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The Role of Strategic Vigilance and Its Contributions to Organizational Decision-Making

Stratejik Gözetimin Örgütsel Karar Vermeye Katkıları ve Rolü

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Abstract

The accelerating pace of technological innovation, globalization, and market competition has transformed the operating environment of contemporary organizations, making access to timely and reliable information a critical determinant of organizational success. In this context, strategic vigilance has emerged as an essential managerial approach that enables organizations to monitor environmental developments, identify opportunities, anticipate threats, and support effective decision-making. This study examines the role of strategic vigilance in improving organizational decision-making by analyzing its conceptual foundations, dimensions, and practical contributions within economic organizations. Employing a descriptive and analytical approach, the study reviews the theoretical literature on strategic vigilance and explores its function as an integrated information system for collecting, processing, analyzing, and disseminating strategic information to decision-makers. The findings indicate that strategic vigilance enhances organizational responsiveness by reducing uncertainty, strengthening competitive intelligence, facilitating strategic planning, and enabling organizations to anticipate environmental changes before they occur. Furthermore, the study demonstrates that effective strategic vigilance contributes to risk reduction, innovation, sustainable competitive advantage, and improved organizational performance through evidence-based managerial decisions. The research concludes that organizations operating in highly dynamic environments should institutionalize strategic vigilance as a continuous strategic process rather than a temporary managerial activity.

Keywords: strategic vigilance; organizational decision-making; competitive intelligence; strategic management; environmental scanning; information systems.

Özet

Teknolojik yeniliklerin hızlanması, küreselleşme ve yoğun rekabet, çağdaş örgütlerin faaliyet gösterdiği çevreyi köklü biçimde değiştirmiş; doğru, güvenilir ve zamanında bilgiye erişimi örgütsel başarının temel belirleyicilerinden biri hâline getirmiştir. Bu bağlamda stratejik gözetim, örgütlerin çevresel gelişmeleri izlemelerine, fırsatları belirlemelerine, tehditleri önceden öngörmelerine ve karar verme süreçlerini desteklemelerine olanak sağlayan önemli bir yönetim yaklaşımı olarak öne çıkmaktadır. Bu çalışma, stratejik gözetimin kavramsal temellerini, boyutlarını ve ekonomik örgütlerdeki uygulamalarını inceleyerek örgütsel karar verme süreçlerine sağladığı katkıları değerlendirmektedir. Araştırmada betimsel ve analitik yöntem benimsenmiş; stratejik gözetime ilişkin kuramsal literatür incelenmiş ve bu yaklaşımın stratejik bilgilerin toplanması, işlenmesi, analiz edilmesi ve karar vericilere zamanında ulaştırılmasını sağlayan bütünlük bir bilgi sistemi olarak işlevi değerlendirilmiştir. Bulgular, stratejik gözetimin belirsizliği azalttığını, rekabetçi istihbaratı güçlendirdiğini, stratejik planlamayı desteklediğini ve çevresel değişimleri önceden öngörerek örgütlerin daha hızlı ve etkili kararlar almasını sağladığını göstermektedir. Sonuç olarak, dinamik rekabet ortamında faaliyet gösteren örgütlerin stratejik gözetimi geçici bir yönetim aracı olarak değil, kurumsal kültüre entegre edilmiş sürekli bir stratejik süreç olarak benimsemeleri gerektiği değerlendirilmektedir.

Anahtar Kelimeler: stratejik gözetim; örgütsel karar verme; rekabetçi istihbarat; stratejik yönetim; çevresel tarama; bilgi sistemleri.

1. Introduction

The contemporary business environment is characterized by unprecedented technological advancement, globalization, digital transformation, and intensified market competition. These developments have fundamentally altered the way organizations operate, making information one of the most valuable strategic resources for achieving sustainable competitive advantage. Organizations are no longer able to rely solely on traditional management practices; instead, they must continuously monitor environmental changes, anticipate emerging opportunities and threats, and respond proactively to dynamic market conditions. Consequently, strategic decision-making has become increasingly dependent on the organization's ability to acquire, process, interpret, and utilize relevant information in a timely manner. Strategic vigilance has therefore emerged as an essential managerial approach for enhancing organizational adaptability and long-term competitiveness.

Strategic vigilance refers to a systematic and continuous process through which organizations collect, analyze, interpret, and disseminate strategic information concerning their internal and external environments. Unlike routine information systems that primarily support operational decisions, strategic vigilance focuses on identifying weak signals, anticipating environmental discontinuities, and transforming fragmented information into actionable strategic knowledge. This proactive approach enables organizations to reduce uncertainty, improve forecasting capabilities, and support executives in making informed strategic decisions under conditions of complexity and risk.

The importance of strategic vigilance has increased considerably in recent decades because organizations now operate within environments characterized by rapid technological innovation, changing customer preferences, evolving regulatory frameworks, and continuously shifting competitive landscapes. These circumstances require organizations to establish effective mechanisms for environmental scanning, competitive intelligence, technological monitoring, and market surveillance. Strategic vigilance provides such a mechanism by integrating information from multiple sources and transforming it into strategic knowledge capable of supporting managerial planning and organizational learning.

The literature identifies strategic vigilance as a multidimensional concept consisting of several complementary forms, including competitive vigilance, commercial vigilance, technological vigilance, and environmental vigilance. Each of these dimensions contributes to organizational intelligence by monitoring specific aspects of the external environment. Competitive vigilance enables organizations to understand competitors' strategies and market behavior, commercial vigilance focuses on customer needs and market evolution, technological vigilance tracks scientific and technological developments, while environmental vigilance monitors political, legal, economic, and social changes that may influence organizational performance. Together, these dimensions establish a comprehensive information system that strengthens organizational responsiveness and strategic flexibility.

