

# STRATEGIC VIGILANCE AND ITS ROLE IN CREATING VALUE FOR THE CUSTOMER: AN EXPLORATORY STUDY OF A SAMPLE OF WORKERS IN THE NORTHERN GENERAL CEMENT COMPANY

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## Abstract

The study aimed to define the role of strategic vigilance in creating customer value. The study is on the correlation and influence relationships between strategic vigilance and customer value, The Northern General Cement Company was selected as a community for the study and its employees a sample of (50), and the descriptive analytical approach was used to achieve the desired goals, and the questionnaire was adopted as a tool in data collection, and the data were analyzed using the package (SPSS V-26) The study came out with a set of conclusions, the most important of which are:

Strategic vigilance plays a major role in creating the value for the customer that he desires, and the surveyed organization has a good level of strategic vigilance by monitoring the external environment and standing on the most prominent changes to help it invest in the opportunities.

**Keywords:** Strategic, vigilance, Strategic vigilance, creating, Customer value.

## Introduction

Today's organizations carry out their activities in a highly changing competitive environment at an accelerated pace. This requires organizations to make rational and wise decisions in how to choose the environment or market in which they will conduct their business. In addition to exploiting all their capabilities and energies to open new horizons for the organization by sensing changes in this environment before their occurrence, preparing to win the markets and build a Vocational position with customers. These are done by targeting customers who do not have dealings with the products and services of this organization, thus forming new customers and creating permanent value for them by providing everything that the customer aspires to obtain from the organization. Even more by exceeding those expectations in the form that achieves the status of the organization in its environment and among its customers. This led the organizations to adopt strategies that help them survive, grow, achieve success, and keep pace with current and future changes. All of the above prompted the need to study strategic vigilance to create value for the customer through the following study axes:

The first axis represents the methodology, the second is the theoretical framework of the study, the third is the applied framework, the fourth includes the results, and finally, the conclusions and recommendations that have been reached.

**First axis.** The first axis is the methodological framework of the study.

**1. The study problem:** To identify the problem that the study seeks to clarify and to empower the researched organization (the Northern Cement General Company) to achieve its goals, and help it exploit the opportunities offered by the environment. In addition to working with it in order to be able to stand in the face of changes and challenges and adapt to it. Thus, it will achieve its competitive advantage and obtain the position it seeks in the market and in the minds of its customers by achieving the highest performance levels. The research problem has been embodied as follows:

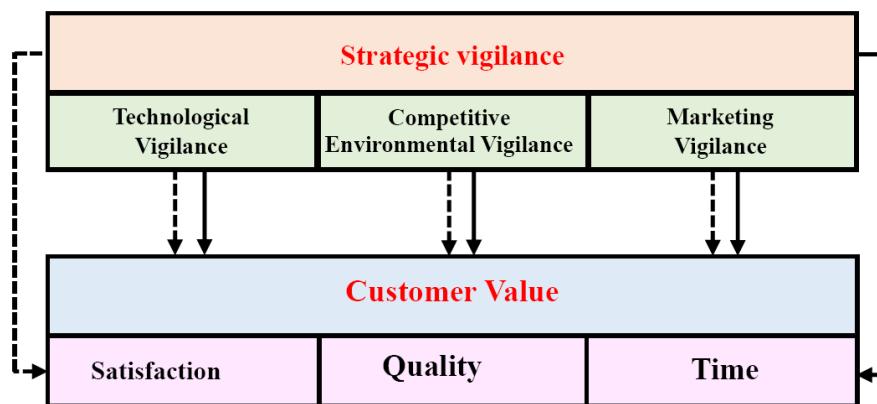
- Does the researched organization have a clear awareness or idea of strategic vigilance to create customer value?
- What is the nature of the linkage and influence relationships between strategic vigilance and customer value in the researched organization?

**2. Study Objectives:** The study aims to determine the strategic vigilance in the Northern General Cement Company (the researched organization) by achieving the following objectives:

- Identifying the interest of the researched organization in the concept of strategic vigilance.
- What is the nature of the linkage relationship between the blue ocean and customer value creation?
- Does strategic vigilance have a spiritual effect on customer value creation?

**3. The study's importance:** The importance of this study comes through its research in the variable of strategic vigilance, which focuses on what helps organizations to benefit from forecasting and sensing variables in the external environment, studying them, and adopting their information in making the right decisions. due to the scramble with competitors in the markets, the study strives to search for new customers and create value for them in relation to what these organizations offer, and this reflects its importance in providing realistic information to the researched organization as one of the most prominent service organizations in the Iraqi environment, and enables it to open new business horizons to enhance the work of the organization and achieve a competitive advantage in its market.

