



THE IMPACT OF MARKETING VIGILANCE ON ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF WORKERS AT THE ABU GHRAIB DAIRY FACTORY IN BAGHDAD

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Abstract

The research aims to determine the extent of the impact of marketing vigilance and its role in achieving sustainable competitive advantage in the Abu Ghraib dairy factory in Baghdad. Marketing vigilance is concerned with monitoring and controlling the markets in which the institution operates, where information is collected and the organization's location in the markets is determined. Also, the behavior of customers is determined as new markets are identified and new products are provided to customers. So, this research addressed two variables, namely the independent variable (marketing vigilance) and the dependent variable (sustainable competitive advantage).

After making the theoretical framework clear, the research model was formulated to reflect the nature of the influential relationship between the variables. Then the hypotheses were developed to be tested in the Abu Ghraib dairy laboratory in Baghdad for the purpose of diagnosing the impact of marketing vigilance dimensions in achieving sustainable competitive advantage. To achieve that effect, the researcher relied in the research on the descriptive analytical approach, as it used personal interviews and a questionnaire form to collect data in the field of research, tested by a set of statistical programs EXCEL AND SPSS 23 and are put in tables by the researchers.

The research found a positive moral impact of the dimensions of marketing vigilance as independent variables on sustainable competitive advantage. The study recommends the laboratory management provide marketing procedures and conditions that contribute to enhancing the dimensions of marketing vigilance, which enhances the competitive advantage in the laboratory researched.

Keywords: *marketing vigilance, sustainable competitive advantage*

INTRODUCTION:

Marketing vigilance is a continuous and repetitive process, through which the organization analyzes and carefully monitors its marketing environment. It seeks for the opportunities and avoids threats to its survival. Also, it uses the outputs of vigilance in order to guide the decisions of managers in order to improve the performance of the organization, and it also means the process of researching, processing and distributing information about the organization's markets, specifically following up on market development and consumer behavior and introducing new products. In this type of vigilance, the focus is on the changing needs of the customer, and the development of the relationship between the organization and the customer, because the organization always needs to collect information about customers to retain them and gain their satisfaction as well as the development of new products. It develops the relationship between suppliers and the organization, and the possibility of the supplier to obtain the products requested by the organization at a lower cost, which in turn leads to the achievement of a sustainable competitive advantage for the organization.

On the other hand, the study dealt with the sustainable competitive advantage, which is the important strategic element that helps seize opportunities, and provides great and real opportunities for the organization to achieve continuous profitability compared to its competitors. As organizations began to realize this competition and feel its intensity, especially with the expansion of the business market, globalization and many competitors appear, which pushes organizations to search for



multiple strategies and policies through which they can achieve a competitive advantage. Also, the organization's possession of sustainable competitive advantage is of great importance to achieve the desired goals and planned. Here, in light of this, the research included four sections, the first section included the research methodology, the second was the theoretical side, the third contained the practical side, and finally the fourth was conclusions and proposals

The first topic: research methodology

First: the study problem

In light of the great and rapid environmental and competitive developments in the field of business, business organizations seek to achieve excellence in their field of business and maintain it for as long as possible. This pushes them to search for ways to achieve and maintain this excellence. By reviewing the administrative literature, it was noted that the most elements in which organizations are affected and seek to strengthen them are marketing decision-making processes, which play a major role in determining the success of the organization or not, and at the present time new elements and methods have emerged for them. It was a major and influential role in increasing the organization's ability to adapt to environmental conditions, and one of these methods is marketing vigilance, which is associated with a kind of core capabilities and creative ideas that the organization's management needs to achieve and maintain. So, we reach the problem competitive advantage in the long term of the study that is addressed according to a theoretical and applied analytical context by answering the following main question

What is the impact of marketing vigilance in achieving sustainable competitive advantage :?

- 1- Is marketing vigilance used to achieve sustainable competitive advantage?
- 2- Does marketing vigilance exert a significant impact on sustainable competitive advantage?
- 3- Which of the dimensions of marketing vigilance is the most distinguished in achieving sustainable competitive advantage?

Second: The Study Objectives

The main objective of the research is to identify the impact of marketing vigilance on achieving sustainable competitive advantage in the Abu Ghraib dairy factory in Baghdad.

In light of this, the sub-objectives of the research are:

- 1- Identify the obstacles and problems that prevent marketing vigilance from performing its role in achieving sustainable competitive advantage.
- 2- Identify the dimensions of marketing vigilance and determine which of those dimensions is more distinguished in achieving sustainable competitive advantage.
- 3- Recognize the influence and correlation relationships between the study variables.
- 4- Submit a set of proposals that contribute to achieving sustainable competitive advantage in the field studied.

Third: - The importance of research

The importance of this research stems from the vital impact of marketing vigilance in achieving sustainable competitive advantage, which is one of the main topics that led to exciting changes in the work environment, and the importance of the study lies in the following

- 1- Know the impact of marketing vigilance in achieving sustainable competitive advantage.
- 2- The results of this research may contribute to understanding the reality of marketing vigilance in the field researched, as well as understanding the reality of sustainable competitive advantage and the relationship between them
- 3- The importance of this research is crystallized through the practical conclusions that will be presented that diagnose the actual reality and proposals that contribute to supporting the relationship between marketing vigilance and sustainable competitive advantage

Fourth: - Research hypotheses



The main hypothesis: There is a significant impact relationship between marketing vigilance and sustainable competitive advantage, and the following hypotheses appear:

A- There is a significant impact relationship between (environmental survey) and sustainable competitive advantage.