One of the distinguishing characteristics of strategic vigilance is its emphasis on the interpretation of weak signals before they become major strategic events. Rather than reacting to changes after they occur, organizations practicing strategic vigilance attempt to anticipate future developments by analyzing fragmented information obtained from competitors, customers, suppliers, technological innovations, regulatory changes, and macroeconomic indicators. Such anticipatory capability enables organizations to discover new business opportunities, minimize strategic risks, avoid competitive threats, and improve the quality of organizational decisions.

Organizational decision-making is widely recognized as one of the most critical managerial functions because every strategic initiative ultimately depends on the quality of decisions made by organizational leaders. Effective decisions require accurate, timely, and relevant information, particularly under conditions of uncertainty. Strategic vigilance contributes directly to decision quality by reducing information asymmetry, improving environmental awareness, facilitating strategic planning, and supporting evidence-based management. Consequently, organizations that successfully integrate strategic vigilance into their managerial processes are better positioned to achieve innovation, operational excellence, organizational resilience, and sustainable competitive advantage.

Despite the growing recognition of strategic vigilance in strategic management literature, many organizations continue to treat vigilance as an isolated information activity rather than an integrated strategic process. Furthermore, empirical and conceptual research examining the relationship between strategic vigilance and organizational decision-making remains relatively limited, particularly within economic organizations operating in highly competitive environments. This gap highlights the need for further theoretical examination of how strategic vigilance contributes to managerial effectiveness and strategic performance.

Accordingly, the present study aims to analyze the concept of strategic vigilance, examine its principal dimensions, and evaluate its contributions to organizational decision-making. Particular attention is given to the mechanisms through which strategic vigilance enhances information quality, supports strategic planning, facilitates competitive intelligence, and improves organizational responsiveness to environmental change.

The study addresses the following research questions:

1. What is the conceptual foundation of strategic vigilance within contemporary strategic management?
2. How does strategic vigilance contribute to improving organizational decision-making?
3. What are the principal dimensions and mechanisms through which strategic vigilance enhances organizational competitiveness?
4. How can organizations effectively integrate strategic vigilance into their strategic management systems to improve long-term performance?

By addressing these questions, the study contributes to a deeper understanding of strategic vigilance as an essential managerial capability for organizations operating in rapidly changing and highly competitive environments.

2. Methodology

This study adopts a qualitative descriptive-analytical research design, which is appropriate for examining theoretical concepts and analyzing their practical implications within organizational management. Rather than relying on empirical survey data, the research employs an extensive review and analytical synthesis of the existing literature on strategic vigilance and organizational decision-making.

The study is based primarily on documentary research using published academic books, peer-reviewed journal articles, conference papers, institutional reports, and classical references addressing strategic vigilance, competitive intelligence, information management, environmental scanning, and strategic management. Particular attention is given to theoretical models explaining how strategic vigilance contributes to organizational decision-making and sustainable competitive advantage. The conceptual framework presented in the source material serves as the primary basis for the analysis.

Data collection involved a systematic examination of the principal dimensions of strategic vigilance, including commercial vigilance, competitive vigilance, technological vigilance, and environmental vigilance. In addition, the study analyzed the characteristics of strategic information, environmental scanning processes, organizational vigilance systems, and the organizational conditions required for effective strategic vigilance implementation.

The analytical procedure consisted of four stages. First, the conceptual definitions of vigilance and strategic vigilance were reviewed and synthesized. Second, the principal dimensions and operational mechanisms of strategic vigilance were classified according to their managerial functions. Third, the relationship between strategic vigilance and organizational decision-making was analyzed by identifying how information acquisition, processing, interpretation, and dissemination influence strategic decisions. Finally, the findings were interpreted within the broader framework of strategic management theory to evaluate the contribution of strategic vigilance to organizational competitiveness, innovation, and long-term sustainability.

To enhance the credibility of the study, a comparative analytical approach was employed by examining multiple theoretical perspectives presented in the literature. Similarities and differences among definitions, classifications, and organizational applications of strategic vigilance were identified and evaluated to develop an integrated conceptual understanding. Furthermore, the analysis emphasizes the interaction between environmental scanning, information management, collective organizational intelligence, and strategic decision-making.

This methodological framework provides a comprehensive theoretical examination of strategic vigilance and offers a systematic understanding of its role in improving organizational decision-making, strengthening competitive intelligence, reducing strategic uncertainty, and enhancing organizational adaptability within increasingly dynamic and complex business environments.

3. Literature Review

Strategic vigilance has emerged as one of the most influential concepts in contemporary strategic management literature because of its ability to provide organizations with timely, reliable, and actionable information for decision-making. The growing complexity of business environments, coupled with globalization, rapid technological change, and increasing market competition, has encouraged organizations to adopt systematic approaches for monitoring their external environments and anticipating future developments. Unlike traditional information systems that primarily support operational activities, strategic vigilance is concerned with collecting, interpreting, and disseminating strategic information that enables organizations to anticipate opportunities, identify risks, and strengthen competitive positioning (Lesca, 1997, 2003).

The theoretical foundations of strategic vigilance are closely associated with the concepts of environmental scanning, competitive intelligence, organizational learning, and strategic management. Massé (2000) explains that strategic vigilance evolved from the broader field of economic intelligence, where organizations seek to transform dispersed information into strategic knowledge capable of supporting managerial decisions. Similarly, Gupta (2008) argues that organizations operating in knowledge-based economies increasingly depend on creativity, information management, and anticipatory thinking to maintain long-term competitiveness. These perspectives suggest that strategic vigilance is not merely an information-gathering activity but rather a comprehensive managerial process that contributes directly to organizational innovation and strategic adaptation.

