



## The Role of Proactive Marketing in Achieving Strategic Foresight: An Applied Study in the Iraqi Ministry of Communications

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### ABSTRACT

The current research aims to determine the extent of interest of the Ministry of Communications (Iraqi) and its various sections in the proactive marketing process, and The extent of interest that directly reflects on the achievement of insight strategic, and thus it crystallized Research Problem Current from the launch of philosophical and intellectual theories to variables Search. To achieve the objectives of this research, two main hypotheses were formulated. The research relied on an applied approach. The research targeted the upper and middle managements in the ministry. (85) questionnaires were distributed to the research sample and (73) of them were retrieved. The current research concluded that there is a direct relationship and a positive impact of proactive marketing on strategic foresight. The most important of these hypotheses are: and The most prominent of which were: Regularly and periodically evaluate strategic performance using advanced tools to ensure that strategic objectives are achieved and that proactive marketing contributes effectively to strategic foresight.

### RESEARCH METHODOLOGY

#### *introduction:*

Environmental challenges have increased in the last two decades of the last century and have begun to put great pressure on organizations. Many essential factors have begun to emerge to enhance the success of any organization and its attempt to reach high levels of performance, including proactive marketing and strategic foresight, which are an equal mix between marketing and strategic topics that are important and necessary in drawing up future policies and determining strategies directed to keep pace with environmental developments and changes by investing in real and important opportunities proactively. Choosing the appropriate tools and factors to reach strategic insight that leads the organization to excellence and creativity. The idea of the current study was launched by addressing modern and contemporary topics that have a fundamental and distinctive role in achieving strategic performance for organizations in light of the challenges and changes that they face on an ongoing basis.

#### *First: research problem*

The problem of the current research is the possibility of achieving insight and prediction for leaders in light of the changing circumstances in the Iraqi Ministry of Communications through the Ministry's adoption of proactive operations and tools in the field of marketing and its readiness to adopt the philosophy of proactive marketing to help leaders and senior management reach a level of thinking and insight which in turn leads to achieving high and distinctive performance in order for them to make strategic decisions based on their vision of future business with complete clarity and transparency. Some of the following questions can be raised:

- 1- What are the most prominent difficulties facing the Ministry of Communications when applying proactive marketing concepts and methods?
- 2- Does the Ministry of Communications currently work according to the concepts of proactive marketing and strategic foresight?
- 3- What is the level of strategic foresight at the Iraqi Ministry of Communications?

4- Do the ministry’s leaders have an idea about proactive marketing and the extent to which it is adopted to achieve strategic insight to make wiser and more objective decisions for the future?

**Second: importance of research**

- 1- The current research combines two basic variables in the field of management, which are proactive marketing and strategic foresight.
- 2- Adopting the marketing philosophy and employing its modern methods, which prompts senior management to use strategic foresight in decision-making.
- 3- Emphasizing the importance of proactive marketing and strategic foresight for existing organizations.

**Third: Research objectives**

- 1- Knowing the relationship between proactive marketing and strategic foresight.
- 2- Providing the most important necessary and useful recommendations to reduce the problems facing organizations and to confront the fierce competition between them.
- 3- Defining the ideas and concepts related to the research variables.
- 4- Providing realistic conclusions that guide the Ministry of Communications to develop and improve its services.

**Fourth: Research hypotheses**

In order to achieve the research and its objectives, the main research hypothesis was formulated in a way that clarifies the research problem and contributes to the research questions as follows:

Main hypothesis First: There is a significant correlation between proactive marketing and strategic foresight.

Main hypothesis Second: There is Significant effect of proactive marketing on strategic foresight.

