



## Smart Marketing and its Role in Creative Performance The Mediating Role of Strategic Vigilance

An Analytical Study of the Opinions of a Sample of Individuals  
Working in Private Banks in the City of Mosul\*

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### Abstract:

This research sought to identify the extent of the interest of the investigated banks in the main research variables: smart marketing, creative performance, and strategic vigilance, as well as to identify the extent of the role of smart marketing as an independent variable on creative performance as a dependent variable and with the mediation of strategic vigilance as the mediating variable. From this standpoint, the research problem was clarified by raising the main question: Is there a role for smart marketing in creative performance through the mediating role of strategic vigilance?

To answer these questions, the researchers adopted the descriptive and analytical approaches, in addition to adopting several hypotheses to address the subject from all its aspects. To test the validity of these hypotheses, a questionnaire was prepared for this purpose. The private banks in the city of Mosul were the research community for this research, while the sample was represented by (14) banks that the researchers were able to reach and distribute the questionnaire forms after preparing them to suit the variables and dimensions of the research, as the comprehensive sample enumeration method was relied upon by distributing this form to all employees within the banks, with (101) questionnaire. The data was analyzed using several statistical methods. The ready-made statistical package program (SPSS V24) was used. The research reached a number of conclusions, the most important of which is that smart marketing has an indirect and significant impact on creative performance through the mediation of strategic vigilance variables. This means that part of the impact of smart marketing on creative performance is achieved through increasing awareness and strategic vigilance of the organization. The research concluded by presenting several proposals that are consistent with the subject of the research.

\*The research is extracted from a master's thesis of the first researcher.

**التسويق الذكي ودوره في الأداء الإبداعي: الدور الوسيط لليقظة الإستراتيجية**  
**دراسة تحليلية لآراء عينة من الأفراد العاملين في المصارف الخاصة في مدينة الموصل\***  
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### المستخلص

سعى هذا البحث إلى التعرف على مدى اهتمام المصارف قيد الدراسة بمتغيرات البحث الرئيسية، وهي: التسويق الذكي، الأداء الإبداعي، واليقظة الإستراتيجية، بالإضافة إلى تحديد مدى تأثير التسويق الذكي كمتغير مستقل على الأداء الإبداعي كمتغير تابع، مع اليقظة الإستراتيجية كمتغير وسيط، ومن هذا المنطلق، تم تحديد مشكلة البحث من خلال طرح السؤال الرئيسي: هل هناك دور للتسويق الذكي في الأداء الإبداعي من خلال الدور الوسيط لليقظة الإستراتيجية؟ للإجابة عن هذه التساؤلات، اعتمد الباحثون على المنهجين الوصفي والتحليلي، بالإضافة إلى تبني عدة فرضيات لمعالجة الموضوع من جميع جوانبه. ولغرض اختبار صحة هذه الفرضيات، تم إعداد استبانة لهذا الغرض. وقد تمثل مجتمع البحث في المصارف الخاصة في مدينة الموصل، بينما شملت العينة (14) مصرفاً تمكن الباحثون من الوصول إليها وتوزيع استمارات الاستبانة عليها، وذلك بعد إعدادها لتتناسب مع متغيرات وأبعاد البحث، حيث تم اعتماد أسلوب الحصر الشامل من خلال توزيع الاستبانة على جميع العاملين داخل المصارف، ليبلغ عدد الاستمارات الموزعة (101) استبانة. تم تحليل البيانات باستخدام عدة أساليب إحصائية، حيث تم الاستعانة بالبرنامج الإحصائي الجاهز (SPSS V24). وتوصل البحث إلى عدد من الاستنتاجات، كان من أبرزها أن التسويق الذكي له تأثير غير مباشر ومهم على الأداء الإبداعي من خلال الدور الوسيط لمتغير اليقظة الإستراتيجية. وهذا يعني أن جزءاً من تأثير التسويق الذكي على الأداء الإبداعي يتحقق عبر زيادة الوعي واليقظة الإستراتيجية داخل المنظمة. واختتم البحث بتقديم مجموعة من المقترحات التي تتماشى مع موضوع البحث وتساهم في تعزيز دوره داخل المصارف المدروسة.

**الكلمات المفتاحية:** التسويق الذكي، الأداء الإبداعي، اليقظة الإستراتيجية، المصارف الخاصة.

### 1. Introduction

Technological progress in the field of marketing has witnessed important transformations, and among these transformations comes the importance of storing and retrieving data, as these technologies play a vital role in classifying customers, and business transactions, and managing all data related to customers and competitors. These developments have pushed banks towards adopting smart marketing techniques. In the context of continuous competition, technological acceleration, and environmental changes, creative performance plays an essential role in confronting these challenges and the intense competition among banks to achieve their goals and maintain their competitive advantage. Banks must measure their ability

\* البحث مستل من رسالة ماجستير للباحث الأول.

to achieve their goals, as well as encourage innovation and adopt an environment conducive to creativity. as it has become necessary for banks to focus on developing creative performance capabilities within their administrative structures and encouraging individuals to present new ideas and designs and deal creatively with challenges.

Banks have to search for mechanisms to absorb and analyze huge amounts of data effectively, and here the role of strategic vigilance is highlighted as a modern and effective means of tracking and monitoring events and changes in the external and internal environment. Strategic vigilance is a method that is consistent with emerging challenges and helps in making strategic decisions based on reliable information. In this context, banks must encourage individuals to think creatively and provide an environment that encourages creativity and innovation. Creative performance management becomes vital to ensuring business continuity and adapting to changes in the markets. Therefore, the basic foundation of organizations becomes interested in creative performance and developing creative capabilities to achieve excellence and survive in the face of accelerating competition.

The current study addresses several key areas. The first section focuses on the Study methodology, covering the Study problem, its objectives, and its significance. It also outlines the hypotheses derived from the Study problem questions, the adopted Study method, the technologies used, and the spatial and temporal boundaries of the research. The second section provides a theoretical framework for the variables studied, including smart marketing, creative performance, and strategic vigilance. The third section describes the Study sample, the positions and opinions of the respondents, and the testing of the Study hypotheses. The fourth and final section is dedicated to conclusions and proposals for future research.

