

THE IMPACT OF STRATEGIC THINKING AND MARKETING CREATIVITY IN MARKETING DECISIONS

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***Abstract-**The general objectives of the reality study from any service organization requires consideration of the senior management of that organization because it is capable of strategic thinking that guides the organization towards creativity and therefore the ability to think strategically in various activities that take into account the exploitation of all available resources in a way that benefits the organization. Strategic thinking is one of the most important ways to take the necessary measures and procedures to create a solid mechanism to provide basic information for marketing decision-makers, as marketing decisions is what most organizations seek to achieve to ensure the completion of their plans. Decision-making is an important priority for any organization that seeks to achieve its objectives. Because of the importance of this topic for business organizations, the researcher went to study (strategic thinking) as an independent variable and (marketing decisions) as a dependent variable because the latter is what all organizations strive to ensure the optimum achievement of all future plans. Based on the above, this study will be divided into four sections, the first chapter under the title of research methodology and previous studies divided into two parts, the first deals with the methodology and method and the hypothesis scheme, while the second part deals with some previous studies. The second chapter deals with the theoretical aspect of the research in which the researcher lists the most important concepts of strategic thinking and marketing decisions divided into two parts, the first part deals with strategic thinking, while the second part deals with marketing decisions. The third chapter is a practical aspect of the research divided into two parts, the first deals with the definition of the research sample, the second is concerned with analyzing the answers of the research sample, and finally the fourth section of the conclusions and recommendations.*

Keywords: Business, Management and Accounting: Management Information Systems.

I RESEARCH METHODOLOGY AND PREVIOUS STUDIES

Part One: Research Methodology

First: Research Problem

Marketing is a vital economic process, as it is linked to all segments of society. To increase these shares by gaining new customers and increasing the loyalty of these customers, this requires the management of business organizations to think strategically so that they can make marketing decisions that suit the demands of customers and satisfy their needs, which is reflected in each positively on the organization's competitive position. Based on

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the above research problem crystallizes in that the research sample company does have the ability to think strategically be unable to make critical marketing decisions that would meet and achieve the aspirations and plans of the future organization.

Second: Importance of the Study

The management of the organization with a strategic thinking is a department that seeks to succeed permanently and seeks to improve its competitive advantage among other organizations, and to increase market share and gain new customers who strengthen their competitive position, so the management of the organization can make decisions that help it to survive and grow in Under a highly competitive environment, hence the importance of research by clarifying the role of strategic thinking management of the organization in marketing decisions.

Third: Research Objectives

The research aims to:

1. Highlighting the concept of strategic thinking, its approaches, and dimensions.
2. Clarify the concept of the marketing decision and the importance of this decision and the factors affecting it.
3. Clarify the impact of strategic thinking on the marketing decision of the research sample banks.

