

The Role of Strategic Vigilance in the Operational Performance of the Banking Sector: Field Research in a Sample of Private Banks

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Abstract

The aim of the research is to highlight the role of strategic vigilance in the operational performance of the vigilance of the importance of the present due to developments and changes in the marketing environment and competitiveness and surrounds the banks of economic, political and environmental changes. Four banks were chosen because of the ability of banks to respond (The North Bank, the Arabian Gulf, the Middle East and the National Investment and Finance), the measuring tool was built and the questionnaire was distributed to the bank managers, who were in the rank of department manager and a division of 34 persons. The results of the research showed that SPSS.V19 There is an effect the relationship of strategic vigilance with operational performance.

Keywords: strategic vigilance, environmental vigilance, competitiveness, marketing, technology, operational performance.

Introduction

The banking environment is witnessing fierce competition and for overcoming and controlling the markets, so banks must be vigilant towards their banking environment. In order to win the customer, it was necessary to pay attention to strategic vigilance because it has an effective role in maintaining the banks' survival in the banking market. (The cost, time, flexibility, quality of services) of the banks. Therefore, the current research dealt with the role of strategic vigilance in the operational performance and was applied in a sample of (34) questionnaires were distributed to managers of departments and divisions in banks.

The first topic: scientific methodology and previous studies

First: Research problem

With the openness of local markets to global competition and rapid technological progress and the transformation of the world into a small village, the Iraqi organization has been living in an environment characterized by a great deal of uncertainty. Information about the organization's internal and external environment has become very numerous, complex and renewable very quickly. Rapid developments in different fields, so strategic vigilance brings the organization closer to its surroundings and know it.

In this regard, strategic vigilance plays an active role in providing the necessary information in many aspects. It represents a real strength of the organization. It translates its distinguished ability in anticipating the future not only to exploit opportunities and avoid threats, but also to analyze economic activities, protect them and achieve their objectives. Real decision-making and dissemination of marketing culture to customers, enabling the organization to position in the competitive arena in the best way possible.

Therefore, the problem of research can be formulated with the following questions:

1. Does the bank have an information system within the internal and external environment?
2. Does the Bank have knowledge of vigilance and importance to it?
3. Is there a role for alertness in operational performance?
4. Does the bank have the ability to adopt the concept of improving operational performance according to strategic vigilance?

Second: Research objectives

The research seeks to achieve a set of goals is as follows:

1. Evaluate the strategic alert system through the information selected from it?
2. What is the effect of strategic vigilance on the Bank's operational performance?
3. Know the relationship between strategic alertness and operational performance?

Third: The importance of research

The importance of the research is as follows:

1. Diagnosis of the actual reality of the information system adopted by the bank.
2. Highlight the importance of the system of strategic vigilance of the decisions and operational performance of the bank so that it can survive, grow and compete through the information provided by the system of vigilance about the environment.

Fourth: Planned descriptive research

Through the study of scientific literature, the scale of the research and the schematic schema was constructed, which included two variables: the first independent (strategic alertness), which contained a number of dimensions (environmental, marketing, competitive and technological alertness). The dependent variable (the operational performance) which included the dimensions (cost, time and flexibility) Creativity and

diversification).

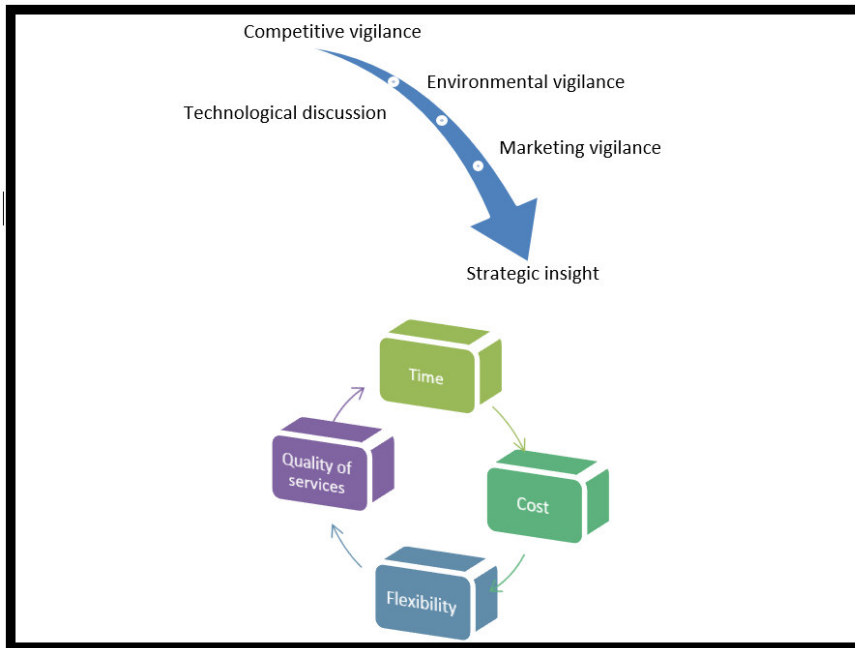


Figure (1) the default search outline

Metering Tool:

Table (1) Search Scale

Seq.	Key variables	Sub-variables	Number of paragraphs	Sources
2	Strategic vigilance	Environmental vigilance		Hickman et al·2011
		Technological vigilance		Ramle,2014
		Competitive vigilance		Tamboura·2007
		Marketing vigilance		Amira,2013
3	Operational Performance	Cost		Prepared by the researcher
		Time		
		Flexibility		
		creativity		
		Diversification		

Community and Sample Search:

Private banks have been selected for their pioneering role in banking marketing and in the development of the national economy. Therefore, the leading banks in this field have been selected: Middle East, National, North and Arabian Gulf.

Research Methodology:

The descriptive approach was used on an objective sample of managers of departments and divisions in private banks. The sample of the research was distributed (40) questionnaires and returned only (37) and showed that (3) questionnaire is not suitable for analysis due to lack of information. (34) Questionnaire form.

The truth and stability of the questionnaire:

The scale of the research was done by looking at the Arab and foreign literature and sending it to the arbitrators. The percentage of the validity of the content was (94%). The stability of the questionnaire was (.834) which is very high.

Table (2) the validity and consistency of the questionnaire

Key variables	Number of paragraphs	consistency	validity
Strategic vigilance	20	.776	.88
Operational Performance	14	.644	.80
Total	34	.834	.91

Previous studies

First: Studies related to the first variable (strategic vigilance)

1- (Hussein, 2015) (The relationship between strategic vigilance and marketing culture and its impact on the direction of marketing management)

The problem of study: strategic alertness and marketing culture and their impact on the direction of marketing management of Iraqi Airways?

