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for Tourism and Hospitality (JAAUTH)**journal homepage: <http://jaauth.journals.ekb.eg/>**Assessing Strategic vigilance and its Role in Enhancing Entrepreneurship  
in Egyptian Tourism Companies**

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Severe global competition has put pressure on organizations to deal with a high level of environmental unpredictability, that put emphasis on the significance of strategic vigilance which brings the organization closer to its surroundings, as strategic vigilance is one of the factors that help achieving growth and entrepreneurship. Previous studies in various sectors have indicated the significance of strategic vigilance and its effective role in achieving strategic entrepreneurship. Hence, this research aims at clarifying the significance of strategic vigilance in the tourism sector and its role in enhancing entrepreneurship of tourism companies. To achieve the purpose of the study, 350 questionnaires were distributed to a random sample of managers in Egyptian tourism companies (category A) to identify the extent of application of strategic vigilance and its role in reinforcing strategic entrepreneurship, while only 304 valid forms were analyzed, with a response rate of 87% by using SPSS version. 28. The findings of this research proved that tourism companies had an interest in strategic vigilance due to its importance, and companies which had an interest in applying strategic vigilance could reinforce their strategic entrepreneurship. This research recommended the need for tourism companies to spread the culture of strategic vigilance and draw attention to working in tourism companies according to a clear and specific vision based on pioneering and entrepreneurial mindset.

**1. Introduction**

Rapid technological developments and severe global competition have put pressure on organizations to deal with a high level of environmental unpredictability, as information about the company's internal and external environment has become very diverse, complex, and rapidly renewed with rapid developments in various fields (Abdel Tawab et al., 2023; Alshaer, 2020; Zarqat, 2019). Strategic vigilance is considered one of the most important modern management methods, as it leads to early discovery of necessary factors in the surrounding environment of the company (Mohamed, 2023). Therefore, strategic vigilance brings the organization closer to its surroundings and plays an effective role in providing the necessary information in many aspects of this organization, which enhances its role as a great force for helping not only to exploit opportunities and avoiding threats, but also to create

innovative solutions for the growth of the economic activities and help it achieve its goals (Abdel Tawab et al., 2023; Alshaer, 2020).

Strategic entrepreneurship has become of particular importance to all organizations in the changing business environment and increasing global competition, regardless of the age and size of the organization (Saeed, 2023). As institutions seek to achieve distinction and superiority in a highly competitive environment, successful institutions no longer compete for current markets, but rather seek out future markets and include them within their business strategies. In order for these institutions to become strategically entrepreneurial institutions, they must develop creativity and innovation, and take risks in a calculated manner in order to seize available opportunities and provide new services that help them excel and achieve profits (Abdel Tawab et al., 2023).

There are several variables that influence an organization's ability to achieve strategic entrepreneurship such as strategic vigilance. As strategic vigilance is one of the factors that help achieving growth and entrepreneurship by predicting the information surrounding them due to its effective role in exploiting information and avoiding potential risks (Abdel Tawab et al., 2023; Handaoui, 2023; Abu Aziz et al., 2022), that led to the necessity of addressing the influence of strategic vigilance on the entrepreneurship of Egyptian tourism companies.

According to Al-Ghannam (2024), despite the importance of strategic vigilance, there is still limited literature, therefore there is a need for more studies and research to study strategic vigilance from all related aspects. And there is also still limited literature applied on the tourism sector (Kovačić et al., 2022). Therefore, this study seeks to fill the gap in previous studies. As well, Al-Ghannam (2024) has referred that the study of the correlation between strategic vigilance and entrepreneurship in the business environment has not received sufficient attention, either academically or practically. Also, Handaoui (2023) has referred that there is a limited literature addressed the relationship between strategic vigilance and entrepreneurship, despite its importance to companies, as a large percentage of entrepreneurial projects fail, especially at the beginning, which requires an acceptable level of strategic vigilance to monitor the surrounding environment continuously which guarantees better and distinguished performance in highly competitive environments. This raised the following questions:

- Are Egyptian tourism companies interested in applying strategic vigilance?
- Is there a correlation between strategic vigilance and strategic entrepreneurship in Egyptian tourism companies?
- Does strategic vigilance affect strategic entrepreneurship of Egyptian tourism companies?

Depending on the research problem, the principal aim of this study is to examine the impact and relationship between strategic vigilance and entrepreneurship in the Egyptian tourism companies to achieve these objectives: a. Providing clear concepts of strategic vigilance and entrepreneurship and clarifying the extent to which institutions need them, b. Define stages and criteria for effective application of strategic vigilance, c. Clarify the relationship between strategic vigilance and entrepreneurship in the tourism companies under study, d. Reveal the extent of the impact of strategic vigilance in enhancing entrepreneurship in the tourism companies under study, e. Provide a set of suggested recommendations for tourism companies to develop their strategic vigilance for enhancing their entrepreneurship.

## 2. Literature Review

### 2.1. The Concept of Strategic vigilance

Strategic vigilance is a newly emerging term. It emerged and developed in the field of business administration, where it received great attention among researchers, so many definitions were presented according to their different interests (Bouaziz, 2023; Mohamed, 2023; Radhee & Naji, 2023).

Strategic vigilance is defined as an information process through which an organization searches for proactive information related to changes in the social and economic environment to create opportunities for creativity and reduce risks associated with uncertainty (Alabbasi, 2022; Elsherbiny & Abdel Moneam, 2022; Muhammadin, 2021; Alshaer, 2020; Issa & Obakhti, 2019; Rais, 2018).

The core of strategic vigilance is how to exploit and transform these opportunities into sustainable competitive advantages for companies (Saeed, 2023; Kraus et al., 2011).

Vigilance can be manual through means such as periodicals or newspapers, and it can be automated through software or smart processes. The automation of strategic vigilance processes does not exclude the crucial importance of human factor in defining the reliability of the process and verifying the importance of the information collected (Rais, 2018). As strategic vigilance requires obtaining information and how to benefit from it, as well as human resources and their accumulated experiences (Othman & Karaso, 2021).

