement of the value of strategic openness in enhancing the core capabilities of educational institutions in Iraq. Therefore, raising and reviewing the following questions can contribute to clarifying the contents of the problem:

1. Is there a positive moral correlation between the strategic openness and the core capabilities of educational institutions?
2. Is there a positive and significant impact of strategic openness in enhancing the core capabilities of educational institutions?

Second: The importance of research

The importance of this research lies in the importance of the topics or variables under research, the topic they address, and the chosen location for the research (educational institutions), as this research contributes by proposing theoretical frameworks for the research variables represented by (strategic openness, core capabilities), and the importance of the research is also evident from During:

1. The research provides a practical framework for drawing features of a contemporary model in decision-making, which could be a pioneering attempt by members of higher management in educational institutions to make decisions that fit the nature of the challenges they face in the Iraqi environment in terms of speed and adaptation.
2. Clarifying the concept, importance, goals and foundations of strategic openness and the dimensions of the core capabilities through what researchers have shown, in a way that contributes to building a reliable and solid base that can be practically utilized, in order to provide an opportunity for organizations to continue, grow and develop and avoid risks.
3. Diagnosing the pillars of strategic openness in the field under discussion (educational institutions) and implementing them efficiently with the aim of strengthening the core capabilities.
4. Diagnosing the extent to which the educational institutions under investigation enjoy the essential capabilities.

Third: Research objectives

The main objective of this research can be stated, which is to introduce educational institutions to the research sample of the role that strategic openness plays in improving core capabilities. In addition to the sub-goals, which are as follows:

1. Presenting a practical view of the nature of the relationship and the impact of strategic openness in improving the core capabilities of educational institutions.
2. Helping the educational institutions under discussion by applying the practical framework for the current research variables in them to find out their level of orientation to implement these tools, and then analyze the field reality to arrive at results related to the development of the same orientation.
3. Enhancing the perceptions of educational institutions, the research sample towards the general content of the assumptions from which the research was launched, and presenting this relationship with a hypothetical model aimed at field application to reach the results of hypothesis testing.

Fourth: The default search form

The logical and systematic treatment of the research problem according to its intellectual and theoretical framework and its field contents, requires the development of a hypothetical scheme that is described through the nature of the logical relationship between the variables under study (strategic openness, core capabilities), as well as an explanation of the dimensions of the variables, and what is their impact on educational institutions. Research,

and also to express the results of the research questions raised in the research problem. Figure (1) shows the hypothetical chart that shows the research variables and the relationship and impact between their dimensions.

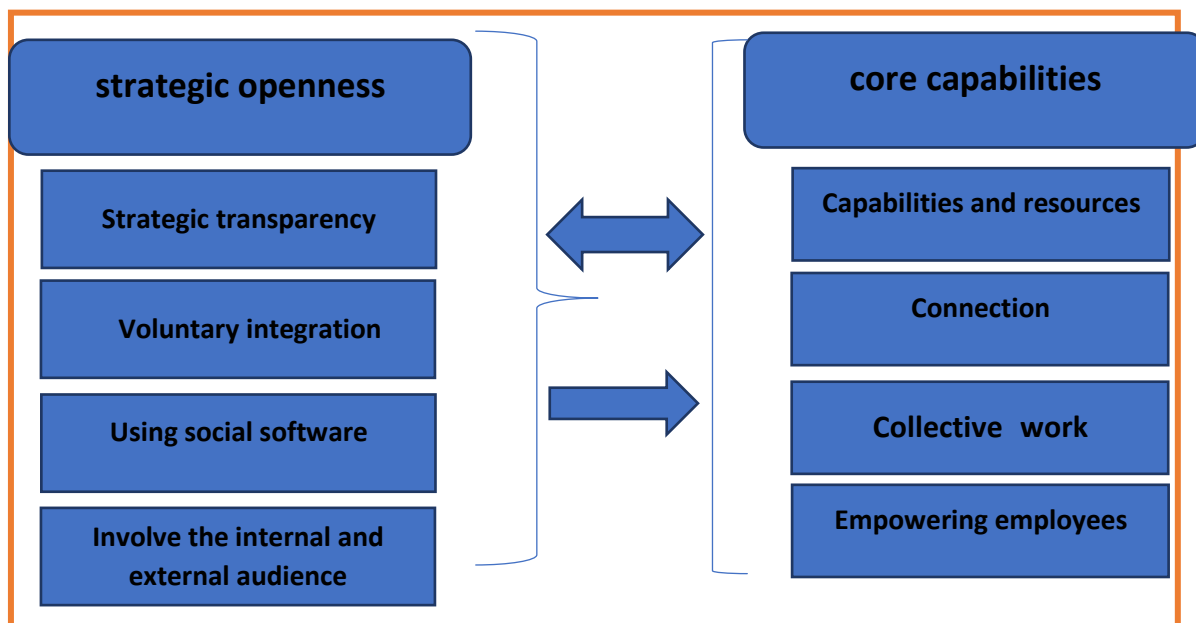


Figure (1) The default search form

Source: Prepared by the researcher

Fifth: Research hypotheses

In light of the details of the research model, the main research hypotheses were identified that were based in their formulation on what corresponds to their aforementioned research questions, and in order to answer and prove this statistical relationship and its ramifications, all of the following hypotheses were determined:

