

The Impact of Strategic Information Systems on Competitive Advantage

Reem Sabah Mohammad¹, Noor Amer Harb Al-Bazuny², Tuqaa Abd Muhammad³, Safa Najah Abdul Ameer⁴, Ahmed Abbas Hussein⁵, Abdullah Ibrahim Jabbar⁶

¹University of Misan, Kahla Road, Misan, Iraq.

²Department of Radiological Techniques AL-Zahraa University for Women, Karbala. Iraq. Department of Clinical Laboratories, Scanex, College of Medicine, University of Karbala

³College of Nursing, University of Karbala, Karbala, Iraq.

⁴University of Misan, Kahla Road, Misan, Iraq.

⁵University of Misan, Kahla Road, Misan, Iraq.

⁶University of Misan, Kahla Road, Misan, Iraq.

¹ reem-sabah@uomisan.edu.iq

²noor.amer@alzahraa.edu.iq

³tuqaa.a@uokerbala.edu.iq

⁴safa.najah@uomisan.edu.iq

⁵ahmedab85@uomisan.edu.iq

⁶theloard0550100@gmail.com

Abstract

The research aims to measure the impact of SIS on competitive advantage within Asia Cell. It focuses on evaluating the effectiveness of these systems in enhancing managerial efficiency and competitive positioning. The study involves 30 participants from various managerial levels at Asia Cell, with data analyzed using SPSS software. Key findings reveal that respondents acknowledge the presence of SIS and their positive influence on managerial performance, leading to a competitive advantage.

Keywords: Strategic information systems with its dimensions (e-business strategy - strategic information systems technologies - strategic information) and competitive advantage with its dimensions (innovation - differentiation - cost reduction)

Introduction:

highlights the importance of quality in products and services across all sectors, emphasizing the strategic role of SIS in navigating competitive challenges. The authors argue that SIS is essential for organizations to innovate and achieve competitive advantages through efficient data management and strategic planning.

Research Methodology:

The document discusses the research problem, significance, objectives, and hypotheses. It identifies the challenges faced by businesses, particularly in service industries, and explores how SIS can provide insights for strategic planning. The research utilizes a quantitative approach, with a focus on studying the relationship between SIS and competitive advantage through surveys and statistical analysis.

First: The research problem:

The business sector in general, and the service industry in particular, faces a series of important challenges, manifested in the increase in the number of competitors and the emergence of new competitive models represented by innovations, new inventions, technological developments, mergers and alliances, etc., all of which will undoubtedly affect the competitive position of any organization. Thus, many of the competitive advantages that we have known historically, such as location, assets, physical assets and availability of capital, have not been recognized as important resources that can be relied upon in capital, which reduces the importance of location.

Second: The importance of research:

The importance of this study emerges through its discussion of the issues of strategic information systems with their dimensions and impact on competitive advantage in this important business sector. The importance of this study also stems from the modern knowledge that this study can increase the role of researchers, libraries and Arab knowledge. Accordingly, the importance of this study came through a set of the following considerations:

1- The method of employing strategic information systems in the competitive advantage in Asia Cell Company.

2- How to use strategic information systems to enhance the ability of Asia Cell Company to obtain the strongest competitive positions.

3- An attempt to clarify the importance of the strategic information systems approach, which has proven its efficiency and effectiveness in many countries of the world as one of the most important approaches to contemporary information systems, especially with regard to achieving competitive advantage.

Third: Research objectives

This research aims to measure the level of impact of strategic information systems in achieving participation in Asia Cell Company. This research seeks to achieve the following physical direction: 1- Determine the level of awareness of the effective and efficient extent of strategic information systems in Asia Cell Company. 2- Determine the level of knowledge that Asia Cell Company has reached. 3- Determine the level of impact of strategic information systems later in Asia Cell Company. 4- Present a group of experts that would level the use of strategic information systems in achieving participation in Asia Cell Company.

Literature Review :

This section reviews existing It outlines the concepts, importance, and components of strategic information systems, as well as their roles in achieving competitive advantages across various sectors.

The research community and sample .The research community and sample consist of administrative and technical leaders from the senior management of Asia Cell Company, represented by department managers, their deputies, department heads and their assistants .

First: The concept of strategic information systems

Many researchers and practitioners have provided numerous definitions of strategic information systems, which express the diversity of their viewpoints and intellectual starting points regarding the concept, dimensions and importance of these strategic systems. Strategic information systems play an important and fundamental role in supporting senior management to perform its basic functions at the highest level of efficiency and effectiveness. It has been defined as **Charles Wiseman (Turban et al, 1996:92)** It shows that strategic information systems are the system that supports or formulates the competitive strategy of business units).

Strategic information systems can also be defined from the researchers' point of view:-

Strategic information systems play an important and fundamental role in facilitating the task of senior management in strategic planning and achieving the strategic objectives of organizations represented by survival, growth and achieving competitive advantage. It provides senior management with internal information represented by strengths and weaknesses and external information represented by opportunities and threats, as well as supporting its decisions with efficiency and effectiveness in order to achieve the strategic objectives of organizations.

Second: Strategic information systems objectives

As follows:-

The strategic information systems base enables senior management to provide information for planning, control and decision-making processes, and it also provides an opportunity to manage information efficiently and effectively.

- Providing information about success factors, which are described as “the limited areas in the organization’s activities that, if satisfactory, will achieve its goals.”

- Enhancing the capabilities of senior management in accessing detailed information for decision-making purposes and in providing summaries of that information.

- It helps organizations achieve what is known as the concept of competitive progress, which is a concept that can have more than one meaning, as it is one of the concepts of flexibility. We may mean by it increasing sales figures, acquiring new customers, growth in market share, or other things, and achieving these matters is the responsibility of senior management.

- Helping the organization’s senior management confront problems and provide solutions to them as they occur by providing them with strategic information.

- Inputs provide the information required by management in making and taking strategic decisions through data from these systems, which include information about the external environment (opportunities and threats) and information about the internal environment (strengths and weaknesses).

Third: The importance of strategic information systems

The importance of strategic information systems can be summarized as follows:

- 1- Systems that help the organization adapt to the surrounding conditions and move smoothly from the past to the present and then the future, as they help the organization deal with the state of uncertainty and turmoil surrounding the organization, which creates a sustainable competitive advantage for the organization. **Laudon and Laudon, 2010:15)**
- 2- It has a clear role in supporting the business organization's strategy and competitive position through the information it provides of a strategic nature to support the strategic planning process. In this direction, strategic information systems have become a weapon in the organization's hand to face challenges and enhance its competitive position. (Al-Omari and Al-Samarrai, 2010: 9)
- 3- Gaining competitive advantage through strategic information systems requires strategic use of information to invest in opportunities and avoid threats through technical skills and infrastructure. **Dehning & Stratopolous, 2003 ,22)**
- 4- The advantage of strategic information systems is embodied in raising business resources, intangible resources and creative cultures in integration with the strategic planning system and supply chain management. **Powell & Micallef, 1997,9)**

Fourth: Elements of strategic information systems

Strategic information systems consist of four elements (inputs, processing operations, outputs, feedback) as shown in Figure (01).