**4. Study Model:** For the purpose of achieving the objectives of the study and its hypotheses, a model that reflects its variables was designed as shown in Fig. #.

**Figure (1): The Hypothetical scheme of the study**

Engagement →  
 Effect → →

**5. Study Hypotheses:** The study was built on the following hypotheses:

- The first main hypothesis: There is a statistically significant correlation between the strategic vigilance of organizations and customer value creation.
- The second main hypothesis: There is a statistically significant effect of strategic vigilance of organizations in creating customer value.

**6. Study Methodology:** The study adopted the descriptive analytical approach to complete the requirements of the study and the compatibility of this approach with the objectives and nature of the study.

**7. Study Population:** The Northern General Company of Cement in Nineveh Governorate was selected as a community to apply the study and its employees as a sample consisting of (50) respondents.

**8. Methods of data collection:** On the theoretical side, the study relied on what is available from Arab and foreign sources that relate to the study variables. But on the scientific side, the questionnaire was relied on to collect data and information because it is the most consistent method with the nature of the study, and the three-point Likert scale was used to determine the answers to the questionnaire items. The collected data was analyzed using the program (SPSS ver. 26).

#### **9. Study boundaries:**

- Spatial boundaries: The Northern General Cement Company was chosen.
- Time limits: 20 / 3 / 2023 to 20 / 7 / 2023

**Second axis.** The second axis is the theoretical framework of the study

**First. The Concept of Strategic Vigilance:** The writers' opinions on expressing organizational vigilance varied in the light of what our organizations are experiencing today in a turbulent and changing environment, which made the strategic decisions they take greatly affected by this environment and its changes (Khalil, 2019, 13). Strategic vigilance is defined as a continuous process in which the environment is monitored and analyzed to collect

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information constantly and identify opportunities to seize it. In addition to detecting threats to avoid them and minimize their effects (Alshaer,2020,83).

Strategic vigilance is defined as an ongoing process in which the environment is monitored and analyzed, information is constantly gathered, opportunities are identified to capture it and threats are detected to avoid them and minimize their impacts. (Alshaer,2020,83) There are those who express it as a process that helps organizations to be constantly aware of all possible and potential changes in their internal and external environment, through continuous and intelligent monitoring of the organization with its technological, competitive, commercial and environmental dimensions, in order to anticipate changes and reach the best decisions, which helps to seize opportunities, avoid threats and risks, and form a competitive advantage for the organization. ( Hani,2023,145 ) From the above concepts, the researcher believes that strategic vigilance is the organization's ability to sense all the changes that occur in the environment and the opportunities it generates through which it can enhance its strength and reduce its weaknesses in order to achieve a competitive position through which it can meet the expectations of the customer and achieve the value he expects.

**Second. The importance of strategic vigilance:** The changing environment in which organizations go through to conduct their work requires them to adapt to them, which requires organizations to be constantly vigilant to these changes and take advantage of the advantages they provide, all of which requires us to determine the importance of vigilance as follows:

1. Assist the organization in identifying organizations with which it can partner and work collaboratively to enhance its strength in the labor market and thus reduce the risks it faces. (Heintz *et al*, 2016, 1503)
2. It helps organizations find sound and practical solutions to their current and future problems. It is also a framework for creativity, innovation, and institutional excellence. (Karima & Zohra, 2021, 5)
3. Strategic vigilance helps support the process of developing short- or long-term plans. As well as formulating important strategies and setting goals and achieving them (Mahmoud and Mahdi, 2019, 6).

**Third. Dimensions of Strategic Vigilance:** The dimensions of strategic vigilance will be determined according to the model developed by the University of Laval, which provided an agreed classification by many researchers, the model contains the following components, namely commercial (marketing) vigilance, technological vigilance, competitive and environmental vigilance, as follows: (JAAZ&JAMAL,2021,2108)

1. Marketing vigilance: Opinions on the concept of marketing vigilance varied, as there are those who expressed it as "a set of means that allow managers to inquire about developments in the marketing environment of the organization on an ongoing basis". It is the operation of searching, processing, and distributing information in the organization's markets. In other words, following up on market developments, customer behavior, finding new products, etc. (Kotler & Bernard, 2000: 139) as the continuous analysis of the marketing environment for the purpose of achieving success in performance and building and forming an image and good reputation for the organization through the competitive marketing intelligence

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enjoyed by managers in how to invest opportunities in the market and turn them for the benefit of the organization (Hassan& Dawood, 2020, 1290).