.B- There is a significant impact relationship between (market vigilance) and sustainable competitive advantage

C- There is a significant impact relationship between (vigilance towards competitors) and sustainable competitive advantage.

Fifth: Hypothetical research scheme

The hypothetical research scheme is designed based on the importance and objectives of the research and a set of hypotheses will be formulated as described in the hypothetical research scheme below which the researcher prepared:

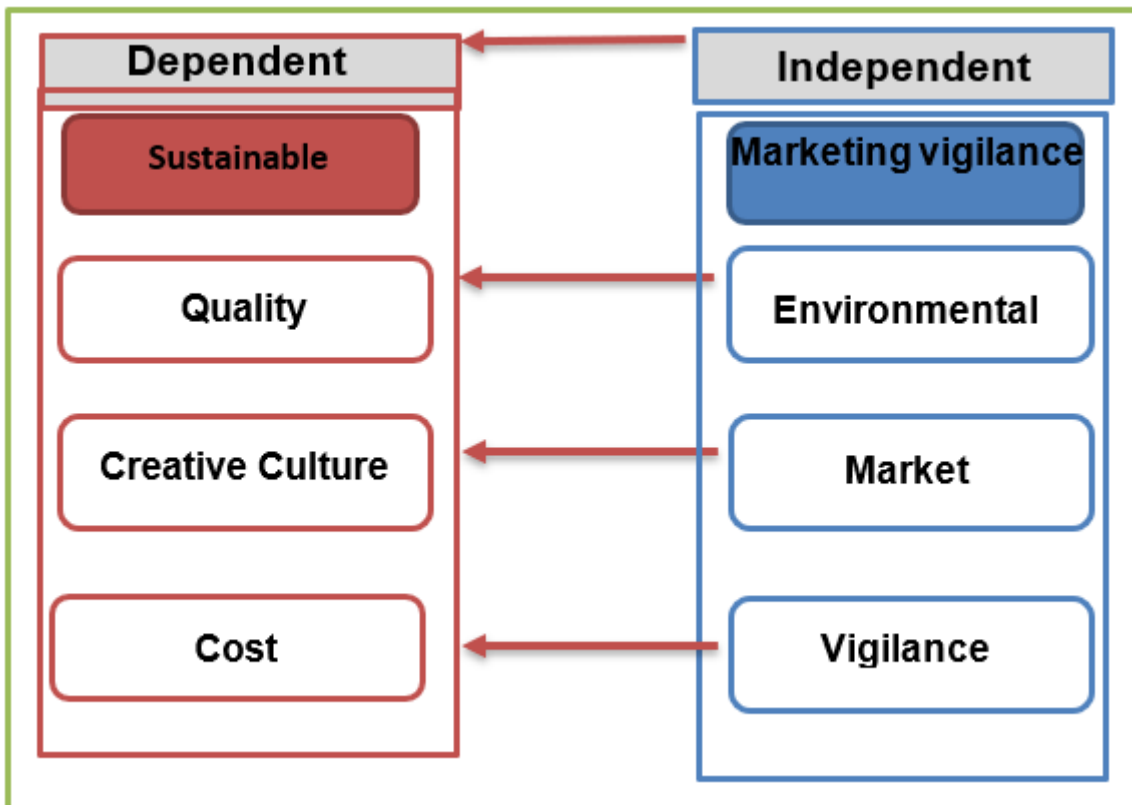


Figure (1) Hypothetical research scheme

Sixth: - Broadcasting limits

Spatial boundaries: The research was conducted in the province of Baghdad, as it included workers in the -1 Abu Ghraib dairy factory in Baghdad

2- Time limits: The research limits were limited between 20/3/2023 until 10/5/2023.

Seventh: - Data collection method and tools

The researchers relied in collecting data on a questionnaire form prepared for this purpose and was presented to a group of arbitrators evaluating them, and in accordance with the subject of the research and its contents as the form consisted of three parts: personal information: marketing vigilance and sustainable competitive advantage. The Likert five-point scale was used and alternatives were granted response from (1-5) degrees (strongly agree - agree - neutral - do not agree - strongly agree).

In order to describe and diagnose the research variables and test its hypotheses, the statistical analysis program (SPSS 25) was used using a set of statistical tools represented in and - frequency distributions percentages arithmetic means - standard deviation - response ratios - coefficient of variation.

Eighth: Study population

The total research community is represented by all employees in the Abu Ghraib dairy factory in Baghdad, which number (130) individuals, and a random sample of the company's employees was selected based on Morgan's table, which numbered (100) individuals.