Fourth: The Hypothesis Scheme of Research

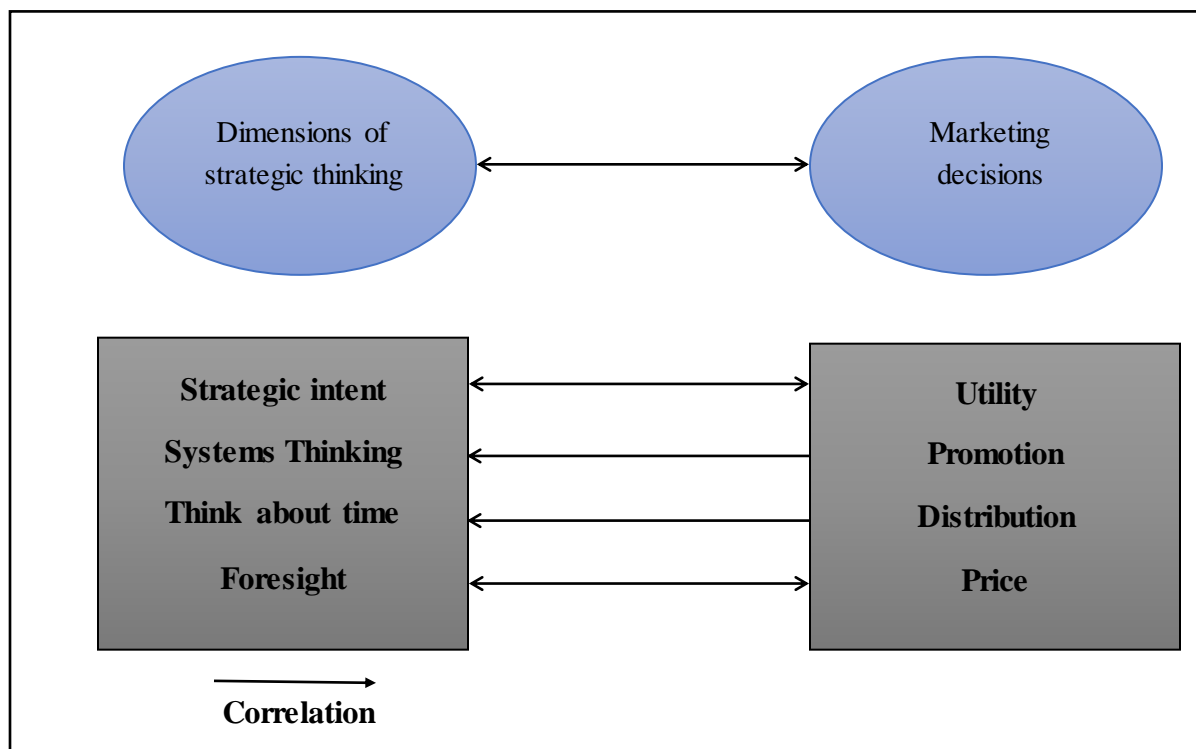


Figure 1: Outline the hypothesis of the study

Fifth: The research hypothesis

This research was based on the main hypothesis that the bank uses strategic thinking in its marketing decisions.

1. The Bank uses strategic intent in making marketing decisions.
2. The bank uses systems thinking in making marketing decisions.
3. The bank uses time thinking to make marketing decisions.
4. The Bank shall use forward-looking in its marketing decisions.

Sixth: Limits of research

1. Spatial limits: A sample of (40) individuals was selected from managers and employees in most branches of Baghdad Investment Bank.
2. Time limits: 1/11/2017 - 1/4/2018

Seventh: Procedural definitions of research variables

1. Strategic Thinking: A process that understands the specific nature of each element of the situation and then uses the innovative capacity and imagination to re-structure the elements to achieve the best possible benefit.

2. Marketing decision: a situation resulting from the interview between the internal strengths and weaknesses of the organization on the one hand and its opportunities and external threats on the other, relying on the approach of strategic analysis as a basis for identification.

Part Two: Previous Studies

1- Study (Yunus: 1999) entitled (Patterns of strategic thinking and their impact on the choice of decision-making approach):

The study focused on the selection of the logical relationship between the patterns of strategic thinking and strategic decision-making approaches. The study was applied to a sample of (83) employees in senior management and functional departments of employees in the mixed and private industrial sector.

- A. Senior management tends to be more tactical than strategic.
- B. Most decisions appear ostensibly to senior management, but in fact, they are directed from the bottom up.
- C. Typical decisions are taken at the level of thinking and decision choices.

2- (Prism: 2010) study entitled (the impact of strategic thinking and marketing creativity in marketing decisions - exploratory study)

The study was based on three variables that interact with each other to form their intellectual and philosophical framework (strategic thinking, marketing creativity, and marketing decisions). It started from a problem expressed by a number of questions. The study dealt with a sample of private banks in Baghdad, where

(65) questionnaires were distributed at the senior management level (general manager, branch manager, department manager and those with expert degree) to collect data.

The study used several statistical tools to test hypotheses such as Simple Regression coefficient and Multiple Regression to measure the effect relationships and Wallis-Kruskal to measure the significant differences between the study sample and the data were analyzed using statistical application (SPSS-Ver 10) on the computer. Finally, the study reached a set of scientific conclusions and recommendations, the most important of which is the influence of strategic thinking and marketing creativity in marketing decisions. Accordingly, the study recommends that the sample banks study the development of using new methods to provide their services to customers to achieve competitive advantage.

3- Study (Naimi: 2014) entitled (dimensions of strategic thinking and its implications in the financial decisions of some government banks)

The study dealt with the possibility of influencing the dimensions of strategic thinking, which included (foresight, systems thinking, non-linear thinking, time thinking, and participation) in the financial decisions of managers working in the banking environment. The problem of the study started with the reality of government banks due to their importance in achieving welfare. The study included Rafidain and Rasheed bankers, while the study data collected from (80) heads and directors of departments and directors of the people by adopting the questionnaire which included (70) paragraphs, and used (personal interviews, field observations, and documents).