Fifth: The hypothetical plan of the research

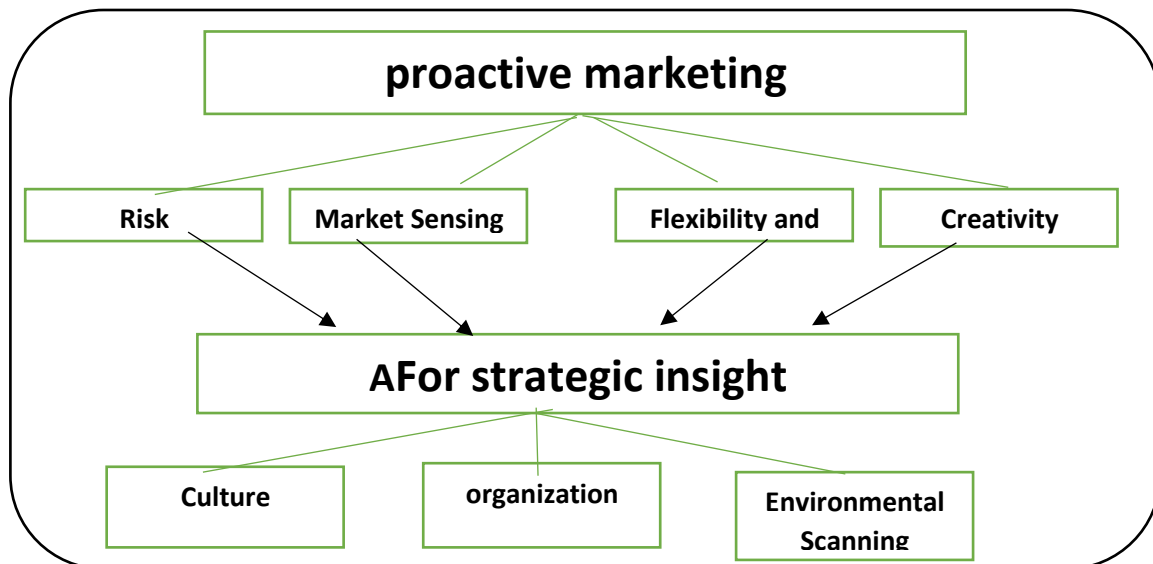


Figure (1) Hypothetical research plan

Source: Prepared by researchers

**Sixth: Research community and sample**

The research community was selected in the Iraqi Ministry of Communications, as it is one of the important government departments in Iraq that is concerned with organizing and developing the communications and technology sector in the country. It is also one of the government ministries that is witnessing development in adopting modern marketing strategies to achieve strategic organizational goals. The questionnaire forms, totaling (85), were distributed to the research sample, which was represented by senior and middle management and decision-makers in the ministry. (73) valid questionnaires were returned for analysis, with a response rate of (85%). The questionnaire included four dimensions of proactive marketing and three dimensions of strategic foresight. Each dimension contained five questions. The total number of questions in the questionnaire was (35). A five-point Likert scale was used (from 1 strongly disagree to 5 strongly agree).

- Theoretical Framework of the Research

- **proactive marketing**
- *Proactive Marketing Concept*

Proactive marketing is a marketing approach that focuses on predicting and meeting future customer needs and expectations beyond understanding current market variables. It relies on interpreting market variables, making targeted decisions and actions, and

quickly adapting to changes in the market as competition increases. (Pinarbasi,2021:403) Organizations that follow a proactive approach work to understand the latent needs of customers, conduct market experiments, and improve marketing strategies, all of which positively affect customers' perceived value and organizational performance (Voola & O'Casey, 2010:250)

Through proactive marketing, organizations seek to exploit opportunities resulting from changes in the environment, as they sense these changes and harness them to their advantage by investing in marketing (Srinivasan, et.al,2005:6)

It adopts proactive behavior to calculate future events and make future-oriented decisions in addition to making changes in the current situation in the market. This approach includes identifying opportunities and threats and working to exploit opportunities to achieve a sustainable competitive advantage and create greater value and benefit (Brege & Kindström,2020:76)

Proactive marketing relies on collecting and analyzing data and using artificial intelligence and digital technologies to understand market trends, customer behavior and needs, and work to create opportunities and adopt modern technologies that provide added value to customers.(Pinarbasi, 2021:5), and focuses on developing future marketing strategies, developing skills, developing new ideas related to producers and products, and knowing customer reactions after trying the products and modifying them according to the reactions and implementing the strategy (Mustika, 2024:11).

He sees (Nassour, 2021:18) that proactive marketing is a strategy that searches for long-term information related to the market, customers, competitors, and proactive planning to exploit discovered opportunities and achieve excellence over competitors (Hadi, Aboud, 2021:275) defined it as collecting information related to identifying available opportunities and working to exploit them proactively and determining market requirements to provide something new and distinctive and provide products that aim to attract customers and achieve the organization's leadership and enhance the organization's competition in the market. Proactive marketing is defined as the rapid response and actions taken by employees to enhance their skills, capabilities, and professional knowledge to improve the organization's condition and enhance its competitive advantage (Idan, et.al., 2022:155). The researchers define proactive marketing as a modern marketing methodology that relies on future prediction through data, innovation, and anticipating potential customer needs by developing goods and services that meet customers unstated needs and achieve superiority over competitors.