According to Elsherbiny & Abdel Moneam (2022) and Rais (2018), tourism vigilance includes: identifying, collecting, and analyzing information that gives added value to strengthen the competitiveness of the tourism industry and promote a better future vision among officials. This is what encourages the organization to adopt a strategic vigilance system, as it allows it to follow, monitor and control all environmental developments and collect the necessary information that help decision makers develop the organization and improve its competitiveness (Boutaleb et al., 2024; Abu Aziz et al., 2022).

Any institution is required to carry out strategic vigilance activity by going through several stages, the first of which is collection; this stage is represented by good awareness of the work environment, which begins with identifying the target and focusing all vigilance efforts on it, followed by the inventory process of this information and developing a plan for action (Alabbasi, 2022; Mahjouba, 2020). Then comes the second stage; analysis and synthesis, which is a difficult stage represented in translating the information and presenting it in the form of reports or tables by arranging and sorting the information to provide greater value to the decision-making process (Boutaleb et al, 2024; Mahjouba, 2020). This is followed by the third stage, which is represented in publishing and decision-making. This stage is extremely important, as after obtaining the information processed in the previous stage, it is considered worthless if it is not published in a timely manner to reach the decision-maker. Then comes the final stage, which is represented in evaluating and reviewing the effects resulting from the decision taken (Mahjouba, 2020).

The problem of the abundance of information is among challenges facing companies when implementing strategic vigilance, which makes it difficult to determine the appropriate information. Therefore, information must be carefully selected so that it should be more related to the organization's environment and appropriate (Handaoui, 2023). Companies may seek the help of external parties to obtain accurate information and analyze it through specialists and experts in this field of strategic vigilance, but external vigilance may lead to

some defects due to the lack of knowledge of these experts about the internal circumstances of each institution, which harms the accuracy of the information obtained, that requires the contribution of all members in the organization (Handaoui, 2023; Radhee & Naji, 2023).

To enhance the level of strategic vigilance in organizations, they need to draw attention to the following: a. Senior management's interest in strategic vigilance, b. Providing effective communication and information systems through good internal communication which allows information to be transmitted across various organizational levels, c. Provide an appropriate budget, d. A strong team spirit among different employees across various organizational levels (Bouaziz, 2023), e. Presence of flexible and modern organizational structures, f. Development of the skills, capabilities and experiences of employees, g. Developing the organizational culture of the organization to be more supportive and encourage innovation and creativity (Al-Rumaidi & Abu Zaid, 2021; Al-Jardani, 2020), and Time Control (Dawood & Abbas, 2018).

## **2.2. Importance of strategic vigilance in the tourism industry**

The need for organizations especially those seeking development, growth and future success has increased to enhance their strategic vigilance in the work environment by tracking and analyzing all competitors' strategies and operations, and the products and services they provide in the work environment, as well as continuously monitoring the requirements of the work environment, monitoring and analyzing the changing needs of customers, and developing future strategies (Al-Rumaidi & Abu Zaid, 2021; Karima and Zohra, 2021)

The importance of strategic vigilance is to make the organization more competitive, keep the organization up to date with everything new, enhancing its innovation capability and helping it in making strategic decisions, contribute effectively to the continuous acquisition and dissemination of necessary information at all organizational levels, and develop its ability to adapt and thus respond as quickly as possible to different changes (Mohamed, 2023; Abu Aziz et al., 2022; Rais, 2018). As strategic vigilance enables companies to sense and exploit existing and new opportunities by allocating assets, capabilities and organizational resources. Vigilant organizations are usually able to introduce innovative products or services without compromising existing products or services (Alshaer, 2020; Omran & Abuongem, 2019).

According to Boutaleb et al. (2024) and Bani Hani (2023), the importance of applying strategic vigilance can be concluded in four functions: anticipating rivals' activity and changes in the surrounding environment, secondly, exploring new or expected rivals, then monitoring developments in product or service offerings in the competitive market and developments in technology that affect organizations, and finally identifying the advantages of development and modernization.

## **2.3. Dimensions of strategic vigilance**

Researchers' opinions differed regarding the adopted dimensions of strategic vigilance, according to the nature of the organization's work and according to the strategic approach adopted by the organization. Many studies have drawn attention to measuring the level of application of strategic vigilance in organizations in various fields, as Abdel Tawab et al. (2023) have measured the level of strategic vigilance in terms of technological, competitive, commercial, social, environmental, legal and organizational vigilance. Bani Hani (2023) has measured the level of strategic vigilance according to dimensions of both competitive and

technological vigilance. While Elsherbiny & Abdel Moneam (2022) have measured the level of strategic vigilance in terms of technological, competitive, marketing, social, environmental, and legal vigilance. Mahjouba (2020) has measured the level of strategic vigilance according to dimensions of commercial, competitive and technological vigilance.

However, a number of researchers including (Al-Ghannam, 2024; Mohamed, 2023; Handaoui, 2023; Abu Aziz et al., 2022; Alabbasi, 2022; Al-Rumaidi & Abu Zaid, 2021; Jalod et al., 2021; Karima & Zohra, 2021; Muhammadin, 2021; Othman & Karaso, 2021; Alshaer, 2020; Dawood & Abbas, 2018) agreed on four types of strategic vigilance, which are competitive vigilance, technological vigilance, environmental vigilance, and marketing vigilance.

### **2.3.1. Competitive vigilance**

It is the activity through which the organization identifies its current and potential competitors, and it is concerned with the environment in which the competing organization develops (Abu Aziz et al., 2022). It is concerned with gathering information about the competitor's strategy, the current performance of competitors, competitors' objectives and decisions, and their strengths and weaknesses (Mohamed, 2023; Mahjouba, 2020). Competitive vigilance is not only focus on current competitors, but it also regards new entrants (Alshaer, 2020; Hammoudi et al., 2019).

