


## The Impact of Organizational Intelligence on the Performance of Tehran Municipality Utilizing Marketing Capabilities

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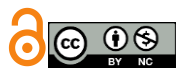
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### ABSTRACT

**Objective:** The objective of this study is to explore the impact of organizational intelligence on the performance of Tehran Municipality through the utilization of marketing capabilities.

**Methodology:** This qualitative study was conducted in Tehran and utilized semi-structured interviews with senior managers, department heads, and key personnel within the Tehran Municipality. Participants were selected through purposive sampling based on their extensive experience and knowledge related to organizational intelligence and marketing. Data were collected until theoretical saturation was achieved, ensuring a comprehensive understanding of the topics. Thematic analysis was used to identify patterns and relationships within the data, with findings validated through member checks to ensure accuracy and credibility.

**Findings:** The analysis revealed four main themes: Organizational Intelligence, Marketing Capabilities, Performance Improvement, and Impact on Municipality. Key subcategories included strategic planning, decision-making, knowledge management, innovation, resource optimization, market research, branding, digital marketing, customer engagement, service innovation, public relations, efficiency, service delivery, employee performance, financial management, strategic alliances, public satisfaction, community development, economic growth, policy implementation, and innovation adoption. The findings underscored the importance of integrating organizational intelligence and marketing capabilities to enhance strategic planning, decision-making, innovation, and overall municipal performance.

**Conclusion:** The study concludes that the integration of organizational intelligence with marketing capabilities significantly enhances the performance of Tehran Municipality. Strategic planning, decision-making, knowledge management, and innovation are crucial components of this integration.

**Keywords:** Organizational Intelligence, Marketing Capabilities, Tehran Municipality, Strategic Planning, Public Sector Performance, Innovation, Knowledge Management.

## 1 Introduction

Organizational intelligence, often described as the collective ability of an organization to interpret and respond to its environment, plays a pivotal role in shaping strategic initiatives and operational efficiencies. According to Akroush and Al-Mohammad (2010), the management of marketing knowledge significantly influences organizational performance. This is particularly relevant in public sector organizations, where strategic planning and decision-making processes are crucial for delivering efficient services and achieving organizational goals (Akroush & Al-Mohammad, 2010).

Marketing capabilities, defined as the integrative processes designed to apply the collective knowledge, skills, and resources of the firm to market-related needs, are equally vital. Kachouie, Mavondo, and Sands (2018) highlight the importance of dynamic marketing capabilities in creating market change and driving performance. The alignment of these capabilities with organizational intelligence can lead to a more responsive and adaptive organization, capable of meeting the evolving demands of its constituents (Kachouie et al., 2018).

The literature provides substantial evidence on the positive correlation between marketing capabilities and organizational performance. For instance, Ali and Matsuno (2018) emphasize the mediating role of capabilities between R&D-marketing integration and business performance, suggesting that the synergy between different functional areas can enhance overall performance (Ali & Matsuno, 2018). This is echoed by Vijande et al. (2012), who discuss the development of marketing capabilities in small and medium enterprises and their implications for performance. These insights are crucial for understanding how Tehran Municipality can leverage its marketing capabilities to improve its service delivery and operational efficiency (Vijande et al., 2012).

Strategic planning is a fundamental aspect of organizational intelligence that significantly impacts marketing capabilities. Abu-Jalil, Okour, and Essbaih (2023) discuss the strategic planning of human resources as an entrance to enhance marketing capabilities, emphasizing the role of strategic alignment in achieving organizational goals. Effective strategic planning ensures that the organization's vision and goals are aligned with its operational capabilities, leading to better performance outcomes (Abu-Jalil et al., 2023).

The concept of organizational creativity and its impact on market performance has also been explored extensively. Boso et al. (2017) argue that organizational creativity can drive market performance, but this relationship is moderated by other factors such as market conditions and organizational capabilities. This underscores the need for municipalities to foster a culture of creativity and innovation while ensuring that their marketing strategies are adaptable to changing market dynamics (Boso et al., 2017).

Furthermore, the role of top management in fostering specialized marketing capabilities is critical. Kemper, Engelen, and Brettel (2011) highlight how top management's social capital can foster the development of specialized marketing capabilities, particularly in cross-cultural contexts. This insight is particularly relevant for Tehran Municipality, which operates in a diverse and dynamic urban environment (Kemper et al., 2011).

The integration of social media technologies and their impact on organizational cultural intelligence and new product development is another area of interest. Hazzam, Wilkins, and Strong (2022) explore this relationship, highlighting how social media can enhance organizational intelligence and facilitate new product development in international markets. This is particularly pertinent for public sector organizations that need to engage with a diverse populace and respond to their needs effectively (Hazzam et al., 2022).