2. Technological vigilance: There are those who believe that technological vigilance refers to monitoring the organization and analysis of the scientific and technological environment to identify opportunities and threats. Identifying new technologies related to its work activity would enhance its ability to compete if exploited by obtaining technological innovations through the transfer and use of scientific and technological information and its use to bring about positive changes in the products it provides, methods, and methods of production. Technological change creates all the opportunities that the organization needs, through which organizations discover how to use technology to create new products and identify threats that must rethink their technological strategies (Barney & Hesterly, 2006: 35) and there are those who express it through its direct contribution to strengthening the research, development and innovation activities of organizations, and its technologies applied to it, and this means that if organizations do not commit to stimulating innovation, they will be doomed to failure in the near future because technology is a prominent element of economic progress. and social, (Andrade *et al*, 2017,145)

3. Environmental and competitive vigilance: It is one of the types of vigilance that works to monitor all information and identify changes in the external environment. Among the most prominent of these changes are the competitors' capabilities and future plans and strategies. And then handle that information carefully to become a good source for making the right decisions (Jalodetal,2021,95). On the other hand, there are those who express it as conscious observation to observe all the changes that occur in the environment, whether in organizations that are similar in their actions and competitors or monitoring the environment and its social, political, legislative, and geographical changes (Almawadieh,2019,44).

**Fourth. Customer value:** Customers are not just individuals from the point of view of the organization they are dealing with, but more than that, so organizations are often difficult to satisfy them. For the relationship between the organization and the customer to succeed, organizations must realize that their customers are their most important long-term strategic partners. Organizations must understand that customer value is a way of running their business and not just a tactic or a short-term endeavor, which is to understand business dynamics and how they interact to create profitability and success for organizations and achieve their excellence over time (McFarlane, 2013, 72).

**Fifth: The importance of customer value:** The importance of customer value can be expressed as follows:

1. Creating value for the customer increases his satisfaction and vice versa. Achieving better benefits for what he pays for products increases his loyalty, market share, and price, reduces errors, and increases efficiency (Mahajan,2020,119).
2. The concept of customer value helps organizations move beyond the old idea that the organization produces and customers consume and form a new idea that both the organization and the customer are partners by assuming that customers are always "co-producers" in value creation. As well as they are a source of competence, or they are innovators, or even advocates

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in order to participate in the creation of their own product or service experience (GRAF & Maas, 2008, 24).

3. The customer's value is considered a basis for linking the organization's goal to its strategy. This is done by obtaining information that helps the organization prepare integrated reports that include all the changes that have occurred in customers' opinions. Then work to provide what the customer seeks to obtain from the acquisition of the commodity or obtaining the service (IFAC,2020,7).

4. Helps the organizations in brand building and growth, displaying marketing and financial indicators that affect the increase of brand ownership. in addition to Recognize the relationships between the product lifecycle, the customer lifecycle, and the brand lifecycle (Bartosz,2017,24).

**Sixth: Dimensions of customer value:** There are a number of dimensions through which the value of the customer can be measured:

1. Satisfaction: By paying attention to the optimal service element and a good product, it will make customers feel comfortable in order to create high value that the customer can get. This has a significant impact on loyalty, the greater the value of the customer, the greater the positive customer loyalty to the products produced by the organization (Romdonny Elat,2018,303).

2. Quality: Quality is a strategic input through which organizations can enhance the value of the customer, as quality starts from the initial steps in the production of the commodity or the provision of service, which may also include the experiences and skills of workers in providing the service (Abdulhamid and Raouf, 2018, 41).

3. Time: Time is of great importance to the builder that may outweigh the importance of the amounts they may pay for the good or service. especially, when the customer wants to obtain it on time or time that represents an ideal time for him, for this time affects the value of the customer (Jatheer and Tawfik, 2021, 85).

3. Time: Time is of great importance to customers that may outweigh the amounts they may pay for the good or service. especially, when the customer wants to get it on time or at a time that represents an ideal time for him. So time affects the value of the customer (Jatheer and Tawfik, 2021, 85).

