

Marketing Vigilance as a Tool for Enhancing Strategic Agility: the Case of El Hadjar Steel Complex in Annaba

اليقظة التسويقية كأداة لتعزيز المرونة الاستراتيجية: حالة مجمع الحجار للحديد والصلب بعنابة

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Received: 05th/05/2026;

Accepted: 31st/05/2026

Abstract:

This study aims to reveal the role of marketing vigilance in enhancing strategic agility at the El Hadjar Steel Complex, which serves as a case study. The descriptive approach and case study methodology were employed to quantitatively analyze the research dimensions and variables and to provide interpretations of the findings. The study results demonstrated a positive and significant impact of applying marketing vigilance dimensions on enhancing strategic agility within the complex. This was achieved by improving the organization's ability to anticipate environmental changes early, making more flexible and proactive decisions, and improving its operational and administrative practices. This, in turn, facilitates rapid adaptation to market changes and strengthens its competitiveness in the iron and steel sector. Therefore, the study proposes the necessity of establishing a genuine and structured marketing vigilance function within the complex, given its pivotal role in guiding strategic decisions, achieving agility in performance, and rapidly adapting to the challenges of the industrial environment. This ensures the sustainability of excellence and success in the business environment.

Keywords: Marketing Vigilance; Strategic Agility; Competitive Performance; Steel Industry Firms.

Jel Classification Codes : M31 ; L61

الملخص:

تهدف هذه الدراسة إلى الكشف عن دور اليقظة التسويقية في تعزيز المرونة الاستراتيجية في مجمع الحجار للحديد والصلب. وقد استُخدم المنهج الوصفي وأسلوب دراسة الحالة لتحليل أبعاد البحث ومتغيراته كميًا. وأظهرت نتائج الدراسة أثرًا إيجابيًا وهامًا لتطبيق أبعاد اليقظة التسويقية على تعزيز المرونة الاستراتيجية داخل المجمع. وقد

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تحقق ذلك من خلال تحسين قدرة المجمع على استباق التغيرات البيئية مبكرًا، واتخاذ قرارات أكثر مرونة، وتحسين ممارساتها التشغيلية والإدارية. وهذا بدوره يُسهّل التكيف السريع مع تغيرات السوق، ويعزز قدرتها التنافسية في قطاع الحديد والصلب. لذلك، تقترح الدراسة ضرورة إنشاء وظيفة يقظة تسويقية حقيقية ومنظمة داخل المجمع، نظرًا لدورها المحوري في توجيه القرارات الاستراتيجية، وتحقيق المرونة في الأداء، والتكيف السريع مع تحديات البيئة الصناعية. وهذا يضمن استدامة التميز والنجاح في بيئة الأعمال.

الكلمات المفتاحية: اليقظة التسويقية؛ المرونة الاستراتيجية؛ الأداء التنافسي، شركات صناعة الحديد والصلب.

تصنيف Jel : M31 ؛ L61.

1. Introduction :

The business environment has recently witnessed numerous and significant developments and changes, contributing to the transformation of many traditional management concepts and methods. This has created a new climate and economic and technological conditions entirely different from what prevailed previously. This necessitates the development of proactive strategies to elevate the level of economic institutions, enabling them to excel in the business world and achieve leadership and success.

On the other hand, these various environmental changes affect the activity of the institution and its established objectives. Therefore, the institution strives to adapt and adjust to them by acquiring the necessary flexibility and agility. This flexibility is called strategic agility, a characteristic that economic institutions acquire when they reach a high level of adaptation to the dynamics of their external environment in all its aspects. Strategic agility helps them change their strategy by adapting all their internal resources and performance to the resulting changes. To achieve this strategic agility, the institution seeks to build the appropriate information legacy that helps it achieve flexibility and adapt to the dynamics of the environment, thereby achieving the competitive advantage it seeks.

Based on the above, the main problem of this study is as follows:
To what extent does marketing vigilance contribute to enhancing strategic agility within the El Hadjar complex?