In turbulent environments, the effectiveness of strategic marketing is crucial for social ventures. Lee (2023) discusses how social venture performance, impact, and strategic marketing effectiveness are interlinked, particularly in challenging environments. This provides valuable insights for Tehran Municipality as it navigates the complexities of urban management and strives to deliver impactful services (Lee, 2023).

The role of customer knowledge management in enhancing marketing capabilities and product innovation performance has also been examined. Yusr et al. (2021) find that customer knowledge management, total quality management (TQM), and marketing capabilities collectively impact product innovation performance. This highlights the importance of integrating customer insights into strategic decision-making processes to enhance service delivery and innovation (Yusr et al., 2021).

The literature also emphasizes the significance of dynamic marketing capabilities in enhancing organizational innovativeness. Roach et al. (2018) argue that dynamic marketing capabilities are crucial for sustaining

innovativeness, particularly in competitive environments. This is relevant for Tehran Municipality as it seeks to implement innovative solutions to urban challenges (Roach et al., 2018).

Nuryakin and Ardyan (2018) discuss the mediating role of market entry capability in SMEs' marketing performance, suggesting that effective market entry strategies can enhance marketing performance. This insight can be applied to public sector organizations, where strategic market entry can improve service delivery and public engagement (Nuryakin & Ardyan, 2018).

The impact of marketing knowledge management on organizational performance is further supported by the findings of Liu, Eng, and Takeda (2015), who investigate the relationship between marketing capabilities and social enterprise performance in the UK and Japan. Their study underscores the importance of marketing capabilities in achieving organizational goals and enhancing performance (Liu et al., 2015).

Day (2011) addresses the marketing capabilities gap, arguing that closing this gap is essential for organizations to remain competitive. This perspective is particularly relevant for public sector organizations like Tehran Municipality, which must continuously adapt to changing public needs and expectations (Day, 2011).

Prayogo and Nirawati (2019) explore the relationship between knowledge sharing, innovation capability, responsive capability, and marketing performance, emphasizing the importance of a collaborative culture in driving innovation and performance. This highlights the need for Tehran Municipality to foster a culture of knowledge sharing and collaboration to enhance its marketing capabilities and service delivery (Prayogo & Nirawati, 2019).

The role of dynamic marketing capabilities in enhancing organizational performance is further explored by Roach et al. (2018), who argue that these capabilities are crucial for sustaining innovativeness in competitive environments. This is relevant for Tehran Municipality as it seeks to implement innovative solutions to urban challenges (Roach et al., 2018).

In summary, the integration of organizational intelligence with marketing capabilities is essential for enhancing the performance of public sector organizations like Tehran Municipality. The literature provides substantial evidence on the positive correlation between marketing capabilities and organizational performance, highlighting the importance of strategic planning, knowledge management, innovation, and

dynamic capabilities. By leveraging these insights, Tehran Municipality can enhance its service delivery, operational efficiency, and public engagement, ultimately improving its performance and achieving its strategic goals.

## 2 Methods and Materials

### 2.1 Study Design and Participants

This study employs a qualitative research design to explore the impact of organizational intelligence on the performance of the Tehran Municipality through the utilization of marketing capabilities. The research was conducted in Tehran, focusing on gaining in-depth insights from key stakeholders within the municipality.

Participants were selected using a purposive sampling technique, aiming to include individuals with extensive experience and knowledge related to organizational intelligence and marketing within the Tehran Municipality. The sample consisted of senior managers, department heads, and key personnel involved in strategic planning and marketing initiatives. The inclusion criteria required participants to have at least five years of experience in their respective roles, ensuring a comprehensive understanding of the municipality's operations and marketing strategies.

### 2.2 Data Collection

Data were collected through semi-structured interviews, which provided flexibility for participants to express their views and experiences while allowing the researchers to probe deeper into specific areas of interest. The interview guide was developed based on existing literature and the study's objectives, covering topics such as organizational intelligence, marketing capabilities, and their perceived impact on municipal performance.

Interviews were conducted face-to-face and, where necessary, via video conferencing to accommodate participants' schedules and preferences. Each interview lasted between 45 to 60 minutes and was audio-recorded with the consent of the participants to ensure accurate transcription and analysis.

### 2.3 Data Analysis

The data analysis process followed a thematic approach, which involved several stages to ensure thorough and systematic examination of the collected data. Firstly, the interviews were transcribed verbatim, and the transcripts

were read multiple times to achieve familiarity with the content.