1. The first hypothesis: There is a significant correlation between the strategic openness and the core capabilities in terms of their dimensions at the macro level.
2. The second hypothesis: There is a significant influence of the strategic openness in improving the core capabilities in terms of their dimensions at the macro level.

Sixth: Research methodology

In this research, the researcher relied on the descriptive analytical method, in order to test the research hypotheses, and to determine the correlation and impact relationship between its variables by collecting and analyzing data related to the educational institutions under study. The study used the questionnaire form as the main tool for data collection.

Seventh: the search tool

The process of carrying out research and studies requires the availability of a set of research supplies and tools that are used to collect information and data for the purpose of theoretical rooting, as well as the requirements for data collection in its application

framework, to obtain information and verify the validity of hypotheses. The current research has relied on many researches means in order to complete the tools Research on the practical and theoretical side, as follows:

- 1- The theoretical aspect: the research in preparing its descriptive aspect relied on using what is presented from foreign and Arab references of studies and scientific researches, in addition to theses and university theses, books and conference proceedings obtained from some sources such as libraries that include books, digital libraries and information databases And the World Wide Web of the Internet.
- 2- The field side: The sources of information gathering were represented in this aspect which includes official sources. Official records and documents of educational institutions included the research sample that the researcher could view, and get acquainted with their origin, nature of work, organizational structures, and numbers of their employees.

Eighth: Test the search tool

1. **Measuring outward honesty:** The apparent honesty was tested by presenting the questionnaire to a number of (11) arbitrators, and their opinions were positive regarding the validity of most of the paragraphs, as well as fixing some important observations regarding the need to amend the reformulation of some paragraphs, which helped Evaluating the validity of these paragraphs by making the appropriate correction on them.
2. **The stability test of the questionnaire:** In line with the requirements for access to an efficient questionnaire, this tool has been subjected to the reliability test, which is to ensure that almost the same results are obtained if the questionnaire is re-applied more than once to the same group of individuals under similar conditions, and that means the extent of consistency. In the response of the respondent, if the same questionnaire was applied several times under the same circumstances, the researcher tested the stability of the questionnaire by using the Cronbach Alpha test to calculate the Cronbach alpha coefficient at the level of the overall sample of research and it reached (0.88), then on the level of the study variables i.e. the foundations of strategic openness and reached (0.84), And the core estimates were (0.87), as it was found that the value of the Cronbach alpha coefficient is high and positive.

Ninth: Research limits

1. **Spatial boundaries:** includes the spatial boundaries of research in (educational institutions) as a field of application in Iraq, represented by (University of Baghdad, University of Tikrit, University of Mosul).
2. **Time limits:** The time limits for research include the prescribed period for preparing the research from (6/15/2020) to (1/20/2021).
3. **Objective limits:** represented by (strategic openness, core capabilities).

The second topic: the intellectual framework for research

First: strategic openness

1. The concept of strategic openness

The strategy is defined as the direction and scope of an organization in the long term, through which it is possible to achieve an advantage in a changing environment by creating competencies and resources in order to achieve the expectations of stakeholders. From this definition it can be concluded that the strategic decisions revolve around the direction that the organization will take in the long term, and the scope of activities in The organization, obtaining a competitive advantage, dealing with changes in the business environment, and ensuring that the organization has the full potential for success by building resources and competencies and focusing efforts in meeting the values and expectations of stakeholders (Laura Dobusch et al, 2019: 343). The concept of strategic openness can be viewed as one of the modern strategic methods in terms of implementation and application, which focuses on a group of different practices with the aim of optimizing the energies and innovations resulting from all the parties associated with the organization (Ole Friis, 2015: 6).

Strategic openness is a strategic approach based on social software, expressing that information technology and the contribution of information systems research are fundamental to this emerging concept. There are indeed important calls to build a potential collaboration between IT and researchers in this strategic area, for example a research agenda has been proposed that highlights a number of links with the field of information technology, and the introduction of information technology into strategic work. A number of research questions related to the use of social software to practice strategy indirectly also contribute to the information systems and strategy research agenda, from the perspective of an external and internal actor in an attempt to define the concept of strategic openness (Morton et al, 2016: 7).