This main question leads to a set of sub-questions, namely:

- What is the impact of marketing vigilance on sensing agility?
- What is its impact on decision-making agility?
- What is its impact on operational agility?

In order to answer the research problem, the following hypotheses were developed

• **Main Hypothesis:**

There is no statistically significant relationship between marketing vigilance and strategic agility.

• **Sub-Hypotheses:**

- There is no statistically significant relationship between marketing vigilance and sensing agility.
- There is no statistically significant relationship between marketing vigilance and decision-making agility.
- There is no statistically significant relationship between marketing vigilance and operational agility.

• **Hypothesis on Differences:**

There are no statistically significant differences in employee perceptions attributable to demographic characteristics.

This study aims to:

Identify the current state of marketing vigilance and the level of strategic agility within El Hadjar steel complex.

Determine the nature of the relationship between marketing vigilance and strategic agility within the complex.

Reveal the impact of marketing vigilance on enhancing strategic agility within the complex.

The importance of this study stems from the significance of its variables, which can be utilized in economic institutions and, consequently, in the national economic environment. Marketing vigilance and strategic agility are among the most important topics currently being addressed by management and economic scholars and are still under investigation. Understanding the relationship between them will help many institutions achieve effective performance. Furthermore, the study's importance lies in enriching national and Arab research related to these variables. This is achieved through a case study of a national economic institution to illustrate the role of marketing vigilance in achieving strategic agility, thereby drawing the attention of decision-makers to the importance of this relationship.

To achieve the research objectives and answer the posed problematic, this study adopted the descriptive-analytical method, as it is the most suitable for studying the relationships between variables. A questionnaire was used as the primary data collection tool, designed according to a five-point Likert scale to measure the attitudes of the sample members.

The study sample consisted of a group of employees at the El Hadjar steel complex, selected randomly. The validity and reliability of the instrument were also tested using Cronbach's alpha coefficient, and the results showed an acceptable level of reliability, thus enhancing the reliability of the findings.

The data were analyzed using SPSS software, relying on the following statistical methods:

- Arithmetic means
- Standard deviation
- Linear regression analysis

Previous studies:

1) Study of (Morgan, N. A, Feng, H, & Whitler, K. A, 2026), titled by “*Marketing agility components and firm performance*” that aimed to analyze the relationship between market sensing and marketing agility and their impact on organizational performance. The study employed a causal model linking market sensing, response speed, and the execution of marketing decisions. The results showed that market sensing is a fundamental input for developing marketing agility, positively and significantly affecting an organization's ability to adapt to environmental changes. Furthermore, marketing agility was shown to play a mediating role in improving organizational performance, confirming a sequential relationship that begins with market sensing and culminates in performance.

2) Study of (Alnawas, I. & Hemsley-Brown, J. , 2024) titled by: “*The role of market orientation in enhancing strategic agility*”, that investigates the impact of market orientation on strategic agility within organizations. The study employed Structural Equation Analysis (SEM) to measure the relationships between variables. The results demonstrated a strong positive correlation between market orientation and strategic agility. Collecting and analyzing information related to customers and competitors contributes to enhancing an organization's ability to anticipate changes early, make quick and effective decisions, and implement strategies flexibly. The study also confirmed that market information is a crucial element in developing the dynamic capabilities of an organization.

The current study distinguishes itself from previous studies in several scientific and methodological aspects that contribute to enriching the literature on marketing vigilance and strategic agility.

Firstly, on a theoretical level, this study provides a direct link between marketing vigilance and strategic agility, whereas most previous

studies focused on the relationship between marketing vigilance and market agility or organizational performance, without expanding to analyze its impact on strategic agility as a comprehensive variable with its various dimensions. Secondly, the study relies on breaking down strategic agility into its fundamental dimensions (sensing agility, decision-making agility, and implementation agility). This allows for a deeper understanding of how marketing vigilance impacts each dimension independently, rather than simply measuring it as a holistic concept, as is common in the literature.