## **2. Methodology**

- 1.
- 2.

**2.1 Study Problem:** In light of the dynamic transformations in the financial services market and the development of technological innovation, the banking sector faces increasing challenges to achieve competitive excellence and meet the aspirations of its diverse customers, and smart marketing, creative performance, and strategic vigilance are considered vital basics for achieving this goal. This research sought to understand the role and impact of these three concepts in the context of private banks how they can be integrated to enhance effectiveness and improve customers' experience regarding the banking services provided to them, and how private banks can benefit from smart marketing concepts,

improve creative performance, and enhance strategic vigilance to achieve competitive excellence in the market. Banking services? How can the impact of these concepts be measured and analyzed in achieving the banks' goals of providing distinguished banking services? The research problem is characterized by its dual nature, as it deals with the relationship of the banking service provider, represented by the bank's management, with the beneficiary of this service, which includes different individuals and organizations. When focusing on private banks in Nineveh Governorate, it appears that there are challenges represented by a lack of understanding of the role and importance of investing in smart marketing components and their impact on the success of the creative performance adopted by these banks. This results in a weakness in programs that rely on scientific frameworks, focusing on strategic vigilance and investing in creative performance to improve services.

Given the volatile environmental conditions in the Iraqi banking sector, it is clear that strategic vigilance has an important role in determining the strategic policies of banking institutions. Strategic vigilance enhances the ability of banks and their departments to adapt to changes in the external environment, which reflects positively on smart marketing in making sound decisions. This conclusion is considered the result of research, investigation, and interviews with officials in several government banks. Therefore, the research problem can be clarified by raising the main question: Is there a role for smart marketing in creative performance through the mediating role of strategic vigilance, from which the following questions arise:

- What is the level of importance of the study variables in the banks studied?
- Is there a correlation between the variables and dimensions of the study in the banks investigated?
- Is there an impact relationship of the smart marketing variable on creative performance by mediating strategic vigilance in the investigated banks?

## **2.2 The importance of the Study**

The current research derives its importance from its variables (smart marketing, creative performance, strategic vigilance), and its importance can be determined by the following points:

- Understanding the concept of smart marketing as a solution to fluctuations in the business environment characterized by intense competition, in addition to economic, social, and political changes and changes related to customer needs, technological revolutions, the entry of competitors, and other threats on the one hand, and exploiting the

opportunities created by these changes to improve performance and achieve a competitive advantage on the one hand. Other.

- Focusing on the element of modernity in the proposals related to smart marketing, creative performance, and strategic vigilance, as these are topics that researchers have addressed, focusing on each variable individually, or with other different variables.
- Providing an information base that can be used by the researched organizations (banks) in order to confront current and future changes, and to update their work methods, structures, and increase their effectiveness.

### **2.3 Study objectives:**

The Study objectives are the important step that the researchers set to reach the achievement they aspire to in line with the data of the study problem. Accordingly, the research objectives are embodied in the following:

- Determine the intellectual and conceptual foundations of the research variables.
- Providing proposals aimed at adopting smart marketing in the investigated banks and making it possible to adopt them.
- Providing proposals that support the innovative performance of the banks studied, as well as ensuring enhanced strategic vigilance
- Highlighting the importance of private banks realizing the importance of applying these concepts as they compete with other organizations in a market characterized by rapid changes.
- The importance of the results of the relationships between the research variables between the research variables, will clarify the picture for decision-makers in banks about the aspects that should be given increased attention and priority. These results may lead to the necessity of conducting subsequent studies of greater benefit. To develop the banks' performance after the picture has become well-clear

### **2.4 Hypothetical plan for the Study and its hypotheses:**

It clarifies the set of logical relationships that may be in quantitative or qualitative form, or gather features of the reality in which you are interested. The research plan was designed as a hypothetical plan to study the relationships identified by the research problem and its questions, and in light of the research problem and its objectives. The two researchers developed a plan. Hypothetical showing the directions of correlation and influence relationships, as shown in the following figure (1):

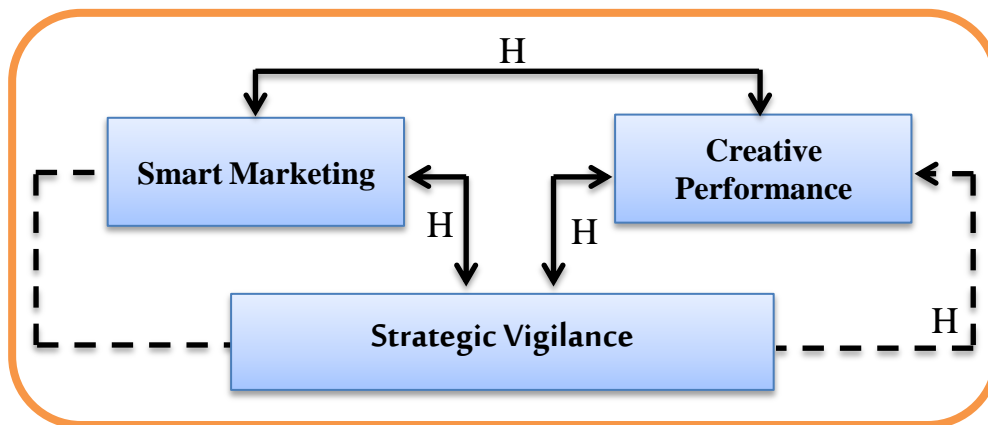


Figure (1) Hypothetical Search Model

Source: Prepared by the researchers

## 2.5 Study Hypotheses:

After formulating the research problem, , and choosing a hypothetical research scheme, the researchers developed hypotheses that are tested using various methods and means to ensure their validity or denial, as follows:

- The first main hypothesis (H1): There is no significant correlation between the research variables in the investigated banks.
- The second main hypothesis (H2): There is no indirect, significant, statistically significant relationship between the smart marketing variable and the creative performance variable mediated by the strategic vigilance variable at a significance level of  $\geq 0.05\alpha$ .