### **Third Theme: Applied Frameworks for the Study**

#### **First: Description and diagnosis of study variables**

##### **1- Description and diagnosis of strategic vigilance:**

The content of this paragraph refers to the description of strategic vigilance and its diagnosis in terms of the dimensions expressed in the light of the respondents' answers to the paragraphs embodied for each of them and as follows:

A. Marketing Vigilance: The data of Table (1) show that there is agreement between the opinions of the individuals surveyed on the paragraphs after marketing vigilance in () for phrases (Q1-Q3), as the rate of general agreement for the answers of the individuals surveyed by agreement (agree) (69.39%). This indicates that there is a degree of agreement for the answers of the individuals surveyed in the paragraphs after marketing vigilance, that is, the

opinions of the individuals surveyed tend towards the positive depending on the scale (Likert) triple. While the degree of general disagreement with the answers of the individuals surveyed on the paragraphs after marketing vigilance was (0.68%), the percentage of neutral answers was (29.93%), the arithmetic mean was (2.69) and the standard deviation was (0.74) with a difference factor of (27.60%), and the response rate to the dimension of marketing vigilance (89.57%). This is very good relative importance. This means that the individuals surveyed agree to a clear degree about these paragraphs according to their personal points of view. At the partial level, paragraph (Q3), which represents (the formation of knowledge accumulation about competitors), obtained the highest response rate at (91.16%) by agreement of the study sample by (73.47%), an arithmetic mean (2.73) with a standard deviation of (0.70), and the percentage of the coefficient of variation for this paragraph was (25.76%). On the other hand, Paragraph (Q1) achieved the lowest response rate of (87.07%), which represents (the forerunner expectation of competitors' movements), by agreement of the study sample by (63.27%), an arithmetic mean (2.61), a standard deviation of (0.77), and a coefficient of variation of (29.47%).

**Table (1)** Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation, and Response Ratio to the Marketing Vigilance Dimension

Paragraphs	Response Scale						Arithmetic Mean	Standard Deviations	Coefficient of Variation	Response Rate (%)				
	Agreement (1)		Neuter (2)		Disagreement (3)									
	No.	%	No.	%	No.	%								
<b>Q1</b>	<b>31</b>	<b>63.27</b>	<b>17</b>	<b>34.69</b>	<b>1</b>	<b>2.04</b>	<b>2.04</b>	<b>0.77</b>	<b>29.47</b>	<b>87.07</b>				
<b>Q2</b>	<b>35</b>	<b>71.43</b>	<b>14</b>	<b>28.57</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>27.56</b>	<b>90.48</b>				
<b>Q3</b>	<b>36</b>	<b>73.47</b>	<b>13</b>	<b>26.53</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.70</b>	<b>25.76</b>	<b>91.16</b>				
General rate		<b>69.39</b>		<b>29.93</b>			<b>0.68</b>	<b>0.74</b>	<b>27.60</b>	<b>89.57</b>				

Source: Researcher preparation based on SPSS V.26 program outputs n=49

**B. Technological vigilance:** The data of Table (2) show that there is an agreement between the opinions of the individuals surveyed on the paragraphs of the dimension of technological vigilance in () for phrases (Q4-Q6). The rate of general agreement for the answers of the individuals surveyed in agreement amounted to (59.18%) and this indicates that there is a degree of agreement for the answers of the individuals surveyed on paragraphs after technological vigilance. This indicates that the opinions of the individuals surveyed tend towards the positive depending on the triple (Likert) scale. On the other hand, the degree of general disagreement with the answers of the individuals surveyed on the paragraphs after technological vigilance (10.88%), the percentage of neutral answers is (33.33%), and the arithmetic mean was (2.55) and standard deviation (0.74) with a difference factor of (29.04%), and the response rate to the dimension of technological vigilance (85.03%). This is very good relative importance, which means the agreement of the individuals surveyed and a clear degree of these paragraphs according to their personal points of view.

At the partial level, paragraph (Q5), which represents (activating research and development activities), obtained the highest response rate at (86.39%) by agreement of the study sample by (63.27%) and an arithmetic mean (2.59), a standard deviation of (0.75), the percentage of the coefficient of variation for this paragraph was (28.87%). On the other hand, paragraph (Q6) achieved the lowest response rate of (83.67%), which represents (the use of programs and technological methods to raise effectiveness and improve quality), an agreement of the study sample by (83.67%), an arithmetic mean (2.51), a standard deviation of (0.70), and a coefficient A difference of (28.07%).

**Table (2)** Frequency distributions, arithmetic means, standard deviations, coefficient of variation, and response ratio to the dimension of technological vigilance.