Thirdly, the study presents a sequential explanatory model that clarifies the mechanism of influence transfer from marketing vigilance to strategic agility. This involves improving information quality and then supporting sensing, decision-making, and implementation processes, which aligns with the logic of dynamic capabilities.

Fourthly, on an applied level, this study is among the few that have addressed this topic in an Algerian industrial setting (the El Hadjar steel complex). This gives it significant field value and contributes to filling a gap in the Arabic literature, which remains limited in this area.

Based on the above, this study contributes to the field by integrating the concepts of marketing vigilance and strategic agility within a unified analytical framework that combines theoretical and applied dimensions.

2. Literature

2.1. Marketing vigilance

Given the numerous threats facing organizations in their environment, which necessitate expanding the scope of continuous monitoring and surveillance if they wish to survive and thrive, the need has arisen to establish a marketing vigilance system. Its purpose is to inform decision-makers of potential environmental changes.

There are numerous definitions of the concept of marketing vigilance. Various authors offer diverse perspectives, each based on a specific viewpoint. For example:

According to Porter, marketing vigilance is "the activity through which an organization studies the relationships between suppliers and customers, emerging skills in the market, and the market's growth rate." (bin Khalifa & Zalasi, 2018, p. 442). According to this definition, marketing vigilance is the informational activity related to data that influences the behavior of consumers and suppliers.

Kotler and Berand view marketing vigilance as "a set of methods that help managers continuously investigate and inquire about developments and changes occurring in the organization's marketing environment."

(Nawal, 2023, p. 15). Therefore, marketing vigilance is a means to help decision-makers stay informed about changes occurring in every element of the marketing environment.

Based on the above, marketing vigilance can be defined as the continuous and ethical process of researching, processing, and disseminating information related to the organization's market. This involves understanding the needs, desires, and evolving behaviors of current and future customers in order to meet those needs and gain their satisfaction. It also includes understanding the circumstances of suppliers, their financial standing, negotiating capabilities, and new products when selecting a supplier. This information gives the organization a marketing advantage and enhances its competitiveness.

Based on the preceding definition, the importance of marketing vigilance is highlighted as follows: (Khanchoul, 2022, p. 261)

- It helps the organization quickly capitalize on the advantages offered by available marketing opportunities.
- It makes the organization aware of evolving customer needs and desires.
- It forms an important indicator to enrich the strategic thinking of marketing decision-makers.

It is clear from the above that a marketing vigilance system contributes effectively to achieving the organization's strategic goals by providing proactive information about changes occurring in the marketing environment. This gives it paramount importance and a crucial role within the organization, especially if it is a self-contained system integrated with other functions within the organization. (Wakal, 2021, pp. 23-24)

Based on the preceding concepts, marketing vigilance aims to: (lesca, 2003, pp 64. 121.)

- Collect, analyze, and disseminate data about the market, customers, and suppliers to anticipate developments.
- Detect early warning signs or indicators of significant changes.
- Organize and analyze the marketing environment and search for signals that constitute opportunities or threats that could affect the sustainability of organizations.
- Help anticipate changes and reduce uncertainty in decision-making.
- Investigate information and business activities.

The most important sources of marketing vigilance can be summarized as follows: (Al-Aidani , 2016-2017, p. 143)

- The marketing, sales, and research and development functions.
- Local and international trade fairs and exhibitions.
- The internet (social networks, competitor websites, information flows,
- Organizations specializing in preparing marketing research and studies, as well as institutions specializing in intelligence and economic intelligence.
- Published market studies, print, broadcast, and online media.

2. 2. Strategic Agility

Organizations face numerous challenges and difficulties caused by the rapid changes in the business environment. Therefore, organizations employ modern management methods and approaches that allow them to adapt to the dynamic and constantly evolving environment. Among these methods is strategic agility, which is considered a tool that helps organizations perform their work quickly and accurately. It also enables them to outperform their competitors in their business environment. Agility is considered one of the high-level systems and structures for administrative coordination, integrating creativity and development to achieve the organization's strategic goals.