## 2.6 Methods of data collection and analysis:

To obtain the data necessary to complete this research, reach the results, and achieve the research objectives, the researchers relied on the following methods:

- **Theoretical framework:** To cover the theoretical aspect of the study, the researchers relied on the researchers' contributions collected from sources that represented scientific references from books, journals, studies, dissertations, and scientific research related to the subject of the research, as well as sources obtained from the International Communications Network (the Internet).
- **Field framework:** The researchers relied on the questionnaire to collect data on this aspect of the research, as the questionnaire is considered a main source for collecting data. (101) Questionnaire were distributed, and personal interviews were also used with (general managers, department directors, public administration divisions, and managers) Branches of banks) to collect data, taking into account clarity in

diagnosing and measuring the dimensions of the research in its formulation.

### 2.7 Study limits:

- **Spatial boundaries:** The research is limited to a group of private banks in the city of Mosul that were chosen as a sample for the study.
- **Human limitations:** The human limitations of the study include general managers, department managers, general administration divisions, branch managers of the banks in the research sample, and those who work in the banks.
- **Time limits:** The time limits represent the period that was extended during the completion of this research, as the researchers prepared the theoretical framework during the year (2023). As for the period for the field aspect, it extended between the researchers' exploratory visits to the research sample banks and until the completion of collecting the questionnaire forms. Until the completion of writing the research
- **Cognitive boundaries:** The cognitive boundaries of this research are represented in identifying and shedding light on three variables that can be considered equally important for business administration sciences in general and marketing management sciences in particular, which are smart marketing, sales performance, and strategic vigilance.

### 3. Smart Marketing

Smart marketing is defined as a set of reasons and technical means used to market goods and services to customers, through a media outlet or a digital network. It has special advantages compared to ordinary marketing. These advantages are achieved by using a new marketing strategy in the organization that allows exploiting the opportunities produced by changes in the internal environment and the external role in the organization's economy thanks to modern technology of information and communication (Cohen, et.al 2015: 5). Lee & Trim 2008: 740) It was explained that smart marketing is a studied marketing strategy that enables an organization to identify the needs of its customers, create value by providing the required products (goods, services, and ideas), and present that created value in a way that satisfies them and encourages them to return and establish a beneficial and long-term mutual relationship. As for (Olga, 2019: 85), smart marketing is described as the attractiveness of the chosen and distinct brand, expressed through a name on the product, with the customer transferring these characteristics to the perceived brand, regardless of its real qualities. (Sawant et al., 2018: 703) explained the importance of smart marketing, which is:

- **Knowing the customer:** It is the most important step in the smart marketing process, through which the organization can identify the



appropriate customer to focus on, and determine where they live, their occupation, demographics, geographic region, age, and annual income.

- **What the customer wants:** Most people purchase products or services with their future needs in mind. Therefore, smart marketing should address the expectations and perceptions of these future customers.
- **Knowing competitors:** This is exemplified by direct competition from organizations that provide similar quality products or services at comparable prices to the target market. Therefore, it is crucial to identify and understand the competitors, their marketing strategies, offerings, pricing, and market positioning. This knowledge helps consumers develop their own smart marketing plans.
- **Communication:** It is done through the unique selling proposition, the value, and the core values, which are no less important than the brand. Every offer for a product or service must be transferred to all customers, and every advertisement to every reader, for example, “Buy this product, and you will get this specific benefit.”

Smart marketing has a set of goals that it achieves, and a group of researchers, including (Pickton et al, 2021: 479) and( Tuten, 2022: 198, have indicated that the goals of smart marketing are specific, measurable, achievable, relevant, trackable, and time-bound. As shown below:

- **Specific:** Marketing objectives must be specific, and thus the objectives must be achieved in a way that can be measured, as the large objectives are divided into manageable parts so that we can determine the steps that lead to achieving the large objectives, that is, they must be directed to specific markets and audiences. The marketing plan is targeted and on the right track to achieve success. It must eliminate distractions and make the final goal visible. As for the specific goals that must be set, this depends largely on the stage the work has reached. For the objectives to be successful, the general objectives must be consistent with the main marketing objectives.
- **Measurable:** Every successful marketing campaign depends on results, as we have a type of special system to measure results. By relying on data, which is the basis for the work of marketers, for the marketing plan to be successful, you need to know how to obtain the most valuable data for the measurable organization.
- **Achievable:** Realistic goals describe a challenge for the organization, as goals must be set that are realistic but have good chances of achieving them.
- **Relevant:** The goals are related to the strategies that are set. If those goals deviate and are not specific enough, the goals set will be dispersed



and will not focus on the specific goal. Therefore, the goals set must be balanced, whether they are short or long-term.

- **Trackable and time-bound:** The time frame within which each goal must be completed is determined, as well as how it is tracked, measured, and reported, as obtaining the time allocated to achieve the goals and their success is crucial to judging the success of the organization's marketing operations. Therefore, it naturally follows that smart marketing objectives must be compatible with business objectives as specified in the business plan and thus lead to achieving sales and profits for organizations.

Therefore, smart marketing focuses on developing a practical and comprehensive approach, to successfully manage the key elements of marketing activities. It includes valuable insights into an approach to achieving smart marketing, which is not only built on the latest technologies but also takes into account knowledge-building and collaboration to pool resources. The dimensions of smart marketing are as follows (Zemp & Steffen, 2016:8):

- **Digital collaborative marketing:** Digital platforms today offer exceptional services and simplify service processes. Digital collaborative marketing positively impacts all aspects of life, stimulating a higher level of engagement and utilization among both workers and customers. It introduces new forms of genuine interaction for cooperation, thereby enhancing marketing operations, management activities, and effective participation (Vandaele et al., 2019: 8). Digital cooperative marketing can be seen as a process of integrating and improving organizations through both physical and digital means, leading to increased competitiveness in the market.
- **Empowerment of human capital:** The success of the organization depends to a large extent on the empowerment of human capital, through its playing an extensive role in shaping the culture of the organization, and the participatory decision-making process in the perspective of contemporary empowerment and enhancing the cooperative environment within the organization. Entrepreneurs, managers, and researchers are considered in the field Management believes that the employee is the main resource that brings competitive advantage to establishments (Jocelyne & Kariuki, 2020: 324), and empowerment is a multifaceted concept that can be defined from an individual, organizational and societal perspective. At the individual level, empowerment refers to a form of employee participation initiative that focuses on existing participation. On tasks and changing attitudes, A broader view of employee empowerment includes such things as taking

responsibility for employee decisions and actions, control over the job and accountability for personal work, and responsibility for performance results among others. The concept of organizational empowerment is the efforts within the organization to generate psychological empowerment for employees, such as realizing more power, control, and the ability to influence organizational effectiveness (Rahman et al, 2020: 4).