The second topic _ the theoretical side

First: - Marketing vigilance

The concept of marketing vigilance -1

Marketing vigilance is one of the forms of vigilance and a system based on the process of informational organized, continuous, repeated and legitimate processes. It allows data collection and processing to obtain information and disseminate it in the form of knowledge to develop the organization's strategy, create innovations and competitive advantages for it, reduce threats and seize opportunities (Yamina, 2017: 42). The researcher prepared Table (1) shows some of the researchers' contributions to defined the concept of marketing vigilance:

Table 1 Marketing Vigilance Concept

No	(Researcher)	Tariffs
1	(Mahzarin R. Banaji, 2011)	It is a system that contributes to enhancing the monitoring and analysis of the external environment, technical development, and the economic situation in front of threats and opportunities with the aim of making important strategic decisions through marketing objectives based on data collection, shaping the environment and expanding the decision-making process
2	(Dawood & Abbas, 2018)	The process of researching, processing and distributing information about the markets of the organization, specifically the follow-up of market development and consumer behavior and the introduction of new products in this kind of vigilance. The focus is on the changing needs of the customer, the development of the relationship between the organization and the customer, the development of new products, the development of the relationship between suppliers and the organization, the possibility of obtaining the products required by the organization at a lower cost
3	(Al-Qutji et al., 2019)	Monitoring and tracking information are related to customers, markets suppliers and the efficiency of those in charge of implementing marketing tasks in the institution compared to competitors to achieve marketing excellence. This allows the institution to visualize the needs and aspirations of customers and know the optimal and appropriate new sources of supply for its work
5	(Dawood & Abbas, 2018)	A series of continuous and repetitive processes through which organizations can monitor and analyze their marketing environment To obtain potential indicators related to opportunities and threats affecting the survival of the organization, use vigilance in making decisions aimed at improving the performance of the organization.
6	(Salim et al., 2021)	It gives hope for wiser, ethical and rational decisions when conducting an analysis of the strategic and competitive situation regarding changes in the environment arising from opportunities and threats, and may lead to competitive advantages in the context of the acute competitive environment by selecting appropriate strategies in the competitive environment

From the above, the researcher believes that marketing vigilance is that continuous process of searching for competitive and strategic information as well as searching for information about the marketing environment in which the organization operates. It captures positive and negative signals (opportunities and threats) to guide senior management to take the necessary decisions to improve the organization's performance and obtain competitive advantage



2- The importance of marketing vigilance

The importance of marketing vigilance is highlighted by the power of awareness and insight into unexpected changes that represent the process that employs the sensations that are chosen, organized and interpreted, in order to prepare an appropriate reaction and response for the purpose of reaching a decision commensurate with the strategic position of the organization. The power of awareness in marketing vigilance may increase the strength of the feeling resulting from interest and awareness that is reflected in the immediate response through sensory receptors in front of situations, events and changes in emergency, and marketers may assume that premium brands. In the minds of consumers, vigilance needs to be kept within the mental image (Kotler & Amstrong, 2016), and the importance of marketing vigilance is as follows:

- an important indicator to enrich the strategic thinking of marketing decision makers.
- improve the image of the organization and the mental status of customers and show a sense of responsibility towards them.
- create an important database of qualitative marketing data about the environment.
- raise the organization's awareness of developing the needs and desires of customers (Al-Qutji et al., 2019).
- Assists senior management of the organization to follow developments in the markets of the organization.
- Follow up on the current status of the organization in the markets.
- .Monitor consumer behavior and trends -
- Monitoring and monitoring the centers of advertising campaigns for competitors (Khanfas, 2020).

3- Dimensions of marketing vigilance

A-Environmental Survey

The objective of the organization's environmental survey is to consider the ways in which senior management obtains information about events that occur outside the organization to guide the organization's course towards the future.

Vudzijen defined environmental survey as the process of monitoring and evaluating (2017) the environment surrounding an organization and the information it contains about opportunities and threats. It also monitors its internal environment to find out the points of its strength and weakness in order to gather the information necessary to make future decisions.

B. Vigilance towards the markets

It is an important way to practice marketing vigilance and development, and represents the sum of the technical procedures used to produce and provide useful and correct information in order to make a decision. Thus, the market study consists of various aspects of marketing current and potential customers "the needs and desires of customers as the market study is classified into two types: a quantitative study cares about the quantity such as the volume of business and the volume of sales and a qualitative study concerned with quality and aims to access information on the nature of the services provided to know the performance trends and work to upgrade it and thus maintain a prominent position in the market (Jamila and Fatiha, 2019: 9-10).

C. Vigilance towards competitors

It is the search, processing and dissemination of information related to the company's competitors, controlling direct and indirect competitors, current and potential. This vigilance enables to determine the direction of the business and identify the most threatening competitors, as it is considered the activity that allows the company to identify its current and potential competitors as well as the environment in which the competing company develops (Dawood & Abbas, 2018).

Competitor vigilance is concerned with monitoring competitors' activities by collecting the necessary information to understand their behavior in order to prepare for their future behavior. It shows and analyzes the status of competitors (their current capabilities and strategy) allowing the organization to determine the path to be followed in the event of any danger from competitors (Sreidi & Boujemaa, 2019).



Second: Sustainable Competitive Advantage

1- The concept of sustainable competitive advantage

Sustainable competitive advantage is defined as the results of work procedures and administrative decisions that lead to the superiority of the performance of the economic unit compared to its competitors. Also excellence is achieved by following strategies of innovation, quality improvement, cost reduction, and integration of social and environmental concepts to improve the performance of the economic units (De Guimaraes et al., 2018).

