

**The role of technological vigilance in improving organizational performance through
the competitive strategic intermediate: An Empirical study at the International
Academy School in Basra**

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Abstract

The study aims to identify the role of technological vigilance in improving organizational performance in the International Academy School in Basra province from a competitive strategic perspective and to achieve this goal was used the descriptive analytical curriculum, where the researcher used the questionnaire to collect preliminary information and the study community is from a sample of meaning represented by all the owners of administrative positions in the International Academy School in Basra province, numbering (10) director and deputy director of Five departments in the school and the analysis was conducted statistics on the sample answers about the hypothesis of the study about the relationship and the link between technological vigilance and improved organizational performance through competitive vigilance, using spss.22 program, the study concluded several results that the International Academy School is interested in technological vigilance by collecting information about its competitive environment and its competitors from the schools of the province As well as reducing the cost and excellence in the quality of the service provided, and achieved acceptable performance during its five-year working period, and seeks to survive and grow under intense

competition, the study recommends the need to introduce technological vigilance in the strategic planning of the International Academic School, and to protect the academic programs that distinguish the Academy from others, in addition to providing technological training to all staff to keep up with future developments to be always ready for them, with constantly updated databases to contribute to supporting decisions within the Academy. quickly to meet environmental challenges.

1- Introduction

The intrusion of information technology into our lives has had profound implications both at the macro and micro level, leading to the so-called information and knowledge age (Al-Sharf,2017:34), especially in a business environment of constant change and constant development involving all elements of the business system. As an open system between it and the surrounding environment, the foundation has reciprocal relationships (Sandy, 2014:259) where environmental factors and changes affect the organization's behaviour and performance, as it has to improve this performance in accordance with these variables, resulting in the reversal of new technologies produced positively by technology (Dawood&Abbas,2018:5), using technological vigilance as a good and effective tool in evaluating the organization and from It is known as an organized effort in the method of monitoring analysis, receiving, publishing and begging for information about competitiveness in a timely manner (Dragon and Tlajiya,2018:139). The Department usually uses technological vigilance to detect, interpret and use technological signals and use resources and capabilities in this area (Zwein, 2008:60) and will be based on capture, analysis and synthesis as well as on the use of existing public information, which The company's expectations and adaptation to the changing environment will allow for the conversion of scattered signals into information, through competitive intelligence, processing and decision-making (Sellero & González,2012:215), technological vigilance has become an urgent necessity and has an active role in providing what is needed information about the different elements of the organization's working environment about competitors, customers, technology and in many aspects (products, strategies and techniques used) and in general everything affects competition. (Jalod et al.,2021:92) Thus, building and utilizing its activities in improving living in the world now is called globalization and the opening of international borders and economic aspects, which highlights and deepens the

impact of competitive strategy between companies and countries, as a result of the involvement of all countries of the world in an open single market (Sandy, 2014:259), resulting in competition that leaves no place in the future for the weak, prompting all organizations to look for ways to achieve their goal within their sector of activity through Achieving competitive advantages (Hussam al-Din, 2014:5), whose foundations differ from those of the classic analyses (Sellero & González,2012:216), competitive strategy has been considered as one of the most decisive factors for enterprise success and survival due to the ability of enterprises to adapt to environmental changes economic, asia, technology and social and avoid threats. (Alhasani& Alkshali,2021:670 This means in gradual improvements and effective gains in quality and productivity, resulting in increased competitiveness in the market (Andrade et al., 2017:140) and improved regulatory performance.

Keywords: - Technological vigilance, competitive vigilance, improved regulatory performance, information vigilance, market vigilance, competitive strategy.

2- Goals

- 1- Clarifying the ambiguity, clarifying the vision towards the subject of technological vigilance at the International Academy School in Basra province, and some of the terms that are affiliated and circulating around it such as informatics vigilance, competitiveness and market.
- 2- To refer to the current situation and present a vision about it, and how the competitive strategy has affected the relationship between technological vigilance and outstanding performance at the International Academy School in Basra province.
- 3- Give a picture of the reality of the use of market information by the International Academy School in Basra province and compete with its partners and its importance in activating the system of technological vigilance.
- 4- Learn about the impact of technological vigilance on improving organizational performance in light of the rapid technological change and the subsequent impact on competitive strategic plans at the International Academy School in Basra province
- 5- Monitoring the reality of organizational performance, with the introduction of proposed mechanisms for it within the framework of technological vigilance from the point of view of the principals of the academic school in Basra province sample study.

- 6- Justifications and arguments for technological vigilance in improving competitive status and reducing the cost of productivity and service at the International Academic School in Basra province.

3- Importance

The importance of the subject of the research lies in the following:

- 1- The fact that the subject of technological vigilance is somewhat ambiguous, we highlight the knowledge of its role in the life of the organization and the extent to which it can affect in practice, especially the ability to improve organizational performance.
- 2- Competitive strategy, ensuring its continuity based on monitoring its environment, and as a society to study in a single school (foreign) with the first American-British character in Iraq, which is the International Academy School in Basra province.
- 3- Various organizations seek to maintain the secret of their success and the best way by using technological vigilance because of their strong attachment to the marketing scale. As a system that helps make decisions by observing and downloading the organization's environment.
- 4- A new addition and a constructive contribution to enriching the library and informing readers of the technological vigilance created in the business world, especially with the perceived lack of treatment of the subject.
- 5- The results and conclusions of the study may be useful and important to students and researchers on the importance of technological vigilance as a system that helps to make effective strategic decisions, extract the implications and accurately identify opportunities and threats through accurate strategic information that enables them to distinguish their performance on practical bases and measures and a resource of information that meets their market and competitive needs.
- 6- Enhancing the success of competitive strategic plans by providing influential information on opportunities and threats, which enhances the confidence of the International Academy School in Basra province our current study community, to reach the desired globalism in light of its strong infrastructure through which it can improve the organizational performance of its regional and global counterparts, and achieve the desired benefit of that welcome trend towards the development of competitive construction in its new form and its desired aspirations for success.

