

# **Chapter 2**

## **Basics of strategic vigilance**

# History of strategic vigilance

## **Stage 1: The fifties**

**The first appearance of this term was in the IBM review 1958 by researcher Luhn entitled A Business Intelligence System He defined it as an automated system developed to disseminate information between the different departments of the organization based on techniques for processing internal and external data..**

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## Stage 2: The sixties stage:

Awareness in this stage was linked to the emergence of strategic planning in the organization. It began with the work of Aguilar 1967 on environmental scanning with the aim of providing an understanding and management of the uncertainties characteristic of the environment.. Environmental scanning is the term most futurists used in the 1960-1970s, but as the environmental movement grew, some thought the term might only refer to systems to monitor changes in the natural environment due to human actions. To avoid this confusion, some have called them —Futures Scanning Systems, —Early Warning Systems and —Futures Intelligence Systems. Increasingly the output of such systems is being called —Collective Intelligence. MIT created a Center for Collective Intelligence in 2007. I prefer to define collective intelligence as —an emergent property from synergies among data/info/knowledge, software/hardware, and human minds (experts) that continually learns from feedback to produce just in time knowledge‘ for better decisions than these elements acting alone.|| Facilitating this emergent property should be the purpose of environmental scanning.

### **Stage 3 :The seventies**

**During this period Ansoff's 1975 research appeared Where he emphasized the essential role of the organization's radar to monitor weak signals emitted by the environment. Ansoff called it strategic surprises.**

**This means: There is always a change in one aspect of the environment that the organization had not noticed before.**

## **Stage 4 :The 1980s**

**In this stage, we find that research has moved beyond the stage of searching for external information to the stage of processing this information.**

**This is evident from Porter's work on the competitive environment to monitor and analyze the movements of current and potential competitors. By providing important information to the organization if it knows how to select, understand and exploit it.**

**Stage 5: The nineties to the present day:**

**During this stage, researchers focused more on the term strategic vigilance, its uses, objectives, and how to apply it. Strategic vigilance moved from a defensive function to an offensive function. The term economic intelligence also emerged during this period, which complements the term strategic vigilance.**

## Stage 5

The nineties to  
the present day

Stage 4 :it started in  
1985

“Competitive  
advantage”

By  
PORTER

Stage 3: it started  
in 1975

“Managing  
strategic surprise  
by response to weak  
signals”

by  
Ansoff

Stage 2:it started  
in 1967

“ Scanning  
the business  
environnement”

By  
Aguilar

It started Befor  
1967

“A Business  
Intelligence  
System”

by  
Luhn

It is called the maturity and support stage.It is characterized by an increase in the number of organizations that practice the process of monitoring the environment.These practices have become organized in a scientific manner.It has become a new function of the organization and it has a place in the organizational structure.It has moved from an activity to collect and analyze information for adaptation,to an important part of the strategy,

It is called the emergence stage:Institutions have become sensitive to the terms scanning/analysis, vigilance,and more aware of the importance of following up on developments in their environment,and this stage is characterized by searching for and collecting information (data).

# **Basic conceptss**



## Strategic Intelligence:

- ▶ **It does not aim to obtain useful information, but rather goes beyond that to obtain useful knowledge,It is defined as: a formal process of researching, collecting, processing information, and communicating it to strategic management,It has an informative and predictive function.But its primary mission is:Influencing the external environment by creating opportunities for the organization and creating unexpected threats to competitors...**

# **Economic intelligence**

- ▶ **is a set of environmental monitoring actions to collect, process, analyze, and disseminate valuable information to economic actors. It integrates the protection of the information thus produced and its use in influence and lobbying actions. The objective of EI is to explain the relationship of organizations faced with the emergence of the information society and offer them tools to take advantage of these transformations.**

# competitive intelligence

Companies have virtually the same access to information, but it is the ones that convert such information into actionable intelligence that will end up winning the game .