Objective of the study: 1 - recognize the importance of both strategic alertness and marketing culture and their impact on the direction of marketing management.

2 - Knowledge of the marketing philosophy adopted by the Department and its suitability to the company's financial and human potential and current environmental conditions under the reality of strategic vigilance and marketing culture prevalent in the minds of management and ideas.

Society and Study Sample: 150 people in Iraqi Airways, an analytical and descriptive study.

The most important results: 1. Strategic vigilance and marketing culture have contributed to making the company's management ready to face unstable environmental conditions and sudden events as a strategic alert.

2. The management of the company in its marketing directives adopts the philosophy of selling orientation, which is likely to be based on other philosophies or orientations.

3. The company's management is concerned with its internal environment rather than its external environment, in the sense that the provision of services to customers is in accordance with the management perspective of the company and not according to the perspective of its customers.

1- (Yamaina 2016) (The role of strategic vigilance in the prevention of marketing crises for service organizations)

Study problem: How can strategic vigilance contribute to the prevention of marketing crises in the service establishment?

Objective of the study: 1 - To recognize the role of the system of strategic vigilance in the institution under study.

2 - Identify the various marketing crises possible in the institution under study.

Society and sample: 40 workers at Mobilis Foundation, Ouargla, Algeria, case study.

The most important results: 1- There is a high understanding of the strategic alert and marketing crises in the Mobiles Foundation. The study showed that strategic vigilance as an independent variable helps to diagnose marketing crises.

2 - Most of Mobiles employees are aware of the marketing crises and are trying hard to get rid of the crisis.

Second: Studies related to the second variable (operational performance)

1. (Roth 1989) Linking Manufacturing Strategy and Performance: An Empirical Investigation

Objective of the study: To work on the possibility of developing performance measures that may be appropriate for the functional strategy and the disclosure of links.

The most important results: The dimensions of the strategy of operations (independent variables) can be described as measured measurable growth as part of the operational or strategic decisions, and that the results of the performance that are expressed effectively have a significant correlation with the content of the strategy. Internal performance measures are efficient and reflect a better level of resource management.

2. A study Ali (2005) Title of the study: The relationship between the components of business reengineering and its impact on the performance of operations.

The aim of the study is to present a theoretical objective for the field of business reengineering. The second is to examine the readiness of Iraqi organizations to implement business reengineering through the availability of its components to study the possibility of achieving an appropriate level of compatibility between the re-engineering and business environment in Iraq. Apply it effectively and efficiently.

Sample of the study: The General Company for Textile Industries / Hilla The sample of the study included (200) people in categories (manager, engineer, technician).

The most important results: the lack of the company concerned with the application of business reengineering to develop its performance for the better and the limited attention of the company to design its work because it is still using the same restraint in production.

The second topic

The theoretical side

First: strategic vigilance

In Latin America (vigilantia), the use of this term in French originates from the concept of radar surveillance and this is to protect an area. In their book on economic intelligence, Martinet et Martin explained that this radar (or, as it is called, For a region and its purpose is to notify persons responsible for any danger they face. But there is another type of radar called the radar follow-up, if the first radar launched the alarm The second radar tracking the source of the warning to identify and collect information important for him (Hadeed & Hadeed,2005:189).

1. The concept of strategic vigilance

Because the organization's environment is dynamic and with increasing competition, organizations are racing to

devise new mechanisms that enable them to achieve the goal of survival and continuity, thus achieving competitive advantages. This can only be achieved by developing a strategic alert system, which is among the advanced information systems that provide the organization with the necessary Information from the research stage to the stage of information exploitation.

The definitions of the concept of strategic vigilance have been widely defined as "monitoring of the environment and following the targeted dissemination of analyzed and selected information in order to make strategic decisions" (Putin,2004).

It is also known as the information race through which the organization can voluntarily and voluntarily listen to its external environment in order to open up opportunities to exploit it in time, to identify threats, to avoid or minimize its effects. (Abdeen,2012: 3) as a formal organization that is deliberately formed, including how to search for information, treat it, broadcast it and exploit it in order to keep the organization in a state of caution and constant monitoring of the environment in which it is active. As the radar system of the organization for the purpose of monitoring all signals and gathering information around them to benefit from their strengths, capture opportunities and overcome their weaknesses and threats.

(Al-Saffar,2017: 88) referred to strategic alertness as the organization's radar system for the purpose of monitoring all signals and gathering information about them to benefit from their strengths, capture opportunities and overcome their weaknesses and threats.

Strategic vigilance can therefore be defined as "the activity of the Organization to gather and analyze data on its external environment in order to provide the necessary information to enable the Organization to exploit opportunities and avoid threats to maintain survival and growth.

From this we can refer to the most important characteristics derived from the concept of strategic vigilance agencies:

- a) Strategy: It is used to indicate that the information provided by strategic vigilance is not relevant to current and recurrent processes, and is concerned with the provision of decisions of a future nature and the evolution of the Organization in the evolving social and economic environment.
- b) Pre-eavesdropping: A method designed to provide information about the future, so that decisions can be made that show results over several months or years to come. Therefore, strategic alert information is early warning signals, not expectations derived from the past.
- c) Environment: A concept consisting of several elements with different impacts (customers, suppliers, competitors, laws, governments).
- d) Creativity: Given the information of strategic alertness, which represents the early warning signals, it is a reference to the concept of creativity, as it does not describe the events that actually occurred, but through which can be formulated hypotheses and vision pre-creative.
- e) Voluntary Objective: Since the goal of strategic vigilance is creative, it can not be limited to mere monitoring of the environment, but requires the will to force the members of the organization to activate and open good ears and eyes in order to capture proactive information.

2. The importance of strategic vigilance

Strategic vigilance contributes significantly to the success of organizations by:

- a) Allow to predict the future challenges or obstacles that the Organization will face.
- b) vigilance is a competitive tool that allows to anticipate and superior to competitors, through which the organization can develop a number of competitive advantages, it enables the continuous improvement of goods and services, and thus improve its relations with its customers and suppliers.
- c) access to a wealth of knowledge and options.
- d) Ensuring good response to customer needs and discovering new markets.
- e) Adapting the product to the new changes, as well as improving the technical characteristics of the product, its quality and its cost reduction.
- f) Increasing the capacity of the organization and the speed of reaction to changes.
- g) The organization helps to consolidate and balance existing competitors in the sector and direct attention to potential competitors who can not be ignored. The entry of a new competitor into the market means the introduction of new capabilities, capabilities and techniques, which affects profits.
- h) Raise the Organization's innovative capacity.
- i) Reducing the risks of environmental uncertainty and raising safety.

