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The Impact of Strategic Vigilance on Enhancing the Competitiveness of the Economic Enterprise – A Case Study of Fertial Company, Annaba –

Salah Guerrouf [1]
Laboratory LARIEF / Associate Professor/ Badji Mokhtar-annaba University (Algeria)
Salah.guerrouf@univ-annaba.dz

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Abstract:

The present study aims to examine the impact of strategic vigilance on enhancing the competitiveness of Fertial. To achieve this objective, a questionnaire was prepared and distributed to a random sample of 45 employees.

The data were analyzed using SPSS V25, relying on both descriptive and analytical approaches. The study revealed several important findings, most notably the significant effect of strategic vigilance on improving Fertial's competitiveness.

The study also proposed a set of recommendations, including measures to strengthen environmental and technological vigilance by paying greater attention to environmental, legal, political, and social factors, as well as investing in employee training on modern technologies and keeping up with recent innovations.

Keywords: Strategic Vigilance; Competitiveness; Fertial Annaba.
Jel Classification Codes: M10, M14, L20, L25.

Introduction

In light of the rapid transformations occurring in today's business environment and the continuously intensifying competition, economic organizations are increasingly required to adopt modern approaches that enable them to adapt to changes and anticipate future developments, thereby ensuring sustainability and achieving market superiority. Within this context, strategic vigilance has emerged as a key modern managerial concept, allowing organizations to monitor and analyze various environmental variables—whether competitive, technological, commercial, or environmental—to support effective strategic decision-making.

Competitiveness represents one of the major challenges faced by organizations operating in a dynamic and uncertain environment. Achieving a competitive advantage is no longer solely dependent on resource ownership; it is now closely linked to the organization's ability to effectively utilize information and knowledge, transforming them into opportunities that strengthen its market position.

[1] Corresponding Author.

Based on the above, the study poses the following research problem: Does strategic vigilance have an impact on enhancing the competitiveness of Fertial Annaba?

Several research questions are derived from this problem, including:

- Does competitive vigilance influence the competitiveness of Fertial Annaba?
- Does technological vigilance influence the competitiveness of Fertial Annaba?
- Does commercial vigilance influence the competitiveness of Fertial Annaba?
- Does environmental vigilance influence the competitiveness of Fertial Annaba?

Research Hypotheses

To address the research problem, the following hypotheses were formulated:

Main Hypothesis

- Strategic vigilance has no statistically significant effect on enhancing the competitiveness of Fertial Annaba at $\alpha \leq 0.05$.

Sub-Hypotheses

- Competitive vigilance has no statistically significant effect on enhancing the competitiveness of Fertial Annaba at $\alpha \leq 0.05$.
- Technological vigilance has no statistically significant effect on enhancing the competitiveness of Fertial Annaba at $\alpha \leq 0.05$.
- Commercial vigilance has no statistically significant effect on enhancing the competitiveness of Fertial Annaba at $\alpha \leq 0.05$.
- Environmental vigilance has no statistically significant effect on enhancing the competitiveness of Fertial Annaba at $\alpha \leq 0.05$.

1. Definition of Strategic Vigilance

Strategic vigilance is widely recognized as a key managerial process that enables organizations to systematically monitor, interpret, and anticipate changes in their external environment in order to support strategic decision-making. Strategic vigilance is "a continuous process of collecting and analyzing information about the competitive, technological, and commercial environment to support the organization's strategic decisions" (Lesca, 2003, p. 435).

It also refers to "an organized activity aimed at monitoring the external environment and detecting changes that may affect the organization's performance and future strategies" (Choo, 2001, p. 1).

In earlier studies, strategic vigilance is associated with environmental scanning and described as "the continuous scanning of the organization's external environment to identify important trends and changes" (Aguilar, 1967, p. 1).

Overall, strategic vigilance can be understood as a proactive and continuous organizational process integrating environmental monitoring, information analysis, and anticipatory capabilities to enhance strategic responsiveness and decision-making effectiveness.