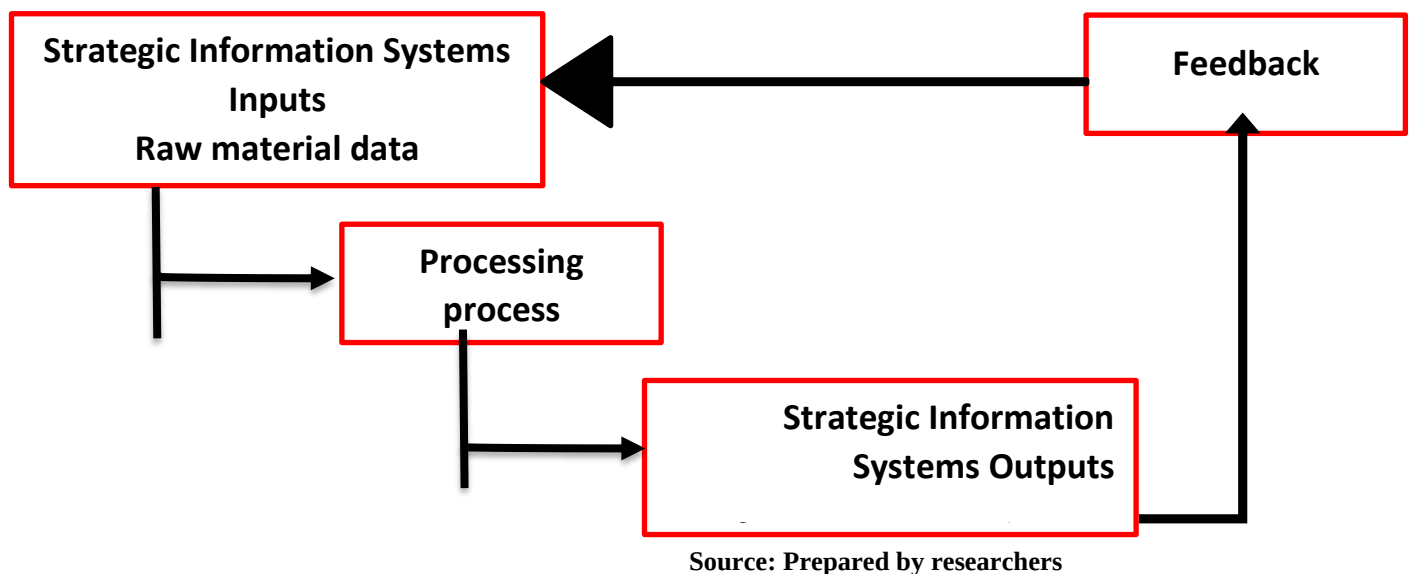


Figure (01) Elements of strategic information systems

Fifth: Characteristics of strategic information systems

Strategic information systems contain information and process it regularly according to specific procedures and present it in the form of reports to management. It also contains a formal part that works to provide information that efficiently supports strategic thinking in management.

- The computer is an important element of strategic information systems.

Strategic information systems are an integrated system that contains complete information, some of which has quantitative characteristics that are analyzed using quantitative analysis methods, and some of which has descriptive characteristics that depend on personal opinions.

- Strategic information systems are an integrated system that relies on information and reports related to the organization's internal conditions, and relies more on information that originates in the external environment. Which works to predict the future more closely related to the past.

Sixth: Obstacles to strategic information systems

We turn competitive advantage into a strategic imperative: -Strategic information systems provide a competitive advantage that can be supported and maintained when the customer sees that what distinguishes the organization's service from others is now available to competitors at the same price level.

Risks associated with the design and implementation of strategic information systems: -Strategic information systems face a set of risks during their design and implementation phase, which are as follows:-

- Risks associated with managing large systems: They are characterized by a number of users and a decrease in direct official control, which leads to an increase in inevitable errors, and their results are disastrous for organizations and institutions, and even include acts of sabotage by an agent that have not yet been adapted or treated.
- Risks associated with imitating strategic information systems of enterprises
- Senior management satisfaction with executive information systems functions

Competitive advantage the introduction

Competitive advantage and its sustainability are the focus of the organization's activity and the center of its interest. Competitive advantage comes when the organization obtains or develops its procedures that allow it to achieve competitive superiority. (wang, 2014,33)

First: The concept of competitive advantage

Competitive advantage is defined as: the ability to produce goods and services at the right price and time, and to meet consumer needs more efficiently than other competing establishments. (Abu Bakr, 2006, 13)

As for (Al-Salam, 2010), he defined competitive advantage as a set of characteristics, competencies, and capabilities that an organization possesses and that distinguish it from its competitors in the markets.

Researchers believe that competitive advantage: It is not something tangible or intangible that the organization possesses, but rather it is the organization's ability to produce goods and services efficiently, with quality, and at prices that are better than those offered by its competitors. It is the characteristic that enables the organization to outperform its competitors.

Second: The importance of competitive advantage

The importance of competitive advantage can be summarized as follows:

- 1- Competitive advantage is a positive indicator towards organizations to occupy a strong position in the market due to their possession of a larger market share than their competitors. This means that they will have more loyal and satisfied customers compared to their competitors and will be less exposed to attacks by competitors on the one hand and increase their profits on the other hand. (Hill & Jones, 2001,209)
- 2- Competitive advantage represents a weapon to face the challenges of the market and competing organizations and comes through its ability to meet the needs of its customers by creating productive skills and techniques in a way that enables it to adapt to a rapidly changing environment. (White Hill,1997,625)

3- It is an important criterion for determining the success of organizations over others because successful organizations are characterized by the difficulty of imitating them. **Macmillan & Tampot, 2000,89)**

Third: Competitive advantage objectives

Competitive advantage has many goals, the most important of which are (Marbai, 2011-2012, 60):

- 1- Attracting customers by its ability to convince customers of distinguished products and create a marketing opportunity.
- 2- Obtaining a larger market share than its competitors, which will be reflected in increased profits and returns.
- 3- Creating external loyalty for the organization by creating value for customers, which leads to ensuring customer satisfaction and survival in the current market.
- 4- The future vision of the goals to be achieved and the opportunities that he wishes to seize, in addition to entering a new competitive field of market, customers, or new goods and services.
- 5- Competitive advantage is a criterion for determining the success of organizations and their distinction with a model that is difficult to imitate.