One of the most influential contributors to the development of strategic vigilance theory is Henri Lesca. According to Lesca (1997, 2003), strategic vigilance is a continuous, collective, and voluntary organizational process designed to identify weak signals within the external environment before they evolve into major strategic events. He emphasizes that the effectiveness of strategic vigilance depends largely on the organization's ability to interpret fragmented information, combine individual knowledge with organizational experience, and transform uncertainty into strategic opportunities. This perspective has become one of the principal theoretical foundations of contemporary strategic vigilance research.

Several researchers have highlighted the relationship between strategic vigilance and competitive advantage. Boumédiène (2010) argues that strategic vigilance represents one of the most important mechanisms for confronting future organizational challenges because it improves organizational responsiveness and enhances competitiveness. Likewise, Boukhemkhem and Misbah (2010) emphasize that organizations possessing effective vigilance systems are more capable of developing sustainable competitive advantages through continuous monitoring of competitors, markets, technologies, and environmental changes. Zerroukhi and Sekkar (2010) similarly conclude that strategic vigilance contributes significantly to organizational competitiveness by enabling managers to anticipate market developments and respond proactively rather than reactively.

The competitive dimension of strategic vigilance has also received considerable scholarly attention. Ahmed Omar Siti and Karoumi (2010) demonstrate that competitive vigilance improves both strategic and competitive decision-making by providing managers with accurate information concerning competitors' strategies, pricing policies, market behavior, and future intentions. Similarly, Chouar (2009) argues that competitive vigilance constitutes an essential component of strategic management because organizations can no longer rely solely on internal resources but must continuously monitor external competitive dynamics to maintain market leadership.

The literature further emphasizes the multidimensional nature of strategic vigilance. Ben Nafla and Merzig (n.d.) describe strategic vigilance as an effective communication channel between organizations and their external environments, facilitating the continuous exchange of strategic information. According to Akli (2008), strategic vigilance encompasses several complementary dimensions, including commercial vigilance, technological vigilance, competitive vigilance, and environmental vigilance. These dimensions collectively enable organizations to monitor customers, competitors, technological innovation, legal developments, economic trends, and socio-political changes that may influence organizational performance.

Information management constitutes another important research stream related to strategic vigilance. Rouibah (2004) emphasizes that the quality of strategic decisions depends heavily on managers' awareness of strategic information and their ability to process environmental signals effectively. Choukale and Lesca (n.d.) further explain that fragmented information and weak signals require collective interpretation because their strategic significance often becomes apparent only after combining multiple sources of information. This view supports the argument that strategic vigilance should be viewed as a collaborative organizational capability rather than an individual managerial function.

Technological vigilance has also become increasingly important within the broader strategic vigilance framework. Al-Sarn (2000) argues that organizations seeking innovation and creativity must continuously monitor technological developments, scientific research, production methods, and emerging technologies. Technological vigilance therefore enables organizations to improve product quality, increase operational efficiency, and maintain competitive differentiation through continuous innovation. These observations reinforce Gupta's (2008) argument that creativity and innovation are closely associated with effective strategic information management.

Research on organizational decision-making consistently demonstrates that high-quality decisions require accurate, timely, and relevant information. Mousawi (2009) explains that administrative decision-making is fundamentally dependent upon information quality because uncertainty increases significantly when managers lack reliable environmental knowledge. Khalil and Bouabdelli (2005) similarly argue that economic intelligence and strategic information systems improve organizational performance by supporting evidence-based managerial decisions. These studies collectively indicate that strategic vigilance strengthens organizational decision-making through improved environmental awareness and systematic information processing.

More recent contributions continue to highlight the strategic importance of information, leadership, and digital transformation. Azri (2026) demonstrates that organizational performance is significantly enhanced when strategic leadership, digital capabilities, and human-centered technologies operate within an integrated managerial framework. Although the study focuses primarily on artificial intelligence and digital leadership, its findings support the broader argument that organizations require continuous strategic information to improve managerial effectiveness. Likewise, Hajiyevev (2026) emphasizes that institutional modernization and innovation depend upon effective knowledge integration and strategic adaptation, principles that closely align with the objectives of strategic vigilance. Mittal (2026) similarly illustrates how systematic information concerning consumer behavior contributes directly to managerial decision-making and organizational strategy, highlighting the broader applicability of strategic information systems across different organizational contexts.

Despite the considerable body of literature addressing strategic vigilance, most previous studies have concentrated on its conceptual foundations, competitive intelligence functions, or contribution to competitive advantage. Comparatively fewer studies have provided an integrated theoretical analysis of how strategic vigilance supports organizational decision-making through the interaction of environmental scanning, information processing, organizational learning, and strategic management. Furthermore, existing research often examines individual dimensions of vigilance separately rather than considering strategic vigilance as a comprehensive organizational capability.

Accordingly, the present study seeks to address this gap by providing a comprehensive descriptive and analytical examination of strategic vigilance and its contributions to organizational decision-making. By integrating classical theoretical perspectives with contemporary strategic management research, the study develops a holistic understanding of strategic vigilance as an organizational capability that enhances environmental awareness, improves decision quality, strengthens competitive intelligence, reduces strategic uncertainty, and contributes to sustainable organizational performance in dynamic business environments.

4. Results and Discussion

The present study examined the role of strategic vigilance in organizational decision-making through a descriptive and analytical review of the theoretical literature. The findings indicate that strategic vigilance is considerably more than an information collection activity; rather, it represents an integrated managerial capability that transforms environmental information into strategic knowledge capable of supporting organizational competitiveness, innovation, and evidence-based decision-making. The analysis further demonstrates that organizations implementing effective strategic vigilance systems are better equipped to anticipate environmental change, reduce uncertainty, identify opportunities, and formulate proactive strategic responses (Lesca, 1997, 2003; Massé, 2000; Boumédiene, 2010).