In 1991, the concept of strategic agility emerged, originating at The Hague University in the United States, based on a survey conducted by the La Cocca Institute. Its most important pillars include capability-based production, the flexibility necessary to develop and meet rapidly changing market needs, the ability to continuously adapt and expand, and the capacity to understand and anticipate customer situations in a profitable competitive environment. It also encompasses the ability to survive and thrive in a changing and unpredictable environment. Strategic agility represents the organization's responsiveness to the market and its optimal solution for managing the dynamics of the business environment. It involves acquiring the ability to learn, exploit, and create opportunities arising from change, and to act proactively in a turbulent environment. (Al-Lamsi, 2021, p. 323).

Strategic agility is a modern concept, possessing a contemporary perspective that significantly enhances organizations' competitive edge and speed. As for competitors, the term "strategic agility" was first officially published in 1991 by the Iaquia Research Institute at Ihi University in a report titled "The Strategy of the Manufacturing Enterprise in the 21st

Century from an Industry Perspective." This report served as a starting point for researchers in the field to focus on this term, which was emphasized as representing lightness, speed, and flexibility. Similarly, Peter Darker's introduction of the concept of the agile organization in the business world was the first of its kind. He explained the necessity of increasing responsiveness and flexibility for modern organizations. Therefore, the term "strategic agility" forms the basis for organizational success and a means to enhance sustainability through the adoption of innovation and new work models. (Qawasmiya & Qadri , 2021, p.3)

The term "strategic agility" is derived from the "agility," which literally means "lightness and speed." In its technical sense, it clearly refers to a proactive response characterized by rapid and flexible thinking. This includes the ability to innovate and capitalize on opportunities arising from environmental changes, rather than simply adapting to them. (Amr, 2016, p.20). For business organizations, strategic agility means adapting quickly to all possible changes and developments in the business environment and leveraging these dynamic events to adapt rapidly and effectively. It is an art comprised of procedures, steps, and processes. In the Oxford Dictionary, strategic agility means the ability to move and think quickly and intelligently. It is also the means that contributes to the early detection of changes occurring in the industry, including the opportunities and threats they present, and to a rapid response to them through the senior management's ability to make unified decisions related to reshaping and consolidating strategies and resources, whether in the form of a proactive response to seize opportunities or a response to confront sudden and successive threats in the business environment(Al-Sane, 2013, p.15).

Strategic agility offers a range of benefits and advantages to economic organizations, which is why these organizations strive to achieve it. It is a crucial tool that helps organizations adapt to changes in the external environment.

Strategic agility contributes to business in two ways. The internal aspect involves identifying the organization's capabilities, while the external aspect relates to understanding its surrounding stakeholders and competitors. Agility reflects an organization's ability to manage the continuous changes in the business environment, helping it prepare to adapt to these changes through diverse alternatives and skills development. Furthermore, organizations rely on strategic agility to foster growth, creativity, and innovation, as well as to create added value. (Haider & Arak, 2019, pp. 303-304). In the same vein, operational agility enables

organizations to meet the needs and desires of their customers by producing new products more quickly. Furthermore, it provides the organization with the necessary readiness to adapt to new developments through flexibility and openness to emerging events. Agility is key to the success of organizations in a rapidly changing business world. It supports the exploitation of available opportunities and enables them to thrive, develop, compete, and achieve their goals. In addition, it gives organizations a sustainable competitive advantage by helping them accurately position themselves among competitors in the market. (Al-Dhabit, 2022, pp. 28-29). In the same context, Weber & Tarba explained the importance of strategic agility through the following points: (Weber & Tarba, 2014)

- It allows organizations to capitalize on available market opportunities, serving as an alternative to strategic planning.
- It fosters integration and synergy among the organization's strategies.
- It is considered a key to success in the dynamic business environment, enabling the organization to adapt to and control changes and developments.