### **2.3.2. Marketing vigilance**

It is also known as commercial vigilance. It is concerned with following up on the evolving needs of customers and working to meet them while trying to attract customers who are not interested in the company's products, in addition to exploring or searching for new suppliers while maintaining the existing relationship between permanent suppliers (Mohamed, 2023; Abu Aziz et al., 2022; Muhammadin, 2021; Othman & Karaso, 2021). It is an essential matter to continuously search for the reasons of customer dissatisfaction, even if it is a small percentage of dissatisfied customers, in order to develop and continuously improve the quality of the product or service (Handaoui, 2023). It aims to achieve customer loyalty by always being aware of complaints (Mahjouba, 2020).

### **2.3.3. Environmental vigilance**

It is all the elements related to the institution's environment such as legislative, financial, political, cultural, and social vigilance, as these types are no less important than other types of vigilance. Applying environmental vigilance is very difficult because it relates to a very broad aspect of the institution's environment (Handaoui, 2023; Abu Aziz et al., 2022; Muhammadin, 2021). It is called as a comprehensive vigilance and works to monitor and collect information related to all events and developments, then works to process them and then transfer them to decision makers (Mohamed, 2023).

### **2.3.4. Technological vigilance**

Technology has become an essential strategic variable as it is considered a critical component for the organization's distinctiveness (Dawood & Abbas, 2018). Technological vigilance is defined as a process through which the organization lists all technologies used by suppliers, customers and competitors in relation to its economic activity and developments that affect its future within relations with customers by collecting, processing and disseminating information for decision-making in the organization (Abu Aziz et al.,

2022). Its focus is on the latest technological and technical developments, and electronic innovation (Mohamed, 2023; Othman & Karaso, 2021).

Regarding the independent variable of strategic vigilance in the context of tourism and hospitality, Rais (2018) has found that the Ministry of Tourism in Kingdom of Morocco is interested in tourism vigilance that had played a role in enhancing its competitiveness. While Elsherbiny & Abdel Moneam (2022) have found the significance of strategic vigilance of employees of Egyptian tourism companies in enhancing marketing performance, which increases with the mediating role of administrative creativity. Al-Dulaimi (2024) has indicated that there is an interest of strategic vigilance in tourism organizations in Baghdad, which has an impact on enhancing tourism services in Baghdad.

#### **2.4. The Concept of Strategic Entrepreneurship**

At the beginning of the twentieth century, the term Entrepreneurship was associated with the concept of innovation, which was widely spread in Japanese business. That is especially in the field of business, came to mean being a pioneer in a field through initiative, success, taking risks, and achieving excellence (Abu Aziz et al., 2022). It has become a newly recognized concept in the twenty-first century, which is one of the areas of strategic management, as it represents a meeting point between leadership and strategic management (Saeed, 2023; Hitt et al., 2017; Mathebula, 2011).

The concept of entrepreneurship has emerged as one of the modern administrative concepts to enable the organization to be in front of other organizations in various fields, collect and analyze information, and create valuable information that can be used to make the organization a pioneer and innovator in its administrative practices and future directions (Abu Aziz et al., 2022)

Strategic entrepreneurship can be defined as the process that is concerned with adopting and spreading innovation through all administrative levels in the organization, where all the organization's work is carried out with entrepreneurial mindset and philosophy (Abdul Aziz, 2023).

#### **2.5.Importance of Entrepreneurship**

Achieving strategic entrepreneurship in this era has become an essential element for organizations in dealing with a complex, rapidly changing and uncertain environment. The main idea of achieving strategic entrepreneurship is based on how organizations outperform their peers (Abdel Bary & Youssef, 2025). Therefore, innovation and sustainable change are essential pillars of strategic entrepreneurship, as organizations must be able to adapt to rapid developments in the changing business environment (Shawaly et al., 2024; Abdul Aziz, 2023; Luu, 2023).

The importance of strategic entrepreneurship in organizations lies in the fact that they need to employ an entrepreneurial mindset in managing the organization's resources (including its core capabilities) to generate innovation that results in a competitive advantage for these organizations (Abdel Bary & Youssef, 2025). Organizations have become increasingly interested in achieving strategic entrepreneurship to ensure growth and sustainability in the changing work environment, through providing a distinct strategic vision which upon their decisions are made, their goals are set, and efforts are directed towards achieving those goals (Shawaly et al., 2024; Faridian, 2023).

## **2.6. Dimensions of Entrepreneurship**

According to Abdel Bary & Youssef (2025) strategic entrepreneurship was measured regarding dimensions of entrepreneurial culture, entrepreneurial leadership, and strategic resource management. Al-Ghannam (2024) has referred that entrepreneurship includes dimensions of initiative, creativity, innovation, tendency to risk taking and exploiting opportunities. While Saeed (2023) has measured strategic entrepreneurship according to dimensions of entrepreneurial culture, entrepreneurial leadership, entrepreneurial mindset, and strategic resource management. Abdel Aziz et al., (2022) have referred that entrepreneurship includes four dimensions of initiative, innovation, tendency to risk taking and exploiting opportunities. While Shawaly et al. (2024) and Abdul Aziz (2023) have measured strategic entrepreneurship in the tourism sector according to the dimensions of entrepreneurial leadership, entrepreneurial culture, and entrepreneurial mindset. This study relied on measuring entrepreneurship according to these three dimensions because they are the most appropriate dimensions given that they have been applied in the tourism sector.

### **2.6.1. Entrepreneurial culture**

Entrepreneurial culture consists of collection of individual values, managerial capabilities, past experiences and behavior that determine an entrepreneur regarding their drive for initiative, willingness to take risks, capacity for innovation and adeptness in managing the company's interactions with the economic landscape, it encourages the creation of novel ideas, stimulates experimentation and provides new solutions to challenges correlated with the innovative processes (Al Koliby et al., 2024). According to Poček et al. (2024) there are two set of values that are often connected to the culture of entrepreneurship: on the one hand represent the values of creativity, innovation and risk taking and on the other hand represent the value of individualistic action and individual responsibility.