4- The curriculum of the study: To answer the problem raised and to prove the validity of the hypotheses put forward in the current study, we used the analytical descriptive approach that aims to gather facts and data on a particular phenomenon or position while trying to interpret and analyze them to reach recommendations and suggestions on the position or phenomenon in question. To do the research, we relied on a range of means and sources to obtain information, including a questionnaire that was prepared from a range of sources and distributed to the study sample.

5- Study problem

In the light of dynamic attitudes that require the Organization to adapt to all new developments taking place in its internal and external environment that can only occur by obtaining and using the necessary information well. Technological vigilance is one way to ensure the continued success of enterprises in highly competitive environments (Almawadieh,2017:43). Serious and forcing them to work hard follow the signals from that changing environment (Amrlemine, 2017:3). Improving organizational performance raises services or products to a level that matches the best similar institutions within a management orientation capable of superior competition and improves performance to perform services or products to a level that matches the best similar institutions within a management orientation capable of superior competition and improvement of performance. It continues in all areas of the organization (Jaaz&Jamal,2021:2113). In light of the rapid technological developments, the International Academic School in Basra province faces significant challenges to its competitive position in the market within a highly competitive environment for private schools and because survival, continuity and excellence can only be achieved by having a set of competitive advantages of its own different from that of competitors (Qasim, 2018:161) Therefore, the International Academic School must study the environment and know its variables and how they affect them in practice. Technological vigilance as a structured method of addressing competitiveness problems, improving organizational performance, achieving strategic objectives and enhancing competitiveness (Hussam al-Din, 2014:13), especially given the significant challenges faced by the International Academic School for its competitive position due to the highly changing technological development in a highly competitive market (Ahmed,2015:20). In Basra province, many private schools, which are characterized by a range

of services approaching the services of the International Academic School, and because survival and continuity strategies are the key to their success is based on improving organizational performance, different from the performance of competitors, which requires them to study these changing environments and know their causes and how to influence them (Sandy, 2014:259) In order to adopt regulations that monitor and benefit from these changes, including technological vigilance in order to extract opportunities and threats and provide information to the International Academic School in the province. In order to support the excellence of its performance, it achieves its strategic decisions and increases its competitiveness (Saladin, 2020:112). Until the answer to the following question is achieved:

(The role of technological vigilance in improving organizational performance by improving competitive strategy at the International Academy School in Basra province))

2.5.Study blueprints and hypotheses

1 :- Study chart

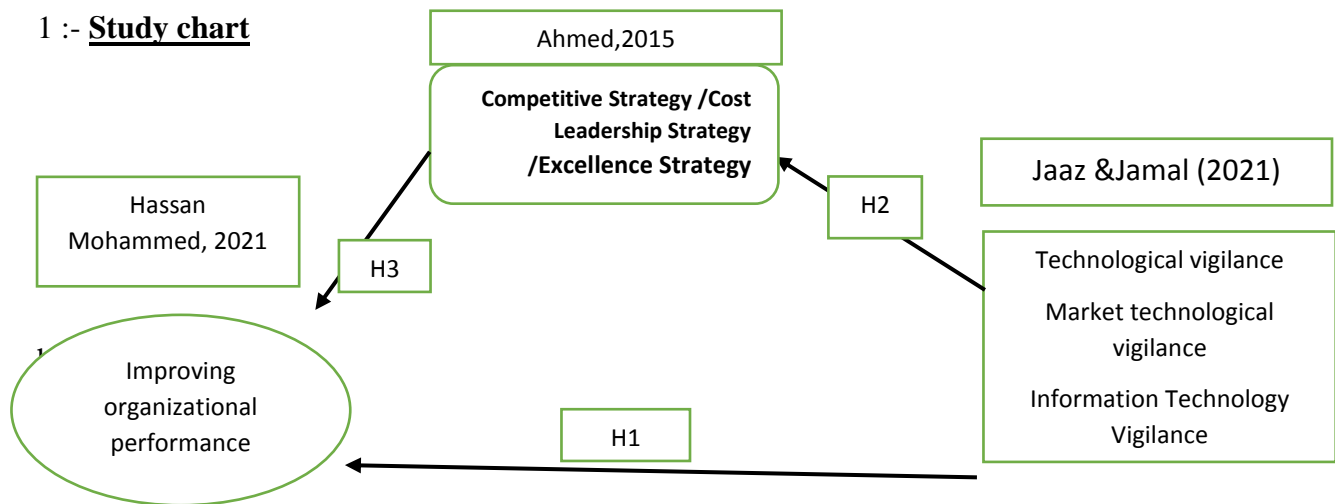


Figure No. (1) shows the hypothesis of the study

2 hypotheses of The Study

H1: There is a positive and statistically significant relationship between technological vigilance and improved organizational performance.

And branch out from it the following:

H1a: - There is a positive and statistically significant relationship between market technological vigilance and improved regulatory performance

H1b: - There is a positive and statistically significant relationship between IT vigilance and improved organizational performance.

H1c: - There is a positive and statistically significant relationship between competitive technological vigilance and improved organizational performance.

H2: - There is a positive relationship with statistical significance between strategic vigilance and competitive strategy and branching out from it:

H2a: - There is a positive and statistically significant relationship between market technological vigilance and competitive strategy

H2b: - There is a positive and statistically significant relationship between it vigilance and competitive strategy.

H2c: - There is a positive and statistically significant relationship between competitive technological vigilance and competitive strategy.

H3: - There is a positive and statistically significant relationship between competitive strategy and improved performance and its branching:

H3a: - There is a positive and statistically significant relationship between the strategy of focusing on cost reduction and improving organizational performance.

H3b: - There is a positive and statistically significant relationship between a strategy of focusing on excellence and improving organizational performance.

6- Previous Arab and foreign studies

7.1 Arab Studies

1- (Hassan Mohammed, 2021), the role of technological vigilance in achieving improved performance in Saudi universities: a strategic perspective by applying to King Khalid University," **the study** at King Khalid University looks at technological vigilance and the importance of information in decision-making in light of technological developments and changing and rapid environmental conditions and its role in improving organizational performance.

2. (Ahmed, 2015), "The role of technological vigilance in improving the competitiveness of the institution: studying the case of the Institution of Communications of Algeria", and the

Telecommunications Corporation adopts technological vigilance and the number of sample (39) employees, and examines the impact of technological vigilance on achieving competitive advantage and has reached the conclusion that technological vigilance requires software and devices and control to face environmental and competitive risks, adding that it plays a major role in the field of cost leadership.