2. Dimensions of Strategic Vigilance

Strategic vigilance is multidimensional and focuses on monitoring the organization's external environment to support strategic awareness and decision-making. In this study, strategic vigilance is measured through four main dimensions: environmental, marketing, competitive, and technological vigilance. These dimensions are widely recognized and supported in the literature on strategic vigilance and environmental scanning (Lesca, 2003; Jonathan L. Calof, 2008).

2.1. Environmental Vigilance: Environmental vigilance refers to monitoring macro-environmental factors such as economic, social, cultural, political, legislative, legal, and geopolitical developments that may affect organizational performance and strategic direction (Fadhiela salman dowwod, 2018).

More broadly, it involves tracking environmental developments not covered by other types, including social, legal, political, cultural, and geopolitical factors.

2.2. Technological Vigilance: Technological vigilance involves continuously monitoring and analyzing developments in the technological environment, including scientific discoveries, technological innovation, research outputs, reports, and patents. This dimension enables organizations to seize emerging opportunities, minimize potential threats, and strengthen competitiveness through effective collection and use of technical information (Lesca, 2003).

Furthermore, it emphasizes the organization's ability to monitor changes in information systems, the Internet, and modern software applications, which help identify opportunities and threats related to new technologies contributing to competitive advantage (Shehab Al-Taha, 2021, p. 329).

2.3. Competitive Vigilance: Competitive vigilance enables organizations to monitor competitors' strategies, objectives, performance, pricing policies, and financial results, as well as compare capabilities to anticipate competitive actions (Fadhiela salman dowwod, 2018).

It involves identifying current and potential competitors and analyzing the competitive environment through systematic data collection. Consequently, competitive vigilance complements both technological and marketing vigilance (Belassel, 2018, pp. 31-32).

2.4. Marketing or Commercial Vigilance: Marketing vigilance refers to activities that enable organizations to analyze customer and supplier relationships, market skills, and growth rates. Through marketing vigilance, organizations can identify strengths and weaknesses in market interactions to improve performance and maintain competitive advantages (Abdulelah A. AL-Azzam, 2025, p. 2).

It occurs when an organization collects, processes, and distributes market information to monitor developments, demand trends, consumer behavior, preferences, and distribution strategies. The main objectives are exploring new markets, introducing new products, meeting customer needs, and strengthening bargaining power with suppliers and customers (Fadhiela salman dowwod, 2018; Altarawneh, 2023; Hassan Abdul Salam Ali Omran, 2019).

3. Definition of Firm Competitiveness

Firm competitiveness refers to the ability of an organization to achieve strong and sustainable performance compared to competitors through efficient resource utilization, continuous productivity improvement, and effective responsiveness to market changes. It enables firms to sustain market position and achieve long-term growth.

It is defined as "the ability of a firm to design, produce, and market products superior to those offered by competitors in terms of price, quality, and innovation" (Porter M. E., 1990, p. 73)

It also refers to "the capacity of firms to achieve sustainable market performance and maintain a competitive advantage over rivals" (Barney, 1991, p. 102)

Furthermore, competitiveness is considered "the ability of an organization to create value and maintain a strong market position through efficient resource utilization and strategic capabilities" (Peter Je Buckley, 1988, p. 176)

Overall, firm competitiveness reflects the organization's ability to maintain long-term market success by managing costs effectively, improving product quality, and strengthening market position.

4. Field Study at Fertial Annaba

This section addresses the methodological procedures of the field study, including the study's scope, data collection instrument, and the statistical methods used for analysis.

4.1. Methodological Procedures of the Field Study

The methodological procedures of the study cover the study boundaries, data collection instrument, and the statistical analysis methods.

4.1.1. Study Boundaries

The study boundaries are defined as follows:

- **Spatial Boundaries:** The study was conducted at Fertial Annaba.
- **Temporal Boundaries:** The study was carried out during January and February 2026.
- **Human Boundaries:** A **questionnaire** was distributed to 45 employees at the organization during the study period. A total of 43 questionnaires were returned, of which 42 were valid for statistical analysis.

4.1.2. Data Collection Instrument

A questionnaire was developed to measure the extent to which the organization applies strategic vigilance and its impact on enhancing the competitiveness of the economic organization. The questionnaire consisted of three main sections, as described below:

- **Section 1:** Application of Strategic Vigilance, This section includes items 1–16, covering the following dimensions:
  - Competitive Vigilance: items 1–4
  - Technological Vigilance: items 5–8
  - Commercial Vigilance: items 9–12
  - Environmental Vigilance: items 13–16
- **Section 2:** Firm Competitiveness, This section includes items 17–28.

