Role of Talent Management in Enhancing Marketing Intelligence

An exploratory study of a sample of administrative leaders in the Kufa Cement Factory

[1]Dr. Dhrgam Ali Muslim Al-Ameedi

*[1]Assistant Professor, Al-Furat Al-Awsat -Technical University ManagementCollege, Kufa,
dr.dhrgam.ameedi.cku@atu.edu.iq*

Abstract

The research aims to identify the role that talent management can play in supporting and enhancing marketing intelligence in organizations, considering that the elements of talent management have an important and fundamental role in influencing individuals' behavior and performance in the workplace, which can contribute to improving the marketing performance of organizations in the business environment. When organizations are able to attract, develop and retain talented employees, the organization will be able to enhance marketing intelligence within its marketing strategies in order to attract and retain customers and seek to increase its market share in the markets. The research adopts four dimensions to measure the independent variable talent management, namely (identifying talent, planning Successful talent, talent development, talent retention) and five dimensions to measure the dependent variable marketing intelligence, which are (product intelligence, competitor intelligence, customer intelligence, market intelligence, competitive intelligence). capabilities of its employees and enhance their functional and marketing talents, which will reflect positively on their performance. 100 questionnaire forms have been distributed to the executive leaders In the Kufa Cement Factory, 82 forms were retrieved that were valid for statistical analysis in order to reach the results of the research, and tests were conducted for the hypotheses of the correlation and influence between the research variables through the necessary formulas, means and statistical methods for that, which showed the acceptance of the research hypotheses at the total level. The research reached a set of conclusions that made it clear that talent management is one of the prominent and important factors in supporting and enhancing marketing intelligence in the organization. Marketing intelligence in organizations.

Keywords: Talent, Talent Management, Marketing Intelligence

INTRODUCTION

The management of human talents is one of the most important factors contributing to the success of the various marketing activities in the organization, and this issue is a priority for modern organizations due to the resulting effective capabilities for them in order to enable them in the competitive environment, as the process of identifying talented individuals and attracting, developing and retaining them It is necessary to achieve the continuous development of the organization in competitive markets, and the talent management system can enhance organizational performance and contribute to supporting marketing intelligence by influencing work motivation and organizational commitment with a focus on developing the skills of employees in line with the work of the organization.

The marketing intelligence of organizations contributes to the development of their products in order to meet the needs of customers according to their desires, through the use of marketing information to develop new methods based on human talents to coincide with the marketing efforts made by organizations to increase their market share in the future, and this research focuses on how to take advantage of the foundations of talent management. and benefit from it in enhancing the marketing intelligence of organizations in line with their strategic plans that enable them to succeed in the competitive business environment.

Literature review

Talent Management Concept

The concept of talent refers to a natural ability, mastery, commitment, and suitability that appears in innate abilities, acquired skills, and knowledge, skills and attitudes of employees that lead to the achievement of outstanding results. (Meyers et al, 2013:307) states that talent may be innate or acquired, and that talent can be identified in many interesting ways. Talent is described as a combination of a sharp strategic mind, leadership ability, emotional maturity, communication skills, ability to attract and inspire other talents, entrepreneurial instincts, job skills and the ability to achieve results. (Glenn, 2012:26). Organizations began to think of talent management as the systematic attraction, identification, development, involvement, retention, and deployment of high-potential individuals who are of particular value to the organization (Davies & Davies, 2010:419).)

(Beechler & Woodward, 2009:294) indicates that talent management is an integrated strategy or planned system for developing the processes of recruitment, selection and improvement of people and retention of required skills and is frequently explored in the presence of an organization-wide plan in the long term closely linked with the organizations' overall business objectives , human resources are more valuable. Talent management is defined as "an organizational capacity to identify the right person for the right job at the right time". Talent management systems are defined as the collective human resource systems and tools that make it possible to plan demand, develop and evaluate employees, and align competent employees with appropriate jobs (Hejase et al., 2016:506)

Dimensions of talent management

Talent management can be visualized as a building consisting of four dimensions: identifying talent through selecting people for future leadership positions, and successful planning through which talents are prepared for future jobs based on their skills, knowledge and competencies, that is, developing talent through education and training, and career development, in addition to challenging job assignments and tasks, and finally talent retention through benefits, wages, and motivation (Abazeed, 2018:154).

