"STRATEGIC RENEWAL PROCESSES UNDER THE COBIT FRAMEWORK "ANALYTICAL RESEARCH OF THE OPINIONS OF A SAMPLE OF SENIOR AND MIDDLE MANAGEMENT IN TELECOMMUNICATIONS COMPANIES (ZAIN IRAQ-ASIACELL). IN MY PROVINCES (BASRA AND BAGHDAD)

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Abstract:
The research aims to determine the relationship of the variable related to strategic renewal processes represented by its dimensions (content, context, process) in light of the influence of the variableCOBIT in its dimensions (planning and organization, ownership and implementation, provision of services). and support and monitoring) in Iraqi telecommunications companies (Zain Iraq - Asiacell). As for the field of study, it indicates the level of response of the research sample to the two variables and the degree to which their dimensions are arranged according to their importance and priorities. It also shows the presence of statistically significant differences in the responses of the sample members and according to personal variables. The study adopted the (descriptive-analytical) approach, which describes the studied phenomenon and then analyzes it and reveals the relationship between its various dimensions. The questionnaire was used as the main tool in collecting data. The sample included (100) distributed among senior and middle administrative leaders in Iraqi telecommunications companies, using the statistical program (SPSS v.28) to extract statistical methods. Through the research, the researcher reached many results, the most important of which was that the two companies' interest in strategic renewal was high. , through the COBIT framework, with its sub-dimensions in the two telecommunications companies.

Keywords: strategic renewal processes, frameworkCOBIT, telecommunications companies (Zain Iraq - Asiacell).

1-Introduction:

In light of the developments and changes witnessed by the dynamic and rapid information and communications technology revolution that Iraqi business organizations are witnessing today, which is characterized by intense competition and which is considered a point of strength and distinction for organizations, they must keep pace with these developments and changes. External and internal developments, especially in the environment of the Iraqi telecommunications sector, by exploiting its current and future resources, and working to explore its new capabilities and potentials, which support identifying and evaluating opportunities and investing in them optimally, in order to meet the desires and needs of customers so that they can survive and grow despite

intense competition and changes. large and ongoing challenges in the Iraqi telecommunications sector, and adapting to and confronting them in a way that guarantees its position and obtains its market share by adopting innovative means. And technological means of communication. Through strategic renewal it allows the organization to change the course on which it depends, as well as to shift its strategic intent and capabilities. ((Schmitt el al., 2018:1). Also, through strategic renewal, it helps organizations change their previously defined paths by adding and modifying their capabilities and strategic goals (Hussein, 2022: 7097). COBIT also has a role in how IT operations transfer information within Organizations and maintaining them to economic units in order to achieve their goals (Hussain, et al., 2005: 158).

2- Research methodology and previous studies

Research Methodology

*Research problem:

Today's dynamic communications environment is characterized by intense competition between organizations, especially in the Iraqi and global environment in particular, in addition to the changes and developments it is witnessing in the era of information and communications technology, which represent challenges for the managements of Iraqi communications companies, which must follow leadership methods and modern practices in order to be able to adapt and grow. And remaining in the circle of competition to improve the reality of companies' work and enable them to identify current and future opportunities using strategic innovation. Organizations must confront planned and unplanned risks, maintain the security of their information, and take some proactive and creative measures in the field of business. Therefore, their ability to grow and remain in the markets is measured by Translating the customer's needs and desires into services that meet these needs better than competitors, which enhances its market share in the field of communications sector through the use of a frameworkCOBIT, and through this the research problem can be clarified with the following questions:-

1) Do administrative leaders have sufficient knowledge of strategic renewal and its importance at the corporate level?

2) What is the nature of the relationship between the variables of the study (strategic renewal - frameworkCOBIT) in the surveyed companies?

3) What is the level of impact of strategic renewal at the corporate level?

Research Aims:

1) Identify the relationship between strategic renewal and a frameworkCOBIT in the surveyed companies.