Strategic openness is a set of new and different tools and practices that create new and different spaces for developing strategies and challenging the profession of strategy (Laura Dobusch et al, 2019: 348). Strategic openness can be seen as the use of inclusive social material practices in strategic work to create more transparency (Ole Friis, 2015: 2). Morton et al. (2016: 3) indicated that strategic openness is a set of human procedures and practices in the social sciences, and in the organizational and administrative literature, ultimately to focus in-depth practices in the strategic literature.

The emerging concept of openness in strategic practice explores how researchers can bring expertise from open domains in different areas, such as open source, outsourcing, and the wisdom of parties associated with the organization, as cooperation between IT and researchers in the strategic field can encourage research contributions. New in strategic work, and figure (2) shows that (Morton et al, 2016: 3).

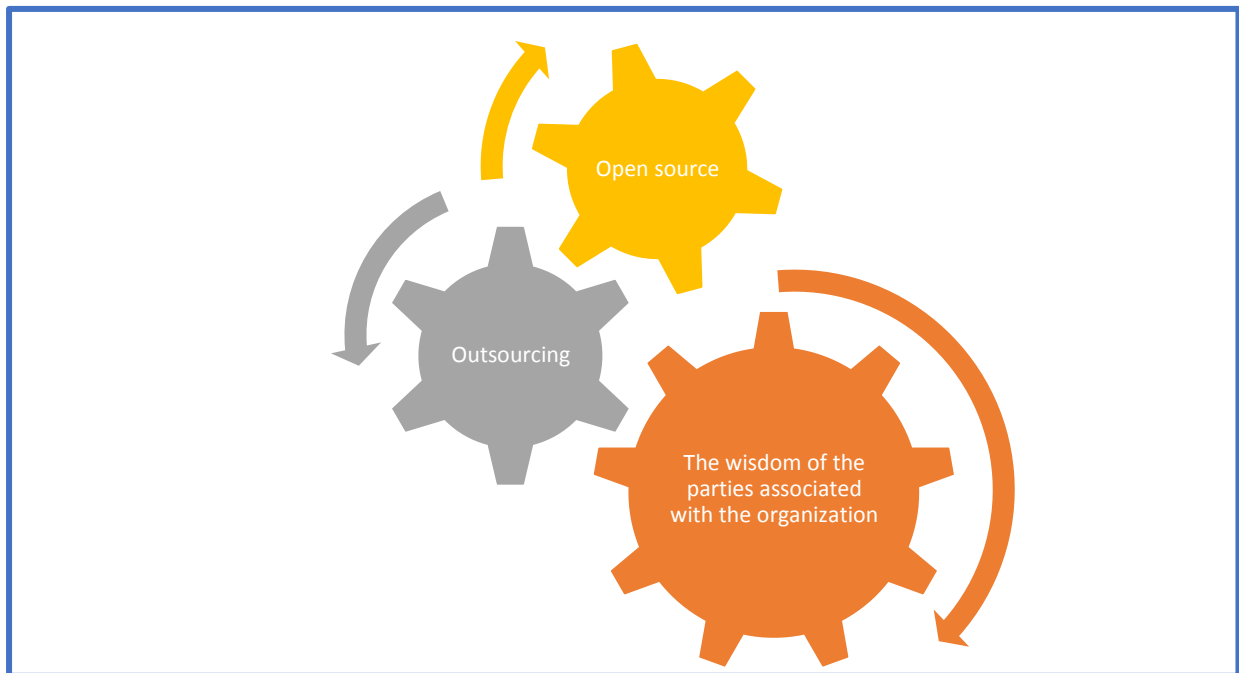


Figure (2) areas for bringing in strategic expertise

Source: Authorized by the researcher (Morton et al, 2016: 3)

The essence of strategic openness challenges traditional strategic thinking, as the traditional strategy concerns the institutional elite, and thus it is surrounded by mystery and secrets. This indicates that the traditional strategy is exclusive and only for a few managers, and it is easier to keep a secret the less information is available and this of course will hinder competitors to imitate the strategy. This, in turn, may constitute a positive point, but at the same time deprives the organization of the energies and capabilities of the rest of the stakeholders, and here lies the idea and essence of the strategic openness work by focusing on transparency in strategic work and sharing opinions with the parties of the organization (Ole Friis, 2015: 6) .

The thinkers of the concept of strategic openness challenge the traditional perspective on strategy-making as it is pursued by an exclusive group at the higher levels of the organization, which often envelops strategic operations in a veil of secrecy. Essentially, openness in strategy making means increased transparency and the range of actors involved at different stages of the strategy-making process. Examples of strategic openness include communicating with strategic transparency through public offerings, voluntary mergers and acquisition announcements, use of social software, as well as engaging a wider internal and external audience in strategic decision-making (Gegenhuber & Dobusch, 2016: 1).