- **Cooperation Social Capital:** Social capital is the foundation for sustained cooperation because it fosters a network of relationships, shared values, culture, and context that support group cohesion, trust, and teamwork within a community or organization. On a personal level, it refers to an individual's ability to leverage interpersonal relationships, such as helping a friend explore a job opportunity in a specific field (Watson, Matthew 2021: 173). Meanwhile, (Saz \_ Gil et al., 2021: 8) indicated that social capital cooperation involves assembling various assets of a social, psychological, cultural, cognitive, and organizational nature, which increase the likelihood of cooperative behavior aimed at mutual benefit. From this perspective, the presence of social capital in a region can lead to greater sustainability of organizational structures, which will vary in their methods of fostering trust and cooperative behavior.

#### **4. Creative performance:**

Creative performance is the organization's ability to understand external knowledge adapt that knowledge to the specificity of the organization and link this knowledge to its creative results (Alshekaili et al, 2011). It is also the generation of creative ideas and the process of transferring these ideas to the organization. Successful organizations are those that focus on creative performance, and creativity appears in the quality and quantity of ideas and the efficiency and effectiveness of implementing those ideas (Halim, et al., 2014: 110). (Jaiswal & Dhar, 2015: 32) defined creative performance as A combination of the resulting achievements Of the organization's renewal and improvement efforts, taking into account the various aspects of its operations and structure

(Damadzic ,et.al,2022,1141) stated that creative performance shows its importance through introducing or marketing an improved or new product or service within the scope of current products and services, as well as introducing processes of improving and developing current business processes or new production, and opening up to new markets through... Developing a new supply source that includes equipment, inputs, and materials, and fundamental changes in organizational and industrial structures. Finally, creative performance helps organizations work better by making continuous improvements and internal control. It also enables

organizations to continue their work and find creative and alternative solutions to their problems with all effectiveness.

There are several levels for creative performance, which are as follows:

- **Creative performance at the individual level:** Creative performance at the individual level is defined as: “the degree to which an individual adopts new ideas more than other members of the organization.” The concept of creative performance was used by Rogers (1962) to analyze creative performance at the individual level. By looking at the individual's tendency to adopt new ideas compared to other members of the organization. He classified the members of the organization into three categories based on individual creative performance: (the innovators, the early majority, the early majority, and the late majority (Choi,2004, 187).
- **Creative performance at the organizational level:** The level of creative performance at the organizational level is achieved by organizations that are distinguished in their level of performance and work, and this organization is an ideal model for other organizations. For organizations to reach creativity, there must be creative individuals and groups in their organizational work, and there are three Characteristics identified by administrative thought that affect creative performance are (organizational characteristics, administrative characteristics, and environmental characteristics) (Wolfe, 1994, 22).
- **Creative performance at the team level (work team):** To be effective, creative performance at the team level requires effective cognitive processes, this team must be cohesive, work to coordinate its activities, and this group must be effective, have an effective task structure and goals. And work on training it, as it must have appropriate leadership. As for the failure of the group, its members cannot express their ideas. This is due to waiting for their turn to express their ideas, and this limits the flow of their ideas and confusion about the generation of ideas, which leads to Ideas being forgotten. At the same time, they wait, or it is recognized that the ideas generated are no longer useful due to the passage of time. Group members may feel anxious by sharing their more extreme or unique ideas so that others will react negatively to them. This and increasing the number of the group may lead to The individual feeling that they are less accountable for their performance, and for these groups to be more creative, they must overcome all these negatives through cooperation, sharing information, providing the best performance, cohesion, and staying away from conflicts (Paulus et al, 2012: 332)

The dimensions of creative performance contribute to measuring and evaluating the best services. The dimensions of creative performance are represented in the following:

- **Flexibility:** Flexibility is the new vision of things that are unique to people and is characterized by a major role in inventions and services that are tangible, such as functional enrichment that achieves the satisfaction of the personal needs of individuals and thus achieves useful work for organizations, which is characterized by acceptability, since the thing that has been created is subject to change and adaptation according to The image of the organization encourages the organization to adopt it and work with it because it achieves what this organization desires (Greenwald, 2002: 41). Flexibility is also an essential component of creative performance because it means creative thinking to come up with new and broad ideas and form relationships with individuals through openness. With others to obtain what is distinctive and new that serves the work of organizations (Rego, et.al, 2012: 431).
- **Authenticity:** One of the leader's behaviours is stimulating employees' perceptions and this support or motivation from the leader leads to subsequent employee creativity by facilitating the work of employees who have the experience to ensure that they develop better creative performance, to reach the core creative work (Cerne & et al, 2013:9). Originality works on a unique way of thinking and produces unique results through mental activity and leads to challenging abilities and improving performance well (Yazgan-Sag & Akdogan, 2016: 27).
- **Fluency:** It is the ability to generate new ideas to solve a problem and create diverse ideas to speak fluently, write, draw, chart, and model as quickly as possible (Awang, Ramly, 2008, 336). An individual also can produce the largest possible number of ideas automatically on a topic. Specific to a specific period, where the individual's ability to recall appropriate ideas is much greater than others with traditional thinking (Karakelle, 2009: 125).
- **Sensitivity to problems:** It represents the unique organizational methods practised by organizations, how to organize their structure, the workplace of working individuals, and the introduction of improvements in a business organization through new skills and the adoption of the organization's unique methods and ideas (Mylonas & Petridou, 2018: 8). This dimension is represented by a characteristic of the creative individual and makes him Individuals are most capable of identifying problems, their causes, and treatment methods at an ideal time, and are aware of the goals that prompt them to think to develop and transform

appropriate solutions, and to be loving towards them (Thundiyil & et.al, 2016: 7)