Therefore, the characteristics of strategic vigilance can be summarized as follows (Faeroz,2010: 3).

- Prediction: a forecast of competitors' activity or ocean changes.
- Discovery: Discovering new or potential competitors, organizations that can be purchased or can partner with them for development, discover opportunities in the market.
- Monitoring: monitoring the development of products in the market, technological developments or methods of production that allow or target activity, regulations that change within the activity.
- Learning: Learn about the characteristics of new markets, the mistake or success of others (competitors), which

facilitates the evaluation of projects, the development of a new way to conduct or build a unified vision for managers.

3. Strategic vigilance information

The goal of strategic vigilance is to obtain information that helps the organization to identify the most important changes that occur in its external environment, especially those that predict future events, in order to make the necessary decisions to exploit opportunities and avoid threats, so the information is the main resource for vigilance the strategy.

The basic types of information targeted by strategic vigilance can be distinguished:

1. Control information

The information produced by the organization and its guidance for internal use and gain knowledge of this type of importance as it enables the organization to compare the performance of the best organizations, and this information is facilitated by information systems such as human resources systems or production systems and quality systems.

2. Impact information

Information produced within the organization and addressed to external use, ie addressed to individuals and groups outside the organization (eg, customer and supplier).

The marketing information systems are the systems that run them, and they remain just information supportive of strategic alert information.

3. Early warning signals (weak signals)

It represents the main and fundamental information that the organization seeks to obtain, and includes the strategic information gathered outside the organization for internal use. It reflects the developments that have not been fully realized, but indicates that something has had an impact on the organization. The three types of information can be clarified as follows:

Early warning signals can be defined as "information translated into the Organization as an event scenario that could be of great benefit to FAO officials.

4. Conditions of effective strategic vigilance

To make strategic vigilance effective, the following conditions must be met (Faeroz,2010: 10).

A. Count vigilance administrative function.

B. good internal communication allows the information to move to those who request it through different organizational levels without monopolizing one person, because vigilance is collective work and not individual.

C. The need for time control.

D. Minimum structures. Information is given a better value when the organization has a structured framework with specific functions.

E. A strong collective spirit.

5. Types of vigilance strategy

There are several types of strategic vigilance, each of which has its own characteristics, scope and objectives. The knowledge you convey can be divided into a wide range of categories as shown in Figure 3:

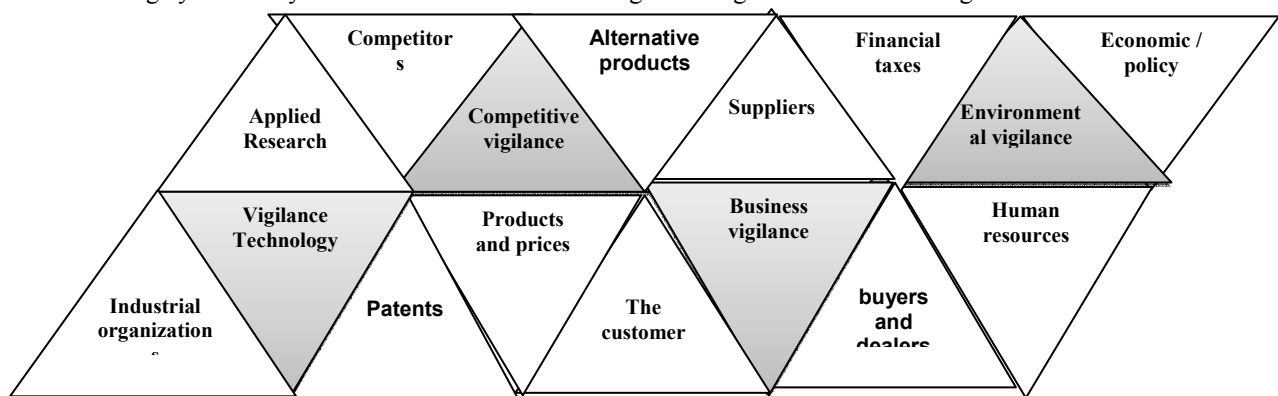


Figure (3) Theoretical Model of Strategic Alert Types

Source: Isabelle G. 2008:La veille pour aller de l'avant " « Journal of Sciences de l'information a ete consacre a la veille: Vol.45· No.4· 1.

By agreement of most writers and researchers such as (2000:4·Brouard), (2004:43-44·Dumas), (2008:1-2·Isabelle), (2008:17-19 ,.M,Akli)· (Lamea,2009: 21), (2010:12·Grine)· (Diakhate,2011:7), (Omar & Lamén,2017: 5-6) (Hussain,2015: 23-30) (Al-Saffar,2017: 92-97) (Ibrahim,2017: 51-52) (Mahmood,2017: 210) (Galab & Maleka,2012: 160-162).

Strategic alertness includes four types: environmental vigilance, competitive vigilance, marketing vigilance and technological vigilance. In our current study, we will consider these elements of the agreement of most researchers.

1. Environmental Vigilance

There are those called "ocean vigilance", which is also known as a comprehensive vigilance to monitor economic, legal, demographic and cultural developments, which affect in one way or another the activities of the organization.

Its application is a difficult task for the organization because it concerns a wide range of the remaining environment relevant to all events and changes in the environment (Hussain,2015: 29). Environmental vigilance also means realizing the various changes that can occur within the community, It is also called social vigilance, as it monitors changes that have to do with various aspects of social life, including the development of demographic growth, consumption habits, and population groups (Mirage & Adon,2005: 165).

An organization that takes into account the political, economic, social and cultural objectives (values, beliefs and codes of conduct) that directs the behavior of individuals and society and determines what is right, what is wrong, what is acceptable and what is not acceptable to conduct, Successful and enable them to achieve the goals they aspire to (Al-Saffar,2017: 92).

Understanding the cultural context is important in assessing the organization's capacity, and failure to understand changes in culture or differences between cultures will have a significant impact on the organization's ability and thus affect its competitive advantage (Barney & Hesterly, 2006: 36).