The initial coding was performed using open coding techniques, identifying significant statements and concepts related to organizational intelligence and marketing capabilities. These codes were then grouped into broader categories and themes through axial coding, highlighting patterns and relationships within the data.

To achieve theoretical saturation, data collection continued until no new themes or insights emerged from the interviews. This ensured that the analysis captured the full scope of participants' perspectives and experiences.

Finally, the findings were reviewed and validated by conducting member checks with a subset of participants, ensuring that the interpretations accurately reflected their views. This process enhanced the credibility and reliability of the research findings, providing a robust foundation for the subsequent discussion and conclusions.

### 3 Findings and Results

The study involved a total of 21 participants, all of whom were senior managers, department heads, and key personnel within the Tehran Municipality. The demographic characteristics of the participants were diverse in terms of their roles, experience, and departments. Specifically, 8 participants (38.1%) were senior managers overseeing various strategic operations within the municipality. Another 7 participants (33.3%) were department heads responsible for key functional areas such as finance, human resources, and urban planning. The remaining 6 participants (28.6%) were key personnel involved in critical areas such as marketing, public relations, and innovation. The participants' experience within the municipality ranged from 5 to 25 years, with an average tenure of 15 years, ensuring a wealth of knowledge and expertise was represented in the data collection. This diversity in roles and extensive experience provided a comprehensive perspective on the impact of organizational intelligence and marketing capabilities on the municipality's performance.

**Table 1**

*The Results of Thematic Analysis*

Category	Subcategory	Concepts
Organizational Intelligence	Strategic Planning	- Vision alignment - Goal setting - Long-term objectives
	Decision-Making	- Data-driven decisions - Collaborative processes - Real-time analytics
	Knowledge Management	- Information sharing - Learning culture - Knowledge repositories
	Innovation	- Idea generation - Creative solutions - Continuous improvement
	Resource Optimization	- Efficient resource allocation - Cost management - Talent utilization
Marketing Capabilities	Market Research	- Customer insights - Market trends - Competitive analysis
	Branding	- Brand identity - Brand communication - Brand loyalty
	Digital Marketing	- Social media strategies - Online advertising - Web analytics
	Customer Engagement	- Community outreach - Feedback mechanisms - Customer support
	Service Innovation	- New service development - Service customization - Quality enhancement
Performance Improvement	Public Relations	- Media relations - Crisis management - Event planning
	Efficiency	- Process optimization - Workflow automation - Performance metrics
	Service Delivery	- Timely responses - Quality control - Customer satisfaction
	Employee Performance	- Performance reviews - Training programs - Incentive systems
Impact on Municipality	Financial Management	- Budget planning - Revenue generation - Cost control
	Strategic Alliances	- Partnerships - Collaborative projects - Resource sharing
	Public Satisfaction	- Citizen feedback - Service accessibility - Trust in government
	Community Development	- Infrastructure projects - Social programs - Environmental initiatives
	Economic Growth	- Job creation - Business support - Investment attraction
	Policy Implementation	- Regulatory compliance - Policy effectiveness - Stakeholder engagement
	Innovation Adoption	- Technology integration - New initiatives - Pilot projects

#### 3.1 Organizational Intelligence

**Strategic Planning:** Strategic planning within the Tehran Municipality involves aligning visions, setting clear goals, and establishing long-term objectives. One interviewee

noted, "Our vision needs to be clear to everyone, from top management to the operational staff, to ensure everyone is working towards the same goals."

**Decision-Making:** Effective decision-making is facilitated through data-driven processes, collaborative

efforts, and real-time analytics. A participant emphasized, "Making decisions based on accurate data and involving relevant departments has significantly improved our efficiency."

**Knowledge Management:** Knowledge management is essential for information sharing, fostering a learning culture, and maintaining knowledge repositories. "We have created repositories where knowledge is stored and easily accessible, which has promoted a culture of continuous learning," remarked another interviewee.

**Innovation:** Innovation within the municipality is driven by idea generation, creative solutions, and continuous improvement. One respondent mentioned, "Encouraging creativity and innovative solutions has led to significant improvements in our services."

**Resource Optimization:** Resource optimization involves efficient resource allocation, cost management, and talent utilization. "Optimal use of resources, including human resources, has allowed us to achieve more with less," said an interviewee.

### 3.2 Marketing Capabilities

**Market Research:** Market research activities focus on gathering customer insights, identifying market trends, and conducting competitive analysis. An interviewee commented, "Understanding our market and the needs of our citizens helps us tailor our services effectively."