1-Determine talent

Talent management is primarily related to creating a pool of talent from external and internal sources, appropriately deploying these resources in pivotal positions, and working to motivate action, organizational commitment, and additional role behaviors that contribute to organizational performance (Collings & Mellahi, 2009:305). Understanding of talent management Draws attention to differentiation and departs from the classic HRM approach. This means that an organization wishing to actively engage talent in organizational life must discover ways to leverage their competencies and prepare structures, strategies, and climate to encourage its employees in pivotal positions to contribute to organizational and marketing success (Ingram, & Glod, 2016:340).

2-Successful talent planning

Individuals with diverse competencies and backgrounds need effective management by the organization to enable these modern organizations to inculcate an integrated talent management system.

Talent is an instinctive trait possessed by a small number of individuals, who have the ability to make a significant difference in the organization's current and future performance, which is equivalent to the competencies of the individual that needs to be explored in order to achieve the organization's competitive advantage. Modern organizations have realized that their success depends on their ability to attract, develop and retain the right talent that enables them to achieve success in a competitive business environment.

Therefore, organizations interested in achieving their strategic objectives must adopt unique approaches to attract, develop and retain talented employees. Thus, talent represents the core competency of the organization and its management will certainly enable the organizations to compete.

Talent management expresses a set of strategies and systems to increase productivity through the development of improved processes to attract, develop, retain and use people with the required skills and ability to meet current and future business needs. Talent management for organizations ensures that the right people with the right skills are in the right place to drive business strategy.

3-Talent development

Organizations usually use tangible and intangible resources to develop business strategies, and this competitive advantage is directly related to the capabilities of talented individuals who work in those organizations (Cheese et al., 2008), and this is also due to the fact that talented people are associated with exceptional results and high performance in the organization. Therefore, organizations seek to enhance the implementation of talent management strategies and know their impact on organizational variables such as organizational performance and marketing strategies, where identifying and retaining key employees is essential, and when employees know the value of their work and its impact on customers, they perform better, so organizations should You are interested in knowing what employees like to do, what they

do best, and what brings the most value to the organization (Luna-Arocas et al, 2020:2).

4-Retaining talent

explains (Mohammed, 2015:142) that organizations are made up of a group of individuals and these individuals can make the organization succeed or spoil it, and each organization strives to find an answer to how to convince individuals of the success of the organization and not spoil it. It is important not only to find people who can contribute to the success of the organization, but also to make them gain the required competencies and motivate them to continually add value to the success of the organization. A job in the organization that is concerned with managing people is called human resource management. It basically deals with hiring the right people, developing their competencies as per the requirements of the organisation, compensating them, utilizing them and maintaining them to achieve organizational goals.

shows (Stockley, 2007) that talent management is a deliberate and highly conscious approach adopted by the organization to attract developed individuals and retain those who possess the right competencies, attitudes and preparations to meet the strategic objectives of the organization. With a focus on individuals who have the right capabilities to achieve high levels of performance (Mohammed, 2015:143).

Marketing intelligence concept

Marketing intelligence is a component of business intelligence because it is an intelligence system used specifically for marketing. Business intelligence can obtain important marketing information which can be referred to as an intelligent way of gathering information that can be used in marketing functions (Boekelder, 2018:13).

 (Søilen, 2010) confirms this by saying that business intelligence systems can be used to gather information that can be used during marketing campaigns. Marketing intelligence can be defined as "a technology-enabled, model-supported approach to harnessing customer and market data to enhance marketing

decision-making" (Lilien, 2011:5). This definition emphasizes the positive impact of using marketing intelligence on the decision-making process of the organization.

According to (Wedel & Kannan, 2016:98), marketing intelligence involves marketing analytics by collecting, managing, and analyzing – metadata, diagnostic, predictive, and educational data to gain insights into marketing performance, increase the effectiveness of marketing controls, and improve a company's return on investment.

(Keegan, 2014: 243) states that the marketing intelligence system is concerned with obtaining information from the external environment of the organization, and here the task is very complex because the increasing appearance of printed, electronic and published information in newspapers, magazines and various websites creates a fundamental problem for marketers because they have to keep up with all these sources of information Which needs to be coordinated, surveyed, analyzed and translated in order to achieve the desired benefit from it (Hussein, 2020: 537).