### **2.6.2. Entrepreneurial leadership**

Entrepreneurial leadership is a leadership approach that influences the performance of group members and directs them toward achieving organizational goals that involve identifying and exploiting opportunities for achieving entrepreneurship (Abdel Bary & Youssef, 2025; Cai et al., 2019; Newman et al., 2018). It is considered as a form of leadership that individuals embrace to enhance their competitiveness in a dynamic environment. This form of leadership can be characterized by traits including innovativeness, creativity, passion and motivation, and emotional intelligence (Razzaque et al., 2024; Bagheri & Harrison, 2020).

### **2.6.3 Entrepreneurial mindset**

It is considered the most important dimensions of strategic entrepreneurship, as it is concerned with the methods and techniques of entrepreneurial thinking necessary to manage the institution in a way that achieves its future goals. Its importance derives from its being a catalyst for flexibility, continuous creativity, and renewal (Abdel Tawab et al., 2023). Entrepreneurial thinking is the way of thinking or the ability to take up entrepreneurial opportunities (Abdel Bary & Youssef, 2025; Cui et al., 2021).

Considering the dependent variable of entrepreneurship in the context of tourism and hospitality, Shawaly et al. (2024) have concluded that tourism companies (category A) and five-star hotels are distinguished by high strategic entrepreneurship in terms of entrepreneurial culture, entrepreneurial leadership, and entrepreneurial mindset, in addition to their conclusion that there is a positive influence of agile leadership, organizational

identification, and strategic clarity on strategic entrepreneurship. While Abdel Bary & Youssef (2025) have concluded that agile leadership is one of the essential requirements for supporting entrepreneurship applying to EgyptAir.

### 2.7. Role of Strategic vigilance in Enhancing Entrepreneurship

The challenges facing all organizations, or those they choose to deal with; opportunities and threats, strengths and weaknesses, constitute one of the distinctive features of the continuity of these organizations, their adaptation and then their transition from being the follower to the challenger and then the entrepreneur (Othman & Karaso, 2021).

Achieving entrepreneurship requires employing modern management mechanisms represented by strategic vigilance (Bani Hani, 2023). To achieve entrepreneurship in organizations, they must adopt the concept of strategic vigilance in their philosophy and business culture and be fully aware of the surrounding environment, whether internal or external (Abu Aziz et al., 2022).

The organization's possession of strategic vigilance dimensions affects, in one way or another, its entrepreneurship, because it constitutes an important tool for achieving excellence and gaining sustainable competitive advantages. It also ensures that organizations respond and interact with the challenges and complexities that the business environment is witnessing and will witness in the future, which enables it to create entrepreneurial initiatives and exploit new entrepreneurial opportunities, generate innovative opportunities, and early detection of the dangers that threaten it and confront them effectively (Abdel Tawab et al., 2023; Bani Hani, 2023; Ben Khadija, 2018).

Considering the importance of strategic vigilance in enhancing entrepreneurship (Abdel Tawab et al., 2023; Bani Hani, 2023; Abu Aziz et al., 2022; Alawi, 2021; AL-Sadoon & Al-Taha, 2021; Jalod et al., 2021), This research had to address the impact and relationship between strategic vigilance and entrepreneurship in Egyptian Tourism Companies, noting that this study, after reviewing previous studies, that there is no scientific study that linked the study variables in tourism companies. Regarding the previous discussion, the study proposes the following hypotheses:

**H.1:** There is a correlation between strategic vigilance and strategic entrepreneurship in tourism companies

**H.2:** There is an impact of strategic vigilance on strategic entrepreneurship of tourism companies

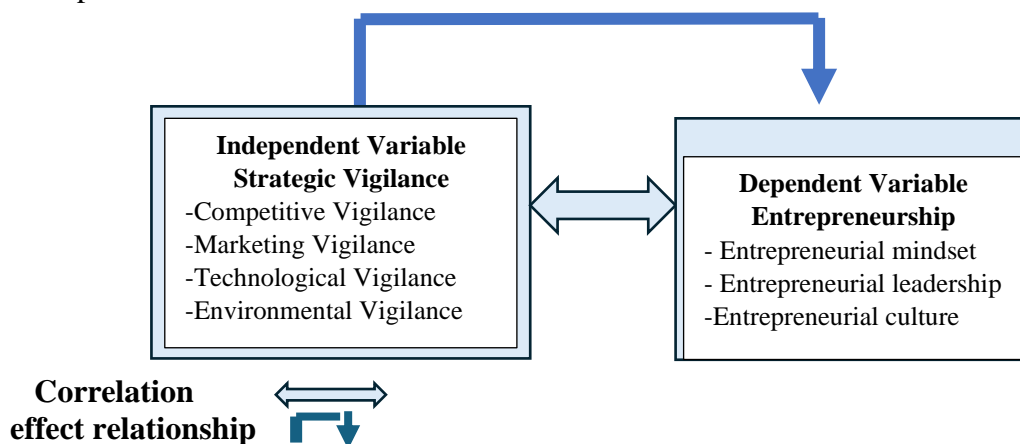


Figure 1. Study model



### 3. Research Methodology

This study aims to determine the relationship and impact between strategic vigilance and strategic entrepreneurship in Egyptian tourism companies. Data were collected and analysed using SPSS version. 28. The study is exploratory to reveal the relationship and potential impact of strategic vigilance on strategic entrepreneurship, but it is analytical in drawing conclusions. A questionnaire was used to achieve the purpose of the study.

#### 3.1. Data Collection and Sample Size

The questionnaire was tested to ensure its clarity, by distributing it to two experts in the field of tourism to avoid uncertain phrasing or terminology, as well distributing it to three members of academic professors in faculties of tourism and commerce, and was modified according to their observations. And then conducted to the investigated sample.

The study sample consisted of managers in category A tourism companies in the governorate of Greater Cairo as it contains the largest number of category A tourism companies according to statistics of ETAA (2024) which are 1213 tourism company (Category A) of total number of companies 2175 in all governorates of Egypt representing 56%. Tourism companies (Category A) constitute the study community as that companies work in all tourism activities; hence they are the most interested in the strategic dimension when managing their business. The targeted sample was of managers as the research variables “strategic vigilance and strategic entrepreneurship” are linked to administration.