Paragraphs	Response Scale						Arithmetic Mean	Standard Deviations	Coefficient of Variation	Response Rate (%)				
	Agreement (1)		Neuter (2)		Disagreement (3)									
	No.	%	No.	%	No.	%								
<b>Q4</b>	<b>27</b>	<b>55.10</b>	<b>22</b>	<b>44.90</b>	<b>0</b>	<b>0.00</b>	<b>2.55</b>	<b>0.77</b>	<b>30.18</b>	<b>85.03</b>				
<b>Q5</b>	<b>31</b>	<b>63.27</b>	<b>16</b>	<b>32.65</b>	<b>2</b>	<b>4.08</b>	<b>2.59</b>	<b>0.75</b>	<b>28.87</b>	<b>86.39</b>				
<b>Q6</b>	<b>29</b>	<b>59.18</b>	<b>11</b>	<b>22.45</b>	<b>14</b>	<b>28.57</b>	<b>2.51</b>	<b>0.70</b>	<b>28.07</b>	<b>83.67</b>				
General rate		<b>59.18</b>		<b>33.33</b>		<b>10.88</b>	<b>2.55</b>	<b>0.74</b>	<b>29.04</b>	<b>85.03</b>				

Source: Researcher preparation based on SPSS V.26 program outputs n=49

**C. Environmental and Competitiveness Vigilance:** The data of Table (3) show that there is an agreement between the opinions of the individuals surveyed on the paragraphs of the dimension of environmental and competitive vigilance in ( ) for the phrases (Q5-Q8). The rate of general agreement for the answers of the individuals surveyed by agreement was (52.38%), which indicates that there is a degree of agreement for the answers of the individuals surveyed in the paragraphs on the dimension of environmental and competitive vigilance. In other words, the opinions of the individuals surveyed tend towards the positive depending on the scale (Likert) triple. On the other hand, the degree of general disagreement with the answers of the individuals surveyed in the paragraphs on the dimension of environmental and competitive vigilance (8.84%) for the neutral response ratio is (38.78%), the arithmetic mean was (2.44) with the standard deviation (0.74), and a difference factor of (30.47%). The response rate to the dimension of environmental and competitive vigilance was (81.18%), which is of very good relative importance, which means that the individuals surveyed agree to a clear degree about these paragraphs according to their personal point of view.

At the partial level, paragraph (Q9), which represents (standing on environmental changes and confronting them), obtained the highest response rate at (84.35%) by agreement of the study sample by (59.18%), an arithmetic mean (2.53) and a standard deviation of (0.70) and the percentage of the coefficient of variation for this paragraph (27.84%). Paragraph (Q8) achieved the lowest response rate of (78.23%), which represents (achieving success for the

organization and raising profitability by achieving customer satisfaction), by agreement of the study sample by (78.23%), an arithmetic mean of (2.35), a standard deviation as ( 0.75), and a coefficient of difference of (31.88%).

**Table (3)** Frequency distributions, arithmetic media, standard deviations, coefficient of variation, and response ratio to the environmental and competitive dimension

Paragraphs	Response Scale						Arithmetic Mean	Standard Deviations	Coefficient of Variation	Response Rate (%)				
	Agreement (1)		Neuter (2)		Disagreement (3)									
	No.	%	No.	%	No.	%								
Q7	24	48.98	22	44.90	3	6.12	2.43	0.77	31.70	80.95				
Q8	24	48.98	18	36.73	7	14.29	2.35	0.75	31.88	78.23				
Q9	29	59.18	17	34.69	3	6.12	2.53	0.70	27.84	84.35				
General rate		52.38		38.78		8.84	2.44	0.74	30.47	81.18				

Source: Researcher preparation based on SPSS V.26 program outputs n=49

## 2- Description and diagnosis of customer value:

This paragraph provides a description of the value of the customer and its diagnosis in terms of the dimensions expressed in the light of the respondents' answers to the paragraphs embodied for each of them and as follows:

**A. Time value:** It is clear from the data of Table (4) that there is agreement between the opinions of the individuals surveyed on the paragraphs of the dimension of the time value in ( ) for the phrases (Q10-Q12). The rate of general agreement for the answers of the individuals surveyed by agreement of (61.90%), which indicates that there is a degree of agreement for the answers of the individuals surveyed on paragraphs for the dimension of the value of time. Accordingly, the opinions of the individuals surveyed tend towards the positive depending on the scale (Likert) triple. On the other hand, the degree of general disagreement for the answers of the individuals surveyed on the paragraphs of the dimension of the value of time is equal to (8.16%). The neutral response rate is (29.39%) with an arithmetic mean of (2.54), a standard deviation of (0.74), a difference factor of (29.19%), and a response rate for the time value dimension is (84.58%). This is of very good relative importance, which means that the individuals surveyed agree to a clear degree about these paragraphs according to their personal points of view.