The study was based on a set of hypotheses to verify the level of relationship and influence of the dimensions of strategic thinking in financial decisions, which proved valid after testing the hypotheses of the research, and the study adopted descriptive statistics methods (arithmetic mean, standard deviation, ...) in determining the strength of the variables of the study, and methods of inferential statistics As (Spearman's correlation coefficient) to test its hypotheses, the study concluded a set of conclusions, the most important of which are:

1. It was found that there is a positive correlation between the dimensions of strategic thinking and financial decisions with a moderate percentage despite the significant impact.
2. The dimensions of strategic thinking are integrated with each other in achieving the quality of financial decisions, and this is attributed to the importance of those dimensions in the process of banking financial decision - making.
3. Managers prefer banks research sample use of intuitive and sensory factors in decision-making rather than rational factors and this is reflected in the responses of the managers of the research sample.

It also reached a set of recommendations, the most important of which is the need to create a formation (department, division, unit, ...) according to the need and potential available for strategic thinking whose mission is to provide management with the required information and to contribute in shaping its future with regard to the beneficiaries of its service and channels of dealing with them, and conduct risk assessments Surrounding them, observe the changes that affect their activities then help their leaders take the appropriate attitude towards them. Through a clear similarity between the objectives of social banks and government banks, the study sample of economic and social well-being as well as the sources of their funds. It has proved successful internationally.

4- (Samaka: 2016) study under the title (marketing decision support systems and promotional mix and their role in rationalizing consumer behavior). The current study aims to rationalize the behavior of the consumer banking, through the use of marketing decision support systems, as an inward-oriented measure taken by the bank, and the adoption of promotional mix as an outward-oriented measure, to influence consumer behavior, and in order to achieve the objectives of the study has been built a virtual scheme defining the nature The relationship between the independent variables (marketing decision support systems and promotional mix) and the adopted variable (consumer behavior), resulted from several main hypotheses, and subdivided several sub-hypotheses shows the variation, correlation, and impact between the variables of the study, the study reached a set of recommendations and Perhaps the most important: The need to increase the effectiveness and efficiency of marketing decision support systems in banks (government and private) study sample, as a measure directed within the organizational limits of those banks, to rationalize the decisions of employees in order to influence the purchasing behavior of customers. In addition to the interest in the banking promotional mix with all its components and its adoption as an effective tool directed outside the regulatory boundaries of the banks of the study sample, contribute to change the behavior of consumer banking purchasing in a positive way.

II THEORETICAL PART

Part one: Strategically Thinking (Conceptual Approach)

First: the concept of strategic thinking

The strategic thinking issue attracts the attention of many researchers and writers as one of the capabilities that reveal the specificity of the philosophy of leadership in dealing with problems, as well as a number of key pillars that have a significant impact in building the general direction of the organization and the nature of the impact on the reality of the organization in the present and the future.

Thinking is an opinion or a thought that ends the mind in what matters. He believes (Katami and Katami, 2000: 404) that thinking is the ability of the individual's spatial self in dealing with what is offered or asked to perform, as not all that is given to him for granted, but the individual must look at him and have a personal opinion based on it To self-proof on the basis of which acceptance or rejection is built. Strategic thinking is defined as an intellectual pathway that has a dedicated itinerary that works to relieve the mind from the fatigue and the trouble of sifting and refining the intertwined ideas, perceptions, and impurities that the mind does not need while thinking about a specific subject with specific goals (Al-Mulla, 2001: 18). Strategic thinking also indicates the existence of necessary capabilities and high skills for individuals to conduct strategic actions and carry out strategic management tasks, where strategic thinking provides the owner with the ability to examine and analyze the various environmental elements and make accurate predictions for the future with the ability to formulate strategies and make decisions adapted to the conditions of application and the ability to acquire most Competitive attitudes, in addition to recognizing the critical dimensions in the life of organizations and taking advantage of their scarce resources (Awwad, 2012: 204). Strategic thinking is the way in which the managers of organizations in the beginning of the transition from procedural activities and administrative processes and

response to crises towards the formation of a different vision of both the internal factors and external factors that can serve the required change in their environment, which ultimately ensures the best use of organizational capabilities. Fundamental and concentrated without neglecting the past, then strategic thinking focuses on solutions that address creativity and intuition (monthly, 2010: 45). Strategic thinking, according to Abu al-Nasr, 2009: 58, refers to the availability of capabilities and skills necessary for the individual to conduct various strategic environmental actions, and to make accurate future predictions with the possibility of formulating strategies and making adaptive decisions in the conditions of application and the ability to win most competitive positions, in addition, to Recognize critical and pivotal dimensions in the life of the organization and benefit from its scarce resources.