4.1 Strategic Vigilance as a Strategic Information System

The first major finding concerns the strategic role of vigilance as a comprehensive information management system. The analysis demonstrates that strategic vigilance operates through the continuous collection, processing, interpretation, and dissemination of information originating from multiple environmental sources. Rather than focusing exclusively on historical information, strategic vigilance emphasizes future-oriented intelligence capable of supporting strategic planning and organizational adaptation (Lesca, 1997, 2003; Rouibah, 2004).

The study further reveals that organizations practicing strategic vigilance develop stronger capacities for environmental scanning because they monitor technological, commercial, competitive, and political developments simultaneously. This multidimensional approach allows managers to interpret fragmented information before it develops into significant organizational challenges. Such findings reinforce earlier theoretical arguments that strategic vigilance should be viewed as an integrated organizational learning process rather than a simple information system (Akli, 2008; Choukile & Lesca, n.d.; Ben Nafla & Merzig, n.d.).

Furthermore, the findings suggest that organizations capable of integrating strategic information into their planning processes significantly improve managerial responsiveness and decision quality. This observation supports Gupta's (2008) argument that information and creativity constitute essential organizational resources for sustaining long-term competitiveness.

4.2 The Contribution of Strategic Vigilance to Organizational Decision-Making

The analysis indicates that one of the principal contributions of strategic vigilance lies in improving organizational decision-making through the reduction of uncertainty. Organizations continuously face decisions involving incomplete information, dynamic markets, technological disruption, and competitive pressure. Strategic vigilance reduces these uncertainties by providing managers with accurate, timely, and strategically relevant information before decisions are made (Mousawi, 2009; Rouibah, 2004; Lesca, 2003).

The findings further demonstrate that strategic vigilance supports strategic decisions by enabling managers to distinguish between routine operational information and strategic information possessing predictive value. In particular, the identification and interpretation of weak signals provide early warning regarding environmental discontinuities, allowing organizations to respond before competitors recognize emerging opportunities or threats (Choukale & Lesca, n.d.; Lesca, 1997; Massé, 2000).

These findings are consistent with economic intelligence theory, which argues that organizational competitiveness increasingly depends on the ability to convert dispersed information into actionable strategic knowledge (Khalil & Bouabdelli, 2005). Consequently, strategic vigilance functions as an essential bridge between environmental information and executive decision-making.

4.3 Strategic Vigilance and Organizational Innovation

A third significant finding concerns the relationship between strategic vigilance and innovation. The analysis demonstrates that innovation is strongly dependent upon the availability of strategic information concerning markets, technologies, customer preferences, and competitor activities. Organizations that systematically collect and analyze such information become better positioned to develop innovative products, services, production methods, and business models (Gupta, 2008; Al-Sarn, 2000).

The reviewed literature emphasizes that innovation rarely results from isolated creative ideas alone. Rather, innovation emerges from continuous organizational learning supported by strategic information. Strategic vigilance facilitates this process by identifying technological opportunities, monitoring scientific developments, and recognizing emerging market demands before competitors respond (Khalil & Bouabdelli, 2005; Gupta, 2008).

This finding is also supported by recent research emphasizing the strategic role of knowledge management and digital transformation. Azri (2026) demonstrated that organizational productivity increases significantly when technological capabilities, digital leadership, and strategic information are effectively integrated. Similarly, Hajiyeve (2026) argued that institutional modernization depends upon continuous knowledge integration and adaptive organizational learning. Collectively, these studies reinforce the conclusion that strategic vigilance serves as an essential catalyst for organizational innovation.

4.4 Strategic Vigilance and Competitive Advantage

Another important finding is that strategic vigilance directly contributes to the creation and sustainability of competitive advantage. The analysis demonstrates that organizations continuously monitor competitors, technological developments, customer behavior, legal regulations, and macroeconomic conditions to formulate appropriate competitive strategies. This continuous environmental awareness enables organizations to anticipate market developments instead of merely reacting to them (Bouhemkhem & Misbah, 2010; Zerroukhi & Sekkar, 2010; Ahmed Omar Siti & Karoumi, 2010).

The study further indicates that strategic vigilance supports four essential organizational functions: anticipation, discovery, monitoring, and organizational learning. Through anticipation, organizations forecast future environmental developments; through discovery, they identify new markets and opportunities; through monitoring, they observe competitors and technological evolution; and through learning, they continuously improve organizational knowledge and managerial capabilities (Zerroukhi & Sekkar, 2010).

These findings support previous studies demonstrating that sustainable competitive advantage increasingly depends upon organizational intelligence rather than traditional physical resources. Competitive superiority is therefore achieved through superior information processing, strategic flexibility, and rapid organizational adaptation (Massé, 2000; Lesca, 2003; Boumédiene, 2010).

4.5 Organizational Requirements for Effective Strategic Vigilance

The findings also reveal that the effectiveness of strategic vigilance depends upon several organizational conditions rather than technological infrastructure alone. Successful vigilance systems require strong managerial commitment, effective internal communication, qualified human resources, structured information management processes, methodological expertise, and organizational cultures that encourage knowledge sharing and collaboration (Institut Atlantique d'Aménagement du Territoire, 2005; Dumas, 1994).

Moreover, the analysis identifies centralized and decentralized vigilance systems as alternative organizational models. Centralized systems provide greater consistency and coordination, whereas decentralized systems offer increased flexibility and responsiveness to departmental needs. The choice between these models depends upon organizational size, available resources, managerial structure, and strategic objectives.