Fourth: Characteristics of competitive advantage

Given the sensitivity of competitive advantage and its impact on achieving the desired success, achieving the desired benefit from possessing it requires a number of characteristics.

Among these characteristics that should characterize organized competitiveness, we find the following: (Al-Ghalibi, Idris, 2009, 309): -

- 1- Relativity:** That is, it is achieved by comparison and is not absolute. This characteristic makes understanding the features within an absolute framework.
- 2- Ongoing:** It is continuous and achieves a precedence for organizations in the long term as it specializes in seizing opportunities in the future.
- 3- Flexibility:** It means that competitive advantages can be easily replaced by others according to considerations in the external environment and that the use of these competitive advantages is consistent with the goals and results achieved by the organization.
- 4- Renewal:** It is renewable according to the internal capabilities of the organization on the one hand and changes in the external environment on the other hand.

Fifth: Sources of competitive advantage

There are several types of sources of competitive advantage, the most important of which were identified by (pitts and lei, 1996,70) and (Dhaham 2016, 32) sources of competitive advantage are as follows:

- 1- Sources of internal competitive advantage:** The tangible resources of the organization are represented by (Raw materials, assets, etc.) and intangibles, represented by (energy, etc.) as well as competitive advantage comes from developed administrative systems and returns on research and development.
- 2- External sources of competitive advantage:** It is represented by the changes in the external environment, which are many and varied and which the organization can exploit and benefit from, which leads to creating opportunities in the context of supply and demand for raw materials, human resources, and others.
- 3- Strategic options:** The company can build competitive advantage through its strategic choices, especially vertical and horizontal integration, alliances and relationships with others.

Sixth: Dimensions of competitive advantage

These are the characteristics that the organization chooses to offer its products and meet market demands to achieve superiority over its competitors. The organization seeks to enhance its market share and competitive advantage. High quality and low costs are characteristics that it has researched and reached dimensions until the organization became distinguished from its competitors in more than one dimension. The most common dimensions are:

1- Reducing costs: The lowest cost is the oldest competitive dimension that many organizations have sought to believe is the organization's ability to produce and market at the lowest costs compared to the costs of products offered by its competitors, which leads to achieving high profits.

2- Creativity: It means innovation, which is based primarily on new ideas, and among those ideas is the creation of new and innovative things that did not exist before.

3- Differentiation: It is the characteristic that companies seek to obtain through some dimensions that have a greater value than customers.

The impact of strategic information systems on competitive advantage

First: Strategic information systems in achieving competitive advantage

Second: The competitive advantages achieved by strategic information systems in organizations

Third: The strategic roles played by strategic information systems in achieving competitive advantage.

First: Strategic information systems in achieving competitive advantage

In this era, business organizations face many challenges and difficulties that require them to have a strategic approach in their work towards achieving their goals, and ensuring survival and continuity in the changing and complex environment full of challenges. Thus, the role and importance of having a strategic information system emerges as a strategic weapon for organizations to face these difficulties, by adopting it as a tool for providing information for strategic planning.

Strategic management provides the organization with a future view of the external environment through expected opportunities and threats and of the internal environment through studying strengths and weaknesses in order to enable the organization to achieve goals and adopt a strategic system. It allows it to face threats and exploit opportunities to gain competitive advantage.

Galliers, et al., 2006, 16) And according to what you mentioned to (Porter) There are three strategies that achieve competitive advantage, and the organization's application of any of the strategic alternatives depends on the strengths that the organization enjoys and the weaknesses that it suffers from (Al-Qadir, 2010-2011, 80-81). As follows:-

First: Strategic information systems and cost leadership strategy

This strategy is used to reduce the cost that the organization bears less than its competitors by obtaining cheaper labor and primary resources. This is achieved by strategic information systems by providing internal information (related to performance) and external information (related to markets and competitors) to the organization.

Second: Strategic information systems and excellence strategy

It is one of Porter's three marketing strategies, and is the secret to the success and distinction of many brands. The differentiation strategy aims to add a competitive advantage to the product or service, to distinguish it from other competing products in terms of brand design, product, quality and customer service. It is a strategy used by the organization to achieve distinction in its products from its competitors' products, and differentiation can be achieved through uniqueness. On this basis, no organization can succeed in achieving differentiation without providing timely information about (cost, competitors, performance) and other variables that affect the competitive position, and this is achieved by strategic information systems.

Third: Strategic information systems and focus strategy

It is one of Porter's general strategies, which the organization uses to gain a competitive advantage in the sector or industry so that it can satisfy the needs and desires of a specific sector better than its competitors, which leads to achieving a competitive advantage.

Second: The competitive advantages achieved by strategic information systems in organizations

Strategic information systems achieve many competitive advantages for business organizations, including the following: (Crow and the Hijazi, 1999):-

- A system that contributes to In Drafting Strategy, implementation and follow-up.
- Setting a high cost to convert a customer to a competitor's product.

- Complete change in the operational system, leading to a change in the business environment in organizations.
- Allowing organizations to choose new strategies for setting prices for their products and services.
- Providing new products, services and information that competitors do not provide, which leads to a complete change in the basis of competition.
- An information system that contributes to achieving sustainable competitive advantages for the organization and creating a position for competitors to enter the market.

Through the advantages achieved by strategic information systems, we see that the primary goal of these systems is to support senior management in making strategic decisions and strategic plans that achieve competitive advantage.(Al-Qadir, 2010)-2011)

Third: The strategic roles played by strategic information systems in achieving competitive advantage..

One of the most important challenges facing organizations is maintaining their competitive advantage..

And he knew (Hichs,1993)Competitive advantage resulting from information systems: is the application of information technology in a way that leads to achieving competitive superiority.

It means that strategic information systems are the means that provide the organization with the strategic information it needs to achieve competitive advantage. The information systems that have been referred to in many literatures as strategic information systems are support systems for the activities carried out by organizations and help them achieve the best through the strategic information that they provide to senior management. (Ahmed and Al-Awad, 2011)

The practical side

Through this research, the researchers aim to analyze the impact of strategic information systems on competitive advantage and determine the extent of use of these systems in Asia Cell Company, in order to determine the importance of these systems in achieving strategic objectives and improving the company's competitive performance.This questionnaire consists of two parts:

Section One:- This is the section related to the independent variable (strategic information systems), as this axis contains:3Dimensions(**E-business strategy - strategic information systems technologies - strategic information**) Each dimension contains5Questions in total15Question for the independent variable.