(Turkeyet, et, al, 2012: 919) believes that strategic thinking is the ability to weave thinking in a logical and rational manner, through the optimal use of expertise, perceptions, and information in order to judge what is happening, and then develop the principles that guide the work in the future.

Second: The Importance of Strategic Thinking

The importance of strategic thinking, according to Solomon (2004: 246), refers to the availability of the necessary skills and skills to make predictions concerning the future with the possibility of developing strategies and making decisions adapted to the life of the organization, in order to win the most competitive positions within the resources available to the organization. The importance of strategic thinking can be illustrated by the following: (Helbawi, 2004: 9)

1. Determine the priorities and work on the order, and dissemination among workers.
2. Developing the ability and possibility to shape the future.
3. Make the vision as clear as sight and insight into the man.
4. Make the error rate is almost zero in making decisions and dealing with situations.
5. Improving performance through continuous improvement.
6. Dealing with events and facts well by exploiting the element of time and the readiness adequately from the possibilities of material, human and intellectual.

The specialists in the field of strategy focus on the great importance of strategic thinking. Whatever the techniques used and the approaches that are adopted, organizations must be aware of and fully know their strategic vision, which is the product of strategic thinking, and on this basis can determine the importance of strategic thinking through the following: (Prism, 2010: 35).

1. Strategic thinking helps to reduce and reduce the resistance that occurs when implementing any program of change, by providing opportunities for participation between all levels of management in the process.
2. Strategic atonement contributes significantly to the harmonization of the Organization's potentials and its competitive reality in a manner consistent with the life of the Organization.
3. Strategic thinking is a tool for the futures industry, as it greatly helps managers to prepare for the future.
4. Helps strategic thinking in the selection of methods in accordance with the objectives aimed at achieving benefit between parts of the organization.

5. Changing the traditional thinking patterns of senior management towards the growth of strategic thinking leads to their absorption to local markets, regional and global as well.
6. Strategic thinking views the organization as a single unit rather than as separate parts competing for resources, ie strategic thinking has a holistic view of the organization.
7. Strategic thinking makes managers more aware and responsive to environmental conditions and their variables.

Third: the dimensions of strategic thinking

Many researchers and writers have made many and varied contributions to describe the dimensions of strategic thinking. Many of them converged and diverged according to their intellectual orientations. Systems perspective, guided hypotheses, strategic intent, time thinking, and intelligence opportunities). This model shows strategic thinking as managerial abilities, and management has these capabilities as a strategic thinker (Masifm & Vial, 2002: 4). (Bagg. 2001: 1) has put forward strategic thinking dimensions (planning and management focus on a particular direction, focusing on the important goal and planning the most appropriate place). Either (Bonn, 2005: 336) went to identify three main dimensions of strategic thinking in his opinion, namely (creative thinking, systemic thinking, and vision), and after reviewing by the researcher on several relevant studies, the researcher believes that the dimensions (Liedtka, 1998) can be considered as more reflective of strategic thinking, so it will be relied on in the side of applied study, as follows:

1- Strategic intent

Thinking in this way is intended to imitate the competitor, or the initiative, and strategic thinking in this dimension is the direction of the top management of the organization in achieving its future strategic goals, and can be a strategic intention centered around strategic decision-makers towards the market or service and commodity, The strategic intent gives an answer to a key question in the drafting process, namely where the Organization would like to be in the future.

2- Systems Thinking

This concept dates back to the middle of the twentieth century, where this concept was associated with operations research, systemengineering and systems analysis, where systems thinking has achieved great success in this area, which led to its transfer to the environment of social systems, and expresses the ability to integrate and synthesize elements more than They are separated into parts and then analyzed (Maccoby, 2001: 1). This term refers to the inclusiveness of thinking, as the expansion of the thinking process to include variables outside the boundaries of the organization will open the door to innovation and creativity, and therefore the strategic decisions that include the options of competition or cooperation are the result of strategic thinking owned by senior management (Prism, 2010 The concept of systems thinking can be defined in the opinion of Abdel Ridha, 2014: 28, as the study of the parts of their relationship and their relation to the whole, focusing on the way they interact with each other and then evaluating their success in serving the objectives of the system.

3- Thinking about time

Time thinking is one of the important issues that bridge the gap between present and future intentions. Strategic thinking, in this case, is not limited to working to adapt the real-time resources and organizational possibilities with the opportunities that exist in the environment. This vision is based on evoking the past and comparing it with reality and then orienting the future in order to identify the important thing from the past events and abandon the unimportant things and work to develop Present for the future swallowing.