#### ***- The importance of proactive marketing***

The importance of proactive marketing is evident in its role in bringing about a fundamental transformation in the performance of organizations and enabling employees to adapt to change and directing them towards optimal behaviors. Proactive marketing contributes to building strong frameworks, enhancing customer engagement, and understanding technical developments and competition to provide innovative products that distinguish them from competitors (Khan, 2024:5) The importance can be summarized in the following points: (Idan, et.al., 2022:155), (Badan, Al-Zaidi, 133:2023),

- 1) This approach relies on the active search for and analysis of information and the development of radical innovations that contribute to changing the market dynamics and sometimes creating entirely new markets.
- 2) It contributes to developing the current situation of the organization and creating appropriate conditions that are in line with the surrounding environment, adding value to its goods and services, and building the organization's image and reputation among customers.
- 3) Contributes to the continuous re-evaluation of the organization's business models to reduce risks, uncover new opportunities, and invest in them in ways that lead to achieving a competitive advantage for the organization.
- 4) Maintaining high-level business partnerships and promoting the interests of stakeholders with the organization.
- 5) Supports taking effective corrective actions to address challenges faced by the organization and employees within the organization.

#### ***- Dimensions of proactive marketing***

Proactive marketing management is not limited to examining and understanding the market environment only, but also adopts an advanced approach to acting on market variables, evaluating market players, using new methodologies based on data and technology, and using social media to deal with data provided by its users and make proactive marketing decisions (Pinarbasi,2021:401)

Proactive marketing has several dimensions that can be measured through it, which are adopted by organizations that follow proactive marketing, as indicated by a group of researchers (Idan, et.al., 2022:156) & (Eltobgy & Attia, 2022:5).

1. Creativity: The adoption of creativity by organizations in providing innovative products, creating new production processes in distinctive ways, and using technology contributes to meeting customer needs, achieving a competitive advantage, and thus achieving continuity and growth for organizations in the market (Nassour,2021:18)

Creativity in products can be achieved by collecting information about products and working on finding innovative methods and new ideas for new products. The concept of creativity has occupied many researchers at different times, and the use of the word creativity has become common among all specialists and non-specialists, although they may not have a clear concept of the meaning of creativity. Creativity is the production of new products or the provision of services that did not exist before in this form (Hadi, Aboud, 2021: 276) Marketing creativity is highlighted through a deep understanding of the market, excellence in product design, excellence in promotion and advertising, and innovation in methods of communicating with

customers. Administrative creativity is based on adopting modern trends in management and applying them practically and managing their relationships with flexibility and efficiency (Badan and Al-Zaidi, 133: 2022). Achieving competitive advantage, continuity, and survival for organizations also depends on the resources that organizations possess, but what is more important is how to collect these resources and benefit from them in conditions of great uncertainty that require creative capabilities, speed, and proactivity in activating them (Matsuno & Kohlbacher, 2020:94)

2. Flexibility and adaptability: Proactive orientation refers to the ability of the organization's employees to anticipate and identify future customer needs through collecting and analyzing data, and the organization's flexibility in responding to and adapting to these needs, and providing altruistic performance to protect the interests of customers. This is considered to be building a connection between the organization and customers, which contributes to the return of loyal customers and attracting new customers (Hamzah, et.al, 2016:113) The main goal in proactive customer-oriented marketing strategies organizations is to find the best ways to serve customers by finding their latent, unexpressed needs and assessing how those needs evolve (Bregé & Kindström, 2020: 77) Customers are the ones who determine the value that employees' capabilities create for them in providing services through the in-depth insight they provide in exploring the employee's proactive orientation towards the customer, which is necessary for organizations to assess the extent of organizational commitment and its contribution to achieving a competitive advantage (Blocker, et.al., 2011: 218)

3. Market Sensing: It refers to the organization's ability to understand the market and anticipate potential changes before making decisions. It includes moving towards emerging marketing opportunities and investing in them before competitors by identifying market needs, monitoring competitors, and benefiting from feedback (Eltobgy & Attia, 2022:5) The organization's innovation of new products and services or improving existing ones to satisfy customers' needs in a way that exceeds what competitors in the market offer is considered a fundamental factor in the organization's success. Innovation takes place in three stages and begins with inventing the product, then implementing this invention and introducing the new products to the market (DeFoggi, 2009:1), and proactive employees are those who have unique capabilities and understand their organizations' strategies, then create opportunities through future thinking and anticipating future customer needs that have not yet been expressed by customers, as well as identifying their organizations' future and latent needs and practicing strategic foresight (Blocker, et.al, 2011:219). Proactive marketing depends on predicting and discovering future and unstated customer needs and working to create solutions to meet them, which often contribute to gaining loyal customers. This requires close cooperation between the marketing department and the research and development department to make radical innovations and ensure the success of new or developed products. Through market research and monitoring customer habits, the gap can be identified and the strengths and weaknesses of existing products can be identified and the extent to which they match customer needs, as well as the possibility of predicting the success of new products and their sales (Grzegorzcyk, 2020:63).