Strategic agility is simply a tool used by organizations to achieve their strategic objectives. It provides the necessary flexibility to adapt strategically to the external environment. The equation that organizations strive to achieve today to be strategically agile largely represents the objectives of strategic agility and is as follows: (Kwon et al, 2018, p.35)

$$\text{Speed and Agility} + \text{Agile Organization} + \text{Focus Generation} = \text{Objectives of Strategic Agility}$$

The above equation clarifies that the objectives of strategic agility are to create an agile organization, that is, an organization that adapts quickly to environmental changes and responds rapidly to the external environment. Agility also aims to generate focus. Researchers Shaban indicated that the objectives of strategic agility are: (Shaban, 2024, p.25)

- Achieving a sustainable advantage for organizations, ensuring their survival and continuity, and supporting their superiority, i.e., enhancing and maintaining it.
- Defining strategic objectives while establishing appropriate foundations and standards for exploiting opportunities and avoiding environmental threats, in addition to developing monitoring mechanisms and defining strategic foundations and guidelines.

- Implementing a series of tasks within an open system that is sensitive to all environmental changes and works to develop a system of creativity and innovation for organizational activities. Based on the above, it can be said that strategic agility for organizations is a tool for leading change in the external environment, which the organization uses to achieve those strategic goals, which are represented in adapting to change through creativity and innovation, in an effort to enhance competitive advantage.

❖ Dimensions of Strategic Agility

Strategic agility is considered one of the modern management concepts. It is the essential ability of an organization to adapt, be flexible and innovative, and anticipate various and unexpected environmental shifts in the business environment in which it operates. It helps the organization in its pursuit of its goals. Researchers have identified different dimensions of strategic agility according to their perspectives and opinions. They have developed these dimensions to clarify the state that contributes to keeping pace with changes occurring in organizations. The differences in these dimensions can be summarized in the following:

- **Sensing Agility**(Taha, 2021, p.45)

According to researcher Park in 2011, this represents the organization's ability to seize events and monitor and anticipate all developments occurring in the organization's external environment. These changes may pertain to competitors, varying customer desires, or the development of new technologies. It is considered a cornerstone for the organization to sense change and perform strategic monitoring. The sensing process may refer to searching for changes that could significantly impact the organization's strategy, competitive operations, and future performance. In this regard, there are three capabilities of sensing agility, which are: Open strategic processes, High-precision strategic vigilance, Enabling high-quality internal dialogue capabilities.

These three capabilities interact to enable the organization to maintain its awareness of environmental changes. Sensing agility can be viewed as anticipating, observing, and framing opportunities and threats in the external environment in a modern and innovative way to achieve all organizational goals. Similarly, sensing agility focuses on heightened

awareness and early, proactive understanding of all changes, as well as on communication and interaction with the external environment.

- **Decision-Making Agility** (Mazhar & Ali, 2020, p. 216)

Decision-making agility refers to the process of gathering, storing, analyzing, and then categorizing information relevant to the organization to translate the implications of decision-making processes. Through the organization's capabilities, high flexibility, speed, and well-defined plans, it operates with current competitive procedures.

The decision-making process is an integrated and coordinated process involving management factors. This allows the organization to possess significant flexibility by assessing changing customer needs, thus achieving the value of cooperation and integration. Furthermore, collective commitment strives to achieve decision agility by ensuring well-considered decisions are made by everyone, a concept known as unity of leadership.

- **Operational agility** (Alone et al, 2023, p.116)

This refers to the organization's ability to diagnose its strengths and weaknesses in order to rapidly restructure its capabilities and deploy its resources. It involves repositioning and reorganizing the organization's various resources to adapt flexibly to the dynamics of the external environment. This is where operational agility is achieved.

Operational agility is a process built upon a coherent set of activities and processes that aim to gather the organization's resources and modify its operations. This is based on all the principles of work, which are defined by all threats and opportunities. It is also called implementation agility or application agility. It can also be precisely defined as a process or mechanism for the integrated building and reconfiguration of all external and internal competencies to cope with the speed and power of changing data. This is achieved through agility in practice.