4- Foresight

Orientalism is defined by the dictionary (Oxford, 2006: 309) as the ability to predict and prepare for future events and needs. Orientalism expresses the ability of the leader of the organization to think powerfully and invisibly. These ideas create future visions. The individual in the consequences of things or is his vision of environmental trends by monitoring the dynamic factors of the present (Maccoby, 2004: 4). There is also a close relationship between strategic thinking and foresight, since foresight and through its programs and future expectations in the area where it is anticipated, strategic thinking plays an important and essential role in the implementation of the results of the foresight program, where this relationship is keen on the complementary role of strategic thinking and foresight together (Fukasaku, 2000: 50). Foresight (Costanzo & Mackay, 2008: 2) is defined as the ability to see phenomena through confusion, to discover evolution before it turns into a trend and to know the pattern before it fully emerges, and to understand all the traits that may form a direction for future events.

Part Two: Marketing Decisions (Conceptual Approach)

First: the concept of marketing decisions

The concept of decision in the language means the determination of a particular issue or disagreement and is defined as the choice of paths or methods or the best and best solution among the multiple alternatives and equal solutions. Decisions can be defined as a trade-off or selection of a particular solution from the business environment, ie, a process that ends in favoring one or a suitable alternative among the several alternatives available to the decision-maker (Yaghi, 2010: 45). Khalil Shamma defines the decision-making process as the process of choosing the right alternative among the many available alternatives based on the ability of this alternative to achieve the maximum possible desired results and the least number of undesirable results (Daami and Masoudi, 2011: 135). The marketing decision-making process is a fundamental process based on the fact that the decision is the core of the administrative process and the output of the administrative work in general and the administrative function, where the work of the real leader and efficient manager is making a marketing decision distinguishes it between different alternatives and choose the most suitable alternative, as the choice of that alternative Appropriate clarifies the extent of the manager 's creativity and its dependence on the rational foundations when making the most appropriate marketing decision (Mansour, 2003: 349). (Abu Juma, 1999: 362) defines marketing decisions as to the process by which an alternative is chosen from among the various alternatives that contribute to address a specific marketing problem or deal with a specific marketing situation.

The types of decisions vary according to their purpose, they can be divided into the following: (Al-Zafiri, 2012, 34)

1. Strategic Decisions: These decisions are concerned with the relationship of the Organization with its external environment, as this type of decisions is affected by the external environment of the Organization and their relationship is reciprocal, strategic decisions are concerned with determining the future work program of the Organization.

2. Administrative or tactical decisions: those decisions related to the work of organizational restructuring and demarcation of the boundaries, authorities, relations and responsibilities between employers and employees, so this type of decisions are focused entirely on the management of the resources of the organization in terms of acquisition and organization and the development of human and financial resources of the organization, Well-organized management leads to ensure the flow and increase the organization's resources needed to carry out all production processes.

3. Operational or executive decisions: decisions that are characterized by dealing with problems that are directly related to the plans of the organization, which are characterized by routine and uncomplicated and concerned with the conduct of the daily operations of the organization and its routine activities, and does not require such decisions of any kind of creativity, but typical decisions, These decisions relate to determining the optimal use of the element of production and determine the best production methods that work to raise production capacity and reduce costs, and adopt such decisions at the lower levels of the organization.

Second: the importance of marketing decision

Management is a decision-making process. It is the heart of management that believes in the organization's survival, growth, and prosperity. The decision-making process is one of the core functions of management, and planning, directing and organizing control cannot be directed alone. It comes as a result of decision-making by managers that seek to determine the goal that they want and then work to reach it, the decision-making process by the manager, which reaches all administrative levels, it is present in all parts and joints of the organization and deal with all things inevitable Hence, the importance of decision-making processes with the diversity, increasing and complexity of the work of organizations and their diversity and increasing the challenges facing organizations from rapid and fierce competition (Alalaq, 1998: 69).

The importance of marketing decisions is that they are strategic decisions focused on the prospects for the future of the organization and its various effects that mimic the status and reputation of the organization in light of the competitive reality between different organizations (Mohammed, 2008: 41). The importance of each decision is influenced by the following factors:

1. Number and degree of influence of persons affected by that decision.
2. The cost of the decision and its returns, as the relative importance of each decision increases as the expected cost and the expected return of that decision, is high.

3. The time required to make a decision, the more important decisions the decision-makers need to take longer to gain knowledge and experience (Bakri, 2008: 180).