Figure (3) illustrates the process of environmental vigilance

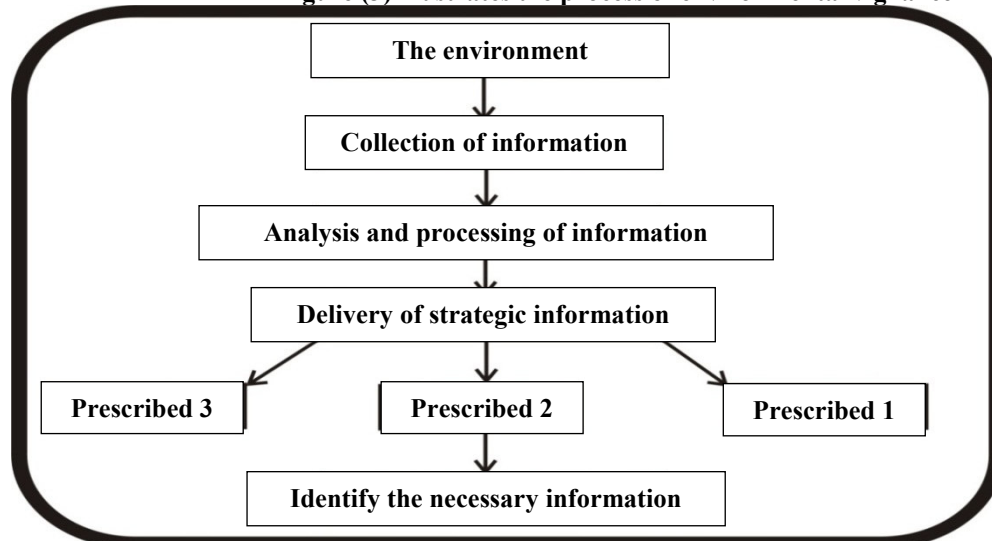


Figure (4) Process of environmental vigilance

Source: Al-Saffar, Ahmed Abd Ismail " The implications of strategic intelligence and vigilance strategy to make decisions and their impact on the strategy of the Ministry of Foreign Affairs is a requirement for promotion" Dissertation for promotion to the rank of Minister Plenipotentiary, Ministry of Foreign Affairs, Institute of Foreign Service, 2017: 93.

2. Competitive Vigilance

Is the activity through which the organization recognizes its current and potential competitors, and all their policies, and takes care of the environment in which the competing organization develops. This is done by collecting information classified as quantitative and qualitative:

- Quantitative information: relates to the current performance of competitors and their strategies, new goals, abilities, assumptions governing the work and decisions of competitors.
- Qualitative information: related to efforts in research and development, relations with new suppliers, markets, new products, new technology.

The organization is therefore required to ensure competitive information, because it allows to determine the direction of trade, and identify the most threatening competitors.

Michael Porter is credited with developing the "competitive advantage" in his book "Competitive Advantage". The competition has broadened beyond the current competitors within the industry and includes potential competitors, alternative product producers and suppliers (Nour El Abidine,2012: 38).

Competitive vigilance can be defined as an activity that allows the organization to identify its current and potential competitors as well as the environment in which the competing organization evolves. This is done by collecting information obtained when analyzing the industry and analyzing competition (Zahra & Fareda,2008:

5).

(Tamboura, 2008: 60) is the activity by which the organization identifies its current and potential competitors, strategies, and perhaps their intentions or future projects, in order to anticipate any decision likely to hinder the organization's activity and miss many opportunities.

(526: Badiee, 2011 & Mollayaaghobi) defined it as gathering information about competitors to gain a competitive edge in the market.

Both (Hadeed & Hadeed,2005: 190) (Lameam2009: 22-23), point out that competitive vigilance aims to gather information about:

1- The current performance of the competitor.

Competitor strategy.

3. New objectives and capabilities of competitors.

4. Assumptions and decisions by competitors.

5. Activities that competitors can not do.

6. Future of competitors.

(Rateba,2003: 69) (Ibrahim,2017: 52) stressed that competitive vigilance works to research and understand all its finances in relation to the competition organization by knowing:

A. FAO products Competition: full range of products, covered market segments, market share.

B. Selling and distribution technology: Distribution network, distribution plan, applicable prices.

C. Partners: Network suppliers, contractors.

D. Production: production system, materials and skills used, cost of production.

E. Research and development: Technologies used and patents registered.

(Porter,2010: 120) emphasizes the need to focus on the following:

- Results of the interaction of potential competitor steps that have been identified.

- Organizational growth rates and their compatibility with expected growth in industry, whether there is a gap that arises and needs to be addressed.

- The extent to which potential movements of competitors affect the structure of industry as a whole.

3. Marketing Vigilance

It means the process of research, processing and distribution of information on the markets of the Organization, namely the follow-up of market development, consumer behavior, introduction of new products, etc. (2003: 8, Centredec).

In this type of vigilance, emphasis is placed on the changing needs of customers over the long term, the evolution of the relationship between the organization and customers, the development of new products, the evolution of the relationship between suppliers and the organization, and the possibility of the supplier obtaining the products requested by the organization at a lower cost (Chalus & Marie) , 2007: 5), (Ying Bai, 2006: 67.

Both Tumoura (2004: 43) and Dumas (2008: 60) believe that customer is the main focus of the organization's strategy. Identifying existing and potential customers and studying their needs and aspirations in an effort to satisfy them better than competitors is the primary concern of any organization that wishes to ensure capacity. The competitive competitiveness of the organization is the goal of its marketing vigilance.

(Ali, 2008: 17) (Asma,2014: 69) (Mohammed,2015: 31-32) that marketing or (commercial) vigilance allows:

- Discover new markets.

- Suggest new products to customers.

- Escort the launch of the new product.

(Amira, 2014: 25) (Asma,2014: 56) noted that the areas of commercial monitoring are determined by two main elements:

A. Customers: It focuses on the development of customer needs in the long term, as well as on the development of the relationship between customers and the organization.

B. Suppliers: Tracking the evolution of new product offerings, the evolution of the supplier-organization relationship and the supplier's ability to select the products that the organization needs at the lowest cost.

It can be said that commercial vigilance aims to achieve a range of ambitions, including: (Fahema,2009: 55)

1. Propose new products and meet the desires and needs of consumers.

2. Improve negotiating capacity with customers and suppliers.

3 - Follow-up market development and offers new products in the market.