Through the three dimensions mentioned above, it can be said that an economic organization can confront and address environmental changes, that is, adapt to them and excel with high flexibility and speed in dealing with these developments. This is gained through its awareness and sensitivity to every change related to competitors, customers, or technology agility of perception then its ability to make flexible decisions by gathering important information agility of decision-making and finally, its ability to reconfigure, redistribute, and deploy resources in a way that suits that

change. Thus, it can be said that the organization is strategically agile. Therefore, it can be said that strategic agility is simply the tool that contributes to the organization's ability to adapt to environmental changes. These qualities allow it to achieve numerous benefits, including the rapid exploitation of opportunities, avoidance of threats, and creativity and innovation.

3. Methods and Materials:

In order to address the research problem and achieve the stated objectives, this section presents the adopted methodology and procedures followed in collecting and analyzing data in a manner appropriate to the nature of the study and contributing to ensuring the credibility and accuracy of the results.

3.1. Study Area

The headquarters of the Sider El Hadjar steel complex is located in northeastern Algeria, in the Annaba province, specifically 15 km southeast of the city of Annaba. It is connected to the Annaba province by National Route 16 and National Route 56, and to the port of Annaba and the El Ouenza iron ore mine by a railway line. The complex occupies an area of approximately 800 hectares.

The Sider El Hadjar Steel Complex produces and markets iron and steel in various forms and for different purposes.

The production aspect of the complex includes the primary processing of live and thick steel, while the commercial aspect consists of selling the complex's manufactured products in the domestic market and exporting its products.

3.2. Study Methodology

After addressing the study variables from a theoretical perspective, this section presents the methodology and procedures adopted in conducting the study on strategic intelligence and enhancing strategic agility.

The study population consists of the employees of the Sider El Hadjar Steel Complex in Annaba. A random sample was selected and distributed the study employed 66 questionnaires, all of which were returned (100%).

3.3. Tools Used in the Study

To study the role of marketing vigilance in enhancing strategic agility, a set of tools was used. These included a review of relevant literature, such as books, scientific journals, university research papers, and a collection of university studies in both Arabic and foreign languages, as well as conferences related to the topic. The aim was to gain a clear understanding of the independent variable (marketing vigilance) and the dependent variable (strategic agility) in order to formulate a comprehensive and accurate research instrument that encompasses all dimensions of the variables.

The primary tool used was the questionnaire, the most widely used instrument in social and human research. It is a means of data collection, containing a set of questions or statements that respondents are asked to answer. The questionnaire was distributed directly to 66 workers. It was designed based on the theoretical framework and divided into three sections:

Section 1: Questions related to personal data such as gender, age, educational level, and professional experience.

Section 2: Data related to the marketing vigilance variable and comprises 30 statements

Section 3: Includes data related to the strategic agility variable and comprises 18 statements

3.4. Validity and Reliability of the Questionnaire Instrument

To ensure that the questionnaire covered all elements that should be included in the analysis and that its items and wording were clear, the construct validity of this instrument was verified using Pearson's correlation coefficient. The results are shown in the following table.

Table (1): Pearson correlation Coefficients of the variables

Variable	Marketing vigilance	Sensing agility	Making-decision agility	Operational agility	Strategic agility
Marketing vigilance	1	0.71**	0.68**	0.65**	0.79**
Sensing agility	0.71**	1	0.74**	0.70**	0.82**
Making-decision agility	0.68**	0.74**	1	0.73**	0.85**
Operational agility	0.65**	0.70**	0.73**	1	0.80**
Strategic agility	0.79**	0.82**	0.85**	0.80**	1

Source: SPSS 25 outputs.

The table shows that the correlation coefficients between each of the dimensions and variables included in the questionnaire are statistically significant at a significance level of less than 5%. This reflects a positive correlation and a direct relationship between the variables and their constituent dimensions, and consequently, the validity of the questionnaire in what it was designed to measure.