The weights of the questionnaire items were determined by designing potential responses for each item of all dimensions according to a five-point Likert scale, as illustrated in the following table:

Table 01: Item Weights of the Questionnaire

Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Weighted Score	1	2	3	4	5

Source: (Zaid, 2010)

4.1.3. Statistical Methods Used in the Analysis

To address the research problem and test the study hypotheses, the collected data were analyzed using the Statistical Package for the Social Sciences (SPSS v25). A set of appropriate statistical techniques was employed, as detailed below:

- **Cronbach's Alpha Coefficient:** to test the reliability of the measurement instrument.
- **Descriptive Statistics:** to determine the mean responses of the study sample.
- **Simple Linear Regression:** to examine the effect of the independent variable on the dependent variable.

Regarding the interpretation of the responses in Section 1 of the questionnaire, we did not rely solely on the mean and standard deviation values. We also applied a degree-of-availability criterion to assess the extent of strategic vigilance implementation in the organization under study. To measure this degree, a five-point Likert scale was used, dividing responses into five categories, allowing us to classify the implementation level as very low, low, medium, high, or very high.

Table 02: Degree of Availability According to Respondents' Perceptions

Mean Value	1–1.79	1.80–2.59	2.60–3.39	3.40–4.19	4.20–5
Degree of Availability	Very Low	Low	Moderate	High	Very High

Source: (Walid Al-Farra, 2008, p. 26)

4.2. Data Analysis and Hypothesis Testing

The following section addresses the validity and reliability tests as well as the study hypotheses.

4.2.1. Validity and Reliability Testing of the Study Instrument

This section discusses the validity and reliability of the questionnaire.

- **Validity Testing:** The validity of the instrument was determined based on expert judgment. The questionnaire was presented to a group of specialized and experienced faculty members in the field of study. They were asked to evaluate the items, dimensions, and sections of the questionnaire, suggesting deletions, modifications, and additions where necessary. Based on the experts' feedback, the questionnaire was revised and finalized, consisting of 28 items.
- **Reliability Testing:** Reliability refers to the stability of the questionnaire results, ensuring minimal variation if it were administered multiple times to the same sample under the same conditions over a specific period. Reliability was assessed using Cronbach's Alpha, which ranges from 0 to 1, with a minimum acceptable value of 0.6. The instrument demonstrated a high degree of reliability, as the reliability coefficients of the study variables exceeded the acceptable threshold, as shown in the following table:

Table 3. Reliability Test of the Measurement Instrument

Dimension	Number of Items	Cronbach's Alpha	Reliability
Strategic Vigilance Variable	16	0.86	0.74
Strategic Alliances Variable	12	0.88	0.77

Overall Questionnaire	28	0.90	0.81

Source: Prepared by the researcher based on the results of the data analysis using SPSS v25.

4.2.2. Assessment of Strategic Vigilance Implementation at Fertial Annaba

A descriptive analysis was conducted on the responses of the study sample regarding the current state of strategic vigilance within the organization. The results are presented in Table 04 below:

Table 04: Mean Scores and Availability Levels of Strategic Vigilance Implementation Items

No.	Item	Mean	Availability Level	Rank
01	The organization monitors the strategic directions of its competitors	3.83	High	1
02	The organization collects various information regarding current and potential competitors	3.69	High	4
03	The organization tracks new products introduced by competitors	3.77	High	2
04	The organization monitors competitors' pricing policies	3.71	High	3
Dimension 1: Competitive Vigilance		3.75	High	1st
05	The organization monitors modern technologies	3.64	High	1
06	The organization designs its products according to the latest technologies	3.53	High	4
07	The organization follows technological developments related to production and equipment in its field	3.61	High	2
08	The organization trains employees to use modern technologies	3.59	High	3
Dimension 2: Technological Vigilance		3.59	High	3rd
09	The organization continuously collects information about customers' needs and desires	3.72	High	1
10	The organization collects and utilizes information regarding suppliers	3.67	High	3
11	The organization monitors modern marketing methods and practices	3.70	High	2
12	The organization continuously explores opportunities to enter new markets	3.65	High	4
Dimension 3: Commercial/Marketing Vigilance		3.68	High	2nd
13	The organization stays informed about laws and regulations relevant to its activities	3.55	High	1