Dimensions of marketing intelligence

refers (Muller, 2006) to a group of dimensions of marketing intelligence and the activities included in these dimensions, which are as follows:

Product intelligence-1

It includes research and development, product modification and innovation, a marketing information system helps marketers to monitor (direct) consumers, control their fears and analyze their talk about the brands of their favorite products. There are many organizations that send trained groups of their employees to integrate with consumers who use their products to closely monitor their reactions to those products and use these reactions as feedback to be analyzed and interpreted to determine their marketing goals and future strategies The ability of the organization to build strong long-term relationships with customers Determining their needs and wants requires an accurate understanding of their

purchasing behavior because purchasing behavior is merely a decision-making process by the customer (Solomon, et al., 2009:126).

2-competitor Intelligence

It includes competition by market share, the share of the competing product, the area of competition operations, competitor capabilities. The process of monitoring and control not only means collecting information and data about competitors, but also leads to differentiation and competitive advantage, and the organization can learn and outperform competitors, as Japanese organizations have learned It excelled by observing and learning from its competitors (Hussein, 2020:539).

As organizations expand their operations beyond national borders, the need for information increases day by day to look at the nature of competition prevailing in the world and monitor the activities of competing organizations to follow up on social networking sites affiliated to analyze and compare the quality of services, product diversity and consumer reactions to them. The Internet can be used to research the name of one or more competitors, the nature of their tendencies, discoveries, market movements, and marketing strategies, so that you can meet them and prepare for a rush. Responding to them or perhaps avoiding them (Hall & Bensoussan, 2007:68).

3-Customer intelligence

It includes current customer needs and future requirements, customer satisfaction and loyalty information, and (Bussey, 2013) explains that organizations must understand the importance of behaving ethically for successful marketing intelligence and achieving long-term profits, as organizations should aim to create an ethical climate so that customers feel reassured when conducting transactions with them (Mandal, 2018:100).

Consumers and customers are, from the point of view of many organizations, the real capital of the organization, not equipment and services, so many of these organizations, especially consumers themselves, began to

view psychological and physical stability as more important than material possessions (Kotler & Armstrong, 2018 :127)

4-Market intelligence

It includes the main market trends, supply and demand mechanism, driving forces, market developments, risk variables, market size, market analysis.

emphasizes (Kumar & Bagga, 2020:1) that in the contemporary business environment, managers need accurate, reliable and timely information to make effective decisions. These marketing intelligence systems provide information about developments in the marketing environment that helps managers prepare and adjust marketing plans. Therefore, intra-organizational and inter-organizational channels for information flow for market information must be developed, and maintained to serve key organizations' information needs in a time-bound and systematic manner.

Competitive intelligence-5

They are the success factors, core capabilities, and competitive advantage (Kumar & Bagga, 2020:1).

Commercial companies must take into account the importance of continuous examination and monitoring of market needs in order to exploit opportunities for the purpose of being a market leader and avoid threats to reduce business risks that maintain competitive advantage. The process of gathering information about the market is a very important and continuous process, which Increases competitiveness and competition status in the market. Due to the huge amount of marketing data and the development of new technical tools, new opportunities are created for business companies to achieve a more in-depth assessment of customer needs using marketing intelligence systems, and marketing intelligence systems are important tools for collecting relevant data for marketing managers in order to provide more information.

Research Methodology

Research problem

Talent management is one of the important methods that organizations can adopt in providing efficient human resources by determining the quality of talent required by the work environment in the organization. During which the promotion of marketing intelligence in the organization's marketing activities aimed at attracting customers and improving its competitive position. From this standpoint, the research problem becomes clear about the need to pay attention to the talent aspects of the employees in the organization for the success of the organization and its ability to enhance its marketing activity for its employees, by focusing on the processes of determining the type of talent and successful planning for it, and then seeking to develop and retain those talents in order and their impact on promoting Marketing intelligence of the organization. And we try, through conducting this research, to show the pillars on which the talent management is based in the researched organization in order to support its ability to reach the promotion of marketing intelligence among its employees and its positive repercussions on the performance of the organization in general. This generates a main question related to the research problem, which states: (What is the role of talent management in enhancing marketing intelligence? This question includes a number of sub-questions, namely:

1. What is the role of identifying talent in enhancing marketing intelligence?

2. What is the role of successful planning in enhancing marketing intelligence?

3. What is the role of coworker support in enhancing marketing intelligence?

4. What is the role of future prospects in enhancing marketing intelligence?

Research importance

The importance of the research emerges from the importance of the topic that focuses on the need for organizations to pay attention to talent

management methods in order to enhance the organization's marketing intelligence and support its marketing and commercial activities that enable it to be competitive and increase its market share.