## **5. Strategic vigilance:**

(Dawood & Abbas, 2018: 4) Strategic vigilance is defined as the organization's activity to collect and analyze data on its external environment to provide the necessary information to enable the organization to invest in its opportunities and avoid threats to maintain survival and growth. Strategic vigilance is attention to current events, internal and external experiences, constant scrutiny of expectations, and the desire for innovation. It is an information-racing process through which the organization can listen to the external environment to find opportunities to exploit them at the appropriate time, as well as avoid or reduce the effects of threats after identifying them 2. Alshaer, 2020:83)) He believes (Karima & Zohra, 2021: 205) is an ongoing collective process carried out by a group of individuals voluntarily to track and use proactive information related to variables that are likely to occur in the organization's external environment to create job opportunities and reduce risks and uncertainty in general and the goal. It is vigilance that allows you to act very quickly and promptly

He believes that strategic vigilance is important, as it is considered a competitive tool that allows anticipating competitors and outperforming them, through which several competitive advantages can be developed. It enables the continuous improvement of goods and services and thus improves its relationship with its customers and suppliers by ensuring a good response to customer needs, discovering new markets, and accessing a wealth of Knowledge and Choices Strategic vigilance works on adapting products to new changes, improving the product's technical characteristics and quality, reducing its cost, and raising the organization's innovative capacity by reducing the risks of environmental uncertainty, predicting future challenges and obstacles, raising the level of safety, and directing attention to potential competitors who cannot be ignored, meaning the entry of new competitors. To the market and new capabilities and technologies that affect profits (Rumman, 2022: 5)

(Zwain & Daham, 2022) explained that there are goals for strategic vigilance, which are:

- Anticipate the opportunities available to the organization, exploit them well, reduce threats and risks, and prepare to confront them.
- Identifying best practices that bring positive benefits to the organization and its strategies and ensuring that they face competitors in their sector of work.

- Achieving comprehensive efficiency in strategic information systems and in the fields of (marketing, commercial, technical, and environmental fields).
- Analysis of the organization's technical, practical, and technical environment.
- Comparing the organization's performance with that of its competitors to develop performance and gain a competitive advantage.
- An objective assessment of the current competitive position of the organization's competitors.
- Select appropriate projects that benefit the organization.
- Achieving a high level of processing various information according to the organization's situation, which helps in decision-making

Strategic vigilance is the cornerstone of managing information resources in the organization to make it more effective and competitive, Pateyron, 1999: 143) emphasized that it refers to attention and searching for information, through keen vigilance, to seize opportunities and reduce cases of uncertainty, which requires continuous monitoring of the environment and rapid response to it. These dimensions are as follows:

- **Marketing vigilance (commercial):** Marketing vigilance is defined as an integrated pattern of decisions related to (products, markets, marketing activities, and marketing resources from creation, delivery, and delivery) provided by the organization to achieve customer value to achieve the organization's specific goals. Varadarajan, 2010: 119, noted. Also (Mahmood et al, 2020: 576) pointed out that the customer is the main focus of the organization's strategy. Identifying current and potential customers, knowing their needs and aspirations, and the efforts made to satisfy them better than competitors is the primary concern of any organization that wants to ensure its competitive capabilities, meaning that the competitive ability of the organization is Awakening goal
- **Competitive vigilance:** It includes the process of collecting information, analyzing it, disseminating it, and sending it to decision centres. It analyzes and monitors new entrants to the market and also focuses on the internal competitor and obtaining a strategic position (Calof, Wright, 2008, 721), as (Othman, 2021: 1640) believes that Competitive vigilance is necessary and even inevitable within every contemporary organization, and this is due to its extreme importance, as it enables identifying information needs about competitors (what do we want to know about competitors?), as well as collecting the required information about competitors from various sources, such as movements in the market, And the data published about competitors, describing the various positions and events issued by competitors and affecting the organization's plans,



and also providing an integrated picture of the market and competitors and their competitive position to help marketing management in making the right decisions, and providing information about future events and phenomena (forecasts), which enables management to Preparing for it and planning to confront it

- **Technological vigilance:** It is the organization's method of monitoring, analyzing, receiving, disseminating, and retrieving information about competitiveness promptly (Dalila, 2016: 5). Technological vigilance means monitoring, monitoring, auditing, and keeping up with developments. Technological vigilance is a selective and organized method for collecting information from outside the organization. Analyzing and transforming it into knowledge to make decisions with low risks and dangers and be able to anticipate changes on the horizon (Kasim et al, 2021: 95). Technological vigilance is a systematic and organized effort of an organization to monitor, receive, analyze, disseminate and retrieve information promptly about certain events. Technical, economic, social, or business information is important because it can involve an opportunity or a threat. It also helps to increase competitiveness in the market through a better understanding of the competitive environment (Qatawneh, Al-Okaily, 2024: 217).
- **Environmental vigilance:** It is a set of beliefs and rules of behaviour that guide the behaviour of individuals and society and determine what is right and what is wrong and what is acceptable and what is unacceptable in successful behaviour enabling them to achieve the goals they aspire to (AL\_Saffar, 2017: 92). Vigilance focuses Environmental conditions include studying environmental conditions and changes, anticipating costs and adaptive measures associated with organizational changes, collecting information about making strategic decisions, and constantly monitoring the organized environment to monitor direct impacts on the application of development strategies, institutional growth, and adherence to systems within the organization (Fadhil, et al, 2021: 3).

## **6. Describe the research variables, diagnose them, and test their hypotheses**

**First: The respondents' attitudes and opinions towards the research indicators**

**6.1 Description and diagnosis of the smart marketing variable:** Table (1) presents the results of the descriptive statistical analysis of the smart marketing variable for the research sample, including statistical parameters and an analysis of the relative importance of the sub-dimensions in terms of their percentage weight. The smart marketing variable achieved an overall average arithmetic mean of (3.652) with a



standard deviation of (0.911), and a percentage weight of (0.73%), As for the indicator (x18), it was one of the most positive indicators for the smart marketing variable, as this indicator achieved the highest arithmetic mean, with a value of (3.94) and a standard deviation of (0.911), while the relative weight of this indicator was (0.73), as shown in the table.

