



THE STRATEGIC LENS AND ITS IMPACT ON ACHIEVING STRATEGIC APPLIED RESEARCH IN UR ENGINEERING INDUSTRIES / IRAQ

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| Article history: | Abstract: |
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| Received: November 11 th 2021 Accepted: December 11 th 2021 Published: January 26 th 2022 | The research aims to formulate strategic plans in Ur Engineering Industries, according to the holistic view emphasized by the strategic lenses. The research community included a group of employees at Ur Company for Engineering Industries in Dhi Qar Governorate, and their number was (96). Their views were surveyed through a questionnaire form. The research was based on two main hypotheses, and sub-hypotheses are branched from them that represent the relationships of correlation and influence between the variables. The electronic questionnaire prepared according to the five-year Likert scale was used in data collection, and the descriptive and analytical approach was used in the presentation and analysis of data. The data was also processed and analyzed using the program (SPSS.v20), and the research reached several results, the most important of which is the strategic lenses that increase the sobriety of the proposed solutions and provide more strategic options appropriate to the environment of Or Engineering Industries and its organizational reality. |

Keywords:

INTRODUCTION:

The strategic lens is one of the contemporary strategic approaches that strategists rely on to deal with problems and challenges inside and outside the organization. For rapid response in a competitive environment whose main engine is strategic Entrepreneurial at work, which is the result of several internal and external influential factors related to organizations and individuals, including intelligent intelligence that simulates the aspirations of customers and achieves superiority over competitors, and what distinguishes the strategic lens is the diverse and integrative view, based on the approach and direction Moaser analyzes the organization's strategy from multiple perspectives and moves away from individualism and unilateralism in solving the problems facing the work of organizations, and this is the core of the work of the pioneering organizations that have taken the diversity of sources of ideas and the multiplicity of assets of workers as their main source to reach the achievement of organizational creativity that interacts with environments characterized by continuous change, where the focus of This change of individuals inside and outside organizations, including They possess the thinking and behavior that determines their directions, so the organizations will invest these

intellectual energies bearing the character of Entrepreneurial through support and motivation to reach the specific goals.

Research problem:-

The fluctuations in the Iraqi reality require the organizations working within this environment to develop comprehensive and accurate strategies according to the principle of the strategic lens that enables them to move at a steady pace in light of these fluctuations, and Ur Engineering Industries was chosen as one of the sectors operating within this environment, as This company works in industries that all sectors need, which poses a great challenge to it to work and interact with competitors to meet the needs of customers, which made this company work according to the strategic lens to achieve Entrepreneurial with a strategic orientation. In this regard, the researcher raises some questions that can be Through which the research problem appears clearly, the first question is the availability of the strategic lens variable in the company understudy? The second question: does the strategic lens affect the achievement of Entrepreneurial status in Ur company?

research assumes



The research was based on two main hypotheses, the first to show the correlation relationship and the second to measure the effect relationship, as follows:

The first main hypothesis (H1): There is a significant correlation between the strategic lens and strategic Entrepreneurial.

The following sub-hypotheses derive from it

The first sub-hypothesis: (H1a) There is a significant correlation between the design lens and strategic Entrepreneurial.

Second sub-hypothesis (H1b): There is a significant correlation between the lens of experience and strategic Entrepreneurial.

The third sub-hypothesis: (H1c) There is a significant correlation between the lens of ideas and strategic Entrepreneurial.

Fourth sub-hypothesis: (H1d) There is a significant correlation between the discourse lens and strategic Entrepreneurial.

The second main hypothesis:- (2H) The strategic lens positively and morally affects strategic Entrepreneurial.

Sub-hypotheses are divided into:

The first sub-hypothesis (H2a): The designed lens has a significant effect on strategic Entrepreneurial

The second sub-hypothesis: (H2b) the experience lens has a significant effect on strategic Entrepreneurial

The third sub-hypothesis (H2c): The ideation lens has a significant effect on strategic entrepreneurship.

Fourth sub-hypothesis (H2d): The discourse lens has a significant effect on strategic Entrepreneurial.