**Branding:** Branding efforts include establishing a strong brand identity, effective brand communication, and fostering brand loyalty. "Our branding strategy has helped build trust and loyalty among the public," noted a participant.

**Digital Marketing:** Digital marketing strategies involve leveraging social media, online advertising, and web analytics. One respondent shared, "Our presence on social media and targeted online campaigns have significantly increased public engagement."

**Customer Engagement:** Customer engagement is achieved through community outreach, feedback mechanisms, and robust customer support. "Engaging with the community and listening to their feedback has improved our service delivery," stated an interviewee.

**Service Innovation:** Service innovation encompasses developing new services, customizing existing ones, and enhancing service quality. An interviewee remarked, "Innovation in our services has been crucial in meeting the evolving needs of our citizens."

**Public Relations:** Public relations activities focus on media relations, crisis management, and event planning. "Maintaining a good relationship with the media and effectively managing crises has been essential for our reputation," mentioned a participant.

### 3.3 Performance Improvement

**Efficiency:** Efficiency is achieved through process optimization, workflow automation, and performance metrics. "Streamlining processes and automating workflows has greatly improved our efficiency," commented an interviewee.

**Service Delivery:** Service delivery is enhanced by ensuring timely responses, maintaining quality control, and prioritizing customer satisfaction. One respondent noted, "Timely and quality service delivery has been our top priority."

**Employee Performance:** Employee performance is improved through regular performance reviews, comprehensive training programs, and effective incentive systems. "Our performance review system and training programs have significantly boosted employee productivity," said an interviewee.

**Financial Management:** Financial management involves meticulous budget planning, revenue generation, and cost control. "Effective budget planning and cost control measures have ensured our financial stability," shared a participant.

**Strategic Alliances:** Strategic alliances are formed through partnerships, collaborative projects, and resource sharing. "Collaborating with other organizations has enabled us to share resources and achieve common goals," mentioned an interviewee.

### 3.4 Impact on Municipality

**Public Satisfaction:** Public satisfaction is gauged through citizen feedback, service accessibility, and trust in government. "Listening to citizen feedback and ensuring accessible services have built trust in our governance," noted an interviewee.

**Community Development:** Community development initiatives focus on infrastructure projects, social programs, and environmental initiatives. One participant stated, "Our infrastructure projects and social programs have positively impacted community development."

**Economic Growth:** Economic growth is driven by job creation, business support, and investment attraction.

"Supporting local businesses and attracting investments have contributed to economic growth," said an interviewee.

**Policy Implementation:** Policy implementation involves ensuring regulatory compliance, policy effectiveness, and stakeholder engagement. "Effective policy implementation and stakeholder engagement have been key to our success," remarked a participant.

**Innovation Adoption:** Innovation adoption includes integrating technology, launching new initiatives, and piloting projects. "Adopting new technologies and piloting innovative projects have kept us ahead," noted an interviewee.

#### 4 Discussion and Conclusion

This study explored the impact of organizational intelligence on the performance of Tehran Municipality by leveraging its marketing capabilities. The data collected through semi-structured interviews revealed several key themes and subcategories, which were instrumental in understanding this relationship. The main themes identified were Organizational Intelligence, Marketing Capabilities, Performance Improvement, and Impact on Municipality. These themes encompassed subcategories such as strategic planning, decision-making, knowledge management, innovation, resource optimization, market research, branding, digital marketing, customer engagement, service innovation, public relations, efficiency, service delivery, employee performance, financial management, strategic alliances, public satisfaction, community development, economic growth, policy implementation, and innovation adoption.

The findings indicated that strategic planning and decision-making processes within the Tehran Municipality are heavily influenced by organizational intelligence. This aligns with the work of Abu-Jalil, Okour, and Essbaih (2023), who emphasized the importance of strategic planning in enhancing marketing capabilities (Abu-Jalil et al., 2023). The data-driven decision-making and real-time analytics observed in Tehran Municipality resonate with the findings of Akroush and Al-Mohammad (2010), who highlighted the impact of marketing knowledge management on organizational performance (Akroush & Al-Mohammad, 2010). The emphasis on knowledge management, particularly in terms of information sharing and fostering a learning culture, supports Liu, Eng, and Takeda's (2015) assertion that marketing capabilities and

organizational performance are closely linked (Liu et al., 2015).

Innovation emerged as a crucial component of organizational intelligence, with participants highlighting the importance of idea generation and creative solutions. This is consistent with Boso et al. (2017), who found that organizational creativity can drive market performance (Boso et al., 2017). The focus on resource optimization, including efficient resource allocation and talent utilization, aligns with the findings of Day (2011), who discussed the necessity of closing the marketing capabilities gap (Day, 2011).