In the opinion of the researcher that the criteria for measuring a successful manager is efficiency and ability to make decisions that are characterized by effective decisions, and thus can be linked to the effectiveness of the organization and efficiency of the integrity and accuracy of decisions taken by managers at all levels.

Third: the dimensions of marketing decisions

1- Benefit:

Benefit represents the revenue generated by the product itself, it is not possible to achieve good marketing without the sale of something needed by the customer specifications required, and in order to determine the benefit achieved accurately must determine the market that will serve accurately and the extent of the size and type and what the customer needs and consumer behavior To achieve this benefit based on what the customer needs (Hamza, 2014: 39).

2- Price:

Price is one of the most difficult marketing decisions to be made by organizations because of their great relevance to the product to be priced and the status of that product, which is the first thing that the customer evaluates and builds on the purchase decision or not (Shamimari et al., 2004: 423). To be sold so that the customer is able to pay when needed, and therefore the process of determining the price and change of the most difficult marketing decisions because of their direct impact on the actual sales volume (Hamza, 2014: 39). Ma'ala and Tawfiq, 2008: 27 defined the price as the means by which the organization could cover its total costs and also make a profit through it.

3- Distribution:

Making a marketing decision to produce a particular commodity is not enough to achieve an actual sale, but the organization must display this commodity in a way that reaches the customer and covers the needs of that commodity. 40) Distribution is also an important marketing activity in the field of services, because of its effective role in directly influencing marketing decisions, as the distribution is successful if it can shorten each of the organization that provides the service to the customer at a high speed and time and place appropriate In an appropriate quality, it is the distribution channel that achieves this To shorten the opinion of both (Keywords and Tai 1999: 303). (Maalla and Tawfiq, 2008: 29) defined the distribution as the group of activities that move goods and services from the place of production to the market.

4- Promotion:

Promotion is a set of activities that are advertising, public relations, personal sale and marketing of both types via the Internet and direct, the customer cannot know anything about the organization's marketing activity unless it has a promotional system, and that the success of most of the goods provided by the organization is mainly due to the success of promotional programs that Adopted by the organization (Bakri, 2006: 148). In order to achieve a good sale, the organization should promote the customer what he buys, that is, the definition of the commodity

and what it offers for sale (Hamza, 2014: 40). Nouri, 2004: 29), Promotion has been defined as a communication process whose purpose is to build a relationship with customers permanently by notifying them and persuading them of what the organization is selling or marketing (Pride & Ferrell, 2000: 432).

III CHAPTER THREE (PRACTICAL ASPECT)

First: Definition of the bank sample search

Baghdad Investment Bank is one of the first banks that got a license in Iraq, where he started his banking operations in 1992, keeping in mind his priorities and the Iraqi national economy. The service portfolio includes banking services on a large scale after being allowed by the Central Bank and all private banks to conduct all banking activities. In 2005, the Bank of Baghdad had a significant turnaround, holding 49% of its capital, United Gulf Bank and Iraq Holding Company. Bank of Baghdad has evolved from a local bank to a global bank over the past years. It continues to grow and perform well despite the turmoil in the global financial markets and the local instability affecting the Iraqi economy. 3.6 billion Iraqi dinars (US \$ 2.7 million) in 2006, an increase of 361.11% compared to 2006 figures. Much of the Bank's success has been achieved through technical enhancements and our strategic interest in the future. The bank has 23 branches inside Iraq in addition to other branches in Syria and Jordan.

Second: Analysis of personal characteristics data

Table 1: Distribution of the research sample by sex

Gender	Percentage %	Number
Males	75	30
Females	25	10
Total	% 100	40

According to the data of table (1), it is clear to us that the proportion of males is higher than the proportion of females, where it reached (75%), while the proportion of females (25%), due to the nature of banking.

Table 2: Distribution of research sample by age

Age group	Number	Percentage %
Less than 25 years	0	0
35 - 25	10	25
45 - 35	25	62.5
45 and over	5	12.5
Total	40	% 100

It is clear from the data of Table (2) that the majority of the respondents are in the age group less than (35-45) where they reached (62.5%), and that (25%) are in the age group 35-25). This is because the experience is an important element in banking.