From this point of view, we seek, through this research, to focus on the importance of adopting within its development strategies the methods of talent management to be a work approach in order to develop the foundations of marketing intelligence among its employees in line with the desires of customers.

Research objectives

Based on the foregoing in the research problem and its importance, the research seeks to achieve the following objectives:

1- Determining the levels of interest in talent management in the organization in question.

2- Identifying the levels of interest in marketing intelligence in the researched organization.

3- Exploring the role of identifying talent in enhancing marketing intelligence in the research organization.

4- Explanation of the role of successful planning for talent in enhancing marketing intelligence in the organization under study.

5- Identifying the role of talent development in enhancing marketing intelligence in the research organization.

6- Explanation of the role of talent retention in enhancing marketing intelligence in the researched organization.

7- Testing the relationship and influence of talent management in enhancing marketing intelligence in the researched organization.

Research hypotheses

H1: "There is a positive, statistically significant correlation between talent management and marketing intelligence. From this main hypothesis, the following sub-hypotheses emerge:

H11: There is a positive, statistically significant correlation between talent identification and marketing intelligence.

H12: There is a positive, statistically significant correlation between successful talent planning and marketing intelligence.

H13: There is a positive, statistically significant relationship between talent development and marketing intelligence.

H14: There is a positive, statistically significant relationship between talent retention and marketing intelligence.

H2: "There is a significant statistically significant effect of talent management in enhancing marketing intelligence. From this main hypothesis, the following sub-hypotheses emerge:

H21: "There is a significant statistically significant effect relationship to determine the talent in marketing intelligence.

H22: "There is a significant, statistically significant effect relationship for the successful planning of talent in marketing intelligence.

H23: "There is a significant statistically significant effect relationship for talent development in marketing intelligence.

H24: "There is a significant statistically significant effect relationship to retain talent in marketing intelligence.

Research hypothesis

Based on what was stated in the research problem, its objectives and hypotheses, the research hypotheses can be represented in a hypothetical scheme that shows the form of the assumed relationships between the main research variables and their sub-dimensions, which are shown in Figure (1):
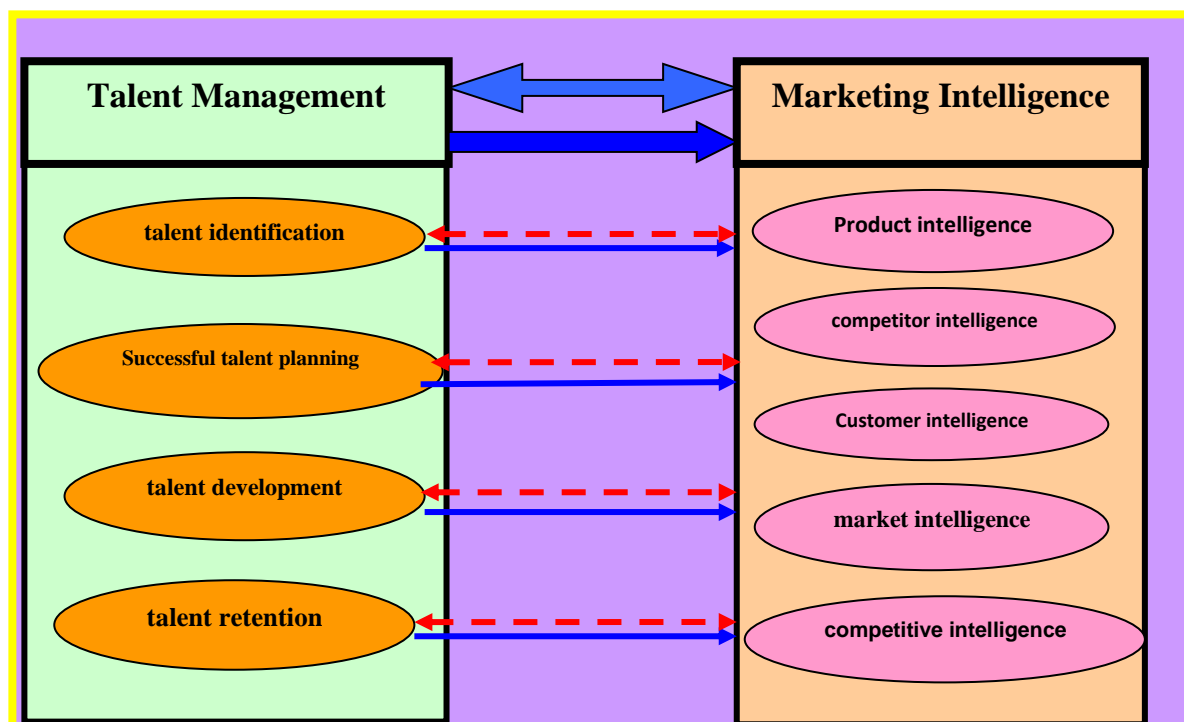
Figure (1) *The hypothesis of the research*