The sample size was determined according to the equation for determining the appropriate sample size, depending on the size of the community, which represented 1213 companies. The appropriate sample size according to the equation was 292.

350 questionnaires were conducted and distributed during the period from July 2024 to September 2024. It was found that 46 forms were not valid for analysis due to incomplete answers, and therefore they were excluded from the analysis. The number of forms that were subjected to analysis was 304 -with a response rate of 87%- using SPSS V.28.

#### 3.2. Research Instrument

The questionnaire was used as an instrument for collecting primary data, and it was designed as following:

- Part one includes demographic data including gender, age, academic qualification, and years of experience.
- Part Two includes (17) questions that measure the independent variable (strategic vigilance). This research has depended on measuring level of strategic vigilance in companies due to dimensions of competitive vigilance, marketing vigilance, environmental vigilance and technological vigilance based on the scale of (Al-Ghannam, 2024; Mohamed, 2023; Handaoui, 2023; Abu Aziz et al., 2022; Alabbasi, 2022; Al-Rumaidi & Abu Zaid, 2021; Jalod et al., 2021; Karima & Zohra, 2021; Muhammadin, 2021; Othman & Karaso, 2021; Alshaer, 2020; Dawood & Abbas, 2018). The statements of this variable were set after reviewing many previous studies, including: (Abu Aziz et al., 2022; Othman and Karaso, 2021; Hammoudi et al., 2019)
- Part three includes (14) questions measuring the dependent variable (strategic entrepreneurship). This study depends on measuring strategic entrepreneurship according to three essential dimensions: entrepreneurial culture, entrepreneurial leadership, and entrepreneurial mindset based on the scale of (Shawaly et al., 2024 and Abdul Aziz,

2023). The statements of this variable were set after reviewing many previous studies, including: (Abdel Bary & Youssef, 2025; Abdul Aziz, 2023).

Each of the study variables was measured using a five-point Likert scale.

### 3.3. Data Analysis Measures

SPSS v.28 was used to analyze the study data. The following was used:

- To verify the Reliability and Validity of the study tool: Cronbach's alpha coefficient was used.
- To determine the demographic characteristics of the study sample: Descriptive analysis (frequencies and percentages) was used.
- To determine the opinions of sample members about the study variables: Descriptive analysis (arithmetic means and standard deviations) was used
- To test the study hypotheses: regression and correlation were used to examine the relationship between variables.

### 3.4. Reliability and Validity

As illustrated in Table (1), the survey's reliability and validity of this study were measured depending upon Cronbach's Alpha coefficient.

**Table 1. Reliability Coefficient**

Axes of the study	No of items	Cronbach's Alpha
1. Assessing the application of strategic vigilance in tourism companies.	17	0.913
2. Impact of applying strategic vigilance on strategic entrepreneurship in tourism companies.	14	0.875
<b>Total</b>	31	0.941

As shown from the previous table, study instrument is characterized by a high reliability coefficient (0.941), as values of reliability coefficient ranged from 0.875 to 0.913, indicating the capability of the instrument in general to achieve the aims of the study. As Pallant (2020) has indicated that values which are convenient for implementation of the questionnaire to the study ( $\text{Alpha} \geq 0.70$ ).

## 4. Results and discussion

### 4.1. Demographic Data of Study Sample

**Table 2. Profile Data of the study sample**

Demographic Data	Attribute	Statistics		Rank
		Freq.	%	
<b>Gender</b>	Male	190	62.5	1
	Female	114	37.5	2
<b>Total</b>		<b>304</b>	100%	
<b>Age</b>	Less than 35 years old	19	6.2	4
	From 35 – less than 45 years old	57	18.8	3
	From 45 -Less than 55 years old	76	25.0	2
	55 years old and over	152	50.0	1
<b>Total</b>		<b>304</b>	100%	
<b>Educational level</b>	Pre-university	0	0	3
	Bachelor 's	152	50	1
	Master 's	76	25	2
	Doctorate	76	25	2
<b>Total</b>		<b>304</b>	100%	

<b>Work experience</b>	Less than 5 years	0	0	4
	From 5 to less than 10 years	19	6.2	3
	From 10 to less than 15 years	95	31.3	2
	15 years and over	190	62.5	1
<b>Total</b>		<b>304</b>	<b>100%</b>	

As illustrated in table 2, the study sample successfully captured a fairly even representation of **gender**, with (62.5%) of respondents representing male and (37.5%) representing female. Regarding the **age group** of investigators, the largest proportion of the sample (50%) was 55 years old and over, then (25%) ranged between 45-55 years old, followed respectively by the age group ranged between 35-45 years old, then Less than 35 years old, with percentages of (18.8%) and (6.2%) respectively. That indicates the diversity of age groups of the investigated sample; however, the largest proportion of the sample was aged 55 years old and above because the study sample consisted of managers. While the distribution of study sample regarding **level of education** was bachelor’s degree at the first rank with (50%) of investigators then with (25%) respectively investigators obtaining master’s degree and doctorate, indicating to diversity of educational qualifications of the study sample. The sample distribution regarding **work experience** was 15 years and above at first rank with (62.5%) of investigators indicating the long experience of participants in the field of tourism companies’ business, this is because the study sample consisted of managers, as they are the best to deal with paragraphs of the survey.