At the partial level, paragraph (Q10), which represents (our employees are committed to the time frame for providing the service and raising the value of the customer), obtained the highest response rate (87.07%) by agreement of the study sample by (69.39%), an arithmetic mean (2.61), a standard deviation of (0.77), and the percentage of the coefficient of variation for this paragraph was (29.47%). On the other side, Paragraph (Q12) achieved the lowest response rate of (81.63%), which represents (customers' sense of safety and reassurance of the organization's commitment to the time of service delivery), by agreement of the study sample

(55.10%), an average arithmetic (2.45), standard deviation (0.70), and coefficient of difference of (28.77%).

**Table (4)** Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation and Response Ratio to Time Value Dimension

Paragraphs	Response Scale						Arithmetic Mean	Standard Deviations	Coefficient of Variation	Response Rate (%)				
	Agreement (1)		Neuter (2)		Disagreement (3)									
	No.	%	No.	%	No.	%								
<b>Q10</b>	<b>34</b>	<b>69.39</b>	<b>11</b>	<b>22.45</b>	<b>4</b>	<b>8.16</b>	<b>2.61</b>	<b>0.77</b>	<b>29.47</b>	<b>87.07</b>				
<b>Q11</b>	<b>30</b>	<b>61.22</b>	<b>16</b>	<b>32.65</b>	<b>3</b>	<b>6.12</b>	<b>2.55</b>	<b>0.75</b>	<b>29.33</b>	<b>85.03</b>				
<b>Q12</b>	<b>27</b>	<b>55.10</b>	<b>17</b>	<b>34.69</b>	<b>5</b>	<b>10.20</b>	<b>2.45</b>	<b>0.70</b>	<b>28.77</b>	<b>81.63</b>				
General rate		<b>61.90</b>		<b>29.93</b>		<b>8.16</b>	<b>2.54</b>	<b>0.74</b>	<b>29.19</b>	<b>84.58</b>				

Source: Researcher preparation based on SPSS V.26 program outputs n=49

**B- Quality value:** The data of Table (5) show that there is agreement between the opinions of the individuals surveyed on the paragraphs of the dimension of the value of quality in ( ) for the phrases (Q13-Q15). The rate of general agreement for the answers of the individuals surveyed by agreement (57.14%) and indicates that there is a degree of agreement for the answers of the individuals surveyed on paragraphs for the dimension of the value of quality. That is, the opinions of the individuals surveyed tend towards the positive depending on the scale (Likert) triple. On the other hand, the degree of general disagreement for the answers of the individuals surveyed on paragraphs of the dimension of the value Quality by (6.80%), the neutral response ratio was (36.05%), the arithmetic mean  $w_m$ , as (2.50), the standard deviation was (0.74), and a difference factor of (29.60%). The response rate to the dimension of the quality value was (83.45%), This is a very good relative importance, which means that the individuals surveyed agreed to a clear degree about these paragraphs according to their personal points of view.

At the partial level, paragraph (Q15), which represents (the organization has complete clarity in calculating the prices of its products to suit their quality), obtained the highest response rate (83.67%) by agreement of the study sample of (57.14%), an arithmetic mean (2.51) and a standard deviation of (0.70), the percentage of the coefficient of variation for this paragraph was (28.07%). On the other hand, paragraph (Q14) achieved the lowest response rate of (82.99%), which represents (obtaining new services and offers of high quality that may save money for the customer), by agreement The study sample of (55.10%) with an arithmetic mean (2.49), a standard deviation (0.75) and a coefficient of variation of (30.05%).