Organizations need systems and processes to gather and analyze reliable, relevant and timely information about competitors and markets that is available in vast amounts .

This is where competitive intelligence comes to aid. Several scholars have investigated competitive intelligence as business concept and various definitions have been provided (for a selection of the most significant competitive intelligence definitions

And from the comprehensive definitions provided by Bulger (2016, p. 63):competitive intelligence is the robust integration of insights from ‘intelligence pools’ that are identified across the business environment and in collaboration with other functional areas and disciplines that are synthesized to gain a comprehensive picture of a market in its current state and in its probable future state. The resulting outcome of integrated intelligence efforts is critical decisions influencing and supporting recommendations required to drive and gain a competitive advantage for an organization

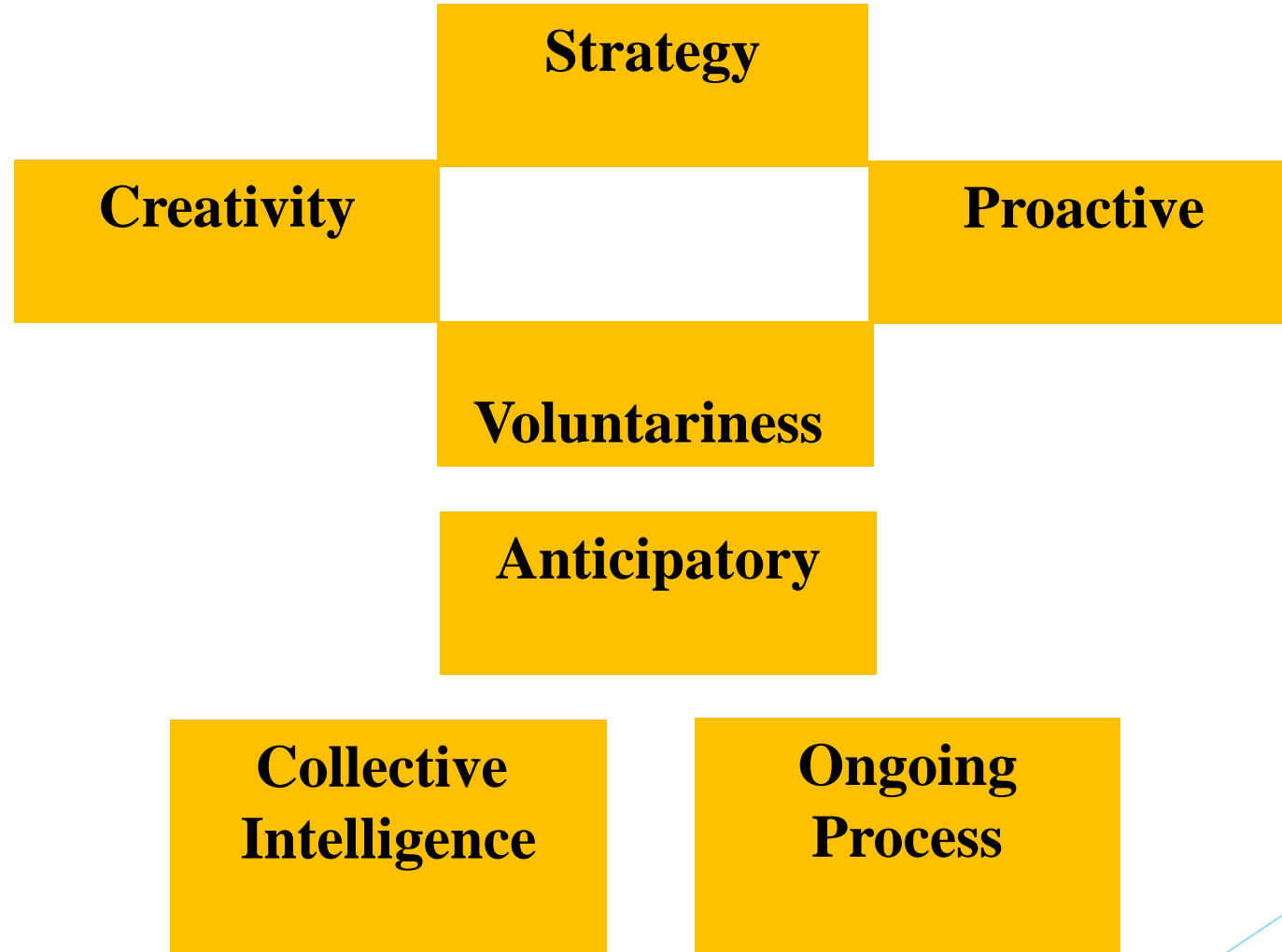
# Definition of Strategic vigilance

- ▶ The term Strategic vigilance is defined by (Karima, 2022) “Strategic vigilance is an integrated monitoring and monitoring process system that enables organizations to make strategic decisions and achieve long-term excellence.”
- ▶ Also according to (Alshaer, 2020) “Strategic vigilance refers to the continuous monitoring of the organization's surroundings to identify opportunities and minimize threats.”
- ▶ Following (Dawood, 2018) “Strategic vigilance refers to the process of obtaining information about changes in the external environment to make necessary decisions and exploit opportunities while avoiding threats.”
- ▶ (Hani, 2023) define it “Strategic vigilance is the process that is characterized by continuity and change in order to track the internal and external environment of the institutions in order to collect information about possible changes in them; in order to discover opportunities and reduce risks associated with the institution’s leadership orientations according to an organized method in strategic management”
- ▶ According to (Noor Kareem Hassan, 2022) “Strategic vigilance is the operations to forecast, observe and analyze an environment after publishing the information specified and selected accurately and treatment that help with decision making The strategy for the organization and the long-term. And the information may be the same nature: (technology, Legal, Competitive, and Commercial)”