7-2:-Foreign Studies

Proposal for a technology vigilance system for a Technology License Office, a proposal for the technology license office, a proposal for the technology vigilance system for the Technical Licensing Office, the study was purely in the field of technological vigilance and its importance to institutions in an analytical field **and reached** the importance of technological vigilance for organizations in the field of awareness and technological support and meeting the requirements and desires of customers very quickly and controlling and controlling markets and share them. This is by improving regulatory performance from competitors, achieving lower cost and providing high quality products and services.

- Jaaz & Jamal (2021), The Effect of the Dimensions of Strategic Vigilance on Organizational Excellence, An Applied Study of Premium Class Hotels In Baghdad, **the study aims** to clarify and clarify the relationship between strategic vigilance and competitive advantage, and its impact on improving organizational performance in premium hotels in Baghdad, through its current study, the **researcher adopted** the exploratory descriptive approach to reach the **objectives** of the study. It is to improve the organizational performance, between them, and the problem of study crystallized by studying the hotel environment and emerged the solutions and treatments reached by this study using technological vigilance in all its dimensions and its importance in improving organizational performance and the emergence of competitive advantage.

7- Theoretical framework

8.1 Technological vigilance

Technology has become an important strategic variable because it is a constant element of the Organization and an important issue for lasting growth. You should know its strengths and weaknesses as well as its competitors (Sellero & González,2012:2170). (The concept of

technological vigilance as a comprehensive, newly emerging term has emerged and arisen in business literature and in the media that mean information, where did this term come from? What is its origin and concept?) The concept of vigilance in general and then the concept of technological vigilance in particular through its definition and practical features (Amralmen, 2017:4) was first addressed. The term "veille", which means attention, caution and vigilance, was first used in French, which means attention, caution and vigilance, taken from the Latin word *Vigilantia*, which means radar surveillance, in order to protect an area based on organized work that is concerned with detecting and searching for information that affects the organization's ability to monitor to play an offensive role in gaining knowledge about the environment (Al-Sharf,2017:12) The word "vigilance" is usually used in different contexts. The most important concern is the participation of thought (Espinosa&Durán,2017:11), as well as the efforts made by the organization and the means of mockery, but the actions taken to reveal all developments and developments in the technical and technological fields of interest to the organization today (Amrlemin,2017:6). Technological vigilance is based on the new development of machine methods and methods and in the conversion of primary resources to production and service delivery (Sellero&González,2012:217). Technological vigilance is a type of strategic vigilance defined as "the information process by which the enterprise ensures that expected signals are heard, especially weak ones. In an environment of many opportunities and many threats, the organization's strategic awareness of the surrounding environment is focused on an ongoing and frequent activity of effective surveillance with the aim of anticipating changes in the technological and commercial environment, both in the community. Etc."). (Sandy, 2014:260) With the tremendous technological development, the literature of strategic vigilance focused on the branch of technological vigilance, which researchers differed in definition, some of whom define it as "observation and analysis of the scientific technical environment and current and future economic impacts in order to anticipate risks, threats and opportunities for development (Hussam al-Din,2014:8) Technological vigilance means "the activity through which the organization monitors and monitors the scientific and technologies of the environment associated with it, which means effort and intensified efforts by jaaz&Jamal, 2021:2112 .). We can define it as **"opportunity or threat, and it helps to increase market competitiveness through a better understanding of the organization's competitive environment"**, as well as monitoring and tracking everything new in the

technological field and detecting developments in the scientific, technical and technological environment by tracking, collecting information from its original sources, organizing, analysing and disseminating it to the Decision-Making Centre (Dawood&Abbas). 2018:5. Continuous monitoring of global technological developments in the technological market identified as "opportunities, threats and changes to reduce surprises related to technological developments and competitors who will enter the business sector (Hussam al-Din,2014:7) and have an important importance and impact in achieving success and excellence through the good organizations of Monitoring its technological environment and discovering distinctive technological methods and methods in the production of goods or services provided to customers, in addition to playing an active role in reducing the element of surprise And find out the behavior of competitors in this field (Jaaz&Jamal,2021:2112). It is a means of adapting the organization to its environment, saving resources, the dangers resulting from environmental uncertainty, raising the level of knowledge and acquiring new customers and markets (Sahnoun and Tlajiya, 2018:140), a tool through which scientific and technical information is collected, technological developments and scientific discoveries are monitored, the needs of customers developed and the technologies or technologies used by competitors are identified (Amrlemin,2017:5). From all of the above, technological vigilance is one of the most important strategic planning tools for organizations that enables them to monitor technological developments from various surrounding sources to access accurate strategic information that improves performance and excellence under an integrated system of predicting opportunities and threats to enhance its competitiveness (Almawadieh,2017:43) and update data and information to reach knowledge and wisdom that improve organizational performance (Almawadieh, 2017:43) The researcher **classified vigilance into the third main axes: -**

- **Technological market vigilance:** this vigilance that is concerned with technological developments in the market, monitoring it, tracking developments in the field of information and communication systems and monitoring modern technologies in the technological market (Alshaer,2020:84), and studying it accurately by identifying those entering and leaving it and changes in it to reduce surprises related to technological developments and new competitors until it is Access to, utilization and utilization of technological opportunities (Sahnoun and Thalajiya, 2018:140), its importance is to achieve the competitive advantages of the organization through in-depth knowledge of markets and competition and gain a position of

strength in order to put its commodity and innovative service in the market increase synergy or synergy in the organization (Alhasani & Alkshali,2021:675), and obtain a wealth of knowledge and experience to ensure a wealth of knowledge and experience A good response to the needs of the customer is to find a solution to the problems quickly (Sandy, 2014:259). Marketing vigilance is: "Research, processing and distribution for the purposes of exploiting information related to the enterprise markets" we can say that it is "the activity through which the organization is able to study the relationships between suppliers and customers and the new skills that appear in the market and the growth rate of the market (Dawood&Abbas,2018:50). It's the vigilance of marketing, in the sense that it's that vigilance that cares about business relationships (Al-Sharf, 2017:14) and marketing vigilance is the availability of information to the organization's leaders that better help them understand emerging markets and trends in the immediate environment of the sector in which they work, and the challenge for any institution lies in its social importance Al-Tanayeeb,2020:18) Marketing managers must therefore keep up with emerging social trends, consumer desires and inclinations through the vigilance process that provides them with wealth(Espinosa&Durán,2017:11). From the information collected and then processed and converted into useful information, and most importantly, distributed within the organization so that it is ready for a specific marketing service activities, i.e. market orientation, this is positively related to the performance of the organization, and useful information is a decision-making approach "good vigilance is the basis of good marketing and decisions" through the use of information resulting from vigilance and has a contribution to the impact of marketing management strategies (Jalod et al.), 2021:95.