**Table (5)** Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation and Response Ratio to Quality Value Dimension

Paragraphs	Response Scale						Arithmetic Mean	Standard Deviations	Coefficient of Variation	Response Rate (%)				
	Agreement (1)		Neuter (2)		Disagreement (3)									
	No.	%	No.	%	No.	%								
<b>Q13</b>	<b>29</b>	<b>59.18</b>	<b>16</b>	<b>32.65</b>	<b>4</b>	<b>8.16</b>	<b>2.51</b>	<b>0.77</b>	<b>30.67</b>	<b>83.67</b>				
<b>Q14</b>	<b>27</b>	<b>55.10</b>	<b>19</b>	<b>38.78</b>	<b>3</b>	<b>6.12</b>	<b>2.49</b>	<b>0.75</b>	<b>30.05</b>	<b>82.99</b>				
<b>Q15</b>	<b>28</b>	<b>57.14</b>	<b>18</b>	<b>36.73</b>	<b>3</b>	<b>6.12</b>	<b>2.51</b>	<b>0.70</b>	<b>28.07</b>	<b>83.67</b>				
General rate		<b>57.14</b>		<b>36.05</b>		<b>6.80</b>	<b>2.50</b>	<b>0.74</b>	<b>29.60</b>	<b>83.45</b>				

Source: Researcher preparation based on SPSS V.26 program outputs n=49

**C- Satisfaction value:** It is clear from the data of Table (6) that there is an agreement between the opinions of the respondents regarding the paragraphs of the dimension of satisfaction value for the phrases (Q16-Q18). The general agreement rate for the answers of the respondents was (65.99%), which indicates that there is a degree of agreement for the answers of the respondents on the paragraphs of the dimension of satisfaction, that is, the opinions of the respondents tend towards the positive, depending on the three-way Likert scale. In addition, the degree of general disagreement of the responses of the respondents to items for the dimension of satisfaction was (6.12%), the percentage of neutral responses was (36.05%), the arithmetic mean (2.50), the standard deviation (0.74), and a difference factor of (27.89%).). The response rate for the satisfaction value dimension was (86.62%), which is a very good relative importance, which means that the respondents agreed to a clear degree about these paragraphs according to their personal point of view.

At the partial level, paragraph (Q18), which represents (our services that we provide to its customers exceed their expectations and achieve their satisfaction), obtained the highest response rate (87.07%), with the agreement of the study sample at a rate of (69.39%), with an arithmetic mean (2.61) and a standard deviation of (0.70). The coefficient of difference for this paragraph was (26.97%). On the other hand, paragraph (Q16) achieved the lowest response rate of (86.39%), which represents (achieving customer satisfaction by gaining the customer's trust in dealing with the organization), with the agreement of the study sample with a percentage of ( 63.27%), an arithmetic mean of (2.59), a standard deviation of (0.77), and a coefficient of variation of (29.70%).

**Table (6)** Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation and Response Ratio to Satisfaction Value Dimension

Paragraphs	Response Scale						Arithmetic Mean	Standard Deviations	Coefficient of Variation	Response Rate (%)				
	Agreement (1)		Neuter (2)		Disagreement (3)									
	No.	%	No.	%	No.	%								
<b>Q16</b>	<b>31</b>	<b>63.27</b>	<b>16</b>	<b>32.65</b>	<b>2</b>	<b>4.08</b>	<b>2.59</b>	<b>0.77</b>	<b>29.70</b>	<b>86.39</b>				
<b>Q17</b>	<b>32</b>	<b>65.31</b>	<b>14</b>	<b>28.57</b>	<b>3</b>	<b>6.12</b>	<b>2.59</b>	<b>0.75</b>	<b>28.87</b>	<b>86.39</b>				
<b>Q18</b>	<b>34</b>	<b>69.39</b>	<b>11</b>	<b>22.45</b>	<b>4</b>	<b>8.16</b>	<b>2.61</b>	<b>0.70</b>	<b>26.97</b>	<b>87.07</b>				
General rate		<b>65.99</b>		<b>27.89</b>		<b>6.12</b>	<b>2.60</b>	<b>0.74</b>	<b>28.51</b>	<b>86.62</b>				

Source: Researcher preparation based on SPSS V.26 program outputs n=49

## Verification of hypotheses

**1- The first main hypothesis:** There is a statistically significant correlation between strategic vigilance in organizations and the creation of value for the customer at the level of statistical significance ( $\alpha < 0.05$ ).

The results of Table (5) show that there is a positive and significant correlation between strategic vigilance in organizations and value creation for the customer. This is done based on the correlation coefficient value, which appeared equal to (0.522), which is a relationship that is significant based on the probability value (P-value), which appeared equal to (0.003), which is less than (0.05). In addition to the similarity of the signals of both the lower and upper limits for confidence (95% confidence interval) at a significant level (0.05).

This leads to rejecting the null hypothesis and accepting the alternative hypothesis that there is a correlation between strategic vigilance in organizations and value creation for the customer, and this relationship is positive and significant at a significant level ( $0.05 > \alpha$ ).