4. Risk management: Organizations seek to adopt a bold strategy that outperforms competitors in meeting future customer needs even in the presence of potential risks, which may include introducing new products, investing in innovation and development, adopting new technologies, or entering new markets (Hamzah, et.al, 2016:114) Risks must be managed by dealing with them by following rapid and proactive procedures that limit their negative effects and reduce them to a minimum. With the increase in factors that threaten the stability, continuity and growth of the organization and the increase in risks due to the intensity of competition with other organizations, organizations must manage risks by evaluating opportunities and confronting threats to achieve organizational superiority and competitive advantage for the organization, because ignoring risks and not dealing with them leads to the failure of the organization or its exposure to losses and the loss of its reputation and mental image among the customers dealing with it (Eltobgy & Attia, 2022:5) It is necessary for organizations to conduct market research that contributes to avoiding or reducing risks, thus increasing market share, growth, and increasing sales and profits.(Ewah, 2013:173).

#### - *Proactive Marketing Strategies*

To maintain competitive advantage and ensure superiority, proactive marketing relies on a set of vital strategies, including (Kalayanamitra, 2023:1181)

1) In-depth market research: Organizations can comprehensively analyze the market to understand current customer behaviors, anticipate future changes, design goods and services that meet anticipated needs in an innovative manner, and learn about market trends and competition (Edited, 2022:1341)

2) Customer Relationship Management (CRM): Proactive marketers rely on advanced technologies to understand customer behavior and anticipate their future requirements. This enables them to customize effective marketing strategies that enhance customer experience and increase their loyalty to the brand and the organization (Kalayanamitra, 2023:1181).

3) Continuous Innovation: Investing in creativity and innovation is essential for proactive marketers, whether it is through introducing new products or services, adopting innovative marketing strategies, focusing on meeting future market needs, and anticipating upcoming trends (Grzegorzcyk, 2020:63)

4) Effectively analyze competitors: by monitoring competitors, conducting market research, anticipating their future moves, identifying market gaps and exploiting them to provide distinctive products to customers (Salih, 2019:19)

- 5) Using technology and social media platforms: to analyze the market, interact with customers, and understand their trends and behaviors, which enables the organization to predict future needs and respond to them quickly, enhances opportunities for innovation and improves marketing performance, reduces uncertainty, makes better strategic decisions, and achieves value for customers (Grzegorzczak, 2020:62)

### *1- Strategic Foresight*

#### *- concept of strategic foresight:*

The first studies on strategic foresight began in the twentieth century in the United States of America, but the beginning of World War II and the economic recession at that time led to the weakening of the definition of future scenarios for it. At the end of the war, Japan began to search for methodologies and strategies that would help it restore and revitalize its industries and turned the foresight process into an essential tool for planning methodologies and public policies (Al-Dulaimi et al, 2019:3). Insight is a solution to a problem after unsuccessful attempts to reach the best solution. After these attempts, the elements of the situation realize that there are different links and relationships, and this solution is quickly adopted. Accordingly, insight is evidence that the aware person has realized the problem himself and how to solve it, and that it is based on a comprehensive understanding of the situations (Akkerman, 2006:35).

Thus, strategic foresight is a participatory process led by the organization's leader through which risks and opportunities are identified in various areas, whether cultural, social, economic, environmental, technological, political or legal, which in turn affect the organization's planning and effective decision-making processes (Kononiuk et al, 2018:78), and (Heo & Seo, 2019:10) defined it as the extent of availability of important and necessary information about the future of the organization so that individuals can determine their personal vision and focus on the appropriate roles and tasks to achieve better performance results. (Al-Jabouri, 2019:121) indicated that it is the process that allows understanding and studying indicators of changes and developments in the future and preparing for them and adapting to them, and it also ensures different ways to manage information in an effective manner to support the decision-making process. (Nascimento et al, 2020:2) focused on the fact that strategic foresight is an important means of enhancing creative performance by investing in the many opportunities that competitors ignore in a dynamic, rapidly changing environment. As for (Ali & Laftah, 2023:155), they indicated that it can be used as a platform to ensure the participation of all stakeholders and decision-makers and has a significant impact on the planned quality of strategic decision-making for the organization and increasing its ability to innovate and be flexible in performance.