- **Information Technology Vigilance:** Taking care of information technology developments, ensuring the first-in-the-first collection of scientific, technical and technological information and attention to scientific discoveries and innovations (Sello & González,2012:215), development in industry methods and methods, and the emergence of new materials and concepts with the ability to technologically audit the sector in which it operates (Sandy, 2014:260) And support research and development to continuously improve databases, the ability to continuously analyze and monitor patents with the possibilities and make rapid modifications to their information if necessary (Al-Sharf, 2017:22), the activity through which the foundation monitors the scientific and technical environment associated with any The various efforts of the Foundation and the means used to learn about the latest developments and

everything new in the areas of technology and related to the activity of the organization now or in the future (Karima&Zohra,2021:206). It has become necessary as a strategic variable and a constant element for improving organizational performance, and the organization must know the strengths and weaknesses of its technology and its knowledge of its competitors. It is the organization's ability to monitor uncertainty and control changes in the market, which relate to changes in consumer behaviour as well as unstable desires and purchases with the support of suppliers and distributors Alhasani&Alkshali,2021:675).

- **Competitive technological vigilance:** - It depends on ensuring the continuity of competitive advantage of the ability of competitors to maintain it in the face of the competition they face and the greater the size of the advantage, the more difficult the competing organizations have to drive or eliminate (Amina, 2020:22). 2021:206 . Technological change is important for modern institutions because it helps create opportunities and creativity and poses a threat to other organizations and the organization benefits from technological vigilance through the collection of scientific information or data. Share that process, which collects, analyzes and evaluates information in a systematic and structured manner related to potential competitors in order to provide a final product in the form of useful information to managers in order to achieve a competitive advantage for the organization (Jaaz&Jamal,2021:2109). 2018:5), following up on all changes in the markets, diagnosing changes in the data of different beneficiary sectors and competitors and providing the most able to use strategic options to capture opportunities to face competitors (Al-Sharf, 2017:22), also known as competitive vigilance and competitive enquiry is the activity through which the organization recognizes its current competitors, It is also concerned with the environment in which the competing enterprise develops the ability to provide technology distinct from what competitors offer (Sahnoun and Tlajiya, 2018:140), technological vigilance is distinguished from other types such as commercial vigilance or social vigilance and environmental vigilance as it specializes in monitoring the competitive environment and then collecting and analysing technological developments and addressing the resulting information used in the organization's strategic planning in capturing opportunities and readiness and preparing for opportunities. To counter any threats to the competitive market (Saladin, 2020:110). Based on the interconnection between the organization's functions and the organization's relationship with the environment surrounding the targeting phase and the identification of needs, through this stage the external

environment is recognized, the external environment is identified, the factors that threaten the future of the organization are identified for its diagnosis and the collection of the necessary information about alshaer,2020:84), so **competitive vigilance** has been defined as "activity through which the organization identifies its current and potential competitors, ideas and strategies." Future plans and actions to anticipate any emergency decision or order that may hinder the organization's activity and the loss of many opportunities to search, process and disseminate information about the organization's competitor (Selloero&González,2012:215), i.e. increased interest in competitors and increased competition to exceed existing competitors within the industry, to include potential competitors, alternative commodity producers, suppliers and distributors, and to examine competitive vigilance in things that make the organization a leader in its surroundings. Competitiveness is one of these things that competitors cannot do, i.e. the competitive advantage of the organization. It is a way of detecting threats and opportunities for information, knowledge, decision-making assistance and to improve the competitiveness of the project, the real potential and capabilities of competitors (Karima&Zohra,2021:206). Conducted (Jalod et al., 2021:95). It refers to an activity focused on gathering relevant information for current and potential competitors, evaluating their strategies and *modus operandi*, and obtaining useful information to decide on the development of proactive services and events in the competitive field, i.e., indicating that the competitive awakening (Alhasani&Alkshali,2021:675) It aims to know the true potential and capabilities of competitors, their strategies and news as well as their current skills and competencies and the most important assumptions and decisions they make (Jalod, Hasan & Hussain,2021:95). Competitor strategy, pricing policy and financial results (Jaaz&Jamal,2021:2109) and setting a tone on the role of the mainstay in determining positive and predictive responses to business-facing technology (Drag and Refrigerator,201) 8:140). To assess the potential impact of a business strategy based on horizontal approach forecasting techniques and operational work area and not just the reviewed and vertical approaches are important for the competitiveness of the organization Șovescu,2014:218)).

(Andrade et al.,2017:142) :- كالاتي

- **Exploration and collection phase:** This stage of the quest to identify important changes and events in the organization is evident.

Information filtering phase: By looking at the source of information to see how reliable it can be, it is the basis on which the workforce is provided with knowledge and wisdom and represents the starting point for decision-making.

- **Storage and publishing phase:** This stage lies in storing, disseminating knowledge and communicating it to users as needed.

- **Exploitation phase:** "It is done by giving meaning to information and enriching the mental knowledge and models of the facilitators and harnessing that information towards strategies that enable the workers of the organizations to reach the published goals. It overlooks the availability of a precise management system and appropriate means as well as qualified individuals with emphasis on the competence of each person (Sellero & González,2012:215), and the human resource must be able to use modern technology. It is the basis for the development of organizations, which enable them to control the competitive environment in renewable ways and means that support their initiatives (Sahnoun and Tlajiya, 2018:136), it is linked to tracking, collecting, organizing and analysing information and then publishing it to decision-making centers with the main objective of monitoring everything new in the technological field of interest to the organization (Ahmed,2015:20 This is the process through which the foundation restricts the technologies and technologies used by its customers, suppliers and competitors in its field of activity in order to follow developments affecting its future and facilitate relationships (Al-Tanayeeb,2020:16).