4. Technological Vigilance

Technology has become an important strategic variable because it is a constant element of the organization's excellence. It must know its strengths and weaknesses because of the technology it possesses, as well as its knowledge of its competitors. It must look for the way it can monitor its technological environment in order to achieve sustainable knowledge. In order to develop their technological knowledge at the global and local level to protect their future. Therefore, they have to develop a technological vigilance mechanism through which they can follow various technological changes (Nasera,2011: 102).

Technological vigilance is concerned with collecting information that enables the organization to predict technological innovations or invest safely (Ahmed,2007: 42). It is also the activity by which the organization identifies technologies and technologies used by its customers, partners and competitors in the field of activity in which it operates.

Technological change creates opportunities for some organizations and poses a threat to others, so organizations must monitor this change regularly and continuously to adapt to it in the future (Barney & Hesterly, 2006: 35).

Technological vigilance benefits the organization through the collected information or scientific data (patents, market data, scientific data, technological data, and informational information). The organization receives through technological vigilance, which is a tool for future decision-making (development of R & D programs) , Acquiring new cooperation agreements, selling and buying licenses or purchasing new production units (Dalila, 2012: 5). As illustrated in Figure 5

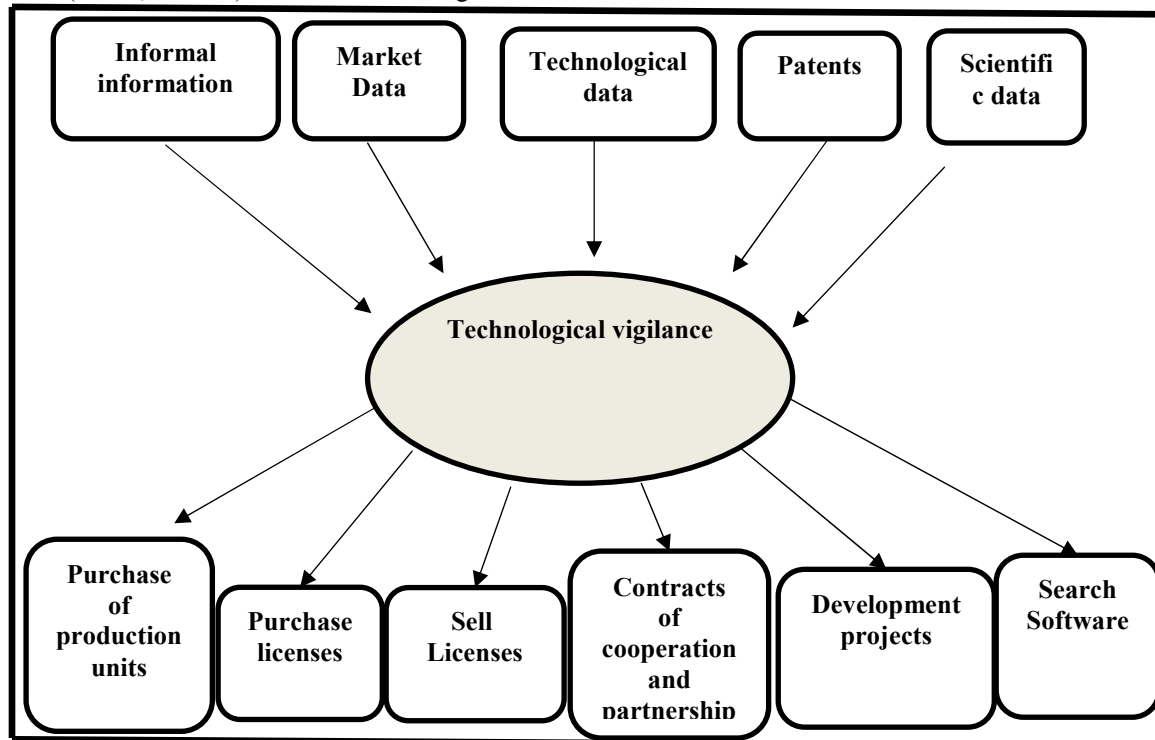


Figure (5) Benefits of technological vigilance

Source: Dalila,M. 2012, "la Veille technologique :une necessite pour integration des entreprises al economie mondiale,;5.

From the above, technological vigilance enables the organization to: (Hadeed & Hadeed,2005: 190-191) (Ahmed ,2007: 42) (Asma,2014: 70)

1. Collect scientific, technical and technological information for their use in technological innovations.
2. Detect and exploit opportunities and overcome threats.
3. Knowledge of patents registered.
4. Identify the technologies or technologies used by competitors.
- 5 - interest in technological development, such as scientific discoveries and innovation in goods and services and the development of methods and methods of manufacture and the emergence of new products.
6. Use of new technologies and knowledge of their advantages.

The importance of environmental vigilance, competitive vigilance, commercial vigilance, and technological vigilance can be illustrated by specific elements of a work environment. In this regard, an important vision of the relationship between the five competing forces of PORTER can be clarified in various types of vigilance, .

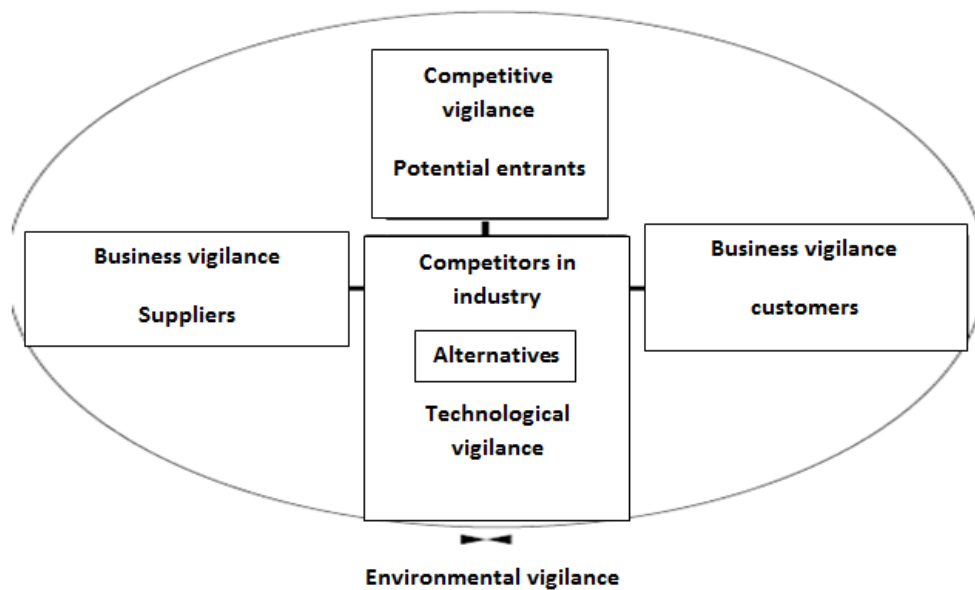


Figure (6): The four types of vigilance combined with the forces of competition for Porter

Source: Grine ,L2010." La mise en place d'un système de veille commerciale" , Alger ,:26.