First Variable	Relationship direction	Second Variable	Correlation value	Confidence Interval 95%		P-value
				Upper	Lower	
Strategic vigilance	<-->	Creating a customer value	0.525	0.424	0.825	0.003

Source: Researcher preparation based on SPSS V.26 program outputs n=49

**2- The second main hypothesis:** there is a statistically significant effect of strategic vigilance in organizations and value creation for the customer. The results of Table (6) indicate the following:

- Through the value of the (F) test of the table of analysis of variance, we can say that the mathematical model, which links (strategic vigilance and customer value creation) is a significant model in terms of the probability value (P-value (F-statistic)), which appeared equal to (0.002), which is less than (0.05).

- The value of the corrected coefficient of determination ( $R^2 = 0.25$ ) indicates that (25%) of the changes in the dependent variable (value creation for the customer) are caused by (strategic vigilance), and the remaining percentage at (75%) are for other variables that were not included in the model.
- There is a direct and significant effect of the interpreted variable (strategic vigilance) in the dependent variable (creating value for the customer) where the value of the regression coefficient at (0.57) and this effect is significant in terms of the probability value ( $P-value = 0.000$ ) which is less than (0.05).

This leads us to accept the hypothesis that there is a direct and significant effect of strategic vigilance in organizations in creating value for the customer at a significant level ( $0.05 > \alpha$ ).

Regression analysis						
Dependent variable						
Independent variable	Coefficients	Standard Error of Coefficients	Analysis of variance ANOVA	Coefficient of determination	Calculated value ( $t_{cal}$ )	P-value
	B	$S_e(B)$	$F_{Cal}$ (P-value)	$R^2$		
Constant	2.655	0.25	0.25	7.542 (0.002)	10.62	0.000
Strategic vigilance	0.57	0.04			14.25	0.000

## Conclusions and recommendations

**First: Conclusions:** The study proved the following conclusions:

- Strategic vigilance plays a major role in creating the value for the customer that he desires.
- The surveyed organization has a good level of strategic vigilance by monitoring the external environment and standing on the most prominent changes to help it invest in the opportunities available for its benefit and the interest of its client.
- The surveyed organization employs all its capabilities in following up with competitors and monitoring their orientations to identify their strengths and weaknesses and use this to create a position among its customers and in the markets in which it operates.
- The results of the study showed that vigilance has an important role in creating and enhancing the value of the customer because the latter has a major role in achieving the organization's goals and thus achieving its continuity and sustainability.

**Second: Recommendations:** The most prominent recommendations of the study are:

- It is essential for organizations and their managerial leaders to adopt strategic vigilance as a culture and spread it among their employees. This is based on the great role played by strategic vigilance in an environment characterized by the intensity and continuity of its changes.
- Supporting decision-makers in the organization with all the necessary information related to customers and updating it continuously in order to make the organization ready for everything new.

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3. Activating strategic vigilance activities documenting them among managers and making them part of their daily work. This is done through the establishment of courses that include programs and methods of strategic vigilance.

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## **Questionnaire**

First: Strategic Vigilance Variable

Sequence	Strategic vigilance	Agree 3	Neutral 2	Disagree 1
Marketing vigilance	A. Anticipate competitors' movements in advance			
	B. Identification of anticipated hazards in the external environment			
	C. Build a knowledge accumulation about competitors			
Technological vigilance	A. Enable the organization to adopt and implement new ideas that have not previously been implemented			
	B. Activating R&D activities			

	C. Using technological programs and methods to increase efficiency and improve quality			
Environmental and competitive vigilance	A. Enables the organization to discover, work, and collaborate with new partners.			
	B. Achieve success for the organization and raise profitability by achieving customer satisfaction.			
	C. Identify and confront environmental changes.			

**Second: Variable of Customer Value**

Sequence	Strategic vigilance	Agree	neutral	Disagree
Time value	The organization's employees are committed to the time frame for providing the service and raising the value of the customer			
	The organization has time to respond to customer requests on time			
	Customers feel safe and reassured of the organization's commitment to the delivery time of the service			
Quality Value	The organization's employees have a polite attitude in dealing with the customer			
	Get new quality services and offers that may save money for the customer			
	The organization has complete clarity in calculating the prices of its products to suit their quality			
The value of satisfaction	Achieving customer satisfaction by gaining the customer's trust in dealing with the organization			
	Our clients have the feeling that they are part of the organization and its decisions			
	Our services to its customers exceed their expectations and achieve their satisfaction.			