Table (2) shows some of the researchers' contributions in defining the concept of sustainable competitive advantage:

Table (2) The concept of sustainable competitive advantage

No	References	Concept
1	(Parniangtong, 2017)	It is for an organization or business unit to gain a competitive advantage when it achieves superior and sustainable financial performance, and the organization can create a competitive advantage at any time, but it must be sustainable over a long period of time.
2	Castro & Giraldi (2018)	Value-creation strategies, unamenable to imitation and replication from current and potential competitors, as well as the unique attitude that the unit develops towards its competitors.
3	(Alwan, 2020)	It is one of the important strategies in the life of organizations that seek to achieve leadership. It is the path to development and excellence through the successful use of the organization's resources to build competitive advantages and improve them continuously to ensure sustainability
4	(NGUYEN & TRAN, 2021)	Company assets, attributes or capabilities that are difficult to replicate or surpass, which help achieve an advantage over competitors in the long run
5	(Nasef et al., 2022)	It is an indicator of the organization's ability to achieve a leading position, gain a larger market share than its competitors, retain existing customers and attract more customers.

From the above, the researcher believes that sustainable competitive advantage is value-creation strategies, not amenable to imitation and replication from current and potential competitors. Thus it represents a strong point that characterizes the organization without its competitors and is built by integrating basic skills and resources into the organization in unique and permanent ways, and competitors cannot imitate or simulate them.

2. The importance of sustainable competitive advantage

Sustainable competitive advantage can be considered as the mechanism that maximizes the resources of the entire organization in exploiting current business opportunities while exploring other resources to ensure the sustainability of its competitive position for the future based on resilience, mobility and replication. Hence sustainability is a dynamic process and not static but requires organizations to embrace change positively (Nadarajah, 2013), in light of this the importance of sustainable competitive advantage (Huang et al., 2015; Vinayan et al., 2012):

Competitive advantage is an indicator of an organization's capabilities by gaining a leading position, having a larger market share than its competitors, and its ability to retain its existing customers and attract more customers.

- Competitive advantage represents the most accurate indicator in determining success through its uniqueness due to its absolute belief that today's performance should be better than yesterday's performance and that tomorrow's achievement is better than what was implemented today.

Sustainable competitive advantage is an important element for the long-term survival of organizations.

- Achieving a sustainable competitive advantage allows the organization to reap economic returns or above-average returns, which in turn focuses on how organizations achieve and maintain benefits.

3- Dimensions of sustainable competitive advantage

A- Quality

Quality is described by taking the two perspectives (product perspective and customer perspective). Here, quality is defined from the perspective of the product as "a set of specifications that must be in conformity with the standards set, and the second perspective, which is the customer's



perspective, defines quality in the light of it" as the suitability of the product for use, where quality is seen from two inputs, quality conformity and quality of design(Al-Khafaji, 2014).

Quality in the general sense means that the economic unit produces a commodity or provides a service at a high level of outstanding quality through which that unit can meet the needs, aspirations, desires and expectations of its customers in order to achieve their satisfaction. This is done by relying on pre-set standards for the production or provision of a distinct commodity or service, where customers expect high levels of quality, both for the product sold or the service provided to them(Datar & Rajan, 2018).

B- Creative Culture

Creative culture is defined as one of the new ideas, creativity and expected danger. It contributes to encouraging tolerance for certain mistakes of failures, enhancing learning, stimulating the management process to continue creativity and considering change that leads towards opportunity(Hitt et al., 2001).

Mohutsiwa (2012) argues that creative culture is a system of shared values and beliefs that shape the organization's structural arrangements and members' actions to issue behavioral standards.

C. Cost

Cost means that there is a proportion between the cost of providing the product with the specifications in it. Organizations usually resort to reducing the cost by reducing the fixed cost, exercising continuous control over raw materials, working to reduce wage rates, and achieving high levels of productivity(Hamida, 2020).

Cost is one of the main factors to determine the competitive position of any facility and the competitive advantage of the facility has become associated with what it can provide to the markets of products characterized by a high level of quality and the lowest possible cost. The advantage of the lowest cost can be achieved with a strict system that works to reduce all types of shortage or loss and waste of resources and time by directing resources, wages and indirect industrial costs to obtain a significant reduction in the cost of one unit of the product. Thus Economic units seek to control costs and keep them below the industry average in order to achieve competitive advantage(Aisha & Samba, 2018).

The third topic: the practical side

First: Description of the individuals surveyed

It gives the description of the individuals surveyed a lot of evidence that reflects their suitability for conducting the research and table (3) shows the description of the individuals surveyed in the Abu Ghraib dairy factory

Table (3) Description of the individuals surveyed in the Abu Ghraib dairy factory

Identifying Information	Indicators	Number and percentage	
		Number	Percentage
Sex	male	85	85
	female	15	15
Total		100	%100
Age Group	years 30-20	60	60
	years 40-30	35	35
	40-50 years	5	5
Total		100	%100
Qualification	Primary	10	10
	High school	20	20
	diploma	30	30
	Bachelor	40	40
Total		100	%100
Years of service	years 5-1	45	45
	6-10 years	30	30
	years 15-10	15	15
	15-20 years	10	10
Total		100	100%



Source: Prepared by the researcher based on the questionnaire form

The following is a detailed description of each paragraph and according to the information and sequence given in the table:

1- Gender: The results in Table (3) indicate that the percentage of males in the research laboratory for the research sample has reached (85%), while the percentage of females reached (15%). The reason for this disparity is the employment policy in the laboratory in focusing on males more than females due to the nature of work.