In light of the previous indications regarding the concept of strategic openness, the current study provides its procedural definition as "a set of practices, procedures and foundations used with the aim of generating and improving strategic knowledge of the institutional elite through the participation of stakeholders and all parties associated with the organization by adopting the principle of integration and transparency".

2. The importance of strategic openness

Organizations face intense competition, disruption, and constant change, and this means that organizations face new types of complex tasks, including innovation pressure, high levels of uncertainty, geographic spread, communication, digitalization, and shorter strategic life cycles. The need to improve strategy has therefore long been recognized, and the key to creating and maintaining success is the ability to create effective and innovative strategies. Since the financial crisis in 2008, great emphasis has been placed on saving costs and reducing costs in order to create compatibility with the environment, but this cannot guarantee a long-term competitive advantage. In an attempt to keep pace with, or adapt to, global changes in the environment, strategic openness represents one of the basic approaches to maintaining the competitiveness of the organization (Ole Friis, 2015: 3). Strategic openness can be seen as the use of comprehensive social, materialistic practices in strategic work that creates more transparency. Openness should be understood here as a process, not a final state. The use of inclusive social and physical practices promotes openness in organizations, creates commitment, incorporation of subunit goals, and stirring collective sentiment. But it should not be taken for granted, as there are many challenges to adopting the strategic openness of organizations, especially in the context of the organization's environment and the organizational aspect (Bostrom, 2016: 3).

Strategic work has become more open and more important over the past half century, internally and externally. Internally, by informing the organization with more openness about strategic choices, and even engaging more actors in strategy-making, and externally by consulting more openly about the strategic options of shareholders. Strategic openness includes new and different tools and practices that create new and different spaces for developing strategies and challenging the profession of strategy, and enhances the use of specific social material practices, and openness in organizations creates commitment and integration of the objectives of the sub-unit and collective sensing industry. The importance of strategic openness can be summarized through: (Gegenhuber & Dobusch, 2016: 2)

- ❖ Implementing more transparency inside and outside organizations, and more inclusion of various actors, internally and externally.
- ❖ The benefits of implementing strategic decisions increase when more actors participate in implementing or influencing the strategic outcome.
- ❖ The strategic openness increases the internal and external audience's understanding of the organization's strategy and its commitment to it.
- ❖ Including more actors in strategic decision-making allows organizations to benefit from the actors' distributed knowledge and to identify useful inputs.
- ❖ Disclosure of strategic information as a tool for self-enhancement and the formation of the organization's reputation.
- ❖ Openness can be used in mergers and acquisitions announcements to convince investors and analysts.

3. The foundations of strategic openness

Strategic openness is based on a set of basic pillars by focusing on transparency in strategic work, sharing opinions with the organization's parties, and using social means and software to exchange dialogue and different views and effectively participate in all internal

and external bodies of the organization. The foundations of strategic openness can be identified as follows: (Gegenhuber & Dobusch, 2016: 1)

A. Strategic transparency

Strategic transparency is one of the basic pillars of strategic openness, and it is a business philosophy that focuses on preventing wrong practices in strategic work through concerted efforts, adequate support and commitment at all administrative levels. Clarifying the controls of the proposed strategy and interacting with all parties associated with the organization in order to evaluate and evaluate the strategy before implementing it. It exercises transparency in organizations, institutions, departments, and communities, and directs decisions and policies of the organization regarding the disclosure of information to its employees and the public, or simply the recipient of the information (Perotti & Thadden, 2013: 19).

When stressing the importance of transparency and strategic accountability for the wider community and policymakers, it is important to consider the constraints and drivers that drive corporate performance in different business systems (Eldomiaty & Choi, 2004: 9). Strategic transparency means making the matter clear and transparent, away from ambiguity and ambiguity, and does not need anyone to explain it, while fulfilling its conditions and my agencies: (Moretti, 2012: 25)

- ❖ Clarity of procedures and legislation.
- ❖ Clarity, flexibility and sophistication of its language.
- ❖ Ease of control over procedures and decisions in order to quickly correct deviations.
- ❖ Opening channels of communication between stakeholders and officials.

Information transparency has become more important and efficient, and it tends to have two types of effects: The first allows organizations to receive accurate information to choose appropriate strategies for the market and improve profit with a positive effect, however it may also affect the degree of correlation between the strategies of all the organization. In order to maintain transparency, governance must ensure that the information disclosed is meaningful, relevant and reliable (BOUAZIZ & AOURIK, 2018: 2).