5. Social vigilance

It means understanding the various changes that can happen within the society as soon as possible, which can expose the organization to the risk of unrest and affect its relationship with its surroundings such as conflicts, religious conflicts, adherence to traditions, consumption habits, and social vigilance aims to warn or reduce the negative effects of obstructions, Dirin:

- A healthy social environment that contributes to making good exchanges between members of the group.
- Ease of dealing with internal problems such as reorganization of work.

6. Vigilance on human resources

The human element is the main pillar of the organization, and the source of the competitive advantage. The organization is a group of individuals and groups that differ in their aspirations. The factors that affect them vary, so the organization must be alert to all these factors that can affect the positive or Neglecting the performance and behavior of employees, so that you can guide behavior and performance to the benefit of the organization.

7. Legal vigilance

Legal or legislative vigilance allows for monitoring and monitoring the development of laws and legislations that can be issued by governmental or ministerial bodies or by all decision-makers in the State in general. This kind of vigilance is very important for the organization especially within the framework of globalization and its laws.

The surveillance of the laws and legislations that are issued and which can be issued to the organization of the reaction that take advantage of the opportunities that may result from the application of these laws or avoid the threats resulting from them.

Therefore, the focus will be on four types of strategic vigilance (environmental alertness, competitiveness, technology and finally marketing vigilance).

Second: operational performance

Most researchers believe that the performance of organizations depends to a large extent on their operational processes, in particular production, production processes, and the competitive dimensions (cost - quality - delivery - flexibility - creativity), which represent the important pillars in this job lead to a competitive opportunity through which the company can To the desired performance. In light of this context we will provide the views of researchers in clarifying these dimensions :- (Kosts; 1981: 17)

A. Cost

It is used to evaluate the performance of operations and thus the performance of the organization and are critical factors in the survival and continuation of the success of the organization and through this dimension the organization can achieve a competitive advantage, the cost is the strategic consideration of the price and prepare a weapon competitive and measured to perform the function of operations, Kosts Businesses that seek to reduce their prices are adopting cost-effective pricing, as well as in organizations that seek to compete regardless of cost, they will seek in one way or another to reduce their costs.

Therefore, operations are concerned with maintaining the low costs consistent with (quality, speed, flexibility, reliability) according to the requirements of the customer, especially in organizations that compete in prices.

B. Quality

Quality is one of the dimensions that directly affect the performance and survival of the organization. John asserts that quality is the goal of every organization manager and an influential force in its performance (Jhun, 1992: 66). Jacobs & Chase, 2008: The quality of the design relates to the range of characteristics that the goods and services contain and are directly related to their design and focus on the customer's requirements. The second characteristic is the quality of the operations, which is important because of their relation to reliability and production without errors or deviations.

Dilworth asserts that the organization's superiority in the quality of its products reflects the quality in two interconnected dimensions: Dilworth (1992: p58)

- Design Quality

-Conformance Quality

C. Speed in delivery (time)

Speed means the time required from the moment the customer submits the product (product or service) until it is received. The main benefit of speed is to deliver goods and services as quickly as possible to the customers of operations and to help speed decision making and the movement of materials and information within operations, as well as other benefits such as reducing inventory and reducing risks.

The ability to regularize the delivery times and speed in completing the customer request is directly related to the manufacturing organizations on request as the customization requests specify the date of delivery and time to be completed while the organizations make for the purpose of storage - Make to stock - the effectiveness of delivery of their products depending on the level of The availability of finished goods inventory (Al Mamouri,1999: 21-22) This dimension is expressed in the reliability and speed of delivery and the speed of delivery as follows:

- On Time Delivery

- Speed in Delivery

- Speed In Development

D. Flexibility

This dimension is very important in contemporary organizations because it enables the organization to adapt to various internal and external environmental variables. Flexibility is defined as the ability to adapt to environmental variables and their requirements (Chase & Aquilano, 2001: 26). Flexibility is the organization's ability to offer a wide variety of products For customers, this means that flexibility is a wide variety of products offered by the organization, and is divided into two types:

- volume Flexibility

- product flexibility - mix

E. Innovation

Both Mohsen and Al-Najjar point out that innovation is adopted by companies that possess or seek to possess leadership in the product technology, and should therefore focus on research and development (R & D) in the beginning of their activities. (Martinich) emphasizes creativity as a competitive priority, which means: (Martinich, 1997: 37)

- The uniqueness and excellence of the products carried out by the organized company.

- The speed of development of the new product.

According to Krajewski & Ritzman, from the perspective of competitive priorities, the performance objectives of the five operations include nine removals as shown in Table 3:

Table (3)
The dimensions of the objectives of the performance of operations

Target	the definition	View Operations Manager
Cost .1	Providing goods and services at the lowest possible cost to meet the customer's internal and external requirements for operations.	To reduce costs, operations must design and operate their activities with special efficiency, such as investing in automated equipment or techniques to reduce the cost of one unit of products (goods, services).
Quality		
High quality .2	Providing distinguished goods and services from competitors.	High quality service operations require a high level of customer communication and availability as well as utility and courteous handling. Either in terms of manufacturing processes, they require characteristic characteristics of products and high durability.
Quality matching .3	Production of goods and services conforming to the specified specifications.	Processes should be designed and controlled to minimize errors, avoid deviations and maintain production based on quality.
Time		
speed of delivery .4	Fast delivery of customers' requests	Design processes so that lead time is minimal. By obtaining backup power and measured levels of inventory and other factors.
Timely Delivery .5	Meet requests on time	By reducing idle time and planning operations (forecast, recruitment, scheduling, energy planning) to increase the percentage of requests delivered to customers according to the agreed date to 95%
Speed of development .6	Fast delivery of new goods and services	Operations through its integrated functions and processors are aimed at speeding up new products and services and speeding market access.
Flexibility		
Prevention .7	Meet the unique needs of each customer by changing the design of goods or services	Operations management that has a small-cap strategy is characterized by a strong customer relationship and the ability to rearrange its operations to meet the diverse customer needs
variety .8	Handle a wide range of goods and services efficiently	The management of processes that support diversity must have the capacity to deal with large volumes and it is not necessary that the goods and services be unique to specific customers with repeated orders.
Flexible size .9	Increase and decrease the production of goods and services at a rapid rate compared with the large demand fluctuations	Processes are designed to withstand the fluctuations in demand through increased energy or inventory.