Table3: Distribution of research sample by educational attainment

Certificate	Number	Percentage %
Secondary and below	0	0
BA	25	62.5
M.A.	10	25
Ph.D.	5	12.5
Total	40	% 100

Data from Table (3) shows that the majority of the sample members are holders of bachelor's degree (62.5%). The banking business and the management of the bank need people with certificates and there is no sample among those who hold a certificate of prep

Table 4: Distribution of research sample by years of experience

Years of service	Number	Percentage %
Less than 5 years	5	12.5
10 - 5 years	12	30
10 years and over	23	57.5
Total	40	100%

The results shown in the table above indicate that a large percentage (57.5%) of the respondents who have years of service more than (10) years.

Third: Analyzing the responses of the respondents

Arith metic mean	I don't quite agree		I do not agree		neutr al		Agree		Agree quite		Contents	No.
	%	N o.	%	No .	%	N o.	%	N o.	%	No .		
1. Strategic intent												
4.85	0	0	0	0	0	0	15	6	85	34	The Bank's management adopts a market orientation policy.	X1
4.85	0	0	0	0	0	0	15	6	85	34	Management of the bank tends to imitate competitors in determining strategic directions.	X2
4.8	0	0	0	0	5	2	10	4	85	34	The management of the bank continuously strives to reach future goals.	X3
4.3	0	0	5	2	10	4	35	14	50	20	The senior management determines its thinking in the light of the mission and vision of the bank and the objectives it seeks to achieve.	X4
2. Systems thinking												
4.3	5	2	30	12	15	6	20	8	30	12	The Bank's management is concerned with the overall view of how the change in the surrounding environment occurs.	X5
3.55	10	4	25	10	5	2	20	8	40	16	Management takes into account the hierarchy, objectives of the bank and formal relations when looking at work-related problems.	X6
3.3	25	10	15	6	5	2	15	6	40	16	Management takes into account the impact of different sections on the way in which the objectives are achieved.	X7
4.3	0	0	5	1	20	4	15	3	60	12	The Bank's management views the Bank as a multi-part system.	X8
3. thinking time												
4.7	0	0	0	0	0	0	30	12	70	28	The Bank's management takes into account the events of the past when determining its vision for the future of the Bank.	X9

4.4	0	0	5	2	5	2	35	14	55	22	The Bank's management believes that knowledge of the past helps to look to the future.	X10	
4.5	0	0	0	0	0	0	40	16	60	24	The management of the bank takes into account how the different departments affect the way in which the objectives are achieved.	X11	
4.6	0	0	0	0	0	0	40	16	60	24	The Bank's management takes into account the time factor by identifying the variables that will affect the activities of the employees in the future.	X12	
4. Foresight													
4.65	0	0	0	0	0	0	35	14	65	26	The management of the Bank follows the principle of predicting the future when developing its strategies.	X13	
4.55	0	0	0	0	1	0	4	25	10	65	26	Foreseeing the future is a quick response to the changes facing the bank.	X14
4.6	0	0	0	0	5	2	25	10	70	28	The Bank's management adopts forward-looking in order to ensure a competitive advantage.	X15	
4.6	0	0	0	0	5	2	25	10	70	28	The Bank's management adopts forward-looking as a tool for strategic atonement.	X16	
5. Marketing decisions													
4.7	0	0	0	0	0	0	30	12	70	28	The management of the bank is interested in providing new banking services that satisfy the desires and needs of customers.	X17	
4.85	0	0	5	2	0	0	0	0	95	38	The management of the Bank shall ensure that the prices of its services are commensurate with the benefits that the customer receives from that service.	X18	

4.5	0	0	0	0	5	2	40	16	55	22	The Bank's management is making promotional efforts to achieve excellent relationships with customers using various promotional elements.	X19
4.65	0	0	0	0	10	4	15	6	75	30	The management of the bank takes into account the views and suggestions of customers when preparing the distribution strategy.	X20

1. Strategic intent (X4 - X1)

The variable of strategic intent has achieved an overall mean of (4.7), where all paragraphs achieved high arithmetic mean (4.85, 4.85, 4.85, 4.3), respectively, which are all higher than the hypothetical mean of (3). Sort them by importance (X1, X2, X3, X4) respectively. These results indicate that the senior management in the bank strives to take the initiative in achieving the future goals it seeks, in light of its vision, mission, and goals, and the management adopts a policy-oriented towards the market and imitates its competitors in determining its future directions, based on the answers of the study sample.

2. Systems Thinking (X8 - X5)

The paragraphs of this variable achieved arithmetic meanings (4.3, 3.55, 3.3, 4.3), respectively, and their order of importance (X5, X8, X6, X6), also was the mean of the variable thinking systems in general was (3.86), which is Higher than the hypothetical mean (3). These results indicate that the senior management of the bank has a comprehensive view of the external variables that surround the bank, and it takes into account the hierarchy in the bank when faced with problems, based on the answers of the research sample in the table above.