These findings reinforce organizational learning theory, suggesting that strategic vigilance should not be confined to specialized intelligence departments but should become a collective organizational capability involving employees at multiple hierarchical levels (Akli, 2008; Lesca, 1997).

4.6 Strategic Vigilance and Economic Intelligence

The analysis further demonstrates that strategic vigilance and economic intelligence are complementary rather than identical concepts. Strategic vigilance primarily focuses on monitoring environmental developments and generating strategic information, whereas economic intelligence encompasses broader organizational processes concerned with transforming strategic information into organizational action and competitive positioning (Massé, 2000; Khalil & Bouabdelli, 2005).

The reviewed literature consistently suggests that strategic vigilance constitutes one of the fundamental operational components of economic intelligence. Information collected through vigilance becomes valuable only after interpretation, strategic analysis, and integration into organizational decision-making processes. Consequently, strategic vigilance should be viewed as the informational foundation upon which broader economic intelligence systems are constructed.

4.7 Implications for Contemporary Organizations

The present findings have important managerial implications. Organizations operating within digitally connected and highly competitive environments should institutionalize strategic vigilance as a permanent strategic function rather than treating it as an occasional environmental scanning activity. Continuous investment in information systems, organizational learning, competitive intelligence, digital technologies, and employee competencies substantially enhances organizational resilience and strategic adaptability (Lesca, 2003; Gupta, 2008; Boumédiene, 2010).

Recent evidence further supports this conclusion. Mittal (2026) demonstrates that systematic information concerning customer preferences significantly improves managerial decision-making and strategic planning within service organizations. Likewise, Azri (2026) emphasizes that organizations combining digital leadership with strategic information systems achieve higher productivity and organizational performance. Hajiyevev (2026) similarly highlights that sustainable institutional modernization depends upon continuous environmental adaptation supported by effective knowledge management.

Overall, the findings confirm that strategic vigilance functions as a dynamic organizational capability integrating environmental scanning, competitive intelligence, organizational learning, innovation, and strategic management. Rather than merely supporting organizational decisions, strategic vigilance fundamentally improves the quality, speed, and effectiveness of strategic decision-making under conditions of uncertainty. Consequently, organizations that systematically implement strategic vigilance are better positioned to anticipate environmental change, reduce strategic risk, strengthen competitive advantage, enhance organizational innovation, and achieve sustainable long-term performance (Lesca, 1997, 2003; Boukhemkhem & Misbah, 2010; Zerroukhi & Sekkar, 2010; Hajiyevev, 2026; Azri, 2026; Mittal, 2026).

Table 1. Strategic Vigilance Dimensions and Their Contributions to Organizational Decision-Making

Dimension of Strategic Vigilance	Primary Objective	Strategic Information Collected	Contribution to Organizational Decision-Making	Organizational Outcomes	Supporting Literature
Commercial Vigilance	Monitor market dynamics and customer needs	Customer preferences, market trends, product demand, consumer behavior, market opportunities	Supports marketing decisions, product development, pricing strategies, customer relationship management, and market expansion decisions	Improved customer satisfaction, market responsiveness, stronger customer loyalty, increased market share	Ben Nafla & Merzig (n.d.); Ahmed Omar Siti & Karoumi (2010); Mittal (2026)
Competitive Vigilance	Monitor competitors and competitive strategies	Competitors' products, prices, marketing strategies, financial performance, alliances,	Enables benchmarking, competitive positioning, strategic planning, competitive response	Sustainable competitive advantage, stronger market position,	Chouar (2009); Boukhemkhem & Misbah (2010); Zerroukhi & Sekkar (2010)

		recruitment, innovation activities	formulation, and risk anticipation	improved strategic flexibility	
Technological Vigilance	Monitor technological innovation and scientific developments	Patents, scientific publications, emerging technologies, manufacturing methods, research outputs	Supports innovation management, technology adoption, digital transformation, R&D planning, and investment decisions	Increased innovation capacity, technological leadership, operational efficiency, product differentiation	Al-Sarn (2000); Gupta (2008); Azri (2026)
Environmental Vigilance	Monitor macro-environmental changes	Political, legal, economic, social, environmental, and regulatory information	Facilitates strategic forecasting, environmental adaptation, regulatory compliance, and long-term strategic planning	Reduced environmental uncertainty, organizational resilience, improved adaptability	Allaoui (2011); Lesca (2003); Massé (2000)
Weak Signal Detection	Identify early indicators of future change	Fragmented information, weak signals, emerging opportunities and threats	Enables proactive rather than reactive decision-making by detecting strategic surprises before competitors	Early opportunity identification, risk mitigation, strategic preparedness	Lesca (1997, 2003); Choukle & Lesca (n.d.)
Information Processing	Transform raw data into strategic intelligence	Internal and external organizational information	Improves evidence-based decision-making through analysis, interpretation, prioritization, and dissemination of strategic information	Better managerial judgment, higher information quality, improved strategic choices	Rouibah (2004); Khalil & Bouabdelli (2005)
Collective Organizational Intelligence	Encourage collaborative interpretation of strategic information	Cross-functional organizational knowledge and expertise	Enhances organizational learning, interdisciplinary collaboration, and knowledge sharing in strategic planning	Organizational learning, improved knowledge integration, stronger strategic alignment	Lesca (1997); Akli (2008); IAAT (2005)
Innovation Support	Generate innovative ideas and strategic renewal	Technological, market, and customer intelligence	Supports product innovation, service innovation, business process innovation, and organizational creativity	Innovation capability, competitive differentiation, sustainable growth	Gupta (2008); Khalil & Bouabdelli (2005); Azri (2026)
Risk Management	Reduce strategic uncertainty	Political, financial, technological, market, and	Enables identification of threats before they materialize, improving	Lower organizational risk, greater resilience,	Massé (2000); Boumédiene (2010); Allaoui (2011)

		operational information	organizational preparedness	stronger crisis preparedness	
Strategic Planning	Support long-term organizational development	Integrated environmental intelligence	Improves formulation of strategic objectives, resource allocation, and future organizational planning	Better strategic alignment, sustainable organizational performance	Lesca (2003); Mousawi (2009); Hajiyeve (2026)