14	The organization considers workers' safety and security during task performance	3.49	High	2
15	The organization seeks to preserve the environment and comply with its regulations	3.46	High	3
16	The organization collects political, economic, and social information from its environment	3.42	High	4
Dimension 4: Environmental Vigilance		3.48	High	4th
Strategic Vigilance Overall		3.63	High	-

Source: Based on the analysis of study questionnaires using SPSS v25.

The results indicate that the respondents perceive a high level of strategic vigilance implementation in Fertial Annaba, with an overall mean of 3.63. Among the four dimensions, competitive vigilance recorded the highest mean (3.75), followed by commercial/marketing vigilance (3.68), then technological vigilance (3.59), while environmental vigilance ranked last (3.48). These findings suggest that the organization emphasizes a strategic vigilance model focused mainly on competition and market intelligence, enhancing its short- and medium-term competitiveness. However, the relatively lower attention to environmental vigilance may limit its ability to adapt to future changes, indicating the need to strengthen this dimension for better strategic balance.

4.2.3. Measurement of Firm Competitiveness at Fertial Annaba

To assess the availability of the competitiveness variable, the second section of the questionnaire, which includes items related to competitiveness, was analyzed. The results are shown in Table 05:

Table 05: Mean Scores and Availability Levels of Competitiveness Items

No.	Item	Mean	Availability Level	Rank
17	The organization has a clear and documented quality policy	3.82	High	2
18	The organization provides products with high specifications compared to competitors	3.88	High	1
19	The organization aims to align its product specifications with international standards	3.74	High	6
20	The organization continuously improves the quality of its products and services	3.79	High	4
21	The organization offers products at competitive prices	3.69	High	8
22	The organization works on reducing the final product cost	3.63	High	10

23	Employees are capable of optimally using the organization's available resources	3.57	High	11
24	The organization continuously reduces production costs	3.52	High	12
25	The organization enjoys a distinguished reputation compared to competitors	3.81	High	3
26	The organization focuses on improving its brand image	3.77	High	5
27	Customers prefer the organization's products over competitors' products	3.73	High	7
28	The organization always considers ethical dimensions in serving the community	3.68	High	9
Competitiveness Overall		**3.72**	**High**	**-**

Source: Based on the analysis of study questionnaires using SPSS v25.

The table shows that the item "The organization provides products with high specifications compared to competitors" ranked first in importance (Mean = 3.88, High). This is followed by "The organization has a clear and documented quality policy" (Mean = 3.82, High), while the item "The organization continuously reduces production costs" ranked last (Mean = 3.52, High). The overall mean for firm competitiveness is 3.72, indicating a high level of competitiveness among the respondents.

Overall, the results suggest that Fertial Annaba is committed to delivering products and services that meet customer expectations, thereby reinforcing its competitive position. The organization also demonstrates ongoing efforts to improve overall performance in terms of quality and operational efficiency, which ensures market sustainability. Additionally, it possesses organizational and marketing capabilities that support maintaining its position relative to competitors, although cost-control capabilities remain relatively limited, reflecting a focus on differentiation rather than cost leadership.

4.2.4. Testing the Study Hypotheses

- **Sub-hypothesis 1: "There is no statistically significant effect of competitive vigilance on enhancing the competitiveness of Fertial Annaba at a significance level of $\alpha \leq 0.05$."** This hypothesis was tested using simple linear regression, where the null hypothesis is rejected if the significance level is ≤ 0.05.

Table 06: Results of Simple Linear Regression Analysis of the Effect of Competitive Vigilance on Enhancing the Competitiveness of Fertial Annaba

Variable	Competitiveness of Fertial Annaba				
Competitive Vigilance	**Correlation Coefficient (R)**	**Coefficient of Determination (R^2)**	**Regression Coefficient (β)**	**F-value**	**Significance Level (p-value)**
	0.76	0.52	0.72	37.2	0.000

Source: Based on SPSS v25 outputs.