Table (1): Respondents' positions regarding smart marketing indicators

	Paragraphs	mean	S.D	weight, percentile
1	The bank's management adopts digital collaborative marketing to provide a series of tools and methods that help meet the needs of its internal and external customers.	3.009	1.195	0.60
2	The bank's management seeks to improve the banking services provided by integrating physical and digital means	3.495	1.073	0.70
3	The bank's management employs new forms of interaction with customers by adopting the concept of digital collaborative marketing	3.564	0.942	0.71
4	The bank's management adopts specific strategies to develop digital collaborative marketing in its field of work	3.554	0.877	0.71
5	The bank's management is convinced that there are new opportunities that can be invested in the field of improving services when the bank adopts the concept of digital cooperative marketing.	3.722	1.078	0.74
6	The bank's management relies on digital platforms to facilitate the process of providing banking services	3.732	0.978	0.75
7	The bank's management allows employees to express their opinions and submit their suggestions	3.405	0.961	0.68
8	The bank's management facilitates access to the necessary information that employees need at the right time	3.742	0.844	0.75
9	The bank's management is convinced that the human capital working within it is one of the keys to achieving its competitive advantage	3.693	0.809	0.74
10	The bank's management enhances the knowledge and skills possessed by its employees, which can be used to complete their work	3.811	0.913	0.76
11	The bank's management adopts a strategy of empowering human capital to develop their skills to solve problems and confront situations within their knowledge	3.703	0.866	0.74
12	The bank's management provides the individuals working there with greater flexibility and freedom in making decisions related to their work	3.643	0.819	0.73
13	The bank's management seeks to meet social needs of all kinds	3.604	0.825	0.72

14	The bank's management is keen to develop a spirit of cooperation for social capital among its employees and the local community	3.742	0.832	0.75
15	The bank's management allows individuals working in it to contribute to various volunteer and social activities	3.782	0.743	0.76
16	The bank's management encourages individual employees to use social media to enhance their performance	3.703	0.878	0.74
17	The bank's management provides the necessary technical requirements to implement digital marketing campaigns in cooperation with service providers through social media	3.891	0.847	0.78
18	The bank's management encourages the use of social media to exchange knowledge and experiences in the field of social capital	3.940	0.914	0.79
	<b>General Average</b>	<b>3.652</b>	<b>0.911</b>	<b>0.73</b>

**Source:** Prepared by the researchers based on the results of the electronic calculator

**6.2 Describe and diagnose the creative performance variable.** Table (2) indicates that the creative performance of the sample studied reached an arithmetic mean of (3.845), meaning that the average of the sample's responses to the creative performance variable was relatively high. The standard deviation was (0.828), meaning that there is some variation in the sample responses around the arithmetic mean. The percentage weight was (0.76%), meaning that the creative performance variable was one of the important dimensions of the research. As for the indicator (y14), it was one of the most positive indicators for the smart marketing variable, as this indicator achieved the highest arithmetic mean, with a value of (4.069) and a standard deviation of (0.803), while the relative weight of this indicator was (0.81), as shown in the table.

Table (2): Respondents' positions regarding creative performance indicators

	Paragraphs	mean	S.D	weight, percentile
1	The bank's management involves working individuals in training courses or workshops aimed at developing their work skills	3.712	1.032	0.74
2	The bank's management adopts flexibility in performing the work assigned to individual employees to improve performance and achieve goals	3.732	.9150	0.75
3	The bank's management helps working individuals look at the problems they face from different angles and work to solve them through the ideas that are presented	3.594	0.918	0.72

	by them.			
4	The bank's management encourages working individuals to make decisions, think in different ways, and look at the problem from different dimensions	3.613	0.799	0.72
5	The bank's management adopts the principle of career enrichment for working individuals to demonstrate their self-fulfilment and enhance the public good of the bank	3.633	0.833	0.73
6	I seek to come up with new, rare, and useful ideas that are not related to repetition to carry out work in a creative way	3.782	.8430	0.76
7	The bank's management encourages thinking outside the box by creating competitions for new ideas in business development	3.693	0.880	0.74
8	I make sure to complete the work assigned to me in a new way that differs from what can be accomplished by others	3.910	0.906	0.78
9	I seek to participate in workshops, seminars, and scientific lectures to develop my skills and creative abilities in solving problems that hinder the performance of my work.	4.039	0.847	0.81
10	The bank's original management is an essential part of its strategies to achieve excellence and success in the field of banking services	3.811	0.913	0.76
11	The bank's management directs efforts toward encouraging cooperation and community participation through originality in creative performance	3.920	0.868	0.78
12	The bank's management promotes the principle of fluency and creativity management through training or development programs concerned with enhancing fluency and creativity in their banking work.	3.683	0.893	0.74
13	I can present more than one idea or solution to a problem within a short period	3.940	0.834	0.79
14	I share my ideas with my colleagues when working on an idea or solving a specific problem to improve and develop the work at the bank	4.069	0.803	0.81
15	The bank's management holds periodic meetings during which ideas can be presented to organize and improve work at the bank	3.910	0.837	0.78
16	I am constantly looking for new and creative ideas that help me complete my work quickly	3.990	0.768	0.80
17	Listen to the opinions of colleagues at work and be ready to interact with them to develop ideas and build solutions	3.920	0.757	0.78
18	I have the freedom to suggest creative solutions to problems within the bank	3.891	0.691	0.78
19	Bank management encourages sharing ideas and feedback on how to improve operations and solve problems	3.950	0.712	0.79
20	Bank management provides the necessary tools and	3.871	0.743	0.77

	resources to deal with challenges and solve problems effectively			
21	The bank's management seeks to direct attention to discovering unusual aspects of problems and exploiting emerging opportunities through sensitivity to problems	3.930	0.751	0.79
22	The bank's management evaluates and tracks the extent of the impact of the problems that occur on the bank's performance and success	3.990	0.670	0.80
	<b>General Average</b>	<b>3.845</b>	<b>0.828</b>	<b>0.76</b>

Source: Prepared by the researchers based on the results of the electronic calculator

**6.3 Describe the variable of strategic vigilance and its diagnosis.** The high arithmetic mean indicates that the sample studied in general has good awareness and understanding of the concepts of strategic vigilance, and the low standard deviation indicates that the sample responses were close to the arithmetic mean, which means that there is general agreement among the sample members about the importance of strategic vigilance, and the high percentage weight reflects the importance The variable of strategic vigilance in research, as it is one of the important dimensions that companies must take into account when developing their marketing strategies, As for the indicator (z6), it was one of the most positive indicators for the smart marketing variable, as this indicator achieved the highest arithmetic mean, with a value of (4.287) and a standard deviation of (0.761), while the relative weight of this indicator was (0.86), as shown in the table.