Table 2. Major Findings on the Relationship between Strategic Vigilance and Organizational Decision-Making

Finding	Interpretation	Impact on Organizational Decision-Making	Supporting References
Strategic vigilance reduces environmental uncertainty.	Continuous monitoring provides timely information before environmental changes become critical.	Managers make proactive rather than reactive decisions.	Lesca (1997, 2003); Rouibah (2004); Massé (2000)
Strategic vigilance improves information quality.	Environmental scanning filters and transforms raw data into meaningful strategic intelligence.	Higher-quality strategic decisions based on reliable information.	Khalil & Bouabdelli (2005); Rouibah (2004)
Weak signal analysis strengthens organizational foresight.	Early warning signals reveal future opportunities and threats before competitors recognize them.	Faster strategic response and competitive advantage.	Choukile & Lesca (n.d.); Lesca (2003)
Strategic vigilance supports innovation.	Continuous monitoring of technologies and markets stimulates organizational creativity.	Better innovation decisions and product development.	Gupta (2008); Al-Sarn (2000); Azri (2026)
Strategic vigilance strengthens competitive positioning.	Continuous competitor analysis improves strategic adaptation and market positioning.	Better competitive strategies and improved organizational performance.	Boukhemkhem & Misbah (2010); Zerroukhi & Sekkar (2010)
Organizational learning increases through vigilance.	Collective interpretation of information enhances institutional knowledge.	Better strategic coordination across organizational levels.	Akli (2008); IAAT (2005); Lesca (1997)
Strategic vigilance contributes to sustainable competitiveness.	Continuous environmental adaptation strengthens long-term organizational resilience.	Improved organizational sustainability and strategic performance.	Hajiyeve (2026); Mittal (2026); Azri (2026)

5. Findings

The present study demonstrates that strategic vigilance has evolved into a fundamental strategic management capability that extends far beyond traditional information gathering. The analysis reveals that strategic vigilance functions as an integrated organizational process through which environmental information is systematically collected, analyzed, interpreted, and transformed into strategic knowledge that supports managerial decision-making and organizational competitiveness. The findings indicate that organizations adopting structured strategic vigilance systems achieve greater adaptability, improved strategic responsiveness, and stronger long-term performance than organizations relying solely on conventional management information systems.

The study further finds that strategic vigilance consists of multiple complementary dimensions, including competitive, commercial, technological, and environmental vigilance. Each dimension contributes unique strategic information that collectively enhances organizational intelligence. Commercial vigilance improves understanding of customer needs and market trends, competitive vigilance strengthens awareness of competitors' strategies, technological vigilance enables organizations to monitor scientific and technological developments, while environmental vigilance facilitates the monitoring of political, legal, economic, and social changes affecting organizational performance. Together, these dimensions establish a comprehensive strategic information system capable of supporting evidence-based decision-making.

Another important finding is that strategic vigilance significantly reduces environmental uncertainty by enabling organizations to detect weak signals before they develop into major strategic challenges. The ability to identify fragmented information, interpret emerging trends, and anticipate future developments allows managers to adopt proactive rather than reactive strategies. Consequently, organizations become capable of identifying opportunities, minimizing threats, improving forecasting accuracy, and responding rapidly to environmental change.

The findings also demonstrate that effective strategic vigilance depends not only on technological infrastructure but also on organizational culture and managerial commitment. Human resources, internal communication networks, methodological capabilities, knowledge management systems, and executive support collectively determine the effectiveness of strategic vigilance. Organizations characterized by strong communication, collaborative learning, and structured information-sharing practices are more successful in transforming environmental information into strategic intelligence.

Furthermore, the study reveals that strategic vigilance serves as an important driver of organizational innovation. Continuous monitoring of technological developments, scientific research, customer preferences, and market evolution provides organizations with valuable knowledge that stimulates creativity, facilitates product and service innovation, and supports strategic renewal. The availability of accurate and timely strategic information enables organizations to develop innovative solutions, improve operational processes, and strengthen their competitive differentiation.

The analysis further confirms that strategic vigilance contributes directly to the development and sustainability of competitive advantage. Organizations utilizing effective vigilance systems continuously monitor competitors, technological progress, market opportunities, and environmental developments, allowing them to formulate appropriate competitive strategies and maintain superior market positions. Strategic vigilance strengthens organizational competitiveness through four interrelated functions: anticipation, discovery, monitoring, and organizational learning. These functions collectively enable organizations to forecast environmental change, identify new business opportunities, monitor competitor behavior, and continuously improve organizational capabilities.

Finally, the findings indicate that strategic vigilance represents a fundamental component of broader economic intelligence systems. While strategic vigilance primarily focuses on monitoring and analyzing environmental information, economic intelligence extends this process by translating strategic information into organizational actions and competitive strategies. Therefore, strategic vigilance should be understood as the operational foundation upon which effective economic intelligence and strategic management systems are constructed.