Section Two:- The dependent variable (competitive advantage) includes this variable:3Dimensions (creativity-**Differentiation-cost reduction**)Each dimension contains5Questions in total15Question for the dependent variable.

Research scale: - The questionnaire form was prepared based on the five-point Likert scale (strongly agree-I agree-Neutral - Disagree - Strongly Disagree) The data were analyzed using the statistical analysis program.**IBM SPSS Statistics 27.**

Table (1Distribution of the study sample

Recovery rate	Valid forms	Non-refundable forms	Excluded from forms	Retrieved from forms	Number of distributed forms	Sequence
100%	0	0	0	30	30	1

Source: Prepared by researchers based on field results

Identification information of the individuals being researched in the company

Table No. (2) Identification information of the study sample

Gender							
feminine				male			
ratio		Repetition		ratio		Repetition	
27%		8		73%		22	
the age							
50One year or more		40-49year		30-39year		29One year or less	
ratio	Repetition	ratio	Repetition	ratio	Repetition	ratio	Repetition
0%	0	6%	2	47%	14	47%	14
Length of service in the company							
16One year or more		11-15year		5-10Years		5Years Less	
ratio	Repetition	ratio	Repetition	ratio	Repetition	ratio	Repetition
27%	8	13%	4	30%	9	30%	9

Source: Prepared by researchers based on field results

Data were collected from a study sample of 30 Employees working in Asiaccell

For gender 73% of participants were males (22) while he was 27% of them are females (8 Participants).

For age 47% of participants were under the age of 29 year (14 participating) while he was 47% of them in the age group 30-39 year (14 Participating) and there was (2 Participant) only in the age group 40-49 year (6%) There were no participants in the age group. 50 One year or more.

Regarding the length of service in the company, 30% of participants had been working at the company for less than 5 Years (9 Participants), and there were (9 Participants) 30% have been working in the company for 5-10 Years, while there was (4 Participants) 13% have been working in the company for 11-15 A year, and there was (8 Participants) by 27% have been working in the company for more than 16 year.

Based on this data, analyses and conclusions can be made about the potential impacts of strategic information systems on Asiaccell's competitive advantage.

Second: - Statistical description of research variables

In this section, we will analyze the questionnaire axes to answer the study questions, where descriptive statistics measures were used, such as the arithmetic mean and standard deviation, using the five-point Likert scale for the answers of the research sample members to the questionnaire paragraphs related to the two axes. Strategic Information Systems And competitive advantage.

Section One (Strategic Information Systems): The requirement in this variable is to determine the opinion of the research sample regarding the strategic information systems operations in the company, which include: 3 Dimensions (**E-business strategy - strategic information systems technologies - strategic information**)

Table (3)Arithmetic means and standard deviation of the independent variable items (strategic information systems)

Independent variable (strategic information systems)				
Result	Standard deviation	Arithmetic mean	Paragraph	T
E-business strategy				
I strongly agree	0.72	4.40	It is based on the idea of automating performance in the relationship between administrative, production, financial and service activities.	1
I strongly agree	0.62	4.43	It provides the company with its resources, employees and clients in order to facilitate and simplify all operational activities carried out by the company.	2
I strongly agree	0.67	4.23	The company uses an e-business strategy that results in lower operational and financial costs, resulting in a competitive advantage.And.	3
I strongly agree	0.73	4.26	Using an e-business strategy leads to reducing the time required to complete any operational, marketing, financial or even delivery process.	4
I strongly agree	0.49	4.60	Effective Communication Ability The e-business strategy provides the company with the Internet in an effective and wider manner.	5
Information Systems Technologies				
I strongly agree	0.70	4.30	Strategic information systems technology provides support for operations, management and decision-making.	6
I agree	0.66	4.20	Strategic information systems technology enables the storage, processing and flow of information within the company.	7
I strongly agree	0.76	4.36	Strategic information systems technology focuses on managing technology and improving its use in order to achieve corporate goals.	8
I strongly agree	0.68	4.46	Technologies increase coordination between company levels and other companies, which leads to reducing costs, which in turn achieves competitive advantage.	9
I strongly agree	0.75	4.33	Strategic information systems technology helps create new communication channels across the organization to increase the flow, processing and exchange of information.	10
Strategic Information				
I strongly	0.72	4.40	The company uses strategic information to anticipate the problem before it occurs.	11

agree				
I strongly agree	0.56	4.43	The company uses strategic information to achieve the goal of survival, growth and profitability.	12
I strongly agree	0.66	4.33	The use of strategic information achieves a desired level of performance for the company, compared to the performance of their competitors in a way that achieves superiority for them.	13
I strongly agree	0.62	4.43	Strategic information contributes to enhancing the level of creativity in the company, whether in terms of product innovation or development.	14
I strongly agree	0.65	4.30	The presence of strategic information contributes to reducing costs and improving quality, which leads to achieving competitive advantage.	15
I strongly agree	0.666	4.36	Result of the independent variable (strategic information systems)	

Source: - Prepared by researchers based on the results of the program(SPSS)

We note that the data in the table (4) It indicates that the respondents are certain that the research sample centers have strategic information systems, and from the table we see that most managers are motivated by them. Operations These systems and they see that they contribute to the efficiency of their work and this section came with an arithmetic mean (**4.36**) and standard deviation (**0.666**)

And it was **The most important paragraphs of contribution** Good in iWealth This section is paragraph (5) Which states: **Effective connectivity The e-business strategy provides the company with the Internet in an effective and wider way.** which came in the middle of my account (4.60) and a standard deviation of (0.49).

Poverty **And (9) Which states: Technologies increase coordination between company levels and other companies, which leads to reducing costs, which in turn achieves competitive advantage.** This paragraph came in the middle of my account. 4.46) and a standard deviation of (0.68).

Paragraph (12) Which states: **The company uses strategic information to achieve the goal of survival, growth and profitability.** Supported by my account center (4.43) and a standard deviation of (0.56).

At the same time it was **least contributing paragraphs** This is the paragraph (7) Which states: **Strategic information systems technology enables the storage, processing and flow of information within the company.** This is indicated by the arithmetic mean of (4.20) and a standard deviation of (0.66).

Section Two (Competitive Advantage): The aim of this variable was to determine the opinion of the research sample regarding the dimensions of competitive advantage in the company, which include: 3 Dimensions (creativity- **Differentiation- cost reduction**).