The concept of strategic lens:-

The concept of the strategic lens emerged as a result of the diligent search of researchers for a method to diagnose and address problems and challenges inside and outside the organization, in a way that ensures an integrated vision of the opportunities and challenges it faces; In their 2008 book, (Exploring Corporate Strategy) (Johnson, Whittington & Scholes) presented the concept of strategic lenses with its four dimensions (design, experience, diversity of ideas, discourse) as perspectives that help organization leaders in making strategy from a comprehensive perspective (Al-Khafaji, 2019: 43). And recent developments have reinforced a shift in the practice of strategic management by focusing on social practices that constitute many strategies, where a strategy is built through small practices, performed by various individuals (strategy practitioners) inside or outside the organization (2014:293) Dorset. Dameron), and these rapid developments have given the strategic lens exceptional importance to organizations, in addition to being one of the modern contemporary concepts in the management literature (Al-Janabi, 2019: 32), and the concept of

strategic lenses is represented in four different ways of looking at issues of strategic development for the organization, And avoid approaching strategic problems from one perspective, but rather looking at the problems in different ways to develop new and diverse solutions (Johnson, et al., 2014:174), and therefore it is a concept that focuses On the strategy, as it is formed by a group of well-informed actors, who present various propositions that contribute to the consolidation of the foundations of strategic directions.

Dimensions of the strategic lens:-

(Johnson, et al., 2008), according to his model, presented the strategic lens through four important dimensions that represent the integrated view of organizational strategies. 2021: 58) (Lówstedt, 2012: 7-5) (Johnson, et al., 2008, 19-20). The dimensions of this model are as follows:

Design lens: The designed lens has the advantage of adopting rational analysis and making decisions accordingly, due to its overt commitment to improving the performance of organizations, and tends to be very formal, and strategy is the result of a toxic planning process and the most important role in this is for senior management (Fuertes, et al. 10:10, it is a rational analysis that matters, not emotion or intuition; however, this commitment can sometimes stifle creativity, as overconfidence in rational analysis often creates inappropriate decision-making props that defend The utopia of the mind is against the realism of the experience, because "the utopia of the mind" is a theory of how the tools of strategy are used, while the "fact of experience" is the actual use of strategic tools by managers (Jarzabkowski & Kaplan 2015: 1

Experience lens: A good strategy is a coherent set of analyses, policies, arguments, and actions that respond to high-risk challenges (Fuertes, et al., 2020: 3). And ways of doing things, and this is consistent with the definition of experience presented by (Quinones, et al., 2001: 2) as either the period that the individual spent in a particular job (the duration of the job), or the number of times a particular task was performed and the individual gained from during his experience; So the lens of experience focuses less on rationality than the lens of design, and sets low expectations about innovation and change; Legitimacy is also important. The emphasis is on personal experience, routine, and organizational culture rather than the simple appeal of rational analysis (Paula&Sarah2015:542), History and culture are important components that influence strategy. Therefore, the choices that managers make do not always reflect the best option available, but instead represent a satisfactory solution; Moreover, past experiences and cognitive bias may lead managers to



prefer some options over others, although they may not be ideal, and this summarizes the cognitive basis for managers of contemporary organizations, with they are greatly influenced by patterns learned from the past (16: Nayron, 2015): Here, strategies are not based on clear analysis but rather on assumptions that are accepted and ways of doing things that are included in the culture of organizations (Johnson, et al., 2008: 19). The formulation of the strategy according to their accumulated experience, which qualifies them to participate individually or collectively, which allows the organization on which the strategy is built to reveal the current and future opportunities on which the organization's strategy is built (Cornelissen & Clarke, 2010: 542)