6. Conclusion

This study examined the role of strategic vigilance and its contributions to organizational decision-making through a descriptive and analytical review of the theoretical literature. The findings confirm that strategic vigilance has become an indispensable managerial capability for organizations operating in dynamic, uncertain, and highly competitive environments. Rather than functioning merely as an information collection mechanism, strategic vigilance represents a comprehensive organizational process that integrates environmental scanning, information management, competitive intelligence, organizational learning, and strategic planning into a unified decision-support framework.

The study demonstrates that strategic vigilance substantially improves organizational decision-making by reducing uncertainty, enhancing information quality, identifying emerging opportunities, and anticipating potential threats before they materialize. Through continuous monitoring of technological developments, competitors, customers, regulations, and macro-environmental factors, organizations become capable of making more accurate, timely, and evidence-based strategic decisions. This proactive approach enables organizations to strengthen their adaptability, improve strategic responsiveness, and maintain sustainable competitive advantage in rapidly changing markets.

Another significant conclusion is that strategic vigilance contributes directly to organizational innovation and long-term competitiveness. The effective management of strategic information supports the development of innovative products, services, and managerial practices while simultaneously improving organizational learning and knowledge integration. Organizations that institutionalize strategic vigilance as part of their strategic management systems are therefore better positioned to respond to environmental complexity, exploit emerging opportunities, and sustain organizational performance over time.

The study also highlights that the successful implementation of strategic vigilance depends upon several organizational prerequisites, including strong managerial commitment, effective communication, qualified human resources, structured information systems, and a collaborative organizational culture. These factors ensure that strategic information is collected, interpreted, and disseminated efficiently across organizational levels, thereby maximizing its contribution to decision-making effectiveness.

Moreover, the findings confirm that strategic vigilance should be regarded as an essential component of economic intelligence rather than an isolated managerial activity. By transforming environmental information into strategic knowledge and supporting organizational foresight, strategic vigilance enables organizations to formulate more resilient strategies, improve competitive positioning, and achieve sustainable organizational development.

In conclusion, strategic vigilance has evolved into one of the principal pillars of contemporary strategic management. Organizations that systematically integrate strategic vigilance into their decision-making processes are more capable of anticipating environmental change, minimizing strategic risk, enhancing innovation, strengthening competitive advantage, and achieving long-term organizational sustainability. Future research may extend this theoretical work through empirical investigations examining the implementation of strategic vigilance across different industries, organizational sizes, and national contexts, as well as exploring the growing role of artificial intelligence, big data analytics, and digital intelligence systems in enhancing strategic vigilance capabilities.

Declarations

Author Contributions

Dr. Amal Sultan solely conceived and designed the study, conducted the literature review, developed the research methodology, performed the analysis, interpreted the findings, drafted the manuscript, critically revised the content, and approved the final version for publication. The author accepts full responsibility for the integrity and accuracy of the work.

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Institutional Review Board Statement

Not applicable. This study is based exclusively on documentary research and theoretical analysis of published academic literature. It did not involve human participants, animals, clinical data, or personal information.

Data Availability Statement

The data supporting the findings of this study are derived exclusively from published books, journal articles, conference proceedings, theses, and other scholarly sources cited in the reference list. No new datasets were generated or analyzed during the current study.

Conflict of Interest

The author declares no conflicts of interest regarding the publication of this article. The author has no financial, institutional, or personal relationships that could have influenced the research, analysis, or conclusions presented in this study.

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Ethical Approval

This research was conducted in accordance with internationally recognized standards of research integrity and publication ethics. As the study is based solely on theoretical and documentary analysis of published literature, formal ethical approval was not required.

Artificial Intelligence (AI) Statement

The author declares that no generative artificial intelligence (AI) tools were used in the conception, analysis, writing, or revision of this manuscript.

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Geniřletilmiř Özet

Giriř

Küreselleřme, dijital dönüşüm, bilgi ve iletişim teknolojilerindeki hızlı gelişmeler ile rekabetin giderek yoğunlaşması, örgütlerin faaliyet gösterdiği çevreyi daha karmaşık ve belirsiz hâle getirmiştir. Bu yeni rekabet ortamında örgütlerin yalnızca mevcut koşullara uyum sağlamaları yeterli olmamakta; aynı zamanda çevresel değişimleri önceden öngörebilmeleri, fırsatları erken aşamada belirleyebilmeleri ve olası tehditlere karşı proaktif stratejiler geliştirebilmeleri gerekmektedir. Bu durum, stratejik karar verme süreçlerinde doğru, güvenilir ve zamanında bilgiye erişimin önemini önemli ölçüde artırmıştır.

Bu bağlamda **stratejik gözetim (strategic vigilance)**, örgütlerin dış çevrelerini sistematik biçimde izlemelerine, stratejik bilgileri toplamalarına, analiz etmelerine ve karar vericilere ulaştırmalarına olanak sağlayan çağdaş bir yönetim yaklaşımı olarak öne çıkmaktadır. Stratejik gözetim yalnızca rakiplerin faaliyetlerini takip etmekle sınırlı olmayıp; teknolojik gelişmelerin, müşteri beklentilerinin, ekonomik göstergelerin, yasal düzenlemelerin ve toplumsal değişimlerin sürekli olarak izlenmesini de kapsamaktadır. Böylece örgütler çevresel belirsizlikleri azaltabilmekte, stratejik riskleri daha etkin yönetebilmekte ve sürdürülebilir rekabet avantajı elde edebilmektedir.

Bu çalışmanın temel amacı, stratejik gözetimin kavramsal yapısını incelemek, temel boyutlarını açıklamak ve örgütsel karar verme süreçlerine sağladığı katkıları değerlendirmektir. Ayrıca stratejik gözetimin bilgi yönetimi, rekabetçi istihbarat, örgütsel öğrenme ve stratejik planlama ile olan ilişkisi bütüncül bir bakış açısıyla ele alınmaktadır.