Table (4) Arithmetic means and standard deviation of the dependent variable items (competitive advantage)

Dependent variable (competitive advantage)				
Result	Standard deviation	Arithmetic mean	Paragraph	T
Creativity				
I strongly agree	0.62	4.46	The company is making changes in its various activities in order to face its competitors.	16
I strongly agree	0.61	4.36	Creativity is based primarily on new ideas and initiative.	17
I strongly agree	0.67	4.43	The company is able to innovate in the production method by obtaining information from strategic information systems.	18
I strongly agree	0.72	4.40	The company seeks to obtain new ideas in order to improve and develop the work.	19
I strongly agree	0.55	4.63	The company is trying to develop and update its work methods and adopt advanced ideas.And.	20
Differentiation				
I strongly agree	0.62	4.46	Providing strategic information systems contributes to the differentiation of the company's services and products in the target market sector.	21
I agree	0.73	4.13	Strategic information systems contribute to obtaining the best technology.	22
I agree	0.59	4.16	Differentiation is the company's quest to be unique in what it offers.AndFrom services.	23
I agree	0.48	4.20	Strategic information systems can provide strategic information.AndAbout good primary resources and this in turn will achieve differentiation in the company.	24
I strongly agree	0.69	4.26	The company works to provide low-cost services through continuous study on reducing unnecessary expenses.	25
Reduce cost				
I strongly agree	0.65	4.30	The company designs, manufactures and markets its services at a lower cost	26

agree			compared to its competitors.	
I agree	0.64	4.16	Strategic information systems contribute to providing strategic information that helps in obtaining less expensive resources, which can contribute to achieving competitive advantage.	27
I strongly agree	0.68	4.46	Strategic information systems help reduce costs throughout the production process.	28
I strongly agree	0.65	4.30	Strategic information systems can provide strategic information. And About good human resources at the lowest possible cost, which contributes to achieving competitive advantage.	29
I strongly agree	0.71	4.36	Cost reduction is particularly beneficial in a market where price is an important factor. The primary goal of a company aiming to achieve cost leadership is to become the lowest-cost producer compared to competitors.	30
I strongly agree	0.640	4.33	Dependent variable outcome (competitive advantage)	

Source: - Prepared by researchers based on the results of the program(SPSS)

We note that the data in the table (4) It indicates that the research sample centers Verified You have Competitive advantage in the activities you carry out, which indicates that the company's centers achieve the required results. This section came in the middle of my account (4.33) and standard deviation (0.640).

And it came **The most important paragraphs of contribution** Good in iWealth This section is

Paragraph (16) Which states to (The company is making changes in its various activities in order to confront its competitors.) which came in the middle of my account (4.46) and a standard deviation of (0.62).

Poverty And (21) Which states to (Providing strategic information systems contributes to the differentiation of the company's services and products in the target market sector.) This paragraph came in the middle of my account (4.46) and a standard deviation of (0.62).

Paragraph (28) Which states to (Strategic information systems help reduce costs throughout the production process.) Supported by my account center (4.46) and a standard deviation of (0.62).

At the same time it was least contributing paragraphs This is the paragraph (22) Which states: **Strategic information systems contribute to obtaining the best technology.** This is indicated by the average calculation of (4.13) and a standard deviation of (0.73).

Third: - Testing research hypotheses

This axis refers to the correlation between the independent variable (strategic information systems) and the dependent variable (competitive advantage), as well as clarifying the relationship of influence between the research variables, through which we will try to test the research hypotheses.

Firstly:-Correlation analysis between the independent variable and the dependent variable

The researchers used a correlation coefficient (Pearson) Through it, the first main hypothesis is tested, which includes the following:

Testing the first main hypothesis:-There is a statistically significant correlation between strategic information systems and competitive advantage.

Table (5) Correlation coefficient results (Pearson) for the first main hypothesis

Correlations			
		Systems Information Strategy	Feature Competitiveness
Systems Information Strategy	Pearson Correlation	1	.523**
	Sig. (2-tailed)		.003
	N	30	30
Feature Competitiveness	Pearson Correlation	.523**	1
	Sig. (2-tailed)	.003	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Prepared by researchers based on the programSPSS

From the table (5) Above we note that the Pearson correlation coefficient analysis of the relationship between strategic information systems and competitive advantage reached (**0.523**)This indicates the existence of a strong direct correlation between the two variables with statistical significance at the level of (**0.003**)That is, there is a strong direct relationship between the two variables.

This proves the validity of the first main hypothesis, which includes the existence of a statistically significant correlation between strategic information systems and competitive advantage.

Second: - Analyzing the relationship between the independent variable and the dependent variable.

Testing the second main hypothesis:-There is a statistically significant effect of the strategic information systems variable in achieving competitive advantage.

Table (6)Statistical results of testing the significance of the regression model for the second main hypothesis

Source: Prepared by researchers based on the programSPSS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.523a	.273	.247	.27913
Independent variable (strategic information systems)a. Predictors: (Constant)				

Table (7) Statistical results of testing the significance of the regression model for the second main hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.821	1	.821	10.532	.003b
	Residual	2.182	28	.078		
	Total	3.002	29			
a. Dependent Variable: Feature Competitiveness						
b. Predictors: (Constant), systems Information Strategy						

Source: Prepared by researchers based on the program SPSS

Table (8) Statistical results of testing the significance of the regression model for the second main hypothesis

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.943	.741		2.622	.014
	Systems Information Strategy	.549	.169	.523	3.245	.003
a. Dependent Variable: Feature Competitiveness						

Source: Prepared by researchers based on the program SPSS

Table (9) The relationship between the impact of the independent variable (strategic information systems) on the dependent variable (competitive advantage)

F		T		R ²	Strategic Information Systems		variable Independent
Tabular	Calculated	Tabular	Calculated		B1	B0	variable the continued
4.170	10.532	1.697	2.622	0.273	0.594	0.523	Competitive advantage

*P ≤ 0.05 df: (1,28) N= 30

Source:-The researchers prepared to test the validity of the second main hypothesis in the study based on the results of the program.SPSS

It is clear from the previous tables that explain the effect of the independent variable (strategic information systems) on the dependent variable (competitive advantage) in the study sample centers, where the coefficient of determination reached (R²) value (0.273), which indicates that the change in competitive advantage is explained by change in strategic information systems in study centers. As we note from the test statistic that the value of F calculated reached (10.532), which is greater than the corresponding table value (4.170). In addition, the value of the statistical test for the value of T calculated (2.622), it is also greater than the corresponding table value (1.697). These results indicate that the second main hypothesis is achieved.

Firstly:-Conclusions

1-The results indicate that the respondents confirmed the existence of strategic information systems in the sample centers included in the research, and that most of the managers see that these systems motivate them and increase their efficiency at work. The arithmetic mean of the strategic information systems variable reached 4.36, with a standard deviation of 0.666.