B. Voluntary integration

In order for new information to be understood and applied, it must be carefully combined (strategically integrated) with what the strategic manager already knows and understands to produce a skill that is more generalizable and of a higher rank. Combining new information with existing knowledge increases the likelihood that new information is understood at a deeper level. But it needs to be done strategically and to clarify the important links so that the new information is not confused with what the strategic manager already knows. Once the strategic managers can hear the voices of the various parties, the organization will increase the acquired strategic skills, and these skills can be combined to identify strategic opportunities (Mulholland Eric, 2018: 5).

Promoting integration in the organization is done by informing employees about the new organization and clarifying the vision and strategy of the top management and its mission and what it wants to achieve and its accomplishments, and not letting employees receive the news of the organization from outside, and integration in organizations is enhanced through open

dialogue and direct contact with employees and knowledge of their ideas and aspirations (Savage et al, 2011: 21).

Integration is the gradual collection and transformation of independent strategic information of business organizations into information useful to all parties in the organization. Strategic integration is an important element in the process of improving organizational performance because it facilitates the continuous alignment of business strategies in the ever-changing business environment, and organizations use strategic integration to face the consequences of predictable shifts. Unpredictable challenges that are bound to occur at different levels of business operations. Business strategies, organizations' strategies, and career strategies are the three main levels of strategies adopted by organizations that seek systemic integration for the purposes of creating sustainable competitiveness (Mulholland Eric, 2018: 8).

C. Using social software

The phenomenon of strategic openness has become the focus of attention of scholars and practitioners in recent years in particular, there has been a focus on how social software can facilitate the participation of a wider group of stakeholders in the generation of strategic content and knowledge, and in the actual practice of the strategy. In addition, social software is used in organizations for communication and transparency about strategy, for example through increased blogging by senior management on strategic directions. The research can concretely emphasize one of these areas, or it can take into account the dynamics of multiple viewpoints, and this phenomenon has been classified as "open strategy" or "strategic openness." To reflect the enabling transformation of social software in how strategies are developed in organizations, a wider range of internal and external actors are included, and the transparency of procedures increases and this can benefit the organization and its associated parties. Information systems researchers have noted that information technology is very useful in disseminating basic concepts of strategic openness, given that open phenomena in strategy, and the role of social software in enabling temporal forms of openness in strategizing, are receiving increasing attention in the field of information systems (Morton et al 2016: 6).

Social software can include a set of visual communication tools such as digital screens, videos, and technical internal pages that create great communication and make the employee aware of the general policies and strategies of the administration, the organization's news and activities, as well as the employees' news and their successes. It is not enough to provide employees with information but motivate them, for example some organizations apply quotes and phrases in the motivational work environment (Hargie, O. 2016: 15-16).

D. Involve the internal and external audience

Involving the internal and external public is communication and partnership within and outside the organization and its audiences such as: employees and stakeholders, contractors, shareholders, suppliers, society, employees, customers, and all beneficiaries, and it aims to influence the behavior of the workforce by informing them and engaging them in achieving the aspirations of the organization, and overcoming the challenges it faces, it also aims to encourage employees to participate for continuous improvement. Among the mistakes

practiced in the departments of organizational communication and public relations in the public and private sectors is focusing on the external audience and neglecting the internal public, as internal communication is no less important than external communication, as employees are ambassadors of the organization and the brand, and they have a great influence in creating appropriate strategies and a good impression of the organization and taking over Sectors and companies are important for internal communication for its role in creating job satisfaction with the organization, its policies, interaction and integration with its programs, as employees are ambassadors of the organization and it is necessary to pay attention to their individual needs, respect and accept them in the strategic work environment (Arakji & Lang, 2010: 2-3).

Before communicating with the internal audience, it is necessary to research the reality of internal communication in the organization and to know the strengths, weaknesses, opportunities, and challenges to get a clearer picture of the reality of communicating with the internal audience, then start designing a plan for internal communication that includes the goals that you want to achieve, and ways to communicate with The internal audience and the information you want to communicate to the employees (Wang Chao, 2020: 2).

Second: core capabilities

1. The concept of core capabilities

The term intrinsic capabilities is relatively recent despite its fame and spread today in the field of organization management, as it appeared in the early 1990s by writers Prahalad & Hamel in the article published in the Harvard Business Review and the article was titled The core competence of the corporation (Ljungquist, 2017:396).

Core capabilities Group learning skills set in organizations, especially in how to coordinate various production skills and integrate multiple tracks of technology (Danneels, 2014: 1098). He indicated (Bontis & Fitz, 2012: 224) that core capabilities are a technical or administrative subsystem, integrating technology, processes, resources and diverse knowledge to provide products and services that give the organization a permanent and unique competitive advantage. And (Schreyögg & Kliesch, 2017: 915) that the core capabilities are the resources and capabilities that the organization possesses, which serve as a source of competitive advantage for the organization and make it superior to its competitors.