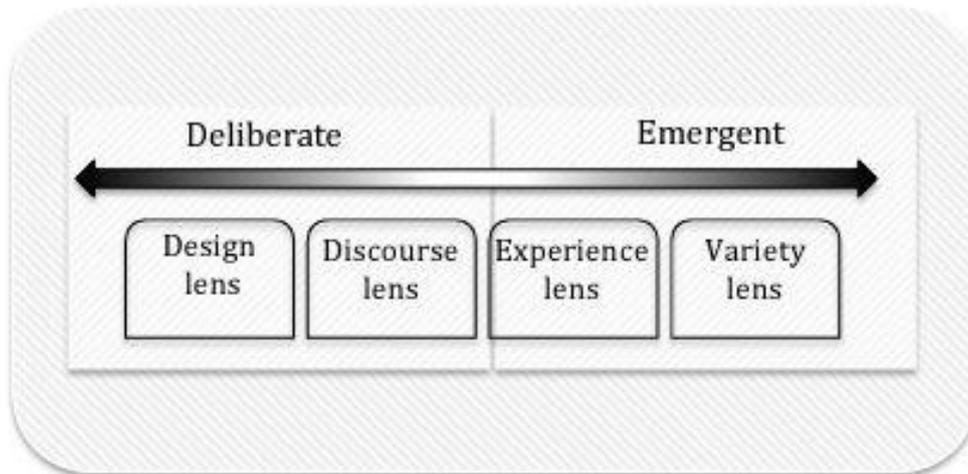
The lens of the diversity of ideas: the previous lenses of creativity did not attach much importance, the design lens is described as inflexible, its orders are from top to bottom; While the lens of experience builds a lot on the past, the lens of ideas emphasizes the importance of promoting diversity within and around organizations, which can generate unique ideas. The strategy is seen as not so much planned from the top as it is emerging from within and around organizations, where individuals respond to an unplanned environment. Confirmed and changing with a variety of initiatives (Johnson, et al., 2008: 20-21), for the ideas and cultures of others to grow intellectually, spiritually, and emotionally (Maryville, 2009: 7) and this indicates that the prepared strategy is the product of interaction with the systemic society the broadest; This perception allows us to see that there is no purely "top-down" strategy because the organizational community needs to be involved, nor a purely "bottom-up" strategy because ultimately the leaders of the organization will at least participate invalidating the new path (Paula, 2007: 987) The extent to which design and experience lenses help explain creativity is somewhat limited. In contrast, the diversity of ideas lens emphasizes creativity and change, placing a low value on rational analysis and tending to give it little importance in the organization, and its view of strategy. It arises from a variety of ideas that stem from different levels within and around organizations, and confirms (Löwstedt, 2012: 21) by saying that leaders' awareness of organizational change is most often associated with

specific individuals and not with basic organizational justifications; This emphasizes the importance of diversity of ideas rather than specific organizational procedures; Which directs us to consider a wide range of actors involved in making the strategy and is not limited to senior management, and to emphasize the participation of managers of different organizational levels and external parties dealing with the organization (Jarzabkowski & Kaplan, 2015:7)

Lens language: (discourse) "is a set of interconnected texts and practices that systematically constitute the goal about which the sender is talking" (Hardy & Thomas, 2010: 8). Others or follow up on strategic decisions that have clear and precise procedures that include both directed speech and written text, for the parties that deal with the organization internally and externally (Al-Khafaji, 2019: 69). Since decisions, practices, strong policies and the language of strategy for organizations depend on professionalism and pluralism, this requires the correct and convincing language of dialogue, which directs negotiation paths in the right direction, and increases interaction between senior management and workers in the organization (Pascuci, et al., 2017: 3). Discussing the strategy in meetings, with the help of the physical means embodied in the strategic work, such as whiteboards and flipcharts, written as formal plans, explained in annual reports and media releases, presented on slides, and communicated to employees; In addition to this, spatial arrangements such as halls and places where official meetings take place (Balogun, et al., 2014: 4), and the lens of language emphasizes the discursive style as essential in the strategy, and at the same time enhances the legitimacy of the leaders of organizations; However, despite this importance of legitimacy, it can work against both objective rationality and organizational creativity (Johnson, et al., 2008: 42). On the effects of the strategic discourse lens in the organization through Figure (1) and as indicated by (Johnson, et al., 2014: 181-182) and as follows:

Through the presented strategic lenses, its overall view and assumptions about the organization, and its importance for senior management in guiding its decisions, the following figure shows the nature of the decisions that these lenses help take.

Figure (1) The directions of the strategic lens in decision-making



Source: Nayron. Bittencourt,(2015), Strategy in Born Global enterprises in a peripheral region of Sweden, Master thesis, Umea School of Business and Economics, p21.

Therefore, decisions are deliberate and deliberate concerning the lenses of design and discourse, which are based on a great deal of rational analysis, and emphasize control and order, while the other lenses represented by experience and diversity, in which challenges and ideas are raised, and their decisions are urgent and characterized by speed.