8.2 Competitive Strategy

Through the optimal use of advanced technologies, i.e. converting raw materials as quickly and at the lowest cost, here lies the importance of competitive strategy and its progress on its competitors consciously in decision-making, constant improvement in its relationships with customers and suppliers, continuous improvement in goods and services and the ability to research, develop and innovate (Espinosa&Durán,2017:11), related to With the results of the organization's ability to express its specific sets of resources, competencies, interactions and relationships between different actors and its impact on the organization's activities (Alhasani & Alkshali,2021:675). In order to form a automated strategy with the aim of achieving

organizational performance excellence and creating a sustainable competitive advantage, the following is to generate added value and grow the organization, as well as to stay competitive, constantly change and ultimately promote development (Andrade et al., 2017:140). Based on an accurate knowledge of competitive forces, i.e. factors affecting the competitiveness of the organization, a general concept of its competitive strategies can be developed in all the movements and interventions adopted by the organization to attract customers (Alshaer,2020:84), under the pressure of competition, and improve its competitive position through conflict with competitors. In the global market (Sahnoun and Thalajiya, 2018:135), with a range of capabilities that, depending on the situation, allow them to either enter, protect or develop in the field of competition, i.e. they have a group of forces that are created and face their objectives, projects, and operations (Al-Sharf, 2017:30). In addition to its ability to perform business in a certain way or a set of methods that make other organizations unable to do so in the near term or in the future (Amina, 2017:22).

1- **Cost Focus Strategy**: - A low-cost strategy geared to large target markets using facilities-on-sale methods (Sellero & González,2012:218), which is done by reducing costs when strictly controlling cost and profit margin through the availability of the price competition requirement prevailing in the specific market, and achieving excellence by creating value for the consumer (Ahmed,2015:43). In addition to the organization's ability to design, manufacture and market products at the lowest cost compared to its competitors, the low cost predicts competitive sales opportunities. Good control over these factors compared to competitors earns the organization the lower cost advantage (Al-Sharf, 2017:33). The organization has the advantage of lower cost. If their accumulated costs for their value-producing activities are lower than those of competing institutions, i.e. their ability to compress costs compared to competitors (Hussam al-Din, 2014:5). It involves competitive analysis and accurate tracking of current and potential competitors and alternative product owners (Søvescu,2014:218).

2. **Focus on Excellence Strategy**: A strategy that seeks to provide consumers with a unique product or service to be able to pay more. Based on this strategy, the Foundation builds on a value that is influential to consumers and makes the organization outperform its competitors through raw materials that enter production as high specifications, of good quality even if it is high cost and the allocation of a part for research, development and creativity (Ahmed,2015:43). Achieving competitive advantage by offering a reputation or service that

competitors can provide, or making a copy of it, and thus achieving this, the most important of which is human resources, financial, material and organizational capabilities (Qasim, 2018:168). Excellence and a renewed competitive advantage (Saladin, 2020:112).

8.3: **Improving organizational performance**

Organizational excellence is shown to be "a superior and sustainable performance achievement that meets the highest possible expectations of stakeholders", which is the practice inherent in managing the organization to achieve results with tangible achievements based on consistent and continuous review and improvement and the application of outstanding performance from its employees under well-thought-out strategies that reach outstanding results and achievements (Jaaz&Jamal,2021:2102) Improving organizational performance was also defined as "a state of creativity and management and high levels of extraordinary performance, resulting in results and achievements beyond the achievements of competing organizations (Isaac and others, 2021:341), as well as "a comprehensive modus operandi leading to the achievement of a balanced satisfaction for all those who deal with the organization (employees and society) (Søvescu,2014:217), as defined **by the** definition of It "helps organizations reform the applications of their organizational performance results, facilitates communication and information involved in organizations (Jaaz&Jamal,2021:2113 , and can be used as performance management tools and perceptions and helps guide organizations in strategic planning and learning opportunities (Amina, 2020:20)." Improving organizational performance is the promotion of services or products to a level that matches the best similar institutions within the scope of management orientation and its continuity in all its areas (Hassan Mohammed, 2021:80), which focuses primarily on empowering and strengthening the organization's members (Jaaz&Jamal,2021:2113), improving their abilities and making them more skilled in managing service work. It also develops internal process capabilities, continuous support and human resources development in harmony with the work (Zwain, 2008:60), increasing the long-term success of the work and satisfying customers and all stakeholders in the organization, which is better than normal performance and leads to increased long-term success of the organization Espinosa&Durán,2017:11)" and outstanding performance It is a reflection of the organization's ability to meet the requirements of its internal environment such as resources and the requirements of its external environment, such as customer satisfaction and loyalty in the near and long term compared to competitors

(Withdrawals and refrigerators, 2018:139). Shareholders and employees are the keys to the excellence of performance in the set of administrative orientations that participate in the building and development of a organizational culture compatible with the opportunities for excellence and excellence (Alhasani & Alkshali,2021:670). Improving organizational performance reflects the management trends of superior behavioural patterns aimed at providing the best conditions, mechanisms and tools for performance that adheres to the specifications and requirements of comprehensive quality management and conforms to the wishes and expectations of customers andrade et al., 2017:145), which is in fact an expression of a management philosophy aimed at investing the highest resources available to the organization and employing it to serve the target customers and achieve their satisfaction with the organization's products and services (Amina, 2020:2). The keys to managing excellence include stimulating innovation, customer satisfaction, sound financial management, commitment to work ethics, employing knowledge management, activating organizational learning opportunities, developing formal thinking mechanisms and adhering to a scientific methodology in problem research and decision-making (Sandy, 2014:260) Improving participation and effectiveness in order to satisfy employees and to train employees in the best ways to develop operations (Almawadieh,2017:43). 2017:11) Especially production, production processes and competitive dimensions (cost- quality - delivery - flexibility - creativity) which are the important pillars of this function leading to competition an opportunity through which the company can achieve the required performance (Sellero&González,2012:215). It can also be said that improving organizational performance is the result of all the different processes and stages of performance that take place within the organization, and is a mirror of management.