Core capabilities are the unique resources and forces that an organization takes into consideration when formulating its strategy (McEvily & Chakravarthy, 2018: 288). He explained (Zhang, 2016: 47) that the core capabilities are the integration of capabilities and cumulative knowledge such as technologies, management, etc. which are important for companies to gain competitive advantage (????????????).

The researcher pointed out that the core capabilities are the capabilities, resources and skills of the organization, which through optimal investment and coordination among them can achieve superiority over competitors in the long run.

2. The importance of core capabilities

The success of any organization depends on its ability to keep pace with the continuous changes in the environment in which it operates, especially in today's world that witnesses intense competition, and this requires that the organization possesses skills, capabilities, resources and accumulated experiences that allow it to deal with competitors in the market in the best way, so the organization has become an urgent need for Invest in its available core capabilities, and search for new core capabilities to support its plans and efforts. Hence, essential capabilities have been linked to successful and effective organizational changes in industrial organizations, and it has become imperative for the organization to harness the best and maximum of its core capabilities in order to reach a state of stability first, and then compete and overcome others by investing what is available to it of capabilities and what it can provide So (Hirindu Kawshala, 2017: 329).

core capabilities They are the resources, capabilities, and capabilities that an organization possesses and that give it a competitive advantage that makes it superior to its competitors.

Core capabilities are characterized by four main characteristics: (Hai & Wen, 2011: 5740)

- a. Scarcity: it is limited to a few organizations.
- b. Difficulty of imitation: that is, competing organizations cannot copy it.
- c. Non-exchangeable: that is, it has no equivalent or substitute to replace it.
- d. High value: that is, it is very expensive to obtain compared to the organizations that already own it.

3. Dimensions of core capabilities:

A. Capabilities and resources

They are all assets, capabilities, organizational processes, organizational skills and characteristics, information, and knowledge. They may be tangible, such as machines, funds, buildings, or intangible, such as the organization's reputation, brand name in the market, its mental image with the public, patents, technical and marketing skills (Ambrosini, 2019: 30).

As a whole, the capabilities of an organization represent a set of skills, knowledge, resources and technologies. They are less tangible than resources and result from the organization's resources, internal systems and skills (Capaldo, 2016: 432).

B. Connection

Communication is defined as the process of interaction that occurs when a person or entity (the sender) converts a message, and another party (the receiver) responds to it to the satisfaction of the sender. Communication is a process by which we try to send / communicate our thoughts, opinions, desires, and feelings to others (Hirindu Kawshala, 2017: 331).

It is an administrative function related to the nature of the individual work of planning, organizing, directing and controlling, and communication consists of two parties: one side communicates the directives and instructions, and the other party receives them and acts accordingly (Chen HM, 2010: 679).

So are the procedures by which the sender – an individual, group or organization – transmits some information – a message – to the future – an individual, group or organization. It goes without saying that written and spoken communication skills are crucial

in business and personal life. Managers and leaders in particular must have effective communications.

C. the work Collective

Teamwork is defined as the existence of a group of individuals whose primary goal is to share information and make decisions that help each of them perform their work in their own field. It occurs when team members coexist to the point where they reach collective responsibility for goal achievement. It is also an affirmation of the team spirit and teamwork. This means team spirit dominating the spirit of individuality (Hai & Wen, 2011: 5741).

Many organizations have realized the need to work in a team spirit in order for the worker to become an effective member of the work group. For example, Toyota spends many hours training its workers so that each of them listens to the other and cooperate with him (Zhang, 2016: 47).

The Japanese have succeeded in building teams that try, through teamwork, to design a method that achieves goals without resorting to individual solutions that may not be successful or have limited returns. Team work creates a state of collective interest in the process, which strengthens the collective spirit and attention to duties and work.

D. Empowering employees

Empowerment means providing people with freedom to successfully do what they want to do, rather than giving them instructions to do so, meaning that managers who empower employees reduce the controls, restrictions, and limits for them instead of motivating and directing their behavior using a push strategy. And influence techniques here are using a pull strategy, where managers focus on the ways in which a work case can be designed so that it activates and provides self-encouragement to workers, as workers accomplish tasks because of intrinsic attraction to them, and not because of an external reward system or leverage (Danneels, 2014: 1098).