The concept of strategic Entrepreneurial:-

The subject of strategic entrepreneurship is an attempt to understand the organization's ability to achieve success and sustain its competitive advantage by responding to specific environmental changes. Creatively innovators and creators (Al-Mamouri, 2021: 241). Several writers and researchers referred to several concepts of strategic Entrepreneurial and did not agree on a single concept of the term, as (Basso, 2007:1) defined it as the organization's efforts concurrently directed towards both investing the current competitive advantage and discovering future innovations that form a base for future competitive advantages and adds (Casson, 2002:3), the mechanism enables the organization to enhance its response to change and increase the desire to take risks and engage in creative decision-making, and (Kimuli, 2011:26) also indicates that it is that behavior that seeks to evaluate opportunities and design strategies capable of exploiting those opportunities. Whereas (Davidsson, 2003:5) indicates that strategic Entrepreneurial is those processes associated with several concepts, which are investment and expansion of opportunities in the market and the presence of new resources and integration between resources, customers, and markets. And innovation, creativity, and modernization that occur inside and outside the organization and the

ability to make rapid changes, and adds (Lida, 2006:20) as a term given to the sustainability of success and not only success. That is, maintaining the level of stability within the organization and working to develop and expand that success and outperform competitors. And to adopt a managerial behavior with a calculated adventure to invest opportunities and achieve results that exceed the capabilities and capabilities of ordinary individuals through adventurers who believe in change and work to achieve it. In the turbulent environments in which the organization operates, it focuses on managing resources strategically to gain competitive advantages.

Dimensions of strategic Entrepreneurial:

(Ireland et al, 2003,968) defines an integrated model for the concept of strategic Entrepreneurial, in which they identified the dimensions of strategic Entrepreneurial (pioneering Entrepreneurial, entrepreneurial culture, pioneering thinking, strategic resource management). Luke, 2005:55), (Audretsch & kuratko, 2009), (Boss & monsen, 2009), (Meuleman et al, 2009) and (Al-Mamouri, 2021: 243). Accordingly, the current research will depend on the following dimensions of strategic Entrepreneurial: (Entrepreneurial Entrepreneurial, culture Entrepreneurship, entrepreneurial thinking, strategic resource management)

Entrepreneurial culture: The concept of entrepreneurial culture is a well-known and applied concept in various areas such as strategic management, psychology, sociology, economics, marketing, and many other sciences, because of its importance and great relationship in the generation of new ideas and creativity in creating opportunities and investing them



fully to maintain the Competitive advantage. And (Al-Mamouri, 2021: 245) indicates that the entrepreneurial culture is one of the new ideas, creativity, and expected danger, and contributes to encouraging tolerance for some mistakes or failures, promoting education, and motivating the administrative process to continue with creativity and adoption of change that drives towards opportunities, and adds (Yilmaz) (2012:31) that it anticipates innovative new ideas, encourages risk-taking and tolerance for failure, promotes education, prioritizes products, processes, and manages with creativity, and the belief that distinct changes are the carrier of opportunities. Something essential within the framework of competition that helps in innovation and rapid response to technological developments and environmental changes to achieve dynamic competitive merit.

Entrepreneurial Entrepreneurial: (Al-Mamouri, 2021: 446) describes the entrepreneurial Entrepreneurial as that Entrepreneurial that is able to see things differently and add products, systems and ideas of value, which rise to more than adaptation or linear change, and (Ajitabh, 2009:1) indicates that Entrepreneurial Entrepreneurial is the process of developing ideas and vision by means of values that support those ideas and making decisions related to human resources and other resources is often difficult with the aim of motivating individuals within the organization by modeling, the values and beliefs of the leader and providing the general direction of the organization so that it can achieve its comprehensive goals, and adds (Yilmaz, 2012:75) The entrepreneurial Entrepreneurial depends on attracting and coordinating resources and directing them to the appropriate uses to achieve the goals of the institution and stakeholders, and describes it (Wang, 2005:1) that the entrepreneurial Entrepreneurial is the entrepreneur's ability to anticipate, visualize, maintain flexibility, think strategically and work with others. To initiate changes that create a bright future.