Source: Krajewski, Lee J., & Ritzman, Larry P. , 2010 **Operations Management Strategy & Analysis**, 6th ed., Addison Wesley, Publishing Company, Inc., New York:34.

Here we will focus on four dimensions of operational performance (cost, time, flexibility, quality of service).

The third topic: the practical framework

First: Describe the responses of the research sample to the independent variable (strategic alertness)

1. Technological vigilance

The statistical results indicate that most of the results of the paragraphs after technological vigilance are higher than the mean mean (2.6), noting the highest mean of the mean of the paragraph (3) as the value of (4.11) This indicates a very high tendency for the sample to the paragraph containing (The Bank's management is keen to continuously train staff on new techniques. (At a standard deviation of 647), which indicates a response in the opinion of the sample of the study with a difference coefficient (.157). This is confirmed by the interviews of bank managers that they have clear plans and budget for training employees. (2), which includes (the management of the bank to make positive changes and follow the methods and methods of modern banking service using the best scientific techniques), which estimated the value of the The median (3.97) and standard deviation (.656).

Table (4) shows The median, standard deviation, and coefficient of variation for technological vigilance

Seq.	Questions	The median	standard deviation	Coefficient of variation
1	The Bank monitors all what is new in the area of providing banking service	4.13	.814	0.197
2	The Bank is working on positive changes and modern styles and in providing banking service using the best scientific techniques	3.97	.656	0.165
3	The Bank's management is keen to continuously train staff on new technologies.	4.11	.647	0.157
4	The bank is seeking to buy the latest technology to speed up customer transactions.	4.09	.733	0.179
5	The bank seeks to have the latest technological developments in its field.	4.02	.722	0.1796

2. Competitive vigilance

Including the following competitive vigilance on five paragraphs dealing with the monitoring and control of the bank to the competitive environment and noted that all paragraphs are very high for the members of the sample on the paragraphs after the competitive vigilance, where the tenth paragraph at the top of the middle of my account at (4.37) This indicates a high tendency for sample members In terms of the bank's use of competitive strategies (lowest cost, differentiation, highest quality and speed of delivery) according to the situation. The lowest value was in the sixth paragraph with the mean (4.04) which is a very high tendency and a standard deviation (.851) The views of the research sample on the paragraph (the bank's management monitors the movements Other banks with caution and working to be proactive in asking banking services) and this is confirmed by the difference which reached coefficient (0.210).

Table (5) The median, standard deviation and coefficient of variation for competitive alertness

Seq.	Questions	The median	standard deviation	Coefficient of variation
6	The bank's management monitors the movements of other banks cautiously and works to be proactive in offering banking services.	4.04	.851	0.210
7	Bank management is characterized by the ability to maintain attention and not to ignore the movements of competitors.	4.20	.814	0.193
8	The Bank's management evaluates its service by reference.	4.15	.705	0.169
9	There is a competitive intelligence at the bank to know the direction of the public and competitors.	4.31	.701	0.162
10	The Bank's management uses competitive strategies (less cost, differentiation, higher quality, delivery speed) depending on the situation.	4.37	.747	0.170

3. Marketing vigilance

The statistical results indicate that there is a clear variance in the results after the market vigilance. If the highest mean of the mean is mentioned in paragraph (11) where it reached (4.40 indicating a high tendency for the members of the research sample about the paragraph which includes) the bank has sufficient financial resources to fulfill its various obligations). This means that the bank's solvency was at the acceptable level and with a standard deviation of (7.80), which indicates a homogeneity in the opinions of the sample of the research. This confirms the coefficient of difference (0.177). The lowest mean of my account was the share of paragraph (12)), Which is acceptable and high dispersion of the sample of the research sample, reaching a standard deviation (1.443).

Table (6) The median, standard deviation and coefficient of variation for marketing alertness

Seq.	Questions	The median	standard deviation	Coefficient of variation
11	The Bank has sufficient financial resources to meet its various obligations.	4.40	.780	0.177
12	The Bank's management has the ability to determine the gap between its services and market needs.	2.91	1.443	0.495
13	The Bank seeks to adopt the methods of providing services that meet customer requirements.	3.68	.874	0.237
14	The bank must be flexible to put its efforts and energies towards those markets, avoid competitive views and then develop a marketing strategy for each target category in those markets.	3.82	.860	0.225

4. Environmental vigilance

Note that the highest mean of my account was in paragraph (19) which amounted to (3.88), which is a very high tendency for members of the research sample, which includes (the bank has social and environmental responsibility that enhances the The bank's confidence in the bank (This is what we see that some banks have sponsorship for sports clubs and some orphanages and the homes of the disabled and also for some national occasions as it reached the standard deviation (.858) which is consistent with the views of the sample research, High tendency for the sample (3.24) and standard deviation (1.151) which indicates dispersion in Behind a sample search.

Table (7) The median, standard deviation and coefficient of variation for environmental vigilance

Seq.	Questions	The median	standard deviation	Coefficient of variation
15	Decision makers monitor random events that are unexpected or have weak signals.	3.82	.860	0.225
16	The Bank's management acts in a conscious response to situational events.	3.71	.869	0.234
17	The Bank's management accommodates the country's ideology, economic philosophy and prevailing laws.	3.44	.966	0.280
18	The Bank seeks to contribute effectively to environmental protection through participation in environmental conferences and seminars	3.24	1.151	0.354
19	The Bank has a social and environmental responsibility that enhances customer confidence in the Bank	3.88	.858	0.220
20	The Bank seeks to achieve sustainability of environmental and social performance	3.84	.952	0.247

Second: Describe the responses of the research sample to the dependent variable

The results of the statistical analysis indicate the variance of the results of the approved variable (operational performance) if it reached the highest paragraph of the first dimension (cost) on the middle of the account (3.80) for the second paragraph which includes (the cost structure of the bank is characterized as the lowest compared to the competitors). For the second dimension (time) of operational performance, paragraph (3), which includes (the bank's management has sufficient liquidity to meet the objectives of the speed of delivery), has reached (3.91). This is confirmed by the standard deviation and the difference coefficient (792) 0.202), respectively, and this is consistent with paragraph (11) after the marketing vigilance that comes (The bank has sufficient financial resources to meet its various obligations).