2) Identify the extent of the impact of strategic renewal within the framework of...**COBIT**In the surveyed companies.

3) Evaluating the level and importance of strategic renewal in the companies under study.

Research Importance:

1. Providing scientific foundations and standards that enable the researched organizations to identify strategic renewal processes and their impact within a frameworkCOBIT.

2. Polling the opinions of a sample of administrative leaders in the surveyed companies to come up with conclusions and recommendations that can effectively contribute to strengthening the work mechanism of the surveyed companies and achieving their goals to enhance their strategic position and global position.

Research Assumes:

thereSignificant effect of frameCOBIT is grouped into its dimensions in strategic renewal, three sub-hypotheses were formulated, as shown below:-

- **The first sub-hypothesisHa 3-1:**There is a significant effect of the frameworkCOBIT combined its dimensions into the context dimension of the companies under study.
- **The second sub-hypothesisHa 3-2:** There is a significant effect of the frameworkCOBIT combined its dimensions into the content dimension in the companies under study.
- **The third sub-hypothesisHa 3-3:** There is a significant effect of the frameworkCOBIT combined its dimensions into the process dimension in the companies under study.

Previous studies:

Many studies have addressed these two variables, including the study of (Amira Muhammad Omar,2021) entitled "The Impact of Human Capital Development on Strategic Renewal in the Egyptian Hospitality Industry: The Moderating Role of Dynamic Capabilities," Egypt/Cairo. This study aimed to fill the gap in research and provide insight into how human capital development impacts strategic renewal in the hospitality industry. Egyptian, moreover, the dynamic capabilities of human resources are included. This study concluded that human capital development has a statistically significant effect on strategic renewal. Dynamic capabilities have a statistically significant effect on strategic renewal, but the moderating effect of dynamic capabilities was not approved. The study (Al-fatlawi, et al, 2020) entitled "Accounting Information Security and IT Governance Under COBIT 5 Framework; A Case Study" aims to explain and know the role of the COBIT framework in enhancing internal control procedures on electronic systems, and from this goal a group can be derived Among the secondary goals, as follows:

- Highlighting the nature of the internal control system and explaining the importance of the internal control system.
- Identify electronic systems and their components.
- Highlight standards and areasCOBIT and provide an overview of its concept and benefits and reveal the extent of the role and impact of COBIT standards in internal control procedures and come up with results and recommendations that serve the objectives of the research, which is a case study in the Directorate of Civil Status, Passports and Residence in Nineveh.

The most important results reached by this study are the increased interest in internal control procedures among regulatory bodies and bodies, as several frameworks, laws and standards have been issued in this field in order to develop and evaluate internal control procedures and strengthen them in a way that ensures the achievement of its objectives, despite the benefits that the institution

obtains when using electronic systems. But it is accompanied by risks, and to avoid these risks, electronic systems must have strong internal control, and this internal control must be within international frameworks and standards, such asCOBIT is to keep pace with the developments taking place in electronic systems. The package of instructions, requirements, fields and standards that the COBIT framework came with enhances, supports, directs and establishes internal control procedures on electronic systems, and works to evaluate the internal control procedures of institutions that use electronic systems according to the COBIT framework, clarifying, identifying and diagnosing the points of defects and weaknesses. In the internal control system, which leads to providing recommendations and proposals to address them, and thus the internal control system reaches the highest levels of efficiency in application.

Theoretical framework

1- Strategic renewal:

The concept Strategic renewal contributes to adopting the best methods in order to carry out tasks to meet customers' desires and needs, and ensure the sustainability of competitive advantage (Herbane, 2019), and motivating employees to propose and present creative ideas to develop and create products and services, and that strategic renewal includes advantages that include increasing the organization's capabilities on how to maintain its share and position in the market, and the appropriate use of the organization's resources and capabilities, and also increasing the organization's ability to respond to confront and repel challenges. surrounding the work environment, in addition to ensuring its survival and continuity in the work environment and changing and developing workers' ways of thinking to become more creative, distinguished and innovative. (Jarvi&Khoreva:2020) and HerbaneP2019) and (Abed&Saeed:2021), as defined by Hess &Hess, 2016:54)) It is the procedures that the organization adopts to develop and update its characteristics, resources, and capabilities, and through it the strategic method, course, or possibility through which these projects, operations, or organizational applications can be activated (Pedersen et al., 2020:5). Strategic renewal represents a challenge for organizations in innovation-based industries, and renewal aims to change market standards more quickly (Jerome, 2015:15). Organizations today face increasingly rapidly changing environments and major and unexpected technological, economic, and political changes that make them restricted in achieving their competitive goals. Strategic renewal aims to renew and develop the organization's resources, capabilities, strategies, and structures to interact with these changes (Schmitt et al., 2016:1). It is noted (Perez et al., 2019:3) Strategic renewal aims to realize the new conditions and reform the organization of the environment and link it with the organization's strategy, structure, products and operations, and adjustments are made to this link over time. (Agarwal & Helfat, 2009:828) add that strategic renewal requires upgrading and renewing the organizational features that provide service for a specific function at the present time, and the complete regrowth of the organization in the future, which leads to continued growth after a period of stagnation and interruption, and its impact on the outlook. Future organization. He also mentioned (Volberda et al., 2001:161) and (Lu, 2018:2) that strategic renewal aims to make adjustments and changes in order to adapt the

core capabilities to match the environment surrounding the organization to enhance advantage in the long term.

Importance:

Strategic renewal contributes to changing the pattern and routine of all the organization's resources in order to achieve the best and most sustainable economic performance. By working with strategic renewal, organizations can change their course and transform their capabilities and strategic policies towards consistency and harmony with their changing business environment, technological, political and economic (Albert et al, 2015).

In addition, organizations have internal and external confrontations at all levels of business, and strategic renewal represents a broad opportunity for organizations to achieve sustainable success when they confront situations of economic decline (Morais et al, 2014).

He explains (Kwee et al, 2011) that the importance of strategic renewal can be determined in three basic points:

1- Strategic renewal has the right to transform the basic capabilities related to the organization into capabilities with competitive advantages in the market.
2- Strategic renewal has a prominent controlling role at all levels of the organization.
3- Strategic renewal is necessary to change the path adopted by the organization by its surrounding environment, and to ensure its long term, continuity of work and continuity.

It shows both (Balasubrahmanyam et al., (2012:167) and Hess & Hess, (2016:45)) that strategic renewal is a method that all organizations need and apply if the need arises, regardless of their age and size, because it reflects the prominent interests that organizations work with towards the roles that individuals play. In this process on the one hand, and on the other hand, working to clarify the behavioral understanding of the risks that accompany this process.

He explains (Glaseretal (2015:306) to go with another opinion: strategic renewal is considered one of the forms of entrepreneurship in organizations, because it has the ability to give new opportunities to the product market, meaning that organizations that realize the opportunities and benefit from them feel that they have achieved greater market opportunities through their proactive behavior, and therefore have The ability to carry out strategic renewal (Kreiseretal, 2010:150) that organizations that resort to strategic renewal are motivated by the reasons that are the technological change and transformation that occurs within the organization and makes much of its efficiency and empty resources far from the new changes, and therefore the organizations keep pace with these new changes. In order to improve its efficiency and assets to maintain its survival (Lu, 2018:2).

In this case, we find that strategic renewal has an impact on the organization's participation in industries in which economies are fully competitive. In addition, to enable organizations to compete and maintain success, they must follow strategies and cultures that enable them to confront challenges and opportunities (Masad, 2016).