The research sample

The Kufa Cement Factory has been approved as a field for research, and the research sample has been selected from the administrative leaders from the directors of departments and administrative and technical divisions who have experience in their job work, and (100) questionnaires have been distributed to them, and the number of forms received from them is (82) valid forms for analysis. It was approved as a sample for research in the statistical analysis tests.

Practical framework for research

Tatistical descriptive analysis of the talent management variable according to the sample answers

Statistical descriptive analysis of the talent management variable according to the sample answers.

The results of data analysis of the answers of the research sample to the questionnaire that included the measures of the independent variable talent management showed the following:

* The arithmetic mean of the total variable of talent management was (3.51), which is higher than the hypothetical mean in the test balance of (3) approved by testing the response levels of the research sample members, and the value of the standard deviation was (0.79) and with relative importance (70%).*Dimension (successful planning for talent) ranked first in terms of its relative importance, which amounted to (76%), with a mean of (3.84) and a standard deviation of (0.81). The sequence of other dimensions in order of importance came with the dimension (identifying talent) in the second place with relative importance (76%), with an arithmetic mean of (3.78) and a standard deviation of (0.79), and the dimension of (talent development) ranked third with relative importance (65%), and the arithmetic mean reached (3.23) and standard deviation (1.07), while the dimension of (talent retention) ranked fourth and last. Its relative importance was (64%) with a mean of (3.21) and a standard deviation of (0.91).

*The above results indicate that the research sample believes that successful planning for talent has a significant impact on selecting talented employees and benefiting from their potential, and that the process of identifying

talent plays an important role in determining the type of individuals skills required that the organization needs, as well as the impact of developing and retaining talent in promoting Organizational and marketing capabilities of the organization. Based on the above, the order of dimensions can be reviewed according to their relative importance, arithmetic means and standard deviations, as shown in Table (1).

Table (1) *arrange the dimensions of the talent management variable in order of importance*

Dimensions	mean	standard deviation	Relative importance	ranking
talent identification (x1	3.78	0.79	%76	2
Successful Talent Planning (x2)	3.84	0.81	%77	1
Talent Development (x3)	3.23	1.07	%65	3
talent retention (x4)	3.21	0.91	%64	4
Total talent management variable (X)	3.51	0.79	%70	

Statistical descriptive analysis of the marketing intelligence variable according to the sample answers.

The results of data analysis of the answers of the research sample to the questionnaire that included the measures of the dimensions of the dependent variable marketing intelligence showed the following:

*The arithmetic mean of the total variable of marketing intelligence was (3.25), which is higher than the hypothetical mean in the test balance of (3) approved by testing the response levels of the members of the researched sample, and the value of the standard deviation was (0.76) and relative importance (65%).