The results presented in the previous table indicate that the correlation coefficient (R) reached 0.76, reflecting a strong positive relationship between competitive vigilance and firm competitiveness. The coefficient of determination (R^2

= 0.52) shows that 52% of the variation in competitiveness can be explained by competitive vigilance. Furthermore, the regression coefficient (β = 0.72) indicates that a one-unit increase in competitive vigilance leads to a 0.72 increase in competitiveness.

The significance level (p = 0.000) confirms that this effect is statistically significant. In addition, the calculated F value (37.2) exceeds the critical F value and is significant at the $\alpha \leq 0.05$ level.

Based on these findings, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that competitive vigilance has a statistically significant effect on enhancing the competitiveness of Fertial Annaba at $\alpha \leq 0.05$.

These results suggest that competitive vigilance plays a clear and crucial role in improving the competitiveness of Fertial Annaba. Monitoring competitors' actions and market changes represents a fundamental element in strengthening the firm's positioning and maintaining its market standing. Moreover, attention to competitive information enables the organization to adapt more effectively to the business environment and respond efficiently to market requirements, which positively impacts its overall performance.

Additionally, competitive vigilance supports the decision-making process by providing relevant insights that help anticipate competitors' moves and reduce uncertainty. Therefore, it can be considered a key determinant of competitiveness, as it enhances the organization's responsiveness to environmental changes and reinforces its market position.

- **Sub-hypothesis 2: "There is no statistically significant effect of technological vigilance on enhancing the competitiveness of Fertial Annaba at a significance level of $\alpha \leq 0.05$."** This hypothesis was tested using simple linear regression, where the null hypothesis is rejected if the significance level is less than or equal to 0.05.

Table 07: Results of Simple Linear Regression Analysis of the Effect of Technological Vigilance on Enhancing the Competitiveness of Fertial Annaba

Variable	Competitiveness of Fertial Annaba				
Technological Vigilance	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Regression Coefficient (β)	F-value	Significance Level (p-value)
	0.68	0.42	0.65	25.5	0.000

Source: Based on SPSS v25 outputs.

The results presented in the previous table indicate that the correlation coefficient (R) reached 0.68, reflecting a moderate positive relationship between technological vigilance and firm competitiveness. The coefficient of determination (R^2 = 0.42) shows that 42% of the variation in competitiveness is explained by technological vigilance. Furthermore, the regression coefficient (β = 0.65) indicates that a one-unit increase in technological vigilance leads to a 0.65 increase in competitiveness.

The significance level (p = 0.000) confirms that this effect is statistically significant. In addition, the calculated F value (25.5) exceeds the critical F value and is significant at the $\alpha \leq 0.05$ level.

Based on these findings, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that technological vigilance has a statistically significant effect on enhancing the competitiveness of Fertial Annaba.

These results suggest that technological vigilance plays a crucial role in improving the firm's competitiveness. Paying attention to technological developments and keeping pace with technological advancements strengthens the organization's capabilities and enhances its overall performance. By adopting modern technologies—whether in production processes or product development—the firm is able to improve efficiency and enhance the quality of its outputs, which positively impacts its competitive position.

Moreover, technological vigilance enables the organization to adapt to rapid changes in the business environment, particularly in the context of continuous technological evolution. Therefore, it can be considered a key supporting factor for competitiveness, as it contributes to performance improvement and capability development in line with modern market requirements.

– **Sub-hypothesis 3: "There is no statistically significant effect of commercial vigilance on enhancing the competitiveness of Fertial Annaba at a significance level of $\alpha \leq 0.05$."** This hypothesis was tested using simple linear regression, where the null hypothesis is rejected if the significance level is less than or equal to 0.05.

Table 08: Results of Simple Linear Regression Analysis of the Effect of Commercial Vigilance on Enhancing the Competitiveness of Fertial Annaba

Variable	Competitiveness of Fertial Annaba				
Commercial Vigilance	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Regression Coefficient (β)	F-value	Significance Level (p-value)
	0.72	0.46	0.68	31.3	0.000

Source: Based on SPSS v25 outputs.