2- Age group: Table (3) revealed that most of the members of the research sample in the research laboratory are within the age group (20-30) years and by (60%) and then followed in order by the age group (30-40) years and by (35%). Then comes the age group (40-50) years and by (5 %) This indicates that the research laboratory has adopted a policy of caring for individuals who possess skills, experience and knowledge.

3- Academic qualification: It is clear from Table (3) that the majority of the members of the research sample in the research laboratory are holders of bachelor's degrees by (40%), followed by holders of diploma certificates by (30%), followed by holders of preparatory certificates by (20%), while the percentage of holders of primary certificates was (10%). This is a good indicator that the laboratory has employees who possess high skills and experience in their field.

4- Years of service: It is clear from Table (3) that the percentage of members of the research sample whose service is less than (5) years (45%), while the percentage of individuals whose years of service range between (6-10) years (30%). It is noted that individuals whose service ranges between (10-15) years have reached (15%). The percentage of individuals whose service ranges between (15-20) years amounted to (10%).

Second: Description and Diagnosis

The description and diagnosis of variables shows the dimensions of big data technology capabilities and creative performance that contributed to building the research plan and its hypotheses using a set of statistical tools as follows:

A - Description and diagnosis of marketing vigilance dimensions

1- Environmental Survey

Table (3) Descriptive Analysis of Questions After Environmental Survey

Ferry	Arithmet ic mean	Standard deviatio n	Coeffici ent of variatio n	Materiali ty	Answer directio n
1 The factory management monitors unexpected environmental changes with weak signals.	3.880	0.608	15.662	1	agree
2 The factory management scans its external environment to identify opportunities and threats	3.600	0.865	24.016	4	agree
3 The factory management takes into account the prevailing regulations and laws in the country.	3.840	0.735	19.133	2	agree
4 The factory management focuses on contributing effectively to the protection of .the environment	3.750	0.914	24.380	5	agree
5 The factory management participates in conferences and	3.620	0.814	22.480	3	agree

seminars related to environmental protection				
Overall average	3.738	0.554		

The results shown in the table were produced (3) descriptive indicators for a dimension(Environmental Survey) at a total arithmetic mean of (3.73) is achieved at a good level , and with a record deviation (0.554). For the answers to all the questions of this dimension have been at (Agreement) at a good level. As the results indicate, the factory management is working to collect information related to the external environment and use it in determining the future course of work of the factory that the factory management takes into account the regulations and laws prevailing in the country. The Department focuses on contributing effectively to the protection of the environment. The Department also participates in conferences and seminars related to environmental protection., It is generally clear from the results of the descriptive analysis that the highest mean is recorded when asked (The factory management monitors unexpected environmental changes with weak signals (3.880) and with a deviation (0.608) and a recorded Coefficient of variation at value (15.662) at the level (1) in terms of importance. It also shows that the lowest mean recorded when asked (The factory management scans its external environment to identify opportunities and threats) as he reached (3.600) and with a deviation that reached (0.865), as recorded (Coefficient of variation) with its value (24.016) if at a level (4) of importance

2- After vigilance towards the markets

Table (4) Descriptive analysis of questions after vigilance towards the markets

Ferry	Arithmetic mean	Standard deviation	Coefficient of variation	Materiality	Answer direction
1 The factory has sufficient financial resources to meet its needs and meet its various obligations	3.540	0.771	21.778	3	agree
2 Factory management has the ability to identify the gap between outputs and market needs in the current situation	3.520	0.703	19.978	1	agree
3 The factory management seeks to follow advanced production methods that meet the needs of its customers.	3.600	0.765	21.261	2	agree
4 The factory management has flexibility in exerting effort and energy towards attracting and attracting customers	3.620	0.838	23.156	5	agree
5 The factory management tries to take advantage of the views of competitors in developing a marketing strategy that suits the different categories of target customers	3.610	0.815	22.582	4	agree
Overall average	3.578	0.609			



The results shown in the table (4) Descriptive indicators for a dimension (**Market vigilance**) with total arithmetic mean of (3.578), and at a good level, and with a deviation recorded (0.609) as the general trend, for the answers to all the questions of this dimension has been at (**Agreement**). At a good level, the results indicate that the factory management follows the needs, desires and tastes of customers and offers made by suppliers, suppliers and distributors and the extent of response to customer complaints, as the factory management tries to take advantage of the views of competitors in developing a marketing strategy commensurate with the different categories of target customers. The factory management seeks to follow advanced production methods that meet the needs of its customers. It is generally clear from the results of the descriptive analysis that the highest mean recorded at **Question (The factory management has flexibility in exerting effort and energy towards attracting and attracting customers.** It reached (3.620) and a deviation of (0.838), as a Coefficient of variation. Its value is (23.156) if it is at level (5) in terms of importance, and it is also shown that the lowest mean recorded when asking (**Factory management has the ability to identify the gap between outputs and market needs in the current situation**) as it reached (3.520) with a deviation of (0.703) with a coefficient of variation of 19.978 at the level of (1) in terms of importance.