2- The results of the study show that the participants confirm that the centers studied have a competitive advantage, which supports the conclusions that indicate that the centers achieve the desired results. The results also showed that the majority of the participants in the study feel satisfied with the competitive advantage processes in the company, as the arithmetic mean of the competitive advantage variable reached 4.33 and the standard deviation is 0.640. It can be concluded from this that the analyzed centers have a competitive advantage and this represents a strong commercial advantage for the company.

3- The results show that there is a strong direct relationship between strategic information systems and competitive advantage, as the Pearson correlation coefficient reached (0.523) and it was statistically significant (0.003).

4- Some paragraphs were distinguished by their good contribution to the study of strategic information systems, the most important of which is paragraph (5) which states (the possibility of effective communication provides the company's e-business strategy with the Internet in an effective manner and on a wider scale) and paragraph (9) which states (the technologies are based on increasing coordination between the company's levels and between other companies, which leads to reducing costs, which in turn achieves competitive advantage) and paragraph (12) which states (the company uses strategic information to achieve the goal of survival, growth and profitability). The least contributing paragraph was paragraph (7) which states (strategic information systems technology works to achieve the possibility of storing, processing and flowing information within the company). As for the most important paragraphs of competitive advantage, which were: input good is the paragraph (16) which states that (the company makes changes in its various activities in order to confront its competitors) and paragraph (21) which states that (providing strategic information systems contributes to the differentiation of the company's services and products in the target market sector) and paragraph (28) which states that (strategic information systems help reduce costs throughout the production process) and the paragraphs that contributed least to the competitive advantage were paragraph (22) which states that (strategic information systems contribute to obtaining the best technology).

5- It was found that strategic information systems have an impact on the competitive advantage in the research sample centers, as the coefficient of determination reached R² (0.273), indicating that the change in the strategic information systems adopted by these centers affects competitive advantage.

Second: Recommendations

Based on the previous results, the researchers reached a set of recommendations, as follows:

1- The results obtained from the research centers indicate the effectiveness of strategic information systems in the sample centers studied. And recommends that researchers recommend that Asiaticell continue to update its strategic information systems operations periodically to ensure that it maintains its superiority over competitors in the market.

2-The necessity of continuity Asiaticell Communications Company is developing strategic information systems that enhance excellence, creativity and reduce costs, and work to develop and maintain competitive advantages in the long term.

3-Must Asiaticell Communications Company is working more on developing information systems related to storage technology and processing information flow within the company, with the aim of achieving more competitive distinction and enhancing sustainability in the market, which will help improve the efficiency of internal operations and save time, effort and costs, and enhance the company's ability to make strategic decisions.

Sources

Arabic sources

- [1] Abu Bakr,Eid Ahmed, 2013, 617-618, The Role of Strategic Information Systems in Supporting and Achieving Competitive Advantage for Egyptian Insurance Companies, The Eleventh Annual Scientific Conference, Urban Intelligence and Knowledge Economy, Al-Zaytoonah University of Jordan, Faculty of Economics and SciencesAdministrative,Amman, Jordan, April 23-26.
- [2] FatherBakr,MustafaMahmoud, 2006, 13,ResourcesHumanity,Introduction to AdvantageCompetitiveness, Alexandria,University houseNew.
- [3] Fatherwood, Mohammed,Basir, Lara, 2009, 6, "Theoretical Research and its Aspects and Information Processing Model," College of Graduate Studies.Supreme,universityBirzeit.
- [4] FatherRamadan,Aya EmadReligion, 2017, 31,Social responsibility and its relationship to competitive advantage: a field study on commercial banks operating in the sectorGaza,messageMaster's,Faculty of Economics and Administrative Sciences, UniversityAl-Azhar, Gaza.
- [5] Ahmed,Ahmed is backbrown,Al-Awawdeh, Walid Majli,2011,The relationship between strategic information systems and advantageCompetitiveness,Tishreen University Journal for Research and StudiesScientific,Volume 33, Issue 4.
- [6] Ayoub,Nadiamy dear, 1996, 124,125,General model of information systemsStrategy,King Saud University Journal of Administrative Sciences VolumeEighth.
- [7] Evidence,MohammedLight, Go,GhaziIbrahim, 2003, 330,Information systemsComputerized,T2, houseCurricula for publishingand distribution,Amman, Jordan.
- [8] Al-Bakri,SoniaMohammed,1999,196,Information systemsAdministrative, Egypt,The university houseAya.
- [9] Husseinage, 1996, 7,EncyclopediaEconomic,House of ThoughtArabic, Egypt.
- [10] The midwife,Munther Yahya2009, 20,"effectUse of accounting information systems onData QualityFinance"messageMaster'sPublishedthe universityIslamic, Gaza, Palestine.
- [11] Dhaham, Ruqayyah,2016.32, Competency development and its impact on competitive advantage in institutionsAlgerian, messageAnd Master, CollegelhumanitiesAnd social,Arab UniversityThe simplification,Algeria.
- [12] Al-Zoubi, Well, 1999, effectStrategic information systems in building and developing competitive advantages and achieving superiority factorsCompetitive:An applied study in Jordanian banks listed in the Amman Stock ExchangeFinancial,) Unpublished doctoral thesis(Published),universityBaghdad, Iraq.
- [13] Al-Zoubi,Well,2005, 43,"Strategic Information Systems" A Strategic Introduction, Dar WaelFor publication, Oman, Jordan.
- [14] Al-Zaghbi,Goodon me, 2005,78-81, Information SystemsStrategy (Introduction) (strategic),Wael Publishing Houseand distribution,Jordan
- [15] Salem,Omar Tariqage, 2017,34-35,The relationship between e-marketing and enhancing the advantageCompetitive studyField visit to internet service providers in the sectorGaza, message Master's,Faculty of Economicsand administrative sciences,universityAl-Azhar, Gaza.
- [16] Al-Samarrai, Yaman, Al-Zoubi,Haitham, 2004, Information SystemsAdministrative, Oman, Jordan,Safaa Publishing and Distribution House.
- [17] Saiji,Faisal ,2009, 45,Information systemsIts uses and benefits And its impact onCorporate Competitiveness: A Survey Study on Corporateswear it"messageMaster of Science in Economics and Business AdministrationManagement (published), UniversityHajj KhaderBatna, Algeria.
- [18] Peace,Saleem Ahmedslave, 2010,Strategic Management and AdvantageCompetitiveness,T1, Alexandria,Office HouseUniversity.
- [19] Swisso,Ezz El-Dinon me,Al-Khafaji, Naima Abbas,2015,FeatureCompetitive according toPerspective of change strategiesOrganizational,T1, Oman.Jordan. HouseThe days.
- [20] Al-Shammari,Mishaana guest,2008,64,"Developing administrative information systems in education departments in the Kingdom of Saudi ArabiaSaudi Arabia,PhD thesis ((Published)Umm Al-Qura Universityvillages,Kingdom of Saudi ArabiaSaudi Arabia.
- [21] The Suns,Karar Khazalrent, 2019, 51,Using strategic information systems to streamline resource managementHumanity,messageMaster's,College of Managementand the economy,/ universityAl-Mustansiriya.
- [22] Sadiq, Darman,2011,6,The role of strategic information characteristics in making marketing mix decisions: A survey study of the opinions of managers in selected industrial organizations in the production ofMineral waterKurdistan