**4.2. Assessing the application of strategic vigilance in tourism companies**

**Table 3. Assessing the application of strategic vigilance evidence from managers of tourism companies**

Statement	N %	5-Point Likert – Scale					Statistics		
		5	4	3	2	1	$\bar{x}$	SD	R
<b>a- Competitive vigilance</b>									
1-The company is interested in identifying its current and potential competitors.	N %	285 93.7	0	19 6.3	0	0	4.88	0.485	1
2-The company seeks to identify competitors' strategies by monitoring their activities to identify their competitive capabilities and strategies.	N %	266 87.4	19 6.3	19 6.3	0	0	4.81	0.528	2
3- The company searches for the strengths and weaknesses of its competitors.	N %	266 87.5	38 12.5	0	0	0	4.88	0.331	1
4- The company seeks to outperform its competitors.	N %	266 87.4	19 6.3	19 6.3	0	0	4.81	0.528	2
<b>Average of Competitive vigilance dimension</b>							<b>4.84</b>	<b>0.450</b>	<b>1</b>
<b>b- Marketing vigilance</b>									
5-The company seeks to recognize the needs and desires of customers to meet their requirements.	N %	266 87.4	19 6.3	19 6.3	0	0	4.81	0.528	2

6- The company seeks to attract new customers.	N %	266 87.5	38 12.5	0	0	0	4.88	0.331	1
7- The company is interested in detecting the reasons for dissatisfaction of customers.	N %	266 87.4	19 6.3	19 6.3	0	0	4.81	0.528	2
8- The company seeks to find new suppliers for its services in addition to maintaining its existing suppliers.	N %	209 68.7	57 18.7	19 6.3	19 6.3	0	4.50	0.867	3
9- The company depends on modern promotional methods to encounter competition.	N %	266 87.5	38 12.5	0	0	0	4.88	0.331	1
<b>Average of marketing vigilance dimension</b>							<b>4.78</b>	<b>0.500</b>	<b>3</b>
<b>c- Environmental vigilance</b>									
10- The company predicts the surrounding variables, whether economic, political, social or others, that may affect its business.	N %	228 75.0	76 25.0	0	0	0	4.75	0.434	1
11- The company can identify opportunities and threats in the company's external environment.	N %	190 62.5	114 37.5	0	0	0	4.63	0.485	2
12- The company can predict changes in customer behavior according to the surrounding circumstances.	N %	133 43.7	171 56.3	0	0	0	4.44	0.497	4
13- The company can identify the strengths and weaknesses in the company's internal environment	N %	171 56.3	114 37.4	19 6.3	0	0	4.50	0.614	3
<b>Average of environmental vigilance dimension</b>							<b>4.58</b>	<b>0.261</b>	<b>4</b>
<b>d- Technological vigilance</b>									
14- The company monitors the most important technological developments in the competitive market.	228 75.0	76 25.0	0	0	0	0	4.76	0.434	3
15- The company is interested in exploiting technology to achieve creativity in its business.	228 75.0	76 25.0	0	0	0	0	4.76	0.434	3
16- The company updates information systems that assist in decision-making.	283	3	18	0	0	0	4.87	0.481	1
17- The company enables its customers to access its services through smartphone applications.	264	22	18	0	0	0	4.81	0.523	2
<b>Average of technological vigilance dimension</b>							<b>4.80</b>	<b>0.283</b>	<b>2</b>
<b>Average of all Responses</b>							<b>4.75</b>	<b>0.318</b>	

As shown in Table 3, results from respondents referred that there is an interest of strategic vigilance in tourism companies due to its significant importance, as high proportion of responses were towards completely agree (AV Mean= 4.75, SD= 0.318). This result is consistent with Al-Dulaimi (2024), Elsherbiny & Abdel Moneam (2022) and Rais (2018) that have found there is an interest of strategic vigilance in the tourism sector due to its importance either in enhancing marketing performance and competitiveness.

The average of competitive vigilance comes at first rank (AV Mean= 4.84, SD= 0.450), followed by technological vigilance (AV Mean= 4.80, SD= 0.283), then marketing vigilance (AV Mean= 4.78, SD= 0.500), and comes at last rank environmental vigilance (AV Mean= 4.58, SD= 0.261). This result is consistent with the study of Al-Dulaimi (2024) which indicated that there is an interest of strategic vigilance in tourism organizations in Baghdad, and the highest percentage was for the dimension of competitive vigilance, and the lowest percentage was for the dimension of environmental vigilance. While this result differs with results of Elsherbiny & Abdel Moneam (2022), which concluded that technological vigilance is the most important dimension of strategic vigilance in tourism companies which comes at first rank of other dimensions of strategic vigilance. As well Dawood & Abbas (2018) have concluded that the impact of marketing and environmental vigilance is greater than the impact of competitive and technological vigilance applying to the banking sector due to the greater cost of both competitive and technological vigilance.

Regarding the dimension of **competitive vigilance**, the most agreement statements are (The company is interested in identifying its current and potential competitors, and the company searches for the strengths and weaknesses of its competitors) at (Mean= 4.88, SD= 0.485) and (Mean= 4.88, SD= 0.331) respectively.

While dimension of **technological vigilance**, the most agreement statements are (The company updates information systems that assist in decision-making, and the company enables its customers to access its services through smartphone applications) at (Mean= 4.87, SD= 0.481) and (Mean= 4.81, SD= 0.523) respectively.

Regarding the dimension of **marketing vigilance**, the most agreement statements are (The company seeks to attract new customers, and the company depends on modern promotional methods to encounter competition) at (Mean= 4.88, SD= 0.331) for both.

Regarding the dimension of **environmental vigilance**, the most agreement statements are (The company predicts the surrounding variables, whether economic, political, social or others, that may affect its business, and the company can identify opportunities and threats in the company's external environment) at (Mean= 4.75, SD= 0.434) and (Mean= 4.63, SD= 0.485) respectively. Environmental vigilance is the least agreement of dimensions of strategic vigilance as applying environmental vigilance is very difficult because it relates to a very broad aspect of the institution's environment (Handaoui, 2023; Abu Aziz et al., 2022; Muhammadin, 2021).