2-Frame COBIT:

It is consideredCOBIT provides a comprehensive framework for measuring IT governance, and helps ensure and support IT business goals, improve IT investments, and manage IT opportunities

and risks in a consistent manner. Accordingly, the COBIT framework includes five main principles, which are:

1-Meeting the needs of stakeholders: Many organizations have made efforts to create value for stakeholders in order to maintain a balance between achieving benefits, taking advantage of risks, and making the best use of resources. The framework worksCOBIT aims to provide all the required information and other enabling factors, in order to support and create value for business through the use of information technology, and the reason is that every organization has different goals that it seeks to achieve ((Ramlaoui, et al 2014, p. 96.

2- Covering all project stages: Frame worksCOBIT aims to provide a comprehensive and systematic view on the governance and management of information technology projects based on a set of auxiliary factors that enable the project to perform its work on a large scale and cover it from end to end in the governance and management of information technology projects in a way that is consistent with the activities and responsibilities of each of the information technology functions and businesses (De Haes,et al.,2015,p.104-105).

3- Applying a single framework: There are many IT standards and good practices that provide guidance and advice to IT managers, and that Framework 5COBIT is consistent with these standards and other high-level IT frameworks (Zhou & Dong, 2014, p. 20).

4- Enabling the comprehensive curriculum: Effective and efficient governance and IT project management require a comprehensive approach, taking into account several components of interaction and integration. The frameworkCOBIT identifies a set of enablers to support the implementation of the overall governance and management of an IT project system. Enablers are broadly defined as anything that helps an organization achieve its goals (Devos & Kevin, 2014, p. 3).

5- Separating governance from management: Frame worksCOBIT makes a clear distinction between management and governance, meaning that it includes different types of activities that require different organizational structures (Team, 2013, p. 2-3).
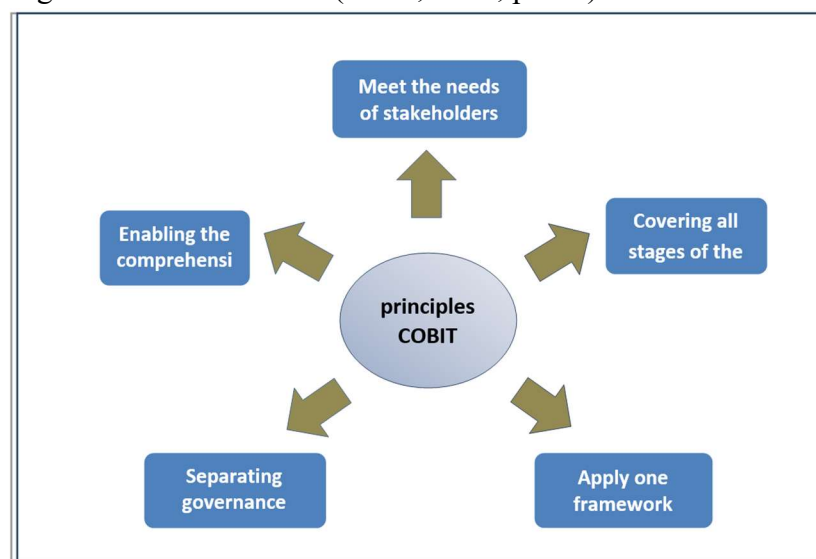

Figure (9) shows the principlesCOBIT

Source: Molaeijam, Kobra. (2014). Information technology governance using. COBIT 5 approach Ministry of Road and Urban Development. P.669.

Conclusions and recommendations:

The two companies resorted to investing in a framework (COBIT) in improving strategic renewal by adopting ownership, implementation, and monitoring, as well as the context dimension, and the content dimension, while adopting monitoring individually to improve the process dimension. The two companies' interest in strategic renewal became clear in a high way, indirectly and partially through the COBIT framework. On this basis, the basis of mediation was the mediating dimension of monitoring. There is a need to invest in the COBIT framework in improving the strategic renewal of the two mobile telecommunications companies by adopting ownership, implementation, and monitoring, as well as the context dimension and the content dimension, while adopting monitoring individually to improve the process dimension. There is also the need for the two companies to pay additional attention to strategic renewal, indirectly and partially through the COBIT framework, with a focus on monitoring.

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