- Region of Iraq 17th Conference Information Specialist in Knowledge Economy Challenges and opportunities And he fell.
- [23] Al-Sadiq, Osamahappy slave, 2001, 28-29, Strategic information systems as a requirement Facilities, magazine accounting, Year Seventh, number 28, King's University Saud, January.
- [24] The dyer, Imad Abdel The Giver, 2002, 155, 145, science information, Dar Al Thaqafa Publishing Office and distribution, Oman, Jordan
- [25] Al-Taie, Mohammed Abdel Hussein, 2012, Strategic Information Systems (Advantage Perspective) Competitiveness Release, T1, Editor, Amman, Jordan, Dar Culture.
- [26] Al-Taie, Mohammed Abdul Hussein Al Faraj, 2004, 23, Management Information Systems advanced, Wael's House For publication.
- [27] Ezz El-Din Hussein The packer, 1995: 3-6, Emergency Planning and Crisis Management in Institutions, Oman, Majdoleen Printing and Publishing House
- [28] Al-Omari, Ghassan, Salwa, Samurai, 2008, Information systems Strategy, Strategic entry Contemporary, Amman, Jordan, Dar Pleasure.
- [29] Al-Omari, Ghassan, Samarrai, Salwa, 2010: 9, "Strategic Information Systems" 2, Al-Masirah Publishing
- [30] The majority, D. chef R Improved victorious, Idris, Wael Mohammed Sobhi, 2009, 309, Strategic Management: An Integrated Methodological Perspective, Dar Wael For publication, T2, Amman, Jordan.
- [31] Crow, complete Mr, Hijazi, Fadia Mohammed, 1999, Management Information Systems (Administrative Introduction), Al-Isha'a Technical Library and Printing Press, ed. 1, Cairo.
- [32] The Able, Sharf slave, 2010-2011, 80-81, The role of strategic information systems in strengthening the advantage Competitiveness, Thesis for the degree of Doctor of Philosophy, Department of Science Economic, University of Algiers 3.
- [33] The Able, Sharf slave, 2010-2011, The role of strategic information systems in supporting the advantage Competitiveness, Thesis for a degree PhD, Department of Science Economic, University of Algiers 3.
- [34] For a while, Samia, 2007-2008, 68-69, Marketing and competitive advantages: the case of Saidal Complex Algeria, A thesis submitted for the degree of Doctor of Science in Management Institutions, Faculty of Economics And management, university Batna, Algeria.
- [35] Ovary, Hashem Osman, 2015: 483, Strategic information systems and their impact on achieving competitive advantage in the Arab Potash Company in the Hashemite Kingdom of Jordan Hashemite, Jordanian Journal of Management Business, Volume 11, Issue 2, Jordan.
- [36] Mohammed Abdul Hussein Al-Taie, Blessing Abbas Khader Al-Khafaji, 2009: 182-184, Information systems Strategy, Feature perspective Competitiveness, Dar Al Thaqafa Publishing House and distribution, Oman, Jordan
- [37] Mahmoud. X, 2019, 355, Strategic Marketing in the Framework of Competitiveness Arabic, Alexandria, House of Thought University.
- [38] Square, Waheeba, 2011-2012, 60, The role of innovative marketing On the feature Competitiveness, message Master's, Economics major My application and management Organizations, Faculty of Economics and Business And management, University of Hadj Lakhdar.
- [39] Mustafa, Ahmed, 2006, 416, Towards Creative Leadership of Human Resources competitive, Cairo, The company Arabic, For development Administrative.
- [40] McLeod, Raymond, 2009: 791, Information systems Administrative, presentation: Abdul Moneim bin Ibrahim Al-Abd The benefactor, translation: Surur Ali Ibrahim Surur . Mohammed Yahya Abdulrahman N, 1st edition, Mars Printing House And publishing, Riyadh
- [41] The carpenter, Winner Friday, 2005, 129, Information systems Strategy, T1, Al Hamed Publishing House and distribution, Amman, Jordan.
- [42] The carpenter, Winner Friday, 2005, 26-30, Information Systems Administrative, T1, Al Hamed Publishing House and distribution, Oman, Jordan.
- [43] Nesreen Think, 2016-2017: 87, The role of strategic information systems in achieving excellence in the electrical cable industrial establishment . General Cable Branch -Biskra, message Introduction to obtaining a doctorate degree, third stage, management sciences, Faculty of Economics, Business and Sciences Management, University of Khider, Biskra.
- [44] Grace, Imad Saleh, Well, Mustafarighteous, 2019, 2, Enabling ERP System Reliability Through Continuous Auditing: A Survey Study in Iraq, Tikrit Journal of Administrative Sciences And economic, Volume 51, number 46, Part 2.

- [45] Grace, AdelRemember 2017:5, effectStrategic Information Systems Outputs in Manufacturing RequirementsGreen,A study of a sample of industrial companies in the city of Mosul,Doctor's thesis is different(Published),College of Administration and Economics, University of Mosul
- [46] Hashem FawzyAl-Abadi, KhalilKazemThe casual 2001,Information management systemsstrategic perspective,Dar Al Safa Publishing and DistributionAnd printing,Jordan
- [47] Houari, ascension, Benten, Yusef, 2004, 27,The role of information systems in achieving competitive advantage: a study in the industrial sectorAlgerian,RIST, folder14,number3.
- [48] Wadih,Mohammed Adnan, 2003,11,CompetitivenessAnd measure it,Bridge seriesdevelopment,Publications of the Arab InstituteFor planning, Kuwait,number24.
- [49] Endowment,AwadAbdullh, 1999, 86,Performance EvaluationStrategic inCompaniesJordanian navigation,Master's thesisPublished,Al Universitythe house, Jordan.
- [50] Yassin,SaadMost likely,2002, 79, Systems Analysis and Designinformation,T1,Al-Manhaj Publishing Houseand distribution,Oman,Jordan
- [51] Yassin,SaadMost likely, 2006, 116),Support systemsDecisions, 1st ed.,Al-Manhaj Publishing Houseand distribution,Amman, Jordan.