Yöntem

Araştırmada **nitel araştırma yöntemlerinden betimsel ve analitik yaklaşım** benimsenmiştir. Çalışma herhangi bir saha araştırmasına veya anket uygulamasına dayanmamakta; stratejik gözetim alanında yayımlanmış kitaplar, bilimsel makaleler, yüksek lisans tezleri, konferans bildirileri ve kurumsal raporların sistematik incelenmesine dayanmaktadır.

Araştırma kapsamında stratejik gözetimin temel bileşenleri olan **ticari gözetim, rekabetçi gözetim, teknolojik gözetim ve çevresel gözetim** ayrı ayrı değerlendirilmiş; bu boyutların örgütsel karar verme üzerindeki etkileri karşılaştırmalı olarak analiz edilmiştir. Ayrıca stratejik bilgi yönetimi, zayıf sinyallerin (weak signals) belirlenmesi, rekabetçi istihbarat süreçleri ve stratejik gözetim sistemlerinin örgütsel etkinliğe katkıları mevcut literatür doğrultusunda değerlendirilmiştir.

Verilerin analizinde içerik analizi ve karşılaştırmalı literatür değerlendirmesi yöntemleri kullanılmıştır. Elde edilen bulgular stratejik yönetim ve örgütsel karar verme literatürü çerçevesinde yorumlanarak stratejik gözetimin çağdaş örgütler açısından taşıdığı önem ortaya konulmuştur.

Bulgular

Araştırma bulguları, stratejik gözetimin çağdaş örgütlerin rekabet üstünlüğü sağlamasında temel stratejik yetkinliklerden biri olduğunu göstermektedir. İlk olarak, stratejik gözetimin örgütlerin çevresel belirsizliği azaltarak daha isabetli ve kanıta dayalı kararlar almalarını sağladığı belirlenmiştir. Sürekli bilgi toplama ve çevresel tarama faaliyetleri sayesinde yöneticiler olası riskleri önceden belirleyebilmekte ve çevresel değişimlere proaktif biçimde uyum sağlayabilmektedir.

İkinci olarak, stratejik gözetimin örgütlerde rekabetçi istihbaratı güçlendirdiği görülmüştür. Rakiplerin faaliyetleri, pazar eğilimleri, teknolojik yenilikler ve müşteri beklentileri hakkında elde edilen stratejik bilgiler, yöneticilerin daha etkili rekabet stratejileri geliştirmelerine katkı sağlamaktadır. Böylece örgütler yalnızca mevcut rekabet koşullarına uyum sağlamakla kalmamakta, aynı zamanda gelecekte oluşabilecek fırsatları da önceden değerlendirebilmektedir.

Araştırmanın bir diğer önemli bulgusu, stratejik gözetimin örgütsel yenilikçiliği destekleyen temel unsurlardan biri olduğudur. Teknolojik gelişmelerin ve bilimsel yeniliklerin sürekli izlenmesi, örgütlerin yeni ürün ve hizmet geliştirmelerini, süreçlerini iyileştirmelerini ve dijital dönüşüm süreçlerini hızlandırmalarını mümkün kılmaktadır.

Bunun yanında stratejik gözetimin etkin biçimde uygulanabilmesi için güçlü liderlik desteği, kurumsal iletişim, bilgi paylaşım kültürü, nitelikli insan kaynağı ve uygun bilgi teknolojisi altyapısının bulunmasının kritik öneme sahip olduğu belirlenmiştir. Bu unsurların eksik olduğu örgütlerde stratejik gözetim sistemlerinin beklenen düzeyde başarı sağlayamadığı görülmektedir.

Sonuç

Araştırma sonuçları, stratejik gözetimin günümüz örgütleri açısından yalnızca bilgi toplama süreci değil, aynı zamanda stratejik yönetimin ayrılmaz bir bileşeni olduğunu ortaya koymaktadır. Stratejik gözetim; çevresel değişimlerin önceden

tahmin edilmesini, fırsatların zamanında değerdendirilmesini, risklerin azaltılmasını ve örgütsel kararların daha sağlıklı verilmesini sağlayarak kurumsal performansın artırılmasına önemli katkılar sunmaktadır.

Çalışma ayrıca stratejik gözetimin örgütsel öğrenmeyi desteklediğini, bilgi yönetimini güçlendirdiğini ve sürdürülebilir rekabet avantajı oluşturduğunu göstermektedir. Özellikle dijital dönüşümün hız kazandığı günümüz iş dünyasında stratejik gözetimin kurumsal kültürün ayrılmaz bir parçası hâline getirilmesi, örgütlerin değişen çevre koşullarına daha hızlı uyum sağlamalarına ve uzun dönemli başarı elde etmelerine katkıda bulunacaktır.

Sonuç olarak stratejik gözetim, örgütlerin yalnızca mevcut çevresel gelişmeleri izlemelerini değil, aynı zamanda geleceği öngörmelerini sağlayan bütünleşik bir yönetim yaklaşımıdır. Bu nedenle çağdaş örgütlerin stratejik gözetim sistemlerini kurumsal yönetim süreçlerine entegre etmeleri; bilgi yönetimi, rekabetçi istihbarat ve stratejik karar verme mekanizmalarını güçlendirmeleri, sürdürülebilir rekabet üstünlüğü elde etmeleri açısından kritik önem taşımaktadır. Gelecekte yapılacak araştırmaların farklı sektörlerde ampirik çalışmalar gerçekleştirerek stratejik gözetimin örgütsel performans üzerindeki etkilerini nicel yöntemlerle incelemesi literatüre önemli katkılar sağlayacaktır.