8- Scientific aspect

9-1: - Study Community

The International Academy is the first international school in Iraq in Basra province, established by an American teaching system approved by the International Accreditation Authority , which means that students will receive certificates accredited by foreign official authorities and from the Ministry of Education in Britain and America, where the International Academy obtained a vote of the Council of Ministers numbered (281) for the year (2019) in (2019/8/21) the commercial operation project came into force in (2019/9/4) and was opened in

2019/9/12 The number of academy employees is estimated at 50 foreign and Arab employees, but the most important sections are the public administration - school management - financial management - student affairs department - personnel department.

The Academy aims to establish a school that adopts the curriculum and methods adopted globally to keep pace with the technological scientific development witnessed by schools in developed countries.

9-1:-Search limits

- **Objective limits:** The study was limited to technological vigilance and excellence of performance by improving competitive training at the International Academy School in Basra province.

Time limits: The study lasted from 1 March 2022 to 1 May 2022

- **Haddo D Spatial:** The study was limited to the International Academy School in Iraq - Basra.

- **Human boundaries:** limited to a sample of the 10 managers in the school who have (5) sections of the department director and the agent for the director of the department in addition to the director general of the school and the agent.

9.2:-Sources of resolution

Developa tool to collect study data in the form of a questionnaire based on previous literature in order to cover the variables and topics of the study and the study model, and the most prominent studies on which the current study relied in the process of developing the study (Hassan Mohammed, 2021) and (Ahmed,2015), (Qasim, 2018), (Sandy, 2014). (Dawood&Abbas, 2018), the tripartite Lykert scale (I agree, neutral, i don't agree) was used and distributed to the study sample.

Through table 1, it is clear to us that the sample members

Table (1) shows the two main study variables and the number of questionnaires subject to statistics

Variables	Number of managers	Number of resolutions Distributed	Number of resolutions Recovered	Number of questionnaires prepared for statistics
Technological vigilance	10	10	10	10
Competitive Strategy				
Improving organizational performance				

9.3: - Statistical methods used

We seek to present the results of the research variables and its dimensions by some statistical methods represented by the computational medium, standard deviation and variation factors, with the aim of determining the answer level for each variable by habit and according to the measurement indicators and measuring the masseuse of the dispersion of values from the mathematical medium of agencies: -

9.3.1:-Technological Vigilance

- 1- Information Technology Vigilance
- 2- Table (2) of standard deviation, computational medium and information technology vigilance variation factor

Questions	Answer scale			Standard deviation	Arithmetic medium	Variation coefficient
	Agree	neutral	I don't agree.			
Q1	67	56	34	1.03	3.09	82%
Q2	80	34	45	0.74	3.15	81%
Q3	90	58	65	0.98	3.16	77%
Q4	34	27	77	1.11	3.74	68%
Q5	23	23	88	1.04	2.98	70%
Total index						

Source prepared by the researcher based on the results of spss.22

Table 2 shows that the computational medium of the IT alert variable was among the Q1 questions. Q2, Q3, Q4, Q5, located between (2.98-3.74), an acceptable percentage of the guide to the power of information technology vigilance, as it shows the importance of collecting information from the surrounding environment and its importance in the work of the International Academy School in Basra province, while the standard deviation was between (0.74-1.11) to the degree of acceptance of the importance of information and databases and update them periodically. The difference factor was between (0.68-0.82) as an acceptable ratio of the severity of the correlation between IT vigilance and improved organizational performance.

3- Marketing technological vigilance

Table (3) of standard deviation, computational medium and variation factor for marketing technological vigilance

Questions	Answer scale			Standard deviation	Arithmetic medium	Variation coefficient
	Agree	neutral	I don't agree.			
Q6	27	31	61	0.97	3.12	77%

Q7	31	26	51	1.11	2.69	66%
Q8	12	23	43	1.24	2.57	62%
Q9	14	44	19	0.80	3.59	80%
Q10	16	22	59	1.10	3.43	83%
Total index						

Source prepared by the researcher based on the results of spss.22

Table 3 shows that the computational medium of the marketing technological vigilance variable was among the Q8 questions. Q7, Q6, Q10, Q9 (located between (2.57-3.59), an acceptable percentage of the guide to the power of technological vigilance marketing, as it shows the importance of monitoring markets and following up all developments in it, and monitoring entrants and outsiders with the protection of the customer (beneficiary) of the educational service of the International Academy School in Basra province for the beneficiaries of students, but the standard deviation was between (0.79-1.24) With an acceptance degree to follow up on market changes with competitors and take care of distributors and suppliers who have a relationship with the International Academic School in Basra province, the difference factor was between (0.68-0.80) as an acceptable ratio of the association between market technological vigilance and improved regulatory performance.

4- Competitive technological vigilance

5- Table 4 for standard deviation, computational middle and variation factor for competitive technological vigilance

Questions	Answer scale			Standard deviation	Arithmetic medium	Variation coefficient
	Agree	neutral	I don't agree.			
Q11	67	34	36	1.14	2.69	72%
Q12	56	22	21	1.05	2.50	68%
Q13	78	67	15	1.10	2.73	82%

Q14	34	77	67	1.43	3.58	77%
Q15	34	60	22	1.03	3.32	63%
Total index						

Source prepared by the researcher based on the results of spss.22

Table 4 shows that the computational medium of the competitive technological vigilance variable was among the Q13 resolution questions. Q12, Q11, Q15, Q14 (located between (2.50-3.58), an acceptable percentage of the proof of competitive technological vigilance, showing the importance of pursuing the existing and potential competitors in the field of technology in providing the best service to the International Academy School in Basra province, while the standard deviation was between (1.43-1.03)) with an acceptance degree to follow up changes for competitors in the field of the latest technology technology, but the factor of difference was between (0.63-0.82) as an acceptable ratio to the severity of the correlation between competitive technological vigilance and improved organizational performance.