(Jihad, 40:2020) stated that foresight means the organizational ability that works to form future perspectives based on expectations of change management in the external environment and understanding and analyzing them, which results in a set of scenario ideas and testing current and new policies for their compatibility with future changes. Foresight includes reducing the unknown, addressing uncertainties in the decision-making process, achieving future goals, and making strategic decisions more robust in the face of future changes (Heger & Rohrbeck, 2012:821-822) Thus, strategic foresight is the ability of the organization's management to reconfigure internal and external capabilities and build resources automatically to invest the best opportunities and deal effectively with various changes in the environment (Safar and Khader, 2023, p. 337).

#### *- importance of strategic foresight:*

Foresight helps identify opportunities and threats resulting from rapid developments and provide the technological capabilities necessary to confront most of the challenges that hinder the achievement of performance (Thom & Rohrbeck, 2009:3). (Abdul-Hay and Abdullah, 2022, p. 653) added that the process of strategic foresight is of great importance in the work of organizations and various tools so that they are capable and able to face changes in light of the conditions of intense competition and globalization and improve the quality of productivity and raise its efficiency, as this type of foresight gives organizations the ability to progress, develop and innovate, by investing resources in the optimal way based on studying the past and present and linking them to the future, which is the main goal in the foresight process (Kousa, 2014:32) indicates that it inspires organizations to maintain the necessary flexibility in setting and implementing policies in line with sudden circumstances and future developments to provide understanding and anticipation of the future.

He confirmed that (Leigh (2003:5) that insight helps to fully support and encourage the careful consideration of problems and issues of a complex nature due to the difficulty of drawing a clear path to future conditions through traditional means.

It also stimulates the creativity and learning of individuals through the participation of all parties and levels in the strategic foresight process and supports teamwork to build diverse and integrated strategies for employees (Ali & Laftah, 2023:155).

Strategic foresight supports innovation and creativity processes by developing new products and keeping pace with rapid developments through discovering new areas of innovation, identifying expected types of innovation, and identifying a research and development team that works permanently and continuously through environmental scanning in search of modern technologies through which it achieves its competitive goals (Brown & Barnard, 2018:15), where foresight works to predict the future, whether the development of current products is compatible and adaptable to future changes, and also to verify current innovation strategies and their readiness for change and keeping pace with everything new in the world of competition (Rohrbeck & Schwarz, 2013:5). Thus, it is a necessary tool that provides diverse data that helps mitigate and reduce the severity of rapid changes and high uncertainty, as this helps decision makers in making and taking them towards a growth strategy and they rely on their vision and

vision of future business clearly by helping leaders know the most important challenges and weaknesses that greatly affect the overall performance of the organization in the long term (Muhaimid et al., 2023:280).He mentions (Alubadi, & Taher, 2021:62) that foresight is used for seven basic reasons for the public and private sectors, which are:

- 1- Enhancing creativity and providing essential inputs for generating policies.
- 2- Strategic thinking
- 3- Discovering new opportunities
- 4- Generating future visions
- 5- Facing the challenges of the organization
- 6-Motivating employees
- 7- Encouraging public dialogues and discussions.

Dimensions of strategic foresight:

Based on the study ((Jafari & Nilipour, 2017:5) and (Jihad, 2020:54) and (Muhaimid et al., 2023:281) The dimensions of strategic foresight were identified for the research as they are among the dimensions most suitable for the organization being studied, and they are as follows:

1- Environmental scanning: Environmental scanning is the first step to reveal the level of harmony and compatibility between the organization’s strategies and the external environmental variables that occur outside its borders (Muhaimid and Al-Khazraji, 2023: 281), as the person responsible for strategic decisions needs to spend a longer period of time collecting and analyzing the necessary data to match the information that has been reached, and at the same time he needs to see and predict everything that is possible and probable by employing different methods and means in evaluating the data due to the large amounts of data that traditional methods cannot deal with (Don, 2009:22).

(Jihad, 2020: 56) believes that the process of collecting information about the organization’s environment is extremely important, and the organization must be aware of the importance of this information and use it in a way that contributes to achieving benefit for it by using modern methods to enhance the process of foresight into the future and its keenness to achieve its continuous success.

2- Culture: Organizational culture is a basic system of diverse values, participation and beliefs that interact with individuals in the organization and the organizational structure in order to determine the behavioral standards that constitute a necessary component of the organization (Lund, 2003:229), developing culture, employee participation and encouraging collective learning are among the most important things that foresight depends on. It cannot be applied unless there is a culture in the organization of communication and participation in forming networks of formal and informal relationships to provide various information and data proactively that the organization relies on and improves its basic knowledge base while enhancing future foresight (Amanatidou & Gregory, 2009:673).