**4.3. Assessing the role of strategic vigilance on tourism companies 'strategic entrepreneurship**

**Table 4. Role of strategic vigilance on strategic entrepreneurship**

Statement	N %	5-Point Likert – Scale					Statistics		
		5	4	3	2	1	$\bar{x}$	SD	R
<b>a- Entrepreneurial culture</b>									
1- Values and beliefs of the company focus primarily on entrepreneurship.	N %	262 86.2	40 13.2	1 0.3	1 0.3	0	4.85	0.391	2
2- Innovation and creativity are the company's basic strategies for excellence in its various businesses and activities.	N %	263 86.5	22 7.2	19 6.3	0	0	4.80	0.533	3
3- The company is constantly updating its systems and procedures for improving its services.	N %	264 86.8	20 6.6	19 6.3	1 0.3	0	4.79	0.553	4
4- Initiative and risk taking are of company practices.	N %	263 86.5	39 12.8	1 0.3	1 0.3	0	4.86	0.389	1
<b>Average of entrepreneurial culture dimension</b>							<b>4.83</b>	<b>0.447</b>	<b>1</b>
<b>b- Entrepreneurial leadership</b>									
5- The company encourages employees to express their ideas and opinions.	N %	262 86.2	24 7.9	18 5.9	0	0	4.80	0.527	2
6- The company adopts new ideas and seeks to implement them.	N %	206 67.8	60 19.7	20 6.6	18 5.9	0	4.49	0.859	5
7- The company involves employees in decision making.	N %	259 85.2	40 13.2	3 1.0	2 0.7	0	4.83	0.449	1
8- The company can persuade employees to achieve its goals effectively.	N %	227 74.7	76 25.0	1 0.3	0	0	4.74	0.445	3
9- Ensuring continuous development of the company's operations to achieve strategic entrepreneurship.	N %	191	113	0	0	0	4.63	0.484	4
<b>Average of entrepreneurial leadership dimension</b>							<b>4.67</b>	<b>0.387</b>	<b>2</b>
<b>c- Entrepreneurial mindset</b>									
10- The company adopts entrepreneurial thinking rather than traditional thinking by providing new and innovative services even if their results are not guaranteed.	N %	171 56.3	95 31.3	19 6.3	19 6.3	0	4.38	0.858	3
11- The company monitors future needs and works to meet them.	N %	209 68.8	76 25.0	17 6.3	0	0	4.63	0.600	2
12- The company always seeks to change for the better.	N %	209 68.8	76 25.0	17 6.3	0	0	4.63	0.600	2
13- Previous strategic decisions are utilised in making the company's current strategic decisions.	N %	228 75.0	76 25.0	0	0	0	4.75	0.434	1
14- The company seeks to achieve strategic entrepreneurship by providing learning opportunities for its employees.	N %	152 50.0	114 37.5	38 12.5	0	0	4.38	0.697	3
<b>Average of entrepreneurial mindset dimension</b>							<b>4.55</b>	<b>0.537</b>	<b>3</b>
<b>Average of all Responses</b>							<b>4.69</b>	<b>0.359</b>	

As indicated in Table 4, the analysis of data referred that there is a strongly agreement that strategic vigilance has a role on reinforcing entrepreneurship of tourism companies (AV Mean= 4.69, SD= 0.359). This result is agreed with the study of Handaoui (2023) that has found that there is a role of strategic vigilance, especially technological vigilance, on the growth of entrepreneurial projects in various fields in Algeria. It is also agreed with the study of Abu Aziz et al. (2022), which have found that there is a significant role of strategic vigilance on the entrepreneurship of government technical colleges. Also, it is consistent with other studies such as Alawi (2021), AL-Sadoon & Al-Taha (2021), and Jalod et al. (2021), that have found a role of strategic vigilance on entrepreneurship of business organizations in different sectors.

The average of entrepreneurial culture comes at first rank that strategic vigilance has a great impact on enhancing entrepreneurship concerning entrepreneurial culture (AV Mean= 4.83, SD= 0.447), followed by entrepreneurial leadership (AV Mean= 4.67, SD= 0.387), and entrepreneurial mindset (AV Mean= 4.55, SD= 0.537). Regarding dimension of **entrepreneurial culture**, there is a strong agreement for all statements at (AV Mean= 4.83, SD= 0.447), as the most agreed statement of the impact of vigilance on entrepreneurial culture is (Initiative and risk taking are of company practices) (Mean= 4.86 SD= 0.389), while the least agreed statements is (The company is constantly updating its systems and procedures for improving its services) at (Mean= 4.79, SD= 0.553).

Regarding dimension of **entrepreneurial leadership**, there is a strong agreement for all statements at (AV Mean= 4.67, SD= 0.387), as the most agreed statement is (The company involves employees in decision making) (Mean= 4.83, SD= 0.449), while the least agreed statements is (The company adopts new ideas and seeks to implement them) at (Mean= 4.49, SD= 0.859).

Regarding dimension of **entrepreneurial mindset**, there is a strong agreement for all statements at (AV Mean= 4.55, SD= 0.537), as the most agreed statement is (Previous strategic decisions are utilized in making the company's current strategic decisions) (Mean= 4.75, SD= 0.434), while the least agreed statements are (The company adopts entrepreneurial thinking rather than traditional thinking by providing new and innovative services even if their results are not guaranteed and The company seeks to achieve strategic entrepreneurship by providing learning opportunities for its employees) at (Mean= 4.38, SD= 0.858) and (Mean= 4.38, SD= 0.697) respectively .

#### 4.4. Hypotheses Test

##### 4.4.1. First Hypothesis

The study assumes that there is a relationship between strategic vigilance and strategic entrepreneurship of tourism companies. Correlation analysis was used to examine the relationship between the two variables as shown in the following table:

**Table 5. Correlation between Strategic Vigilance and Strategic Entrepreneurship**

Dependent Variable Independent Variable	Strategic Entrepreneurship	
Strategic Vigilance	Pearson correlation	0.828**
	Sig.(2-tailed)	0.000
	Spearman correlation	0.586**
	Sig.(2-tailed)	0.000

It is clear from table 5 that the value of Pearson correlation coefficient (0.828) is statistically significant at the level of significance (0.01) with statistically significance (0.000), that refers to a direct correlation between the two variables. The Spearman correlation coefficient was also computed which is (0.586), that is statistically significant at the level of significance (0.01) with statistically significance (0.00), that also refers a direct relationship between variables. This means that if there is an interest of strategic vigilance in tourism companies, the output will be enhancing strategic entrepreneurship of these companies.