To demonstrate the reliability of the questionnaire instrument and the stability of its results, All values of Cronbach's alpha coefficients witch are shown in the following table are high and appropriate across all dimensions of the questionnaire, ranging between 0.746 and 0.879. This indicates that the study instrument is reliable, stable, and suitable for application to the study sample.

Table (2): Reliability Coefficients of the Measurement Instrument

Variable	Cronbach's alpha coefficients	Number of statements
Marketing vigilance	30	0,844
Strategic agility	18	0,746
Questionnaire	48	0,879

Source: SPSS 25 outputs.

3.5. Normality of Distribution Test

The normality of the distribution of responses for the study sample and for the independent and dependent variables is tested using the Kolmogorov-Smirnov test. Table (3) contains the test results:

Table (3): Results of the Kolmogorov-Smirnov Test for Normality of Distribution

Variable	Kolmogorov-Smirnov ^a	
	Statistics	Sig.
Marketing vigilance	,668	,180
Strategic agility	,885	,255

Source: SPSS 25 outputs.

The table above shows that the Kolmogorov-Smirnov value for the two variables has a statistical significance level greater than 5%, thus

confirming the null hypothesis, meaning that the data for the variables follow a normal distribution.

4. Results and discussion :

In order to answer the problem of the study and to verify the validity of the hypotheses put forward, this section presents and analyzes the results obtained through the statistical processing of the data.

4.1. Statistical differences between individual responses and demographic variables

To reveal differences in the mean responses of individuals according to demographic variables, a one-way ANOVA (F-test) can be used. This test is used in analysis of variance to explain a specific phenomenon by identifying a dependent variable that is explained by another variable. The following table summarizes all the statistical results:

Table (4): Results of the One-Way ANOVA Test to Reveal Statistical Differences

Variable	Gender	Age	Educational Qualification	Employment Level	Professional Experience	Training Courses
				Sig.		
Marketing vigilance	,897	,218	,088	,079	,084	,084
Strategic agility	,100	,084	,063	,115	,242	,342

Source: SPSS 25 outputs.

The table shows the results of comparing means using the one-way F-test for variance. The significance values for each study variable showed no statistically significant differences between the mean responses of individuals and all demographic variables (all significance values being greater than 5%).

4.2. Sample Response Trends

It can be observed from the following table that the six independent dimensions have means exceeding 3.64, which corresponds to the level of agreement on a five-point Likert scale. This indicates that the sample members agree with focusing on implementing marketing vigilance dimensions. It is worth noting that the first dimension (Making-decision agility) is the most frequently used variable within the complex for implementing marketing vigilance.

Table (5): Weighted Mean of Sample Responses According to the Likert Scale

Variable	average	Degree of agreement
Competitive vigilance	4,00	agree
Customer / Market vigilance	3,94	agree
Technological vigilance	3,98	agree
Environmental vigilance	3,82	agree
Legal vigilance	3,58	agree
Media vigilance	3,64	agree
Sensing agility	3,89	agree
Making-decision agility	3,94	agree
Operational agility	3,89	agree
Marketing vigilance	3,92	agree
Strategic agility	4,03	agree

Source: SPSS 25 outputs.

The descriptive analysis results indicate that all variables under study achieved high levels of agreement, with weighted means ranging between 3.58 and 4.03. This reflects a positive perception among the sample regarding the study dimensions.

4.3. Regression Analysis

The regression analysis results indicate that marketing vigilance is a crucial factor in enhancing strategic agility across its various dimensions within the organization. All relationships showed a positive and statistically significant trend at the 5% significance level. Marketing vigilance significantly impacts **sensing agility**, reflecting the complex's ability to detect environmental changes early and adapt to them effectively. It also contributes to supporting **operational agility** by improving decision implementation and responding quickly to market demands. In contrast, while there was a significant impact on **decision-making agility**, it was relatively weak, indicating that the decision-making process is not solely dependent on information availability but is also influenced by other organizational and human factors. At the macro level, the results showed

that marketing vigilance explains a significant proportion of the variance in strategic agility, underscoring its role as a key driver in building the dynamic capabilities of organizations and enhancing their competitiveness in a dynamic and uncertain environment.