3- Organization: describes (Jafari & Nilipour, 2017:5) The extent to which the organization relies on different relationships to manage information related to the future, as the organization has various regular structures to manage the foresight of departments through which the transfer of information is facilitated and the desired results are achieved. Organization is a process through which the basic aspects of work and activities are determined to achieve the planned goals through qualified individuals and provide them with the necessary resources and basic needs that enable them to perform their duties and work effectively and efficiently (Abu Ajeen, 2010: 7).

**Analysis of Research Results and Hypothesis Testing**

In this chapter, the results of the study will be presented and analyzed, the data of which were collected through a questionnaire distributed to a sample representing the senior and middle management in the Iraqi Ministry of Communications.

This chapter aims to test hypotheses and analyze the relationship between the dimensions of proactive marketing and strategic insight. To achieve this goal, a set of statistical tools were used to analyze the data, including the arithmetic mean, standard deviation, correlation coefficient, regression analysis, and hypothesis testing.

In addition to interpreting the results in the context of the hypotheses, presenting tables that illustrate the dimensions of proactive marketing and strategic insight, and interpreting the meanings of the statistical values obtained.

First: Analysis of sample data

**Table (1) Demographic sample characteristics**

percentageP	RepetitionN	CategoriesF	variable
61.64	45	male	Sex
38.36	28	feminine	
100%			the total
4.11	3	Diploma or less	Educational level
54.79	40	Bachelor's	
34.25	25	Master's	

6.85	5	PhD	Job Title
100%			
24.66	18	Department Manager	
31.51	23	Head of department or unit	
43.84	32	Administrative employee	
100%			the total
13.70	10	Less than five years	Duration of experience in the ministry
34.25	25	5- 10 years	
27.40	20	11- 20 years	
24.66	18	More than 20 years	
100%	73		the total

Source: Prepared by researchers based on the results of the program spss

Table (1) shows that the Iraqi Ministry of Communications may have a higher percentage of male employees in leadership and administrative positions.

The majority of the sample (54.79%) have academic education appropriate to their role, and there is a good percentage of individuals who hold higher degrees (34.25%), which reflects the importance of scientific research in developing the ministry and the opportunity to motivate more individuals to obtain advanced education.

The largest group in the sample is represented by departmental employees (department manager and division head) at 56.17%, which means that these groups are the most involved in the study to provide a comprehensive picture of the role of proactive marketing on strategic foresight. The sample consists of individuals with good strategic experience and awareness within the ministry, which allows for an accurate and realistic analysis of proactive marketing and strategic foresight in this context.

Table (2) Tests of stability and normal distribution

stability	Cronbach's alpha	P-value	a testKol-Smi	Dimension	
high	0.86	> 0.05	0.192	CreativityXa	Marketing Proactive
high	0.88	> 0.05	0.207	Flexibility and adaptabilityXb	
high	0.87	> 0.05	0.214	Market SensingXc	
high	0.85	> 0.05	0.183	Risk managementXd	
high	0.89	> 0.05	0.192	Environmental ScanningI	Insight Strategic
high	0.87	> 0.05	0.211	CultureZb	
high	0.88	> 0.05	0.207	organizationZc	

Source: Prepared by researchers based on the results of the program spss

Test results appearKolmogorov-Smirnov All p-values for the studied variables are greater than 0.05 This means that the data follow a normal distribution, and therefore parametric statistical tests can be used in statistical analysis.

We note that all values of Cronbach's alpha are high, indicating that the questionnaire used to collect data has high reliability, i.e. the dimensions measured (creativity, flexibility, market sensing, risk management, environmental scanning, culture, and organization) are interconnected and consistent with each other.

Table (3) Arithmetic mean, standard deviation and relative importance of the dimensions of the study variables

Dimension	mean	SD	Relative importance%	Dimension	mean	SD	Relative importance%
Xa1	4.10	0.75	82	XD5	4.40	0.55	88
Xa2	4.20	0.70	84	XD	4.30	0.64	86
Xa3	4.05	0.80	81	X	4.09	0.73	81.8
Xa4	4.15	0.78	83	Za1	4.10	0.70	82
Xa5	4.12	0.77	82	Za2	4.00	0.75	80
Xa	4.12	0.76	82	Za3	4.20	0.65	84
Xb1	4.00	0.70	80	Za4	4.15	0.68	83
Xb2	4.05	0.75	81	Za5	4.10	0.72	82