# **Therefore, strategic vigilance revolves around:**

- ▶ **Continuous and intelligent monitoring of the external environment.**
- ▶ **Research or collection of current information Priority to future information, processing it and delivering it to the decision maker.**
- ▶ **Its use is specifically to discover opportunities and threats.**
- ▶ **Its goal is to support strategic decision-making and strategic planning to achieve strategic goals.**
- ▶ **The word strategy in the name is evidence that the information collected is future, predictive, and long-term.**

# Characteristics of strategic vigilance



# The importance of strategic vigilance

**Providing information for all administrative operations, especially strategic tasks. The organization's ability to provide information is a very important element for decision-making processes, especially predictive information.**

Information is data combined with meaning. Information embodies the understanding of a relationship as the relationship between cause and effect. Information is data that has meaning through relational connection. According to Ackoff, information is useful data; it provides answers to the questions: "who," "what," "where," and "when."



(Explain the three concepts with an example.)

# Characteristics of Information

**Time**

**Domain**

**Source**

**Degree of organization**

**Degree of predictability  
information**

**Degree of information  
accuracy**



# Quality of information

## quality of timing

- **Timing**
- **modernity**
- **Time period covered by information**

## quality of form

- **Clarity**
- **Detail**
- **Presentation style**

## quality of content

- **Accuracy**
- **Relevance**
- **Scope**

# Using information to make decisions

**A decision is defined as**

**"choosing between different alternatives".**

**The decision-making process consists of the following steps:**

- **Sensing the existence of the problem**
- **Defining the problem**
- **Identifying possible solutions (alternatives)**
- **Evaluating the solutions**
- **Choosing the best solution or alternative**
- **Implementing the best solution**
- **Evaluating the results**

# Benefits of strategic vigilance

- **Support planning**
- **Support response**
- **Support creativity and innovation**
- **Solving problems and supporting decisions**
- **Preempting events**

# Functions of Strategic vigilance

- **Proactive function**
- **Informative function**
- **Analytical function**
- **Formation function**
- **Communication function**