9.3.2: Competitive Strategy

1- Focus on cost reduction strategy

Table 5 for standard deviation, computational middle and variation factor for strategy focusing on cost reduction

Questions	Answer scale			Standard deviation	Arithmetic medium	Variation coefficient
	Agree	neutral	I don't agree.			
Q16	70	50	0	0.75	3.81	79%
Q17	64	71	8	0.79	4.21	75%
Q18	59	67	7	0.65	4.19	80%
Q19	45	35	8	0.57	3.47	80%
Q20	80	70	6	0.61	3.68	89%

Total index			
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Source prepared by the researcher based on the results of spss.22

Table 5 shows that the computational medium of the cost-cutting competitive strategy variable was among the Q18 resolution questions. Q17, Q16 , Q20, Q19 , located between (2.50-3.58), an acceptable percentage of the competitive strategy strength guide by reducing cost, showing the importance of focusing on reducing costs, to encourage beneficiaries, better than serving the International Academy School in Basra province, while the standard deviation was between (1.43-1.03)) with an acceptance degree to follow up changes for competitors in the field of the latest technology technology, but the factor of difference was between (0.63-0.82) as an acceptable ratio to the severity of the correlation between competitive technological vigilance and improved organizational performance.

2- Focus on excellence strategy

Table 6 for standard deviation, computational middle and variation factor for strategy focusing on excellence

Questions	Answer scale			Standard deviation	Arithmetic medium	Variation coefficient
	Agree	Neutral	I don't agree.			
Q21	77	45	29	1.58	2.93	70%
Q22	98	77	40	0.32	2.99	68%
Q23	67	44	33	0.57	3.08	77%
Q24	90	15	14	1.14	3.16	79%
Q25	65	77	66	0.57	2.90	80%
Total index						

Source prepared by the researcher based on the results of spss.22

Table 6 shows that the computational medium of the competitive strategy variable focused on excellence was among the Q23 questions. Q22, Q21 , Q25, Q24 (located between (2.93-3.16), an acceptable percentage of the evidence of the strength of competitive technological vigilance, showing the importance of pursuing the existing and potential competitors in the field of

technology in providing the best service to the International Academy School in Basra province, while the standard deviation was between (0.32-1.58)) with the degree of acceptance to follow up changes for competitors in the field of the latest technology technology, but the factor of difference was between (0.68-0.80) as an acceptable ratio to the severity of the correlation between competitive technological vigilance and improved organizational performance.

Improving organizational performance

Table 7 for standard deviation, computational middle and variation factor to improve organizational performance

Questions	Answer scale			Standard deviation	Arithmetic medium	Variation coefficient
	Agree	Neutral	I don't agree.			
Q26	50	55	48	0.98	3.14	80%
Q27	55	53	35	1.14	3.01	86%
Q28	60	48	30	0.90	2.99	75%
Q29	77	45	8	0.96	3.05	68%
Q30	70	40	2	1.10	3.63	77%
Total index						

Source prepared by the researcher based on the results of spss.22

Table 7 shows that the computational medium of the regulatory performance improvement variable was among the Q28 resolution questions. Q27, Q26 , Q30, Q29 (located between (2.99-3.63), an acceptable percentage of the strength of improving organizational performance, as it shows the importance of improving the organizational performance of the International Academy School in Basra province, because of the best performance enjoyed by the Academy in its environment, while the standard deviation was between (0.90-1.14) with a degree of acceptance for the best Organizational performance of the International Academic School, but the difference factor was between (0.68-0.86) as an acceptable percentage of the severity of the association with the variable of improving academic performance.

9.4 Testing key hypotheses

Table 8 Hypotheses are tested by extracting T coefficient for correlations between variables

Approve d variable	Technol ogical vigilance	Dimensi ons of technolo gical vigilanc e	Dimensions of technological vigilance			الجدولية t قيمة	
			It Vigilan ce X1	Market technolo gical vigilanc e X2	Competi tive technolo gical vigilanc e X3	5%	1%
Technolo gical Vigilanc e (X)							
الاستراتيجية التنافسية (Y)	0.830	0.443	0.708	0.786	0.478	2.064	2.592
Improve d Organiza tional Performa nce (Z)	7.295	2.420	4.909	2.048	2.667	2.064	2.064
t قيمة المحسوبة	7.264	2.420	4.909	2.048	2.667	Degre e of confid ence	Degre e of confid

							ence
Results	There is a strong positive correlation with statistical moral significance at the level (1%)	There is a strong positive correlation with statistical moral significance at the level (1%)	There is a strong positive correlation with statistical moral significance at the level (5%)	There is a strong positive correlation with statistical moral significance at the level (1%)	There is a strong positive correlation with statistical moral significance at the level (1%)	97%	97%

Source prepared by the researcher based on the results of spss.22

Discussion of the results

- 1- There is a positive correlation relationship at a statistical indication at a moral level (1%), with a confidence score (97%) between technological vigilance (independent variable) and competitive strategy (intermediate variable), with the value of the simple correlation coefficient between them, (0.830), and enhancing the strength of the correlation that the calculated value (t) is (7.295), is greater than the table value (t) of (2.592) at the level (1.592%) at the level (1.295%) Based on the above, the H1 hypothesis, which states that there is a strong positive and statistically significant correlation between technological vigilance and improved organizational performance, is accepted, and therefore increases the interest of the International Academy School in Basra province using technological vigilance to improve its strategy and improve organizational performance. With technological vigilance, organizational performance has been further improved as the organization uses a competitive strategy by reducing costs and focusing on excellence as a competitive point.

- 2- The value of the t link calculated for a correlation between technological vigilance and competitive strategy between X1 and X3 is greater than the value of t-table, reaching (2.064) at a moral level (1%), a confidence score (99%), and the second dimension (X2) with a value (0.786) which indicates the acceptance of the H2 hypothesis. The existence of a positive relationship with moral significance between competitive technological vigilance and improved organizational performance at the International Academy School in Basra province, based on the foregoing, accepts the sub-hypothesis that there is a positive relationship between the competitive strategy with its branches (strategy of focusing on cost reduction and excellence) while improving organizational performance.
- 3- There is a positive correlation relationship at a statistical indication at a moral level (1%), with a confidence score (97%) between technological vigilance (independent variable) and improved organizational performance (approved variable), with the value of the simple correlation coefficient between them being (2.064), and enhancing the strength of the correlation that the calculated value (t) is (0.478), which is greater than the tabulation (t) value of (2.592) at the level (1.478), is greater than the scheduled value (t) of (2.592) at the level (1.592) at the level of (1.592%). Based on the above, the H3 hypothesis, which states that there is a strong positive and statistically significant correlation between technological vigilance and outstanding organizational performance, is accepted, and therefore increases as the research company's interest is increased by using technological vigilance in improving the strategy of the International Academy School in Basra province and improving organizational performance.