* The dimension (customer intelligence) came in terms of its relative importance to rank first with a relative importance of (70%) and a mean of (3.49) and a standard deviation of (0.77) The other dimensions came in a sequence of importance, as the dimension (product intelligence) ranked second in importance

Relative (67%), with an arithmetic mean of (3.33) and a standard deviation of (0.91), and the (competitive intelligence) dimension ranked third with a relative importance of (64%) and the arithmetic mean was (3.21) and the standard deviation was (0.91), and occupied the dimension (competitor intelligence) Fourth place, as its relative importance reached (64%) with a mean of (3.20) and a standard deviation of (0.91). As for the dimension (market intelligence), it came in the fifth and last rank, as it reached its relative importance (59%), and its mean was (2.93) and with a standard deviation of (0.92)*The above results indicate that the research sample realizes that customer intelligence is a very important factor in supporting the foundations of marketing intelligence, given that customers are the primary goal of all marketing activities, and that product intelligence has an influential role in the purchasing behavior of customers and their conviction in it, and competitive intelligence is considered An essential element for understanding the foundations that can be competed according to the business environment surrounding the organization, the research sample also realizes the need to understand the competitor's intelligence in order to be able to keep pace with the innovative ideas that he reaches in the marketing field, while the results showed that the principle of market intelligence has a weak effect on Marketing intelligence activities.

Based on what was mentioned above, it is possible to review the order of the dimensions of the marketing intelligence dependent variable according to its relative importance, its arithmetic means and its standard deviations, as in Table (2).

Table (2) *Ranking of relative importance among the dimensions of marketing intelligence*

Dimensions	mean	standard deviation	Relative importance	ranking
Product Intelligence (Y1(	3.33	0.91	%67	2
competitor intelligence (y2)	3.20	0.91	%64	4
Customer	3.49	0.77	%70	1

intelligence (y3)				
market intelligence (y4)	2.93	0.92	%59	5
Competitive Intelligence (y5)	3.21	0.91	%64	3
Total Marketing Intelligence Variable (Y)	3.23	0.76	%65	

Testing and analyzing the correlation hypothesis

As a continuation of the descriptive statistical analysis processes based on the response of the research sample to the measures of variables, and in line with the objectives of the research, and testing its model, this paragraph explains to test the correlation relationships in the light of the research hypotheses to determine the nature of the relationship between the variables and dimensions in the hypothetical research model, and for the purpose of verifying this data has been tabulated Included in the questionnaire form for the purpose of analyzing it according to appropriate statistical methods and methods, while relying on the Pearson correlation coefficient.

Table (3) *results of the correlation between talent management and marketing intelligence*

hypothesis	Variables	degree of correlation							result
		(Y)	(y1)	(y2)	(y3)	(y4)	(y5)		
H11	X1	.702**0	0.608**	0.663**	0.591**	0.516**	0.632**		accepted
H12	X2	.770**0	0.588**	0.712**	0.742**	0.627**	0.650**		accepted
H13	X3	.799**0	0.660**	0.727**	0.713**	0.578**	0.756**		accepted
H14	X4	.827**0	0.659**	0.799**	0.681**	0.667**	0.739**		accepted
H1	X	.880**0	0.715**	0.823**	0.774**	0.676**	0.792**		accepted

means the correlation is significant at the significance level (= 0.05) (**) means the correlation is significant at the significance level (= 0.01)

Source: Prepared by the researcher according to the outputs of the statistical analysis in the SPSS program.var23

Testing the first main hypothesis

We must prove through the test the validity or incorrectness of the first main hypothesis, as follows:

The first main hypothesis (H1): There is a positive, statistically significant correlation between talent management and marketing intelligence.

The data in Table (3) show the acceptance of the first main hypothesis, and that there is a positive correlation between talent management and marketing intelligence at the total and dimensional level. %), and based on that, we

conclude that the first main hypothesis is accepted.

Sub-hypothesis testing of correlations

The results of the statistical analysis of the correlation coefficients shown in Table (3) for the sub-hypotheses at the dimensional level showed that the first sub-hypothesis was accepted, and that there was a positive correlation with statistical significance between the identification of talent and marketing intelligence with an amount of (0.702) and a significant significance at the level of (1%)   )

The results also indicated the acceptance of the second sub-hypothesis of the existence of a positive, statistically significant correlation between successful talent planning and marketing intelligence, with an amount of (0.770) and a significant significance at the level of (1%) .