3- Go away Vigilance towards competitors

Table (5) Descriptive analysis of questions after vigilance towards competitors

Ferry	Arithmetic mean	Standard deviation	Coefficient of variation	Materiality	Answer direction
1 The factory management carefully monitors the activities of competitors and works to be proactive in the development of the products offered.	3.610	0.863	23.915	3	Agree
2 The factory management is characterized by the ability to maintain focus and attention and not ignore the movements of competitors.	3.600	0.865	24.016	4	agree
3 The factory management evaluates its activities based on feedback	3.610	0.665	18.423	1	agree
4 The factory management seeks to identify marketing intelligence information related to the field of competition.	3.560	0.857	24.061	5	agree
5 Factory management uses competitive strategies based on the situations you may encounter.	3.510	0.759	21.616	2	agree
Overall average	3.578	0.627			

The results shown in Table (5) showed the descriptive indicators of the dimension (vigilance towards competitors). It achieved a total arithmetic mean of (3.578), and a good level, and a deviation record (0.627), as the general trend, for the answers to all questions of this dimension has been at (agreement) and at a good level. The results indicate that the factory management is interested in studying competitors in the labor market, as it has awareness about current competitors and new



competitors in the markets, as it seeks to provide better products to meet the market need first and meet the tastes of customers, allowing it to remain in the circle of competition, as the factory management monitors the activities of competitors cautiously and works to be proactive in developing the products provided. As the factory management seeks to identify marketing intelligence information related to the field of competition, the factory management always focuses on the movements of competitors. It is generally clear from the results of the descriptive analysis that the highest middle record when asked (factory management evaluates its activities depending on feedback (as it reached (3.610) and a deviation of (0.665), as the Coefficient of variation is (18.423) at level (1) in terms of importance. It is also shown that the lowest mean was recorded when asked (factory management uses competitive strategies based on the situations you may encounter.) at (3.510) with a deviation of (0.759), and (coefficient of variation) recorded its value (21.616) as it came at the level of (2) in terms of importance

B- Description and diagnosis of the dimensions of sustainable competitive advantage

1. Quality

Table (6) Descriptive Analysis of Quality Dimension Questions

FERRY		ARITHMETIC MEAN	STANDARD DEVIATION	COEFFICIENT OF VARIATION	MATERIALITY	ANSWER DIRECTION
1	Factory management applies advanced methods and mechanisms in total quality management	3.640	0.704	19.335	2	agree
2	The factory strives to produce high quality products	3.670	0.682	18.596	1	agree
3	The factory management has sufficient experience and knowledge to be a distinct strategy	3.640	0.785	21.572	3	agree
4	The factory management has a distinguished production that gives it the opportunity to invest the available business in its environment.	3.610	0.827	22.922	5	agree
5	In the factory management, there are departments and organizational units concerned with studies and research to improve quality.	3.580	0.781	21.811	4	agree
Overall average		3.628	0.557			

The results shown in Table (6) produced the descriptive indicators of the dimension (quality), as it achieved a total arithmetic mean of (3.628), and a good level, and a deviation record (0.557), as the general trend, for answers to all questions of this dimension were at (agreement) and at a good level. The results indicate that the factory is able to achieve uniqueness and excellence in providing services with high specifications and great benefit to customers compared to competitors, as the factory management has sufficient experience and knowledge to be a distinct strategy. The factory management has a distinguished production that gives it the opportunity to invest the business



available in its environment, as the factory management applies advanced methods and mechanisms in total quality management. It is generally clear from the results of the descriptive analysis that the highest medium recorded with the question (the factory seeks to produce high-quality products) as it reached (3.670) and a deviation of (0.682), and recorded (coefficient of variation) value (18.596) if it was at level (1) in terms of importance. It also shows that the lowest medium recorded when the question (in the factory management, there are departments and organizational units concerned with quality improvement studies and research.). It reached (3.580) with a deviation of (0.781), and (the coefficient of variation) recorded its value of (21.811) as it came at the level of (4) in terms of importance.

2- Creative Culture

Table (7) Descriptive analysis of questions after creative culture

FERRY		ARITHMETIC MEAN	STANDARD DEVIATION	COEFFICIENT OF VARIATION	MATERIALITY	ANSWER DIRECTION
1	There are values and beliefs within the factory that encourage workers to put forward new ideas	3.540	0.822	23.211	5	Agree
2	The internal environment of the factory helps to complete their work efficiently and effectively	3.530	0.703	19.912	1	Agree
3	Creative culture influences customers' response to factory products	3.610	0.737	20.419	2	Agree
4	The factory management resorts to reducing the procedures during the production process.	3.640	0.746	20.484	3	Agree
5	The focus is on customers in scientific ways and a unique style that differs from competitors.	3.580	0.755	21.076	4	Agree
Overall average		3.580	0.555			