9- Conclusions and Recommendation

The management of the International Academy School seeks to gain a competitive advantage based on a low-cost and distinguished service strategy. The results showed that the management of the International Academy School monitors its competitors close to some private schools that have international links by collecting information about them, analyzing them and analyzing their environment from competitors permanently to raise the quality of their services and get a good market share. The results showed that the management of the International Academy School, interested in collecting information on the external environment with monitoring environmental events and monitoring them and benefiting from them to serve the international school in Basra province, and consciously assess and confront the risks. The International Academic School continues to follow up on technological scientific discoveries in

academic school systems in the same field of work as the countries it sponsors(Britain and America). Technological vigilance indicators are available in the management of the International Academy School in Basra province. It is studied and in-depth by monitoring all the latest developments of models, theories and experiences, with the use of modern techniques to provide the best services to the beneficiaries (students), and to constantly seek them. The management of the International Academy School in Basra province is keen to continuously train employees in modern technology, and to collect technological information to exploit it in educational technological innovations. There is a good assessment of the control of the International Academic School in Basra province studied blinding all procedures and processes to control the components of the cost, achieving a competitive advantage related to the cost structure, and achieving savings related to the cost of design, production and marketing. Attention to market study and adaptation to changes in the demand for international school services, adjusting the operational processes in school management quickly to suit changes in demand, its ability to achieve satisfaction with the ability of the international school studied to respond to student beneficiaries by quickly responding to changes in demand and a very good rapid evaluation of a variable in the demand of the beneficiary of its services, and the provision of new services adopting their new needs. There is a good assessment of the interest studied by the International Academy in Basra to ensure the quality of services in accordance with clear and reliable foundations and standards, and follow procedures and control processes to emphasize the achievement of quality, and provide high quality scientific and teaching services that adopt the wishes and needs of the beneficiaries of students, and its constant pursuit of communication technology that is handsome in improving quality in performance, and the development of the performance of the staff in the management of the international school continuously to ensure quality in direct dealings with the beneficiaries. Technological vigilance plays an important role in maintaining the continuity of the International Academy School in Basra province and meeting the challenges of competing with other private schools and academies in the single market, by promoting participation in achieving other benefits through profit sharing and improving competitiveness. The International Academy School in Basra province monitors the surrounding environment, which inevitably leads to a high position in improving its activities, as it is an information path within the framework of prior and predictive work to bring about possible changes in the future. The management of the

International Academy School in Basra province follows a continuous and integrated approach to collecting information, starting with identifying topics and customers who care about them, or so-called targeting technological vigilance, and then analyzing, accelerating and publishing them in a timely manner for the appropriate individual to make the right decision.

The International Academy School should continue to generalize the use of technological vigilance in its strategic planning, particularly informatics vigilance, to the benefit of facing market changes, intense competition and appropriate investment opportunities. To raise the efficiency of technological vigilance at the International Academy School in Basra province, you must establish a specialized administrative unit responsible for providing a system for collecting scientific, technical and technological information first and foremost. Holding training courses to develop the efficiency of technological audit at the International Academic School in Basra province, and holding seminars and conferences on the role of universities in benefiting from patents and how academic schools in Basra province benefit from it. The International Academy School in Basra province should follow the changes in the competing markets to provide the most distinctive and material technology, encourage workers morally and support the research of its employees for technological vigilance in the competitive, information and market axis to improve organizational performance. To provide a favorable environment for individuals working at the International Academic School in Basra province to improve organizational performance, so that competitive strategic objectives are achieved with results that exceed expectations. Establish a strict administrative system at the International Academy School in Basra province, to determine responsibilities and tasks with transparency and specific performance measures for all managers and employees. Providing knowledge to the staff of the International Academy School in Basra province from the administrative staff based on the requirements of the labor market of different disciplines. - Benefit from the opinions of experienced people from inside or outside the International Academic School in Basra province, about the results of measuring performance and developing appropriate strategies to achieve them. Take advantage of the results of the evaluation of the performance league and come up with indicators that reveal the improvement of organizational performance well and acceptable and identify the reasons for improvement while giving outstanding employees moral or material rewards and work to encourage non-remaining to reach an acceptable level and in the event of no improvement in their performance take strong action

against them. The formation of specialized innovative teams with distinctive competencies to keep up with the latest developments in various fields, especially technological ones, in order to develop the services of the International Academy in Basra province, and to seek to produce new programs and services that suit the needs and expectations of the constantly renewed beneficiaries of students and reach the level of their ambitions. Providing an information system for the International Academy School in Basra province developed and modern in proportion to the absorption of increased information and the system must be safe and effective based on a variety of sources and honest, and provides various forms of communication with all relevant parties to ensure the proper and basic transmission of information, as well as is efficient in storing and classifying, retrieving and updating data and information. Strengthening patents in the technological field to improve services within the International Academy School in Basra province, by providing the potential and resources that help as well as providing material and moral incentives to members to increase their motivation towards achievement. Protecting intellectual property for all programs and services provided by the International Academy School within Basra province, by enacting strict protection laws, and providing electronic systems to help achieve this protection. The need to pay attention by managers in the management of the International Academy school of information systems and technological vigilance, which is part of the strategic vigilance, and its development in institutions in conjunction with the growth and development of this sector in the face of intense competition. The International Academy School in Basra province must keep up with technological developments, engage with leading expertise, rely on talent and develop databases that facilitate their processing and then turn into information and work on it. The development of a special department or division at the level of the school administration of the International Academy specialized in collecting information on various environmental elements, i.e. creating a cell of technological vigilance through which to organize and strengthen the efforts of individuals in the search for important information where they become performed in the form of activities that are really concerned with vigilance on the external environment the need to use the School of the International Academy in Basra province special experts not related to technological vigilance, the expert alone can understand the analysis of weak signals in this field.

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