The results presented in the previous table indicate that the correlation coefficient (R) reached 0.72, reflecting a strong positive relationship between commercial vigilance and firm competitiveness. The coefficient of determination (R^2 = 0.46) shows that 46% of the variation in competitiveness is explained by commercial vigilance. Furthermore, the regression coefficient (β = 0.68) indicates that a one-unit increase in commercial vigilance leads to a 0.68 increase in competitiveness.

The significance level (p = 0.000) confirms that this effect is statistically significant. In addition, the calculated F value (31.3) exceeds the critical F value and is significant at the $\alpha \leq 0.05$ level.

Based on these findings, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that commercial vigilance has a statistically significant effect on enhancing the competitiveness of Fertial Annaba.

These results suggest that commercial vigilance represents an important factor in improving the firm's competitiveness. The organization's attention to various market-related aspects—such as monitoring customer needs and changes in marketing practices—enhances its ability to respond effectively to competitive

environmental requirements. Relying on commercial information enables the firm to align its activities with market developments, thereby improving performance and strengthening its position relative to competitors.

Moreover, commercial vigilance supports better decision-making by providing a deeper understanding of market trends and available opportunities. Therefore, it can be considered a fundamental pillar of competitiveness, as it allows the organization to adapt to market changes and achieve greater effectiveness in meeting customer needs.

– **Sub-hypothesis 4: "There is no statistically significant effect of environmental vigilance on enhancing the competitiveness of Fertial Annaba at a significance level of $\alpha \leq 0.05$."** This hypothesis was tested using **simple linear regression**, where the null hypothesis is rejected if the significance level is less than or equal to 0.05.

Table 09: Results of Simple Linear Regression Analysis of the Effect of Environmental Vigilance on Enhancing the Competitiveness of Fertial Annaba

Variable	Competitiveness of Fertial Annaba				
Environmental Vigilance	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Regression Coefficient (β)	F-value	Significance Level (p-value)
	0.63	0.37	0.61	20.25	0.000

Source: Based on SPSS v25 outputs.

The results presented in the previous table indicate that the correlation coefficient (R) reached 0.63, reflecting a moderate positive relationship between environmental vigilance and firm competitiveness. The coefficient of determination ($R^2 = 0.37$) shows that 37% of the variation in competitiveness is explained by environmental vigilance. Furthermore, the regression coefficient ($\beta = 0.61$) indicates that a one-unit increase in environmental vigilance leads to a 0.61 increase in competitiveness.

The significance level ($p = 0.000$) confirms that this effect is statistically significant. In addition, the calculated F value (20.25) exceeds the critical F value and is significant at the $\alpha \leq 0.05$ level.

Based on these findings, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that environmental vigilance has a statistically significant effect on enhancing the competitiveness of Fertial Annaba.

These results suggest that environmental vigilance represents a supporting factor for the firm's competitiveness. Attention to environmental changes, laws, and regulations related to the organization's activity enhances its ability to adapt to the surrounding business environment. Monitoring environmental developments and ensuring compliance with safety and environmental protection standards enable the firm to manage risks efficiently and improve its image among stakeholders, including customers, society, and regulatory authorities.

Therefore, environmental vigilance can be considered a complementary element of competitiveness, as it contributes to improving overall performance while maintaining a balance between economic efficiency and environmental responsibility.

– **Main Hypothesis: "There is no statistically significant effect of strategic vigilance on enhancing the competitiveness of Fertial Annaba at a significance level of $\alpha \leq 0.05$."** This hypothesis was tested using simple linear regression, where the null hypothesis is rejected if the significance level is less than or equal to 0.05.

Table 10: Results of Simple Linear Regression Analysis of the Effect of Strategic Vigilance on Enhancing the Competitiveness of Fertial Annaba

Variable	Competitiveness of Fertial Annaba				
Strategic Vigilance	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Regression Coefficient (β)	F-value	Significance Level (p-value)
	0.78	0.61	0.78	50.4	0.000

Source: Based on the outputs of SPSS v25.