The results also showed the acceptance of the third sub-hypothesis of the existence of a positive correlation with statistical significance between talent development and marketing intelligence by (0.799) and significant significance at the level of (1%).

The results also showed the acceptance of the fourth sub-hypothesis of the existence of a positive correlation with statistical significance between talent retention and marketing intelligence by (0.827) and significant significance at the level of (1%)

Testing and analyzing the effect relationship hypothesis

To complete the test of the research model and its hypotheses, it is necessary to determine the degree of influence of the independent variable talent management and its dimensions on the dependent variable marketing intelligence, and this is what was stated in the second mainhypothesis, which states (there is a statistically significant effect of talent management in marketing intelligence) as follows:

Testing the second main hypothesis

This paragraph undertakes the task of revealing the level of the influence relationship contained in the second main hypothesis, which states that there is a statistically significant effect of talent management in marketing intelligence. The level of the sub-dimensions, as in the following table (4).

Table (4) *The results of influence relationships for talent management in marketing intelligence*

hypothesis	Sig	result
H21	0.000**	accepted
H22	0.000**	accepted
H23	0.000**	accepted
H24	0.000**	accepted
H2	0.000**	Accepted

Source: Prepared by the researcher according to the outputs of the statistical analysis in the SPSS program.var23

And based on what was stated in the results shown in Table (4), which refer to the result of the effect of talent management in marketing intelligence, which proved the existence of a significant effect between the two variables of the research, according to the result of the analysis (P-Value = 0.000) and with a significant significance at the level (0.05) and on this basis This leads to the acceptance of the second hypothesis at the overall level.

Test sub-hypothesis of influence relationships

The results of the statistical analysis of the sub-hypotheses of influence at the dimensional level showed the acceptance of the first sub-hypothesis, and that there is a statistical effect relationship to determine the talent in marketing intelligence, according to the result of the analysis (P-Value = 0.000) and with a significant significance at the level (0.05)

The results also indicated the acceptance of the second sub-hypothesis, and that there is a statistical effect relationship for the successful planning of talent in marketing intelligence, according to the result of the analysis (P-Value = 0.000) and with a significant significance at the level of (0.05)

The results also showed the acceptance of the third sub-hypothesis, and that there is a statistical effect relationship for talent development in marketing intelligence, according to the result of the analysis (P-Value = 0.000) and with a significant significance at the level of (0.05).

The results also showed the acceptance of the fourth sub-hypothesis, and that there is a statistical effect relationship for talent retention in marketing intelligence, according to the result of the analysis (P-Value = 0.000) and with a significant significance at the level of (0.05).

Table (5) shows the results of the analysis of variance, which indicate the significance of the effect of talent management on marketing intelligence, as the value of (F) reached (273.606), which is a high moral value at the level of significance (0.05), and the explanatory power of this model reached according to the

value of (R2) of (0.77), and this indicates that the dimensions of talent management explain its value (77%) of the responsive variable represented by marketing intelligence.

On this basis, the above results indicate the acceptance of the second main hypothesis which states (there is a statistically significant effect of talent management in marketing intelligence) at the overall level.

Table (5) *analysis of variance of the effect model for talent management in marketing intelligence*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880[a]	.774	.771	.36332

a. Predictors: (Constant), X

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.117	1	36.117	273.606	.000[b]
	Residual	10.560	80	.132		
	Total	46.678	81			

a. Dependent Variable: Y

b. Predictors: (Constant), X

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.269	.184		1.463	.147
	X	.843	.051	.880	16.541	.000

a. Dependent Variable: Y

Source: Statistical analysis outputs in SPSS.var23

Conclusions

The results of the research found that the process of identifying talent contributes to supporting the activities of the organization in identifying the level of skill and experience that it needs in its marketing activities. The results of the research showed that talent development processes have an influential role in developing the organizational and marketing capabilities of the talented workers in the organization. The results of the research showed that retaining talent mainly contributes to enhancing the organization's ability to compete in the markets. Highlights the importance of paying attention to the activities of talent management

in organizations in order to enhance their marketing capabilities by developing the foundations of marketing intelligence.