Table (3): Respondents' positions regarding indicators of strategic vigilance

	Paragraphs	mean	S.D	weight, percentile
1	The bank's management seeks to know the needs and desires of its customers based on modern marketing methods and techniques	3.812	0.771	0.76
2	The bank's management pays attention to modern marketing activities that affect customer behaviour	3.871	0.821	0.77
3	The bank's management possesses an important database of marketing information regarding changes in the external environment	3.861	0.788	0.77
4	The bank's management benefits from the results of its proactive marketing forecasts to achieve competitive advantage	3.861	0.861	0.77
5	The bank's management monitors advance marketing indicators of expected marketing problems	3.871	0.688	0.77
6	The bank's management is aware of the various marketing changes that occur in its rapidly changing environment	4.287	0.761	0.86
7	Periodic evaluations of the bank's performance	3.901	0.714	0.78

	compared to competitors are conducted to determine strengths and weaknesses			
8	The bank's management follows innovations and new technologies in the banking services industry and benefits from them in providing its banking services	4.010	0.768	0.80
9	The bank's management seeks to implement market development strategies and provide banking services in an innovative manner	3.931	0.697	0.79
10	The bank's management always pays attention to changes in the surrounding environment that could affect the provision of banking services	3.842	0.745	0.77
11	The bank's management conducts periodic comparisons between its performance and the performance of its competitors to ensure sustainability and superiority over them	3.970	0.921	0.79
12	The bank's management collects information about the strengths and weaknesses of competitors' performance and uses this information to achieve a competitive advantage	3.980	0.774	0.80
13	The bank's management analyzes future technology trends and estimates their potential impact on its business market	3.832	0.825	0.77
14	The bank's management encourages a culture of innovation and making use of new technology in doing business	3.941	0.835	0.79
15	The bank's management constantly checks technological security and data protection in light of increasing cyber threats	3.980	0.836	0.80
16	The bank's management seeks to implement strategies to manage digital transformation and improve operations using technology	3.960	0.882	0.79
17	The bank's management monitors the environment in which it operates to detect signs of weakness that appear as a result of technological progress	4.158	0.784	0.83
18	The bank's management carries out periodic assessments of technology risks and develops strategies to deal with them	3.931	0.828	0.79
19	The bank's management seeks to implement strategies to improve the environmental impact of the bank's activities and develop environmental business	3.861	0.872	0.77
20	The bank's management conducts periodic evaluations of the social impact and social responsibility of the bank's activities	3.891	0.811	0.78
21	The bank's management cooperates with environmental institutions and regulatory bodies that support environmental protection	3.951	0.792	0.79
22	The bank's management encourages awareness of environmental issues and participation in initiatives that enhance environmental awareness among	3.990	0.781	0.80

	employees			
23	The bank's management seeks to understand all possible political factors that could affect the bank's work	4.010	0.781	0.80
24	The bank's management studies and analyzes the cultural patterns of the individuals it deals with	4.030	0.818	0.81
	<b>General Average</b>	3.947	0.940	0.79

**Source:** Prepared by the researchers based on the results of the statistical program SPSS.

#### 6.4 Analyzing correlations between research variables

Table (4): The value of the correlation between the research variables

Correlations	creative performance	strategic vigilance
smart marketing	0.752**	0.549**
creative performance	----	0.588**
P-value	0.000	
N	101	

**Source:** Prepared by the researchers based on the results of the statistical program SPSS.

Based on what was stated in Table (4), the validity of the first main hypothesis was not achieved and then it was rejected, which states that there is no significant, statistically significant correlation between the research variables. We note that there is a direct and significant correlation between the research variables, as indicated by the value of the correlation coefficient for the relationship between smart marketing and creative performance, which reached (0.752) and the probability value (P-value) of (0.000), which is much less than (0.05), while it reached (0.05). The value of the correlation between smart marketing and strategic vigilance was (0.549) and at the same probability value. As for the value of the relationship between creative performance and strategic vigilance, it was (0.588). This result indicates that the more the researched organization moves towards enhancing the concept of smart marketing, the greater its performance. Creativity is enhanced by the strategic vigilance pursued by this organization, which enables it to compete in the labour market.

#### 6.5 Analyzing direct and indirect influence relationships between research variables:

In Table (5), the direct effect between the smart marketing variable and the creative performance variable is indicated by the sign of the regression coefficient, which is (0.780). This effect is statistically significant with a p-value of (0.01), indicating significance at a level below (0.05). Regarding the indirect effect between the smart marketing variable and the creative performance variable, mediated by the strategic vigilance variable,

it is also evident through the regression coefficient, which equals (0.140). This effect is statistically significant with a p-value of (0.00), indicating significance at a level below (0.05). This suggests both a direct and indirect effect, indicating partial mediation between the smart marketing variable and the creative performance variable through the strategic vigilance variable.