Entrepreneurial thinking:- (Lreland et al, 2003:968) indicates that entrepreneurial thinking is a growth-oriented perspective through which individuals promote flexibility and creativity, continuous creativity and, innovation. The knowledge that gives them sweet, not to various ambiguous solutions, and sees (Mcfadzean, 2005:4) that entrepreneurial thinking in entrepreneurship can be considered an individual and collective phenomenon because of its importance for

managers and workers in companies to think and work in a pioneering manner, and adds (Banerjee, 2017: 29) that entrepreneurial thinking is a state of mind related to the individual's ability to analyze external evidence, identify opportunities and threats, use all capabilities and capabilities to put goals into practice, translate ideas into actions, and mobilize all energies under conditions of uncertainty, as it determines the spirit of initiative and tends towards seizing Creative and innovative opportunities in turbulent times, and (Monsen, 2009:30) believes that entrepreneurial thinking is important in the process of value creation and how to use it by trying to identify entrepreneurial opportunities that the organization can track through the development of goods and New services and new markets, and it is an important factor in supporting the process of integrating ideas of new product design or developing existing products and committing to their eventual implementation (Hitt al et al et, 2009: 64).

Strategic management of resources: - The management of resources in a strategic manner by the entrepreneurial leaders in the organization leads to the development and integration of the search for available opportunities and approaching achieving differentiation (2003:145, et al. Ireland) and where the entrepreneurial organizations are required to achieve a balance between the search for opportunities and the search for The advantage, and that Entrepreneurial requires flexibility and modernity, while managing the strategic department requires stability and predictability, as the entrepreneurial organizations seek to use the available resources with high efficiency or search for new resources to benefit from them in creativity, innovation and implementation of entrepreneurial strategies (Al-Mamouri, 2021: 244).

The practical side:-

Correlation relationships between research variables: To test the main and subsidiary correlation hypotheses for the research variables, the Pearson correlation coefficient was calculated at a significant level (0.05).

The first main hypothesis: (H1) There is a significant correlation relationship between the strategic lens and strategic Entrepreneurial. The results of Table (1) show the significance of the correlation between the independent variable and the dependent variable according to the results of the correlation coefficient and the P-value, as follows.

Table: (1) shows the correlation between the strategic lens variable and strategic Entrepreneurial.

| strategic Entrepreneurial | correlation coefficient | p- Values |
|---------------------------|-------------------------|-----------|
| strategic lens | 0.739** | 0.000 |

* p ≤ 0.05

** p < 0.01

N=96



Table (1) shows that there is a strong direct correlation of (0.739) between the strategic lens variable, strategic Entrepreneurial, and it is significant because the p-value is zero and is less than the level of significance (0.05) and thus rejects the null hypothesis and accepts the alternative hypothesis that states that there is Relationship between the variable of the strategic lens and strategic Entrepreneurial, as the positive moral correlation above the strategic lens and strategic Entrepreneurial indicate that there is a high positive correlation between these two variables, meaning the increase in the accuracy and comprehensiveness of the

strategies developed by Orr for Engineering Industries investigated according to the perspective of the strategic lens, which leads to an increase in Entrepreneurial The strategy for the employees as a result of the motivating strategies that generated the appropriate environment for creativity. Four sub-hypotheses derive from it showing the values of the correlation between the dimensions of the strategic lens and strategic Entrepreneurial, and as shown in Table (2), for the Pearson correlation coefficient at a significant level (0.05) as follows:

Table: (2) Correlation between the dimensions of the strategic lens variable and strategic Entrepreneurial.

| strategic Entrepreneurial | correlation coefficient | p- Values |
|---------------------------|-------------------------|-----------|
| design lens | 0.590** | 0.000 |
| lens of experience | 0.652** | 0.000 |
| lens ideas | 0.704** | 0.000 |
| discourse lens | 0.694** | 0.000 |

*p ≤ 0.05 ** p < 0.01 N=96

Table No. (2) The correlation coefficients show that there is a strong direct correlation of (59%) between the design lens and strategic Entrepreneurial, (65.2%), while the correlation coefficient between the dimension of the experience and strategic Entrepreneurial lens is (70.4%) and the correlation coefficient between the dimension of the strategic Entrepreneurial lens Ideas and strategic Entrepreneurial and finally (69.4%) between the dimension of discourse lens and strategic Entrepreneurial and all the correlation coefficients are significant because the values of -p are equal to zero and is less than the level of significance (0.05). Strategy and strategic Entrepreneurial.

Testing the impact hypotheses: The research aims from analyzing the regression contained within this

paragraph, to determine the influence relationships of the independent variable and its dimensions in the dependent variable, to answer the second main research hypothesis, and the hypotheses emanating from it, as follows:

The second main hypothesis: - (H2) states there is a significant influence relationship between the strategic lens and strategic Entrepreneurial.