Third: The theoretical relationship between research variables

Strategic openness is a new model for strategic business management in which the creative energy of large numbers of people is coordinated (usually with the help of the Internet), often without a traditional hierarchical organization or financial compensation, this means that the strategy changes from competitive strategy (positioning) to meta-communicative strategies (persuasion) And community creation), and value creation is achieved through adopting strategic openness, as a distinction is made between reaching the value generation process (policy) and creating value (the value chain). Value creation is through new technologies that allow building and generating ideas and collecting information in digital form, The core techniques for value creation are user-based platforms and forums, question-oriented and user-generated knowledge platform, blogs, workflow management and visualization tools, such as organization resource planning, process mapping tools, and together they allow us to structure the processes of creating policy and value, by promoting ideas. Deliberations and opinions, i.e. commenting, discussion, cooperation, value generation and accountability, through data analysis to control processes (Laura et al, 2019: 343). Ideas can complement between strategic openness and core capabilities, as the two focus on generating and enhancing value, and this is what was indicated by (Emrah Tokgöz, 2017, 7).

Openness is not an end in itself, but it is pursued with the intention of achieving certain effects. At the organizational level, strategic openness means that research organizations choose and implement forms of openness purposefully in order to achieve specific goals of the organization, and how the potential of strategic openness can be used to promote innovation and strategic science and progress. Concrete recommendations for action, the strategic openness enables the disclosure of the opportunities available to the parties directly related to the organization and work to exploit them in the best way. We note that there is a close relationship between the essence of the concept of strategic openness and the discovery and exploitation of opportunities, which are the most important dimensions of marketing prowess (Daniel Dietrich, 2011).

The third topic, the practical framework for research

First: Diagnosis of research variables

1. Describe and diagnose strategic openness

Table (1) shows a summary of the pillars of strategic openness, where the rate of general agreement on the pillars of strategic openness was (78.9%), meaning that the individuals interviewed had their opinions in educational institutions emphasized that educational institutions use strategic openness in terms of their foundations. Negative responses represented (6.4%), and the percentage of respondents whose opinions did not have an opinion or whose answer was neutral represented (14.7%). The preliminary analysis of the responses of the individuals interviewed confirmed the strategic achievements of all educational institutions. My calculation has a value (3.99), a standard deviation (0.87), and a coefficient of variation (0.217). The importance of describing the foundations of the strategic openness can be arranged as follows:

- A. It contributed to the positive of this variable, which is strategic transparency, as it came in an agreement rate of (81.1%) in the first place, and a mean of (4.00).
- B. The voluntary merger came in second place with an agreement of (80.7%), and a mean of (4.01).
- C. Public participation came in third place, with the degree of agreement (79.4%), and an arithmetic mean of (3.96).
- D. Finally, the use of social programs came with the degree of agreement (75.6%), and an arithmetic mean of (3.97).

Table (1) Summary of the pillars of strategic openness

Pillars of strategic openness	Totally agree, agree	neutral	Do not agree, do not completely agree	Arithmetic mean	standard deviation	Coefficient of variation
Strategic transparency	81.1	11.5	7.4	4.00	0.89	0.22
Voluntary integration	80.7	14.2	5.1	4.01	0.88	0.21

Use of social programs	75.6	18.8	5.6	3.97	0.87	0.22
Engage the audience	79.4	13.7	6.8	3.96	0.81	0.20
General Average	78.9	14.7	6.4	3.99	0.87	0.217

Source: Prepared by the researcher based on the outputs of the statistical program.

2. Description and diagnosis of core capabilities

Table (2) shows a summary of the dimensions of the core capabilities, where the general agreement rate for the dimensions of the core capabilities was (78.3%). That is, the interviewed individuals have their opinions in the Cork company. Their answers in the negative direction represented a percentage (6.3%), and the percentage of the respondents constituted their opinions who did not have an opinion or their answer was neutral (15.4%). Arithmetic of (3.99), a standard deviation (0.86), and the coefficient of variation (0.215). The importance can be arranged to describe the dimensions of the core capabilities represented by its dimensions and diagnose them in terms of the degree of agreement.

- A. It contributed to the positivity of this variable after empowering workers, as it came at an agreement rate of (82%), meaning it came first.
- B. The call came in second place, with an agreement of 79%.
- C. Collective action came in third place, with an agreement of (78.5%).
- D. capabilities and resources came in fourth place, with the degree of agreement (75.9%).

Table (2) a summary of the dimensions of the core capabilities

Dimensions of core capabilities	Totally agree, agree	neutral	Do not agree, do not completely agree	Arithmetic mean	standard deviation	Coefficient of variation
Capabilities and resources	75.9	18.8	5.3	4.02	0.89	0.22
Connection	79	14.8	6.2	4.00	0.87	0.21
work Collective	78.5	15.1	6.4	3.94	0.88	0.22
Empowering employees	82	12.3	5.7	4.03	0.80	0.19
General Average	78.3	15.4	6.3	3.99	0.86	0.215

Source: Prepared by the researcher based on the outputs of the statistical program.