<b>Xb3</b>	4.10	0.78	82	<b>I</b>	4.11	0.70	82
<b>Xb4</b>	3.95	0.74	79	<b>Zb1</b>	3.95	0.74	79
<b>Xb5</b>	4.02	0.72	80	<b>Zb2</b>	4.05	0.72	81
<b>xb</b>	4.02	0.74	80	<b>Zb3</b>	4.10	0.70	82
<b>Xc1</b>	3.90	0.80	78	<b>Zb4</b>	3.90	0.76	78
<b>Xc2</b>	4.00	0.75	80	<b>Zb5</b>	3.95	0.74	79
<b>Xc3</b>	3.95	0.78	79	<b>Zb</b>	3.99	0.73	79.8
<b>Xc4</b>	3.85	0.82	77	<b>Zc1</b>	4.12	0.71	82
<b>Xc5</b>	3.90	0.80	78	<b>Zc2</b>	4.15	0.68	83
<b>xc</b>	3.92	0.79	78	<b>Zc3</b>	4.20	0.65	84
<b>XD1</b>	4.25	0.65	85	<b>Zc4</b>	4.10	0.70	82
<b>XD2</b>	4.30	0.68	86	<b>Zc5</b>	4.12	0.71	82
<b>XD3</b>	4.35	0.60	87	<b>zc</b>	4.14	0.69	82.6
<b>XD4</b>	4.20	0.72	84	<b>Z</b>	4.08	0.71	81.3

Source: Prepared by researchers based on the results of the program spss26

We note from Table (3) that after risk management (XD) It achieved the highest result with an arithmetic mean (4.30) and a relative importance (86%), which highlights and demonstrates the importance of risk management in improving proactive marketing and indicates that the organization focuses on planning to confront risks and deal with crises effectively.

Market Sensing indicates ((xc with an arithmetic mean (3.92) and relative importance (78%) indicates that this dimension needs more attention and focus, meaning that the organization needs to improve its mechanisms for collecting and analyzing market data and monitoring competitors' movements because weakness in this dimension constitutes an obstacle for the organization to offer new products and anticipate competitors.

As for proactive marketing, (x) With an arithmetic mean of (4.09) and a relative importance of (81.8%), its value in improving the ministry's strategies is evident.

It also appeared after the organization (zc) with the highest result among the elements of strategic foresight, with an arithmetic mean of (4.14) and a relative importance of (82.6%), which shows the importance and role of the organization in achieving strategic foresight, and reflects that the organizational structure is clear and the administrative procedures are effective, as is evident from the questions related to defining responsibilities and improving operations.

While he recorded after the culture (zb) The lowest result with an average of (3.99) and relative importance (79.8%), which confirms the importance of enhancing organizational culture to support innovation, teamwork and continuous improvement. The value of strategic foresight (z) with an arithmetic average of (4.08) and relative importance (81.3%) confirms its support for organizational performance.

Table (4) Correlation matrix between proactive marketing and its dimensions and strategic foresight and its dimensions using Pearson's coefficient

Strategic Foresight proactive marketing	Environmental Scanningza	Sig.	Culturez <b>b</b>	sig.	organizatio nzc	sig.	Strategic Foresightz
Creativityxa	0.72	0.000	0.65	0.001	0.68	0.000	0.70
Flexibilityxb	0.60	0.003	0.55	0.004	0.58	0.002	0.61
Sensingxc	0.80	0.000	0.78	0.000	0.75	0.000	0.77
Risk managementxd	0.65	0.000	0.62	0.000	0.68	0.000	0.66
proactive marketingx	0.78	0.000	0.73	0.000	0.76	0.000	0.78
Sig. < (0.05)							

Source: Prepared by researchers based on the results of the program spss26

Through Pearson correlation analysis in Table (4) to test the first hypothesis (there is a significant correlation between proactive marketing and strategic foresight), we note that creativity is positively and strongly associated with all dimensions of strategic foresight. The correlation between (xa) and (za) is a strong and positive correlation (0.72) with statistical significance (0.000), and the correlation of creativity with the dimension of culture (0.65), and the correlation of creativity with the dimension of organization (0.68), which reflects the importance of creativity in enhancing insight strategies by enhancing analytical and organizational capabilities.

A moderate correlation is shown for the flexibility dimension (xb) With the dimensions of strategic foresight, the correlation between flexibility and environmental scanning (0.60), the correlation of flexibility with culture (0.55), and the correlation of



flexibility with organization (0.58), this indicates that increasing flexibility supports the processes of adaptation to the changing environment.

Market sensing shows (xc) The highest level of correlation with the dimensions of strategic foresight, where the correlation between market sensing and environmental scanning (0.80) and the correlation with the culture dimension (0.78) appeared, while the correlation between market sensing and organization (0.75) appeared, which confirms the importance of market sensing as a basic element in achieving strategic foresight. Risk management (xd) shows a strong correlation with the dimensions of strategic foresight, showing a correlation between risk management and environmental scanning (0.65), a correlation with culture (0.62), and a correlation (0.68), which indicates that risk management enhances making better strategic decisions. In general, the results show a very strong correlation between the dimensions of proactive marketing and the dimensions of strategic foresight, which confirms the acceptance of the hypothesis.