To test the effect hypothesis of the estimated simple linear regression model, the coefficient of determination, -t-values, and -e-value were calculated at a significant level (0.05). The results are shown in the following table:

Table (3) The impact of the strategic lens on strategic Entrepreneurial

| strategic Entrepreneurial | regression | | F- Value | p - Values | The coefficient of determination |
|---------------------------|----------------|------------------|----------|------------|----------------------------------|
| strategic lens | constant value | slope regression | 586.7 | 0.000 | 0.546 |
| | | | | | |

Through Table (3), we note that the strategic lens explains (54.6%) of the changes taking place in strategic Entrepreneurial, and there is a percentage (45.4%) contributed by different factors that are not included in the current research model, and the regression slope (B1) has a value of (0.731). It is a

significant value and indicates that increasing the strategic lens by one unit achieves an increase in strategic Entrepreneurial by (0.31), and we note that the calculated F-value is equal to (586.7), which is greater than its tabular value under the level of significance (0.05) and degrees of freedom (488.1)



Which amounted to (3.84), which means that the estimated model is suitable for the data, and this is confirmed by the -p-value, which is equal to zero and is less than a significant level (0.05). Therefore, the null hypothesis will be rejected and the alternative hypothesis will be accepted, which states that there is

an effect of the strategic lens on strategic Entrepreneurial. Four sub-hypotheses are branched from it that show the values of the effect of the dimensions of the strategic lens on strategic Entrepreneurial, as shown in Table (4). F with a level of significance (0.05) as shown in Table (4):

Table 4) The impact of the dimensions of the strategic lens on strategic Entrepreneurial.

| strategic Entrepreneurial | regression | | F- Value | p - Values | The coefficient of determination |
|---------------------------|----------------|-------|----------|------------|----------------------------------|
| design lens | constant value | 1.030 | 155.7 | 0.000 | 0.750 |
| lens of experience | Regression 1 | 0.048 | | | |
| lens ideas | Regression 2 | 0.120 | | | |
| discourse lens | Regression 3 | 0.266 | | | |
| design lens | Regression 4 | 0.288 | | | |

Through Table (4), we note that the dimensions of the strategic lens explain (75%) of the changes that occur in strategic Entrepreneurial and that the proportion and amount of (25%) of the changes in strategic Entrepreneurial are due to random variables that were not addressed by the current model. We also note that the calculated -F value is equal to (155.7), which is greater than its tabular value under the level of significance (0.05) and degrees of freedom (4.485), which amounted to (2.37). This means that the approved model fits with the data, and this is confirmed by the value of -P, which is equal to zero and is less than a significant level (0.05), therefore, the sub-hypotheses will be accepted, which states that there is an influence relationship between the dimensions of the strategic lens and strategic Entrepreneurial.

CONCLUSIONS AND RECOMMENDATIONS:-

In this axis, the researchers present several conclusions and recommendations, as follows:

The strategic plans of Or Company for Engineering Industries are built according to the orientation of the strategic lens that achieves the holistic view when drafting, which was demonstrated by the mathematical circles of the opinions of the surveyed sample that came with a positive agreement, and Or Company for Engineering Industries achieved Entrepreneurial according to the strategic perspective, which is required for competitive excellence in its field of work. By the action and effectiveness of its senior management through the lens of discourse, while the answers of the

researched sample showed a significant correlation at the level of variables and dimensions between the strategic lens and strategic Entrepreneurial, as indicated by the results of the correlation coefficients. The strategy at the level of variables and dimensions, according to what was shown by the values of the coefficients of determination (R) and the test (F). According to the conclusions reached by the researchers, he put forward several recommendations to the senior management of Or Company for Engineering Industries, making the research variables the strategic lens and strategic Entrepreneurial an organizational thought in Or Industries Company Engineering to support its position in its field of work because the nature of modernity and competitiveness represents the Mostly feature in its business environment. Addressing some dimensions that have regressed somewhat compared to others to overcome the surprises that may be encountered, activating the intellectual content of the strategic Entrepreneurial in Ur Engineering Industries to provide the services that customers need in the field of specialized engineering industries in exchange for competitors. Conducting specialized training platforms for the employees of Ur Engineering Industries, for the company's general performance to merge with the existing level of competition, to establish work rules based on the strategic lens and Entrepreneurial, to achieve goals and avoid obstacles.



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