Schedule (5) Testing the direct and indirect effect between the smart marketing variable and the creative performance variable, mediated by the strategic vigilance variable

independent variable	influence path	intermediate variable	influence path	dependent variable	effect type	Estimate	S.E.	Confidence Interval 95%		P	Mediation type
								Lower Bound	Upper Bound		
smart marketing	→	strategic vigilance	→	creative performance	Indirect influence	0.140	0.022	0.113	0.234	0.00	Partial mediation
	→				direct impact	0.780	0.018	0.582	0.832	0.01	

**Source:** Prepared by researchers based on the outputs of the AMOS program

Through the above, we accept the Second main hypothesis, which states (There is no indirect, significant, statistically significant relationship between the smart marketing variable and the creative performance variable, mediated by the strategic vigilance variable, at a level of significance  $\geq 0.05\alpha$ ). The results can also be illustrated in the figure (2):



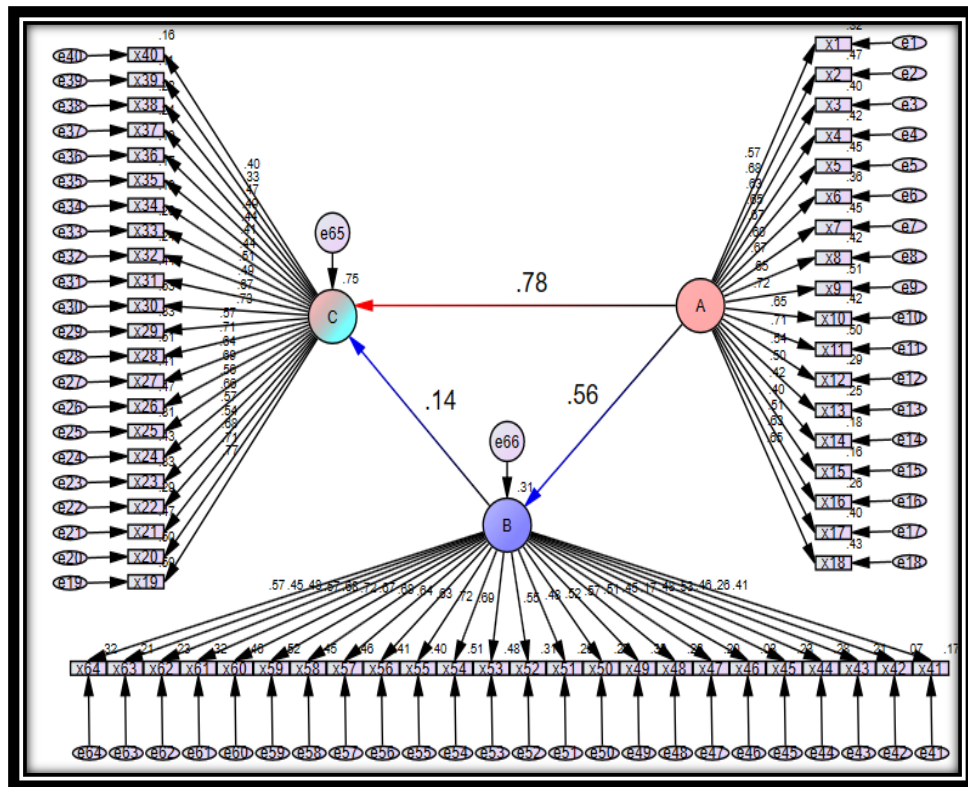


Figure (2) The relationship between the impact of the smart marketing variable on creative performance to the mediation of the strategic vigilance variable

**Source:** Prepared by researchers based on the outputs of the AMOS program.

The analysis shows that there is a positive and significant relationship between smart marketing and innovative performance in banks. This relationship can be interpreted as a result of using technology and intelligent data analysis to improve services and better meet customer needs. In addition, the high stability of the relationship between intelligent marketing and creative performance indicates that investing in intelligent marketing can be a strategic and effective investment in achieving more Value for customers and achieving competitive superiority for banks. It can also be seen that there is a significant relationship between smart marketing and strategic alertness, which indicates that strategic thinking and the ability to use technology intelligently can be interconnected and reinforce each other. The analysis also shows that creative performance depends It is highly dependent on strategic alertness, as the ability to think strategically and make smart decisions contributes to achieving excellent creative results.

## **7. Conclusions and Suggestions**

According to the foregoing results of the research, it was possible to draw the most important conclusions to reach the recommendations that will be presented by the current research within two paragraphs:

### **7.1 The conclusions**

1. The sample's level of smart and creative marketing performance is moderate to high, which indicates the possibility of improvement and development. The standard deviation indicates that there is a certain difference in the level of application of these two dimensions in the sample. The weights of the sample members and their percentage weights indicate that they have moderate importance in the research variables.
2. The research results also reflect the importance of strategic vigilance for banks, as forming advanced strategies can help achieve more value for customers and enhance competitive advantages.
3. The positive correlation and importance between smart marketing and creative performance reflects the organization's ability to use technology and data to achieve innovation and improve results. This emphasizes the importance of employing smart marketing strategies to enhance creativity and competitive success.
4. The link between strategic vigilance, creative performance, and smart marketing demonstrates the importance of developing an integrated strategy that combines technical capabilities and strategic thinking.
5. Smart marketing has a positive and significant direct impact on creative performance. This means that using smart marketing methods can improve the innovative performance of banks.
6. The study found that smart marketing has an indirect and significant effect on creative performance through the mediation of strategic vigilance variables. This means that part of the impact of smart marketing on creative performance is achieved through increasing awareness and strategic vigilance of the organization, and the results indicate that strategic vigilance plays an important role in directing the impact of smart marketing on creative performance. This highlights the importance of having an effective and clear marketing management strategy.

### **7.2 Suggestions**

1. Banks in particular and organizations in general should invest in smart marketing tools and programs and provide training programs for employees on smart marketing techniques. Investing in smart marketing tools and software and providing employee training programs will help improve creative performance and strategic vigilance, which will help improve the bottom line.

2. Urging organizations to invest in an environment that supports creativity and innovation., encourage work teams to participate in the creative process, and provide the necessary resources to implement new ideas.
3. Increase awareness and understanding of the importance of strategic vigilance among the organization's employees by conducting training courses and workshops on the topic and encouraging interaction and effective participation.
4. The principle of strategic vigilance must be an integral part of the marketing planning process. and decision-making process to ensure its integration with marketing and creative strategies.
5. Organization management must realize the importance of implementing smart marketing strategies and improving creative performance. in attracting and retaining customers. Organizational leaders need to understand that strategic vigilance is an essential component of continued success and growth in the competitive banking market.
6. Bank management should conduct continuous market research and competitor analysis to identify new opportunities. and determine competitive advantages that can be exploited in the market.

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