Table (6): Results of the regression analysis of the impact of marketing vigilance on strategic agility

Dependent variable	Independent variable	B	T	Sig	R	R ²	Sig
Sensing agility		,287	4,013	,004	,752	,565	,000
Decision-making agility	Marketing vigilance	,132	2,680	,000	,743	,663	,000
Operational agility		,183	3,091	,013	,772	,675	,000
Strategic agility		,511	6,951	,000	,796	,633	,000

Source: SPSS 25 outputs.

5. Conclusion:

The purpose of this research was to study the impact of the marketing vigilance variable on the level of strategic agility at the Cedar El Hadjar Complex.

The results of the psychometric analysis of the variables demonstrated the reliability and construct validity of the study instrument, along with the normality of the responses, indicating the credibility of the data used in the analysis. The results also showed that employees at the complex strongly agree on the importance of adopting marketing vigilance in its various dimensions, given its clear impact on supporting strategic agility within the organization.

The results of this study are consistent with recent literature such as Alnawas, I., & Hemsley-Brown, J. (2024), which confirms that marketing vigilance is a fundamental component of the dynamic capabilities of organizations, enabling them to perceive opportunities and threats and respond to them flexibly. The results of the simple and multiple regression analyses demonstrated a significant and positive relationship between the marketing vigilance variable and strategic agility. This means that the Cedar El Hadjar Complex's application of marketing vigilance principles contributes to enhancing its ability to respond quickly to environmental changes, improving the quality of its strategic decisions, and increasing the

efficiency of its production and marketing operations. The results of the statistical analysis revealed no significant differences in the responses of individuals based on their demographic variables (age, education level, experience, etc.), reflecting a convergence of views on the importance of implementing marketing vigilance systems in enhancing strategic agility.

The positive relationship between marketing vigilance and strategic agility can be explained from an economic and organizational perspective as follows:

- Marketing vigilance contributes to uncertainty reduction, which helps the organization make more accurate decisions.

- Marketing vigilance enables the organization to quickly capitalize on market opportunities, thus enhancing its competitive advantage.

- It leads to improved resource allocation within the organization, which is reflected in operational agility. In the case of the El Hadjar steel complex, the nature of its industrial activity (iron and steel) necessitates a rapid response to fluctuations in:

- Raw material prices

- Industrial demand

- International competition. Therefore, relying on marketing vigilance becomes a strategic imperative, not an option. Marketing vigilance is not merely an information-gathering activity; it is an integrated strategic system that contributes to building a competitive advantage by improving the quality of information and accelerating decision-making, thereby enhancing strategic agility in all its dimensions.

Based on the above, it can be said that the El Hadjar steel complex possesses a good level of strategic agility as a result of its partial implementation of marketing vigilance practices. However, this implementation still requires a comprehensive organizational structure that ensures the continuous collection, analysis, and systematic application of information to support strategic decisions.

Based on the results obtained from the statistical analysis, the study hypotheses were tested:

- Main Hypothesis:

Accepted at a significance level of ($\alpha \leq 0.05$), indicating that marketing vigilance explains a significant proportion of the change in strategic agility ($R^2 = 0.633$), a high percentage in behavioral studies.

- Sub-Hypotheses:

All sub-hypotheses were accepted, demonstrating that all dimensions of marketing vigilance contribute to varying degrees to enhancing strategic agility.

- Hypothesis on Differences:

Rejected, reflecting the homogeneity of employee perceptions regardless of their demographic characteristics.

Recommendations:

- Establish a specialized marketing vigilance unit within the El Hadjar complex to monitor technological, market, and competitive developments.
- Train administrative staff in information analysis and decision-making based on internal and external environmental indicators.
- Fostering a culture of teamwork and shared knowledge to strengthen collective purpose and morale within the organization.
- Leveraging international best practices in marketing vigilance and operational agility to enhance the company's competitive performance.
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