3. Thinking about time (X12 - X9)

The majority of paragraphs of this variable have achieved high arithmetic mean, which reached respectively (4.7, 4.4, 4.5, 4.6), which are all higher than the hypothetical mean of (3), and the mean of this variable in general was (4.55), The order of the paragraphs was by importance (X9, X12, X11, X10). The results indicate that most of the paragraphs of this variable that the management of the bank adopts a method of thinking in time in order to determine the variables that will affect the activities of employees in the future, as the management provides them to know the past taking into account its events in order to look to the future in order to achieve the goals.

4. Foresight (X16 - X13)

The averages of paragraphs of this variable (4.65, 4.55, 4.6, 4.6), respectively, and the order of importance (X13, X15, X16, X14), and the total average variable (4.6), which is higher than the hypothetical mean of (3),

The results indicate that the Bank's management adopts forward-looking to ensure that it achieves a competitive advantage and a rapid response to the changes that the bank may face when developing its strategies.

5. Marketing Decisions (X20 - X17)

Paragraphs related to the marketing decisions achieved a mathematical arithmetic that was arranged (4.85, 4.7, 4.65, 4.5) and according to their importance (X18, X17, X20, X19), and the general arithmetic mean (4.67), and these results confirm that the management of the bank provides its services in a satisfying desires The prices of its services are commensurate with the benefits received by its customers, and it is making promotional efforts to build distinct relationships with its customers and develop a strategy that suits customers when they distribute.

IV CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

1. The study proved that the managers of the bank enjoy strategic thinking at a good level where the relative arithmetic average was 70.85%. The elements of strategic thinking according to their importance according to the responses of the sample of the managers were as follows (strategic intent, systems thinking, time thinking, foresight).
2. The study showed that there is a statistically significant relationship between the elements of strategic thinking and the marketing decision-making process because there is a statistically significant relationship between foresight as one of the elements of strategic thinking and the marketing decision-making process for the managers in the bank. Future trends, facing challenges and crises and making positive and influential decisions affecting the quality of services provided by the Bank.
3. There is a statistically significant relationship between systems thinking as one of the elements of strategic thinking and the process of marketing decisions for managers in the bank, and this reflects the ability of managers to link parts of the system with each other, and their ability to diagnose the causes of problems faced by the organization, and thus take appropriate and influential decisions To find solutions to problems.
4. The marketing manager faces a set of circumstances that require him to make continuous marketing decisions.
5. Foresight is the main resource of the bank since the decision-maker is in dire need of the data and variables periphery.
6. Marketing decisions in the institution is the most complex, because of the required marketing information is very important.
7. Marketing information is in dire need of an important marketing information system to solve the problems of marketing decisions in the bank.

Second: Recommendations

Based on the findings, the researcher recommends the following:

1. Forming a strategic thinking unit whose mission is to provide the Bank with the required information and contribute to shaping its future with regard to the beneficiaries of its services and channels of dealing with them, conducting assessments of the surrounding risks, monitoring the changes affecting its activities and then assisting its managers in taking the appropriate attitude towards them.
2. The need to pay attention to the development of strategic thinking among the managers of the study sample through:
 - A. Special programs to promote the culture of strategic thinking and strengthen its elements among managers, their role in marketing decisions, and the use of computer simulation programs to train managers on how to use strategic thinking.
 - B. The use of experts in the field of strategic thinking from abroad to train managers on how to use strategic thinking, and use it in the decision-making process, and ways to employ it in dealing with opportunities and threats.
 - C. Managers participating in these programs are awarded a Professional Certificate in Strategic Thinking
3. The need for the bank to seek to attract good managers with meditative, analytical and predictive capabilities
4. The researcher recommends that the development of the bank include attention to the study of strategic thinking and development at all levels of management in the bank.
5. Developing managers' decision-making skills, broadening their horizons, knowledge, and awareness, so that they are prepared for any emergency, and developing their skills in gathering and analyzing information necessary for decision-making.
6. The core of tools to evaluate the patterns of strategic thinking of bank managers, and training them on how to work on these tools and considered as a criterion to judge the progress of the bank, and to verify the degree of suitability for use in the evaluation process, and to keep pace with the development in the bank.
7. Adopting in-service training of bank managers through the establishment of a training project that includes the application of workshops on the exercise of strategic thinking in the management of the bank
8. Develop an effective marketing information system in the bank.

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