#### 4.4.2. Second Hypothesis

The study also assumes that there is an impact of strategic vigilance on enhancing strategic entrepreneurship of tourism companies. Simple linear regression analysis was conducted to verify this hypothesis. Simple linear regression was used for determining the impact of interest of strategic vigilance on enhancing strategic entrepreneurship at a significance level (0.05) and to support the findings obtained from the Correlation analysis as shown in the next table:

**Table 6. Simple linear regression analysis**

Independent Variable	Beta $\beta$	T	T Sig.	R	R <sup>2</sup>	F	F Sig.
Strategic vigilance	0.828	25.678	0.001	0.828	0.686	659.346	0.001

**Dependent variable:** Strategic entrepreneurship

As illustrated in Table 6, (R<sup>2</sup>): coefficient of determination refers that the independent variable (strategic vigilance) accounts for 68% of the change in the dependent variable (Strategic entrepreneurship). The values of F Sig. and T Sig. are lower than significance level (0.05), resulting to the rejection of the null hypothesis and acceptance of the alternative hypothesis that: There is an impact of strategic vigilance on enhancing strategic entrepreneurship of tourism companies. The regression model is as follows:  $Y = b_0 + b_1 X$   
 Strategic entrepreneurship = 1.309 + 0.733 Strategic vigilance.

#### Conclusion

There are many studies that have examined the relationship between strategic vigilance and its role in achieving strategic entrepreneurship in various sectors due to its role and great importance, especially in a highly competitive environment. Despite the great importance of strategic vigilance, studies have indicated that there is still limited literature in strategic vigilance applied to the tourism sector.

This research has applied to tourism companies (category A) to define the extent of strategic vigilance in tourism companies, and to examine its role in enhancing companies' entrepreneurship. This study has concluded that there is an interest in strategic vigilance due to its great importance to tourism companies in collecting the necessary information to make appropriate and effective decisions in the organization, while the most important dimensions of strategic vigilance in tourism companies were in the following order: competitive vigilance, followed by technological vigilance, then marketing vigilance, and environmental vigilance. The least agreed dimension of strategic vigilance in this study was environmental vigilance as applying environmental vigilance is very difficult because it relates to a very broad aspect of the institution's environment.



Regarding analysis, it has been found that there is an impact of strategic vigilance on corporate entrepreneurship, which has become of particular importance to all organizations in the changing business environment and increasing global competition.

### **Limitations and Future research**

The current study had some limitations. However the study has made a contribution, there are still areas that need to be investigated. The current study focused on examining the impact of strategic vigilance on enhancing the entrepreneurship of tourism companies. The future research suggested to be applied to various tourism entities.

### **Recommendations**

Based upon both the literature review and findings of the field study, the following could be recommended to direct to tourism companies:

- 1- The importance of spreading the culture of strategic vigilance within Egyptian tourism companies through meetings, seminars and training courses to clarify the importance of applying it in companies.
- 2- The necessity for the company to develop a well-thought-out strategic plan based on sound scientific foundations that consider all variables in the internal and external environment to develop the company's practices.
- 3- Engaging all employees of companies in vigilance operations.
- 4- Developing strategies and plans that professionally deal with strategic vigilance through usage of information systems to reinforce strategic decisions.
- 5- Developing a clear future strategy for the company to benefit from employees with distinguished skills and capabilities as they are the basis of intellectual capital and the basis for achieving strategic entrepreneurship.
- 6- Drawing attention to working in tourism companies according to a clear and specific vision based on pioneering and entrepreneurial mindset.
- 7- Utilizing the latest technologies in the field of information search and processing, especially usage of technology to obtain the necessary information and evaluate it in a timely manner.
- 8- Focus on continuous improvement through identifying clients' comments and analyzing data to identify opportunities for continuous improvement in services.

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## تقييم اليقظة الاستراتيجية ودورها في تعزيز الريادة في شركات السياحة المصرية

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قسم الدراسات السياحية-كلية السياحة والفنادق - جامعة المنصورة

المستخلص	معلومات المقالة
<p>لقد فرضت حدة المنافسة العالمية ضغوطاً على المؤسسات للتعامل مع مستوى عالٍ من عدم القدرة على التنبؤ بالمتغيرات المحيطة، مما أكد على أهمية اليقظة الاستراتيجية وذلك من خلال دورها في أن تقرب المنظمة من البيئة المحيطة بها، حيث تعد اليقظة الاستراتيجية أحد العوامل التي تساعد على تحقيق النمو والريادة. وقد أشارت عدة دراسات في مختلف القطاعات إلى أهمية اليقظة الاستراتيجية ودورها الفعال في تحقيق الريادة الاستراتيجية. ومن ثم، يهدف هذا البحث إلى توضيح أهمية اليقظة الاستراتيجية في قطاع السياحة ودورها في تعزيز ريادة الأعمال الاستراتيجية لشركات السياحة. فلتحقيق هذا الهدف تم توزيع عدد 350 استبانة على عينة عشوائية من المديرين بشركات السياحة المصرية (فئة أ) للتعرف على مدى تطبيق اليقظة الاستراتيجية ودورها في تعزيز الريادة الاستراتيجية لتلك الشركات، وقد تم تحليل 304 استبانة صالحة للتحليل، بنسبة استجابة بلغت 87% باستخدام برنامج SPSS. 28. وقد أثبتت نتائج هذا البحث أن شركات السياحة تولي اليقظة الاستراتيجية اهتماماً نظراً لأهميتها، كما أن الشركات المهتمة بتطبيق اليقظة الاستراتيجية يمكنها تعزيز ريادة الأعمال الاستراتيجية لديها. وأوصى هذا البحث بضرورة تركيز شركات السياحة على نشر ثقافة اليقظة الاستراتيجية وتوجيه الاهتمام إلى العمل في شركات السياحة وفق رؤية واضحة ومحددة تركز على التفكير الريادي.</p>	<p>الكلمات المفتاحية: اليقظة الاستراتيجية؛ اليقظة التكنولوجية؛ اليقظة التنافسية؛ اليقظة التسويقية؛ اليقظة البيئية؛ الريادة الاستراتيجية؛ شركات السياحة.</p> <p><b>(JAAUTH)</b> المجلد 27، العدد 1، (2024)، ص 444-465.</p>