The results shown in the table show (7) descriptive indicators for a dimension(Creative Culture) with a total arithmetic mean of (3.580), and at a good level with a record deviation (0.555). For the answers to all the questions of this dimension were at (Agreement) and at a good level. The results indicate that the factory management encourages employees to put forward creative ideas that contribute to the development and improvement of existing products as well as the production of new products. There are values and beliefs within the factory that encourage workers to put forward new ideas. The creative culture affects the response of customers to the products of the factory. It is generally clear from the results of the descriptive analysis that the highest mean is recorded when asked (The factory management resorts to reducing the procedures during the production process (3.640) and with a deviation (0.746) and Coefficient of variation (20.484) at the level (3). In terms of importance, it also shows that the lowest mean recorded when asked (the internal environment of the factory helps to complete their work efficiently and effectively) at (3.530) and with a deviation that reached (0.703) and Coefficient of variation (19.912) at a level (1) in terms of importance.

3- Cost



Table (8) Descriptive analysis of questions after cost

FERRY		ARITHMETIC MEAN	STANDARD DEVIATION	COEFFICIENT OF VARIATION	MATERIALITY	ANSWER DIRECTION
1	The factory management seeks to reduce industrial costs of all kinds, directly, indirectly and continuously	3.600	0.752	20.892	2	agree
2	The factory management exchanges information and ideas between the production departments to reduce the cost of workshops and training courses used.	3.700	0.674	18.222	1	agree
3	The management of the plant depends on obtaining price advantages from its suppliers to reduce costs while preserving sustainable resources	3.510	0.823	23.436	5	agree
4	The factory management adopts modern techniques to produce large volumes and optimize the investment of its resources.	3.550	0.757	21.327	3	agree
5	The factory management is interested in providing the necessary raw materials to ensure the continuity of work	3.680	0.815	22.147	4	agree
Overall average		3.608	0.589			

The above table shows (8) descriptive indicators for a dimension(Cost) with a total arithmetic mean of (3.608) at a good level , and with a deviation (0.589). The answers (Agree) to all the questions of this dimension were at a good level. The results indicate that the factory management seeks to reduce production costs while maintaining the quality of the product to compete with other companies in the local market. It aims the possibility of producing less expensive products than competitors by reducing waste, surplus and damage in products and reduce industrial costs of all kinds, directly, indirectly and continuously, as the factory management adopts modern techniques to produce large sizes and optimize the investment of its resources. So, the factory management is interested in providing the necessary raw materials to ensure the continuity of work. It is generally clear from the results of the descriptive analysis that the highest mean is recorded when asked (the factory management exchanges information and ideas between the production departments to reduce the cost of workshops and training courses) (3.700) and with a deviation (0.674) and a Coefficient of variation of (18.222) at the level (1) in terms of importance. It also shows that the lowest mean (The management of the plant depends on obtaining price advantages from its suppliers to reduce costs while preserving sustainable resources) (3.510) and with a deviation that reached (0.823) with a Coefficient of variation (23.436) at a level (5) in terms of importance.

Third: Hypothesis Testing

After testing the description and diagnosis of the research variables in the first axis, the research hypotheses will be tested in this axis as follows:



- Testing the first main hypothesis and the hypotheses emanating from it

Table (9) Impact Analysis of the Dimensions of Marketing Vigilance on Sustainable Competitive Advantage from the SPSS V.25 Outputs

Dependent variable	Dimensions of the marketing vigilance variable		(R2)	Adj (R2)	(F)	(t)	Impact size	Impact Force	Itself	Resolution	
Sustainable Competitive Advantage	Environmental Survey	(a)	1.181	0.484	0.478	91.740	9.578	0.958	Great	0.000	Acceptance of the alternative hypothesis
		(b)	0.649								
	Market vigilance	(a)	1.231	0.612	0.608	154.346	12.424	1.242	Great	0.000	Acceptance of the alternative hypothesis
		(b)	0.664								
	Vigilance towards competitors	(a)	1.539	0.491	0.486	94.445	9.718	0.972	Great	0.000	Acceptance of the alternative hypothesis
		(b)	0.578								
	Marketing vigilance	(a)	0.837	0.640	0.636	173.961	13.189	1.319	Great	0.000	Acceptance of the alternative hypothesis
		(b)	0.762								
	(N) = (100) / ((F) الجدولية = 3.984) / ((t) الجدولية = 1.984)										

- Main hypothesis: There is a significant effect between marketing vigilance in sustainable competitive advantage

In Table (9), the results of the impact analysis between marketing vigilance in sustainable competitive advantage reveal the value of (F) extracted achieved a value of (173.961). It indicates a significant impact among them, as shown by the value of (t) extracted (13.189) that the effect of the parameter (β). It is a real impact, as increasing the impact by one unit will lead to an increase in sustainable competitive advantage by (76%) as the size of the impact achieved its value (1.319), which is at a (large) level. The marketing vigilance variable was able to explain what percentage (63%) of the changes that occur in the sustainable competitive advantage.