Second: Test the research hypotheses

1. The first hypothesis test: as it states (there is a positive moral correlation between the strategic openness and the core capabilities in terms of their dimensions at the overall level). Table (3) shows the results of the correlation test related to this hypothesis.

Table (3) the results of the correlation test

The explanatory variable	strategic openness
The transponder variable	
core capabilities	0.66*

*P ≤ 0.05

N= 216

Table (3) indicates the existence of a significant and positive correlation between the pillars of strategic openness combined and the combined core capabilities, as the total index value of the correlation coefficient reached (* 0.66), at a significant level (0.05), which is evidence of the existence of the relationship between these two variables. The result is that the more the educational institutions under discussion increase their interest in the combined strategic openness pillars, they contribute to enhancing the core capabilities by maximizing the effectiveness of these pillars, improving the core capabilities presented and delivering them in a timely manner and with sufficient flexibility, and based on the results of the statistical analysis results. The first main hypothesis on the level of educational institutions.

2. Test the second hypothesis: which states (there is a significant effect of the strategic openness in improving the core capabilities, in terms of their dimensions at the macro level).

Table (4) illustrates this effect as follows:

Table (4) the impact of the combined pillars of strategic openness on core capabilities

The explanatory variable	strategic openness			F
	β0	β1	R ²	
The transponder variable				
core capabilities	0.683	0.698 (11.102)*	0.46	90.08

* P ≤ 0.05

N=216

D.F=1. 214

Denotes the calculated T value (*)

Table (4) for regression analysis shows that there is a positive significant effect of the pillars of strategic openness combined as explanatory variables in the core capabilities combined as a responding variable, as the calculated value of (F) reached (90.08), which is greater than its tabular value at two degrees of freedom (1, 224), and with a significant level (0.05), and the determination coefficient (R2) reached (0.46), which means that (46%), of the differences explained in the combined core capabilities are due to the combined effect of the pillars of strategic openness. The increase in interest in the pillars of strategic openness in one unit leads to a change of (0.698) in the core capabilities, and the coefficient (0) means achieves the core capabilities, regardless of the effectiveness of the strategic openness pillars, and from the follow-up of the (t) calculated (* 11.102), and we find that it is a moral value and greater than its tabular value at a level of significance (0.05) and two degrees of freedom (1, 214), thus accepting the second main hypothesis which states that: (There is a moral effect

of the pillars of strategic openness together In the combined core capabilities of the educational institutions under discussion).

The fourth topic: conclusions and recommendations

First: the conclusions

The research first tried to base its data on the theoretical framework on which the pioneers' propositions in management thought and the field of marketing management were based and the intellectual and philosophical concepts it contained, and were employed in a scientific context to be an intellectual model and a starting point for subsequent studies.

1. The existence of a positive moral correlation between the pillars of the strategic openness combined and the combined core capabilities of the educational institutions under consideration in terms of their variables according to the value of the correlation coefficient at the aggregate level.
2. The existence of a positive moral influence of the pillars of strategic openness combined in the combined core capabilities, which indicates that the increased interest of the management of educational institutions under discussion in the pillars of strategic openness combined will contribute to improving the core capabilities.
3. Strategic openness is a group of new and different foundations and practices that create new and different spaces for developing strategies and challenging the profession of strategy.
4. Strategic openness can be seen as the use of comprehensive material social practices in strategic work that creates more transparency, and thus the achievement of core capabilities.
5. The concept of strategic openness can be viewed as one of the modern strategic methods in terms of implementation and application, which focuses on a group of different practices with the aim of enhancing the core capabilities.

Second: Recommendations

Based on these conclusions, the researcher puts a set of recommendations and puts them in the hands of those concerned in those educational institutions and researchers, in the hope that they will find sufficient and appropriate attention, to achieve the desired purpose of this research, and recommendations include:

1. The need for management in educational institutions to realize the importance of strategic openness in organizations and its direct impact on core capabilities, as the absence of that interest will lead to the loss of valuable opportunities for organizations to achieve their goals of growth, expansion, survival and excellence.
2. The necessity of directing the attention of leaders in educational institutions to the interest in studying and strengthening the core capabilities continuously. It is described as a working philosophy of leaders in the management of educational institutions and the need for their direct focus on the customer.
3. Work to develop and build new core capabilities to raise the level of performance of educational institutions by identifying the most important resources, capabilities and appropriate communication processes, and cooperating in achieving this with all

employees of the organization by supporting and encouraging teamwork that would avoid the organization from occurring problems and help to take Appropriate decisions about organization development and making changes in it help achieve great successes for the organization.

4. The necessity to focus on giving job opportunities and priority to workers, especially in administrative positions on the basis of competence and skill, and not on any other considerations.

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