Marketing capabilities were also found to be a significant factor in enhancing the performance of Tehran Municipality. The importance of market research, branding, digital marketing, customer engagement, and service innovation was underscored by the participants. Kachouie, Mavondo, and Sands (2018) discussed the dynamic marketing capabilities necessary for creating market change, which supports the findings of this study (Kachouie et al., 2018). The role of public relations, particularly in media relations and crisis management, further substantiates Kemper, Engelen, and Brettel's (2011) work on the influence of top management's social capital in developing specialized marketing capabilities (Kemper et al., 2011).

Performance improvement within Tehran Municipality was achieved through efficiency, service delivery, employee performance, financial management, and strategic alliances. This is in line with Ali and Matsuno's (2018) findings on the mediating role of capabilities between R&D-marketing integration and business performance (Ali & Matsuno, 2018). The emphasis on employee performance through regular reviews and training programs supports the assertions of Vijande et al. (2012) regarding the development of marketing capabilities in SMEs (Vijande et al., 2012).

The impact on the municipality was measured in terms of public satisfaction, community development, economic growth, policy implementation, and innovation adoption. The findings indicated that engaging with the community and fostering trust were essential for public satisfaction, consistent with Prayogo and Nirawati (2019), who emphasized the importance of knowledge sharing and innovation capability (Prayogo & Nirawati, 2019). The focus on economic growth through job creation and investment attraction aligns with Nuryakin and Ardyan (2018), who discussed the mediating role of market entry capability in marketing performance (Nuryakin & Ardyan,

2018). The importance of policy implementation and stakeholder engagement supports the findings of Hazzam, Wilkins, and Strong (2022) on the impact of social media technologies on organizational cultural intelligence and new product development (Hazzam et al., 2022).

Despite the comprehensive nature of this study, several limitations must be acknowledged. Firstly, the study was conducted within the specific context of Tehran Municipality, which may limit the generalizability of the findings to other municipalities or public sector organizations. Additionally, the reliance on semi-structured interviews as the sole data collection method may have introduced subjectivity and bias, as the responses were influenced by the participants' perspectives and experiences. The sample size, while adequate for qualitative research, was relatively small, which may have limited the depth and breadth of insights. Finally, the cross-sectional design of the study means that the findings represent a snapshot in time and do not account for potential changes or developments over time.

Future research should address the limitations of this study by expanding the scope and scale of the investigation. Comparative studies involving multiple municipalities or public sector organizations in different regions or countries could provide a broader understanding of the impact of organizational intelligence and marketing capabilities on performance. Longitudinal studies would be beneficial in capturing changes over time and providing insights into the sustainability of the observed impacts. Additionally, incorporating a mixed-methods approach that combines qualitative interviews with quantitative surveys or secondary data analysis could enhance the robustness and generalizability of the findings. Future research should also explore the role of other factors, such as technological advancements and cultural differences, in shaping the relationship between organizational intelligence, marketing capabilities, and organizational performance.

The findings of this study offer several practical implications for Tehran Municipality and other public sector organizations. Firstly, strategic planning and decision-making processes should be underpinned by robust data analytics and collaborative approaches to enhance organizational intelligence. Investing in knowledge management systems and fostering a culture of continuous learning can further strengthen organizational capabilities. Innovation should be encouraged through structured idea generation processes and support for creative solutions. Marketing capabilities can be enhanced by adopting a

comprehensive approach that includes market research, branding, digital marketing, customer engagement, and public relations. Developing specialized marketing capabilities requires the support of top management and the leveraging of social capital. Performance improvement should focus on efficiency, service delivery, employee performance, financial management, and strategic alliances. Finally, engaging with the community and fostering trust are essential for achieving public satisfaction and driving community development, economic growth, and policy implementation.

In conclusion, this study has highlighted the critical role of organizational intelligence and marketing capabilities in enhancing the performance of Tehran Municipality. By leveraging these insights, public sector organizations can improve their service delivery, operational efficiency, and public engagement, ultimately achieving their strategic goals and fulfilling their mandates more effectively.

#### **Authors' Contributions**

All authors have contributed significantly to the research process and the development of the manuscript.

#### **Declaration**

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

#### **Transparency Statement**

Data are available for research purposes upon reasonable request to the corresponding author.

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#### **Declaration of Interest**

The authors report no conflict of interest.

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#### **Ethical Considerations**

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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