- First sub-hypothesis

(There is a significant impact of the environmental survey dimension on sustainable competitive advantage)
 Sustainable competitive advantage = 1.181 + 0.649 (environmental survey)

Table (9) is the results of the impact analysis between the dimension of vigilance towards markets in sustainable competitive advantage, as the value of (F) extracted achieved a value of (154.346). It indicates a significant impact among them, as shown by the value of (t) extracted and amounting to (12.424). Also, the effect of parameter (β) is a real effect as increasing the impact by one unit will lead to an increase in sustainable competitive advantage by (66%) as the size of the impact reached (1.242) which is at the large level which was next to vigilance towards the markets to explain what percentage (60%) of the changes in the sustainable competitive advantage.

Second sub-hypothesis

There is a significant impact of the market vigilance dimension on sustainable competitive advantage
Sustainable competitive advantage = 1.231 + 0.664 (market vigilance)

Table (9) contains the results of the impact analysis between the dimension of vigilance towards markets in sustainable competitive advantage, as the value of (F) extracted achieved a value of (154.346). It indicates a significant impact among them. As shown by the value of (t) extracted (12.424) that the effect of parameter (β) is a real effect as increasing the impact by one unit will lead to an increase in sustainable competitive advantage by (66%). The size of the impact (1.242) is at the large level **after vigilance towards the markets** to explain the (60%) of the changes in the sustainable competitive advantage

Second sub-hypothesis

There is a significant effect of the vigilance dimension towards competitors in sustainable competitive advantage
Sustainable competitive advantage = 1.539 + 0.578 (competitor vigilance)

Table (9) is the results of the impact analysis between the dimension of vigilance towards competitors in the sustainable competitive advantage, as the value of (F) extracted achieved a value of (94.445). It indicates a significant impact among them, as shown by the value of (t) extracted and amounting to (9.718) that the effect of parameter (β) is a real effect as increasing the impact by one unit will lead to an increase in sustainable competitive advantage (57%). The size of the impact (0.972) is at the level of (large) after vigilance towards competitors to explain what percentage (48%) of the changes that occur in the sustainable competitive advantage.

Figure (2) shows the results of the impact analysis between the dimensions of marketing vigilance together in sustainable competitive advantage

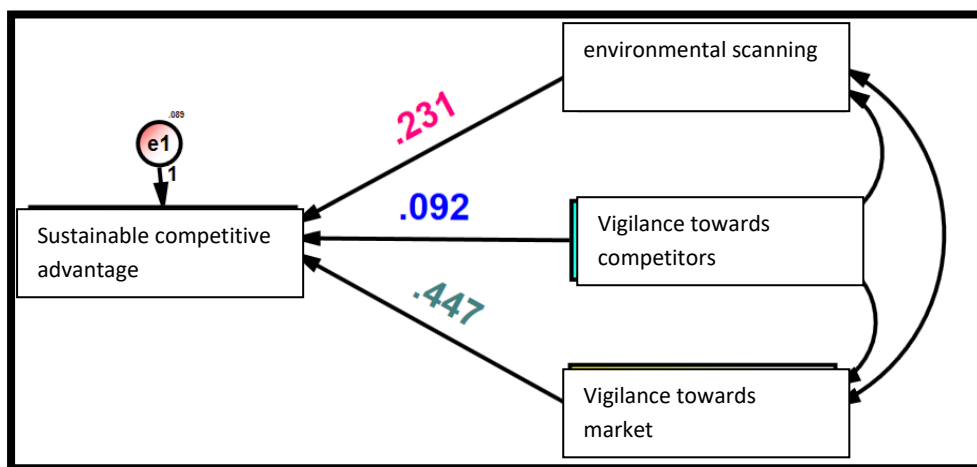


Figure (2) The results of the impact analysis between the dimensions of marketing vigilance together in sustainable competitive advantage

FOURTH: CONCLUSIONS AND RECOMMENDATIONS

This axis includes a set of conclusions and recommendations reached by the researcher as a result of the current research in the theoretical and applied aspects. To complement the information that has been put forward and achieve the desired benefit from the current research, this axis has been prepared to provide a set of conclusions in the light of which recommendations will be made that would develop the work in the research laboratory

First: - Conclusions:

- 1- There is a discrepancy in the answers of the respondents about both marketing vigilance and sustainable competitive advantage in the researched laboratory.




- 2- The existence of a positive moral impact of the dimensions of marketing vigilance as independent variables in sustainable competitive advantage.
- 3- Marketing vigilance is an open-ended system, whose goal is to constantly monitor the environment to anticipate future trends and contribute to making critical marketing decisions.
- 4- The laboratory management is interested in knowing the external competitors of the laboratory and analyzing the external environment continuously, and this supports the achievement of sustainable competitive advantage.
- 5- The results indicate that the more the laboratory pays attention to marketing vigilance, the more this will lead to achieving sustainable competitive advantage.

Second: Recommendations

- 1- The relationship between marketing vigilance and sustainable competitive advantage in the research laboratory must be invested.
- 2- Spreading the culture of vigilance of all kinds, especially marketing in the research laboratory.
- 3- The laboratory management should provide marketing procedures and conditions that contribute to enhancing the dimensions of marketing vigilance, which enhances the competitive advantage in the research laboratory.
- 4- To create a unique sustainable competitive advantage, the factory management must be able to accomplish its tasks in a way that satisfies its customers more than competitors in the labor market.
- 5- More attention must be paid to those with accumulated experience to benefit from them in improving the vigilance of employees and improving their performance.

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