From the previous table, it can be observed that the correlation coefficient (R) reached 0.78, indicating a strong positive relationship between strategic vigilance and competitiveness. The coefficient of determination (R^2) was 0.61, which means that 61% of the changes in competitiveness are explained by strategic vigilance. The regression coefficient (β) was 0.78, indicating that a one-unit increase in strategic vigilance leads to an increase in competitiveness by 0.78. Moreover, the significance level (p-value) of 0.000 confirms the statistical significance of this effect, and the calculated F-value of 50.4, which is greater than the critical F-value, demonstrates the model's significance at $\alpha \leq 0.05$.

Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning that strategic vigilance has a statistically significant effect on enhancing the competitiveness of Fertial Annaba at a significance level of $\alpha \leq 0.05$.

These results can be interpreted to indicate that strategic vigilance is a key factor in enhancing the competitiveness of Fertial Annaba. The organization's attention to all dimensions of vigilance—competitive, technological, commercial, and environmental—enables it to develop its capacity to adapt to changes in the business environment and make decisions that support improved performance and competitive positioning. Effective implementation of strategic vigilance practices enhances the organization's ability to anticipate competitors' moves, improve the quality of products and services, keep up with technological and commercial developments, and comply with environmental and regulatory standards, all of which contribute to strengthening the organization's market position and increasing its ability to face competitive pressures.

Therefore, strategic vigilance can be considered one of the fundamental factors that support the organization's competitiveness comprehensively, as it combines careful market monitoring with continuous development of processes and resources, enabling the organization to enhance its performance and achieve sustainable competitive advantage.

Conclusion

In conclusion, strategic vigilance is a pivotal element for enhancing competitiveness at Fertial Annaba. Its effective implementation enables the organization to adapt to market changes, anticipate competitors' moves, improve the

quality of products and services, keep pace with technological developments, and comply with environmental standards. The findings also show that the organization places greater emphasis on competitive and commercial dimensions compared to technological and environmental dimensions, indicating the need for stronger focus on these areas to ensure a comprehensive strategic balance. Overall, strategic vigilance represents a fundamental tool for supporting decision-making, enhancing organizational performance, and achieving sustainable competitive advantage.

Study Results

Based on the above, the current study reached several key findings, including:

- The study revealed that the level of strategic vigilance implementation in the organization is high from the perspective of Fertial Annaba's managers, with competitor monitoring, market tracking, technological developments follow-up, and utilization of commercial information representing the organization's most important practices.
- The results indicated that the level of competitiveness at Fertial Annaba is high, with the organization striving to deliver high-quality products, improve services, maintain a strong brand image, and achieve market excellence, although some areas could be further developed, such as cost management and environmental focus.
- The study confirmed the positive impact of strategic vigilance on improving the competitiveness of Fertial Annaba, showing that the organization relies on vigilance practices across various aspects of its operations to strengthen its competitive capacity.
- The results demonstrated that all dimensions of strategic vigilance—competitive, technological, commercial, and environmental—positively affect the organization's competitiveness, highlighting the importance of integrating these dimensions to support performance and market positioning.
- Competitive and commercial vigilance were identified as the most influential dimensions in enhancing competitiveness, whereas environmental vigilance requires additional attention to ensure a better strategic balance and greater capacity to adapt to future changes.

Recommendations

Finally, the study proposes several measures that could improve the competitiveness of Fertial Annaba by further leveraging strategic vigilance, including:

- Enhancing environmental vigilance by increasing focus on environmental, legal, political, and social variables surrounding the organization, through training programs and regular monitoring of relevant regulations and policies, enabling better adaptation to external changes and risk mitigation.
- Raising the level of technological vigilance by investing in workforce training on modern technologies and keeping up with innovations in products and services, supporting operational efficiency and strengthening the organization's competitive capacity.

- Utilizing commercial data through digital market analysis tools to track customer needs and identify new marketing opportunities, thereby improving marketing strategies and better allocating resources.
- Establishing integrated information systems by creating an internal system for effectively collecting and analyzing information related to competitors, clients, suppliers, and the surrounding environment, supporting faster and more effective strategic decision-making.
- Integrating strategic vigilance into the organizational culture to raise institutional awareness of its importance, through internal awareness programs and workshops that emphasize the role of vigilance in enhancing competitive performance.

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