**Table (5) Multiple regression analysis to measure the impact of proactive marketing on strategic foresight**

Independent dimensions	Beta Impact Factor	valuet	Sig (p-value)
Creativity	0.35	4.12	0.000
Flexibility	0.25	3.21	0.000
Market Sensing	0.30	3.89	0.000
Risk management	0.20	2.75	0.007
Strategic Foresight	0.50	5.10	0.000
$R^2 = 0.65$			

**Source: Prepared by researchers based on the results of the program spss26**

Table (5) shows that the dimensions of proactive marketing have a significant impact on the dimensions of strategic foresight. It is clear that creativity has the highest impact (0.35), which means that it is the dimension with the greatest impact on strategic foresight, and risk management has the least impact (0.20), but it is still significant.

The results showed that all dimensions have a statistically significant effect through a probability value smaller than (0.05), and the overall model shows that (65%) of the changes in strategic foresight are explained by the dimensions of proactive marketing, which indicates the quality of the model. This means accepting the second hypothesis ( $R^2$ )

## CONCLUSIONS AND RECOMMENDATIONS

Proactive marketing is considered one of the modern methods that effectively contribute to enhancing the ability of organizations to adapt to rapid changes in the business environment. In a vital sector such as communications, achieving strategic foresight requires having a forward-looking vision to predict future trends and make appropriate decisions at the right time.

By analyzing the data extracted from the questionnaire, a set of conclusions were reached that reflect the results of this research, which are:

- 1- Proactive marketing enhances the prediction of future changes, which contributes to achieving strategic insight by enhancing rapid response to those changes.
- 2- Creativity is an essential element in developing innovative strategies that contribute to improving the Ministry's strategic insight.
- 3- Flexibility positively impacts adapting to market changes faster and more effectively, enhancing the ability to see opportunities and threats.
- 4- Market sensing enhances the ability to predict future trends and can help the Ministry better understand market trends, which contributes to enhancing its ability to identify competitive opportunities.
- 5- Risk management contributes to making sound strategic decisions, as it helps identify future risks and take the necessary measures to avoid them or reduce their effects.
- 6- Environmental scanning helps identify opportunities and threats in the external environment and enables the ministry to make informed decisions.
- 7- The organizational culture within the ministry plays a vital role in promoting the adoption of proactive marketing as it supports a functional environment that encourages innovation and change.
- 8- The internal organization of the Ministry achieves coordination between the various departments, enhancing their ability to implement proactive marketing effectively.
- 9- Proactive marketing supports the strategic foresight process by providing information about market trends, customer needs and reactions and contributes to adjusting the future strategic vision.

Based on the research results and the positive relationship between proactive marketing and strategic foresight, a number of recommendations can be presented that aim to enhance the effectiveness of the Ministry's strategies, namely:

- 1) Focus on enhancing the use of proactive marketing by applying the four dimensions (creativity, flexibility, market sensing, risk management) in its strategic decisions Strategy.
- 2) Creating a work environment that encourages creativity and innovation and developing the creative capabilities of employees through training, to enhance the Ministry's ability to provide innovative solutions to market problems.
- 3) Enhancing the flexibility of its organizational structure so that it is able to quickly adapt to market changes, and updating the organizational structure to keep pace with the rapid changes in the communications sector.
- 4) Develop more effective plans to collect and analyze market data on an ongoing basis, which helps them to foresee and respond quickly to opportunities and avoid challenges in the market.
- 5) Expand the scope of environmental scanning to ensure keeping up with the latest market developments and trends, including identifying new opportunities and competitor threats.
- 6) Improve risk management to identify potential risks and take appropriate actions to reduce their impact on strategic plans, thus enhancing foresight.Strategic.
- 7) Regularly and periodically evaluate strategic performance using advanced tools to ensure that strategic objectives are achieved and that proactive marketing contributes effectively to strategic foresight.
- 8) The Ministry integrates proactive marketing with the Iraqi government's sustainable development goals, contributing to improving the technological infrastructure and providing innovative services in line with the aspirations of society.
- 9) Improving internal communication tools within the Ministry and externally with external parties, including customers and partners, to ensure effective marketing results and enhance strategic insight at the Ministry level.
- 10) Innovating new services or developing existing ones through strategic insight into their characteristics, number, potential for introduction to the market, their success, and reactivity in providing them.

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