The highest mean of Al Marouna's account was the share of paragraph (11) which includes (in the operations of the bank the ability to provide new or advanced services). The mean of the calculation (4.75) which is a very high tendency for the sample of the research and this indicates that the banks The last dimension (quality of services) of the adopted variable is the operational performance, which indicates the variance of the results of the dimension, which reached the highest mean of the paragraph (12) which includes (the bank's management adopts a clear and reliable quality policy) Kara (3.93) and standard deviation (0.889) This is confirmed by the coefficient of variation (0.226).

Table (8) The median, standard deviation and coefficient of variation to dimension the dependent variable (operational performance)

Seq.	Cost	The median	standard deviation	Coefficient of variation
1	Procedures and processes are in place to control the details of the costs and determine their positions.	3.60	1.095	0.304
2	The bank's cost structure is the lowest compared to competitors.	3.80	.894	0.235
	Time	The median	standard deviation	Coefficient of variation
3	The Bank's management shall maintain sufficient liquidity to achieve the objectives of delivery speed.	3.91	.792	0.202
4	The company's management relies on procedures to deliver products faster than competitors.	3.88	1.049	0.269
5	The use of information technology helps make decisions as quickly as possible.	2.51	1.486	0.592
6	The Bank's management is focused on the speed of delivery of new services and the speed of market access.	3.88	.831	0.213
7	Bank management uses information technology to increase communication speed with the customer.	3.64	.957	0.262
8	The Bank's management in designing its operations focuses on reducing idle time.	3.60	1.009	0.280
	Flexibility	The median	standard deviation	Coefficient of variation
9	The Bank's management has the ability to make changes in its operations and product designs in response to changing customer needs.	2.48	1.324	0.532
10	The Bank's management has the ability to change its operations and adapt to fluctuating demand for its services.	4.04	.851	0.210
11	The Bank's operations have the ability to provide new or sophisticated services.	4.75	.528	0.111
	Quality of services	The median	standard deviation	Coefficient of variation
12	Bank management adopts a clear and reliable quality policy.	3.93	.889	0.226
13	There are procedures and processes to tighten quality control.	3.57	.865	0.241
14	The Bank's management meets customers' desires with high quality services.	3.71	.920	0.247

Third: the correlation between the variables of research and its dimensions

The results of the study indicate that there is a correlation between the variables and distances at a significant level (0.05 and 0.01) at 95% and 99% confidence level. If there is a correlation between the post-cost and strategic and marketing alertness at (0.05) (0.01) This indicates that banks are more interested in environmental and marketing issues than technological and competitive issues, perhaps because of the high cost. After that time, it was the strongest relationship with the strategic, environmental and marketing zeal. This is what drives banks to compete with each other in order to increase market share and know what is happening in the external environment of opportunities without taking into consideration competitors what they think they need competitive intelligence to address them may not have Banks had sufficient experience to detect or obtain information from competitors, while technological vigilance was at the level of (0.05). This indicates that the banks of the research sample have an interest in the technological aspect. After flexibility, it had no relation to either the main variable nor its dimensions. This indicates that the sample banks are traditionally engaged in diversification of services, size of accounts, deposits, or adaptation to the environment. The last dimension was achieved only with environmental vigilance, but here the main hypothesis was achieved through the results of the statistical analysis of the relationship between strategic alertness and operational performance at a significant level (0.01) as in the table below.

Table (9) shows the correlation between variables and dimensions

Extend the independent variable \ Extend the dependent variable	Technological vigilance	Competitive vigilance	Marketing vigilance	Environmental vigilance	Strategic vigilance
Cost	.137	.013	.358(*)	.469(**)	.332(*)
	.369	.932	.016	.001	.026
Time	.296(*)	.266	.555(**)	.551(**)	.620(**)
	.049	.077	.000	.000	.000
Flexibility	-.023	.195	-.179	.103	-.084
	.881	.199	.239	.502	.583
Quality of services	.116	.113	.154	.358(*)	.285
	.449	.458	.312	.016	.058
Operational Performance	.195	.188	.373(*)	.662(**)	.488(**)
	.199	.217	.012	.000	.001

Fourth: the effect of strategic vigilance in operational performance

The statistical results indicate that there is an effect of the strategic vigilance in the operational performance by testing ($F = 33.646$) at a significant level (0.01), and the ratio of the independent variable in the dependent variable is approximately (44%). search. This suggests acceptance of the second hypothesis, which states that there is an effect of strategic vigilance in operational performance.

Table 10 illustrates the effect of strategic alertness on the operational performance of the research sample

Independent variable	Regression coefficient	t	Sig.	R	R ²	F	sig.	The dependent variable	
Strategic vigilance	a	.791	1.587	.120	.663(a)	.439	33.646	.000(a)	Operational Performance
	b	.736	5.800	.000					

The fourth topic: conclusions and recommendations

First: Conclusions

1. The results of the study showed a correlation between strategic alertness and operational performance in the surveyed banks, which confirms the importance of the dimensions of strategic vigilance.
2. The results show that the bank's management is interested in collecting information about its external environment.
3. The senior management within the banks of the research sample, monitors and follows situational events through their environmental information and works to assess their risks and confront them with awareness.
4. The Department of Banks continues to follow up the scientific discoveries in the banking systems that belong to its field of work.
5. The management of sample banks seeks to obtain competitive advantage based on low cost strategy.
6. The results show that the management of banks monitors their competitors from government and private banks by collecting information on them, analyzing them and analyzing the environment of their competitors permanently to raise the quality of their services and obtain a good market share.

Second: Recommendations

1. The management of banks is supposed to adopt a clear policy in the selection and appointment of employees within the sections of the bank, especially departments with a high degree of work in addition to sending banking professionals for training courses to upgrade.
2. The necessity of the senior management of the banks to encourage the employees to provide them with the best services through the work of a series of meetings and seminars within the bank as well as to monitor their daily behavior to determine the extent of their application values and beliefs of banking work to ensure a distinct competitive position of the banks surveyed.
3. The necessity of contributing private banks to support civil society organizations and humanitarian organizations such as organizations to combat diseases and social epidemics and the role of the elderly to reflect a positive image of private banks.
4. The necessity of investing the sample banks for the integrated positive relationship between strategic

vigilance and its role in improving operational performance.

5. The need for the management of banks to obtain adequate financial resources through the adoption of certain policies such as self-financing policy to meet their needs.

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