Based on this, organizations, especially the organization in question, should pay more attention to the foundations of talent management in order to enhance their marketing intelligence capabilities, with the need to pay attention to talented employees in the organization and work to nurture and develop their functional capabilities, especially with regard to marketing activities. Introducing talented employees to their functional roles in order to ideally understand their responsibilities towards their organizations, and the organization in question should take into account the issue of strengthening the foundations of marketing intelligence among talented employees and benefiting from their talent in developing effective marketing plans, and the surveyed organization must have future policies to attract talent in accordance with With its strategy to develop organizational and marketing performance and competition in the markets.

References

[1]   Abazeed, R. A. M. (2018). The impact of talent management on organizational commitment of the employees of telecommunication companies in Jordan: the mediating role of employee work engagement. International Journal of Academic Research in Accounting, Finance and Management Sciences, 8(4), 153-162.

[2]   Beechler, S., & Woodward, C. (2009). The global "war for talent". Journal of International Management, 15(3), 273-285.

[3]   Boekelder, S. (2018). The impact of marketing intelligence on SMEs (Master's thesis, University of Twente).

[4]   DAVIES, B. and DAVIES, B.J., 2010. Talent management in academies. International Journal of Educational Management, 24(5), pp. 418-426.

[5]   HALL, CHRIS AND BENSOUSSAN, BABETTE, 2007, Staying Ahead of the Competition, World Scientific Publishing Co. London, U.K.

[6]   HALL, CHRIS AND BENSOUSSAN, BABETTE, 2007, Staying Ahead of the Competition, World Scientific Publishing Co. London, U.K.

[7]   Hejase, H. J., Hejase, A. J., Mikdashi, G., & Bazeih, Z. F. (2016). Talent Management Challenges: An Exploratory Assessment from Lebanon. International Journal of Business Management & Economic Research, 7(1).

[8]   Hussein, E. A. (2020). Marketing Intelligence System and its Impact in Determining Strategies of Competitive Positions. Utopía y praxis latinoamericana: revista internacional de filosofía iberoamericana y teoría social, 25(1), 530-544.

[9]   Ingram, T., & Glod, W. (2016). Talent management in healthcare organizations-qualitative research results. Procedia Economics and Finance, 39, 339-346.

[10] KEEGAN, WARREN C., (2014) "Global Marketing Management". First Edition, Lebanon Publishers Library, Beirut – Lebanon.

[11] KOTLER, PHILIP, ARMSTRONG, GARY, OPRESNIK, MARC OLIVER, (2018.) "Principles of Marketing". Global edition, United States.

[12] Kumar Vishnoi, S., & Bagga, T. (2020). Marketing Intelligence: Antecedents and Consequences. Available at SSRN 3563107.

[13] Lilien, G. L. (2011). Bridging the academic–practitioner divide in marketing decision models. Journal of Marketing, 75(4), 196–210.

[14] Luna-Arocas, R., Danvila-Del Valle, I., & Lara, F. J. (2020). Talent management and organizational commitment: the partial mediating role of pay satisfaction. Employee Relations: The International Journal.

[15] Mandal, P. C. (2018). Capturing marketing information and marketing intelligence: ethical issues and concerns. International Journal of Business Forecasting and Marketing Intelligence, 4(1), 99-110.

[16] Meyers, M. C., van Woerkom, M., & Dries, N. (2013). Talent — Innate or acquired? Theoretical considerations and their implications for talentmanagement.

Human Resource Management Review, 23(4): 305–321.

[17] Mohammed, A. (2015). The impact of talent management on employee engagement, retention and value addition in achieving organizational performance. International Journal of Core Engineering & Management, 1(12), 142-152.

[18] Muller, M. (2006). Building blocks of competitive intelligence–marketing intelligence. SA Journal of Information Management, 8(2), 1-7.

[19] Søilen, K. S. (2010). Boosting innovation and knowledge through delocalization: market intelligence at trade shows. Problems and Perspectives in Management, 8(3), 200-207.

[20] SOLOMON, MICHAEL R., MARSHALL, GREG W., STUART, W., (2009) "Marketing Real People Choices" 6th edition, Pearson Prentice Hall, United States of America.

[21] Wedel, M., & Kannan, P. K. (2016). Marketing analytics for data-rich environments. Journal of Marketing, 80(6), 97-121.