Foreign sources

- [1] Chang, H, & Siclair, D, 2003, "Assessing workforce perception of Total Quality management TQM Excellence," (On Line), available: <http://www.emeralinsight.com>
- [2] Day, s, and Wensley, r, 1989, 4, Assessing advantage: a framework work for diagonating competitive superiority, Journal of Marketing, April, vol, 52, pp 1-20.
- [3] Day, S. & Wensley, R. (1989). Assessing advantage: a framework work for diagnosing competitive superiority, Journal of Marketing, April, vol. 52, pp1-20.
- [4] Dehning, B & Stratopolous T 22, 2003, "Determinants of A Sustainable Competitive Advantage Due to It-enabled Strategy" Journal of Strategic Information Systems.
- [5] Doherty, N., & Mc Aulay, L., 2002, 159, Toward the information of a comprehensive framework work For the evaluation of investment in sell – side e-commerce Evaluation & program planning, 25.
- [6] Evans, James R, 1997, 625, Applied production and operations management 5th, ed, west, publishing company, New York
- [7] Galliers, RD et al, (2006), Strategic Information Systems Planning: Deriving Comparative Advantage From EDI., Journal of Information Technology, Vol. (10), No. (3).
- [8] Hill, Jones, 2001, 209, Strategic Management Theory, 5th ed., Houghton Mifflin Company, Boston New York.
- [9] Kottler, P., (2000). Marketing management, The millenium edition, Prentice Hall International.
- [10] Laudon, Kenneth C., Laudon, Jane, 2018:35, Management Information Systems: 1 edition New York University
- [11] Laudon. Kenne, Laudon Janne, 2012, 60, "Management Information Systems managing the digital firm Hill USA
- [12] Laudon.Kenne, Laudon. Janne, 2010,15, "Management Information Systems, management, the digital firm," Hill, U, S, A
- [13] Macmillan & Tampot, 2000, 89, Strategic Management process, content and implementation, oxford University press Inc.,
- [14] Pitts, R.and lei, D., 1996, 70, Strategic management: building and sustaining competitive advantages, USA, West Publication.
- [15] Powell, T, Micallef, A.1997:9, Information Technology as Competitive Advantage" Strategic Management Journal 18(15)
- [16] Shore, Barry, (2009), Using Information Technology To Achieve Competitive: A Study Of Current And Future Trends; Journal of Computer Information Systems, Vol. (24), No. (2).
- [17] Silva, J., Tadashi O. & Kikno N. 2005, 67-68, Looking, through and beyond the TQM horizon, The TQM Magazine, vol 17.
- [18] Source: Fahey, Liam, (2001), "The Strategic Planning Management Reader", Prentice – Hall, Inc., New Jersey. P. 46
- [19] Turban, E Fraim et al., 1996:92, "Information Technology For Management: Improving Quality And Productivity", John Wiley& Sons, Inc., Canada.
- [20] Ward, J., and Griffiths, P, 1996, Strategic Planning for Information Systems, 2Ed, London

[21] Wangg, H. 2014, 33, "Theories for competitive advantage", in, Hasan, H. (Ed), Being practical with Theory: A Window into Business Research Wollongong, Australia: THEORI, Australia, pp,33-43

Identification information

Please fill in the following information by placing a check mark. ✓ On the appropriate answer.

1. Gender: Male Female

2. th

- Less than 29 years old
- 30 to 39 years old
- 40 to 49 years old
- 50 years and older

3. Length of service in the company:

- Less than 5 years
- 5 to 10 years
- From 11 to 15 years
- 16 years and older

First: Strategic information systems: These are the systems that provide the company with information related to the nature of products, services and capabilities that give it a strategic advantage and improve its operations.

I don't knowQ Very much	I don't knowQ	neutral	I agree	I strongly agree	Paragraphs	T
E-business strategy						
					It is based on the idea of automating performance in the relationship between administrative, production, financial and service activities.	1
					It provides the company with its resources, employees and clients in order to facilitate and simplify all operational activities carried out by the company.	2
					The company uses an e-business strategy that results in lower operational and financial costs, resulting in a competitive advantage. And.	3
					Using an e-business strategy leads to reducing the time required to complete any operational, marketing, financial or even delivery process.	4
					Effective Communication Ability The e-business strategy provides the company with the Internet in an effective and wider manner.	5
Information Systems Technologies						
					Strategic information systems technology provides support for operations, management and decision-	6

					making.	
					Strategic information systems technology enables the storage, processing and flow of information within the company.	7
					Strategic information systems technology focuses on managing technology and improving its use in order to achieve corporate goals.	8
					Technologies increase coordination between company levels and other companies, which leads to reducing costs, which in turn achieves competitive advantage.	9
					Strategic information systems technology helps create new communication channels across the organization to increase the flow, processing and exchange of information.	10
Strategic Information						
					The company uses strategic information to anticipate the problem before it occurs.	11
					The company uses strategic information to achieve the goal of survival, growth and profitability.	12
					The use of strategic information achieves a desired level of performance for the company, compared to the performance of their competitors in a way that achieves superiority for them.	13
					Strategic information contributes to enhancing the level of creativity in the company, whether in terms of product innovation or development.	14
					The presence of strategic information contributes to reducing costs and improving quality, which leads to achieving competitive advantage.	15

Second: Competitive advantage

I don't knowQVery much	I don't knowQ	neutral	I agree	I strongly agree	Paragraphs	T
Creativity						
					The company is making changes in its various activities in order to face its competitors.	16
					Creativity is based primarily on new ideas and initiative.	17
					The company is able to innovate in the production method by obtaining information from strategic information systems.	18
					The company seeks to obtain new ideas in order to improve and develop the work.	19

					The company is trying to develop and update its work methods and adopt advanced ideas.And.	20
Differentiation						
					Providing strategic information systems contributes to the differentiation of the company's services and products in the target market sector.	21
					Strategic information systems contribute to obtaining the best technology.	22
					Differentiation is the company's quest to be unique in what it offers.AndFrom services.	23
					Strategic information systems can provide strategic information.AndAbout good primary resources and this in turn will achieve differentiation in the company.	24
					The company works to provide low-cost services through continuous study on reducing unnecessary expenses.	25
Reduce cost						
					The company designs, manufactures and markets its services at a lower cost compared to its competitors.	26
					Strategic information systems contribute to providing strategic information that helps in obtaining the least expensive resources, which can contribute to achieving competitive advantage.	27
					Strategic information systems help reduce costs throughout the production process.	28
					Strategic information systems can provide strategic information.AndAbout good human resources at the lowest possible cost, which contributes to achieving competitive advantage.	29
					Cost reduction is particularly beneficial in a market where price is an important factor. The primary goal of a company aiming to achieve cost leadership is to become the lowest-cost producer compared to competitors.	30