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Research Paper

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The reality of using strategic vigilance in Egyptian sports clubs

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Introduction and research problem:

During the last two decades, the world has witnessed tremendous changes, most notably the technological revolution, the increasing economic competition, the flow of science and knowledge, and the increasing phenomenon of globalization, according to which the world has become a small village, which requires us to coexist with all global changes, catch up with the progress and civilization, and develop the administrative performance of sports institutions step by step. Broad and fast, in light of the global trends followed by developed countries.

The environment is considered a source and source for providing the organization with its information needs that it uses as a resource to make sound and rational decisions. On the other hand, it is considered the final source of the outputs of this organization that are relied upon to ensure its continuity and survival. Since the organization is closely linked to the environment, its exposure to changes is possible, and all it has to do is manage it. The latter is achieved through strategic vigilance, which is considered one of the most important qualities that the institution must possess. Strategic vigilance, in this sense, would allow the institution to remain constantly aware of what surrounds it, and not be surprised by the setbacks or successes that result from these changes while they are in the process. Under this understanding, it is considered a set of coordinated methods that work to organize, analyses, disseminate, share, retrieve, and use useful information and knowledge in order to preserve the survival of organizations, the sustainability of their work, and their growth in the face of the conditions of uncertainty that have become evident surrounding the organization's work spaces at the present time.

Strategic vigilance is the progress and development that the organization seeks through information that helps predict the changes that occur in its social and economic environment with the aim of creating opportunities for the organization and reducing risks. Below, some definitions related to vigilance and strategic vigilance will be presented) .(19:17)

Strategic vigilance is of great importance in service institutions because of what is happening as a result of fierce competition and rapid external changes. Despite the clarity of its causes and the circumstances of its emergence, it is difficult to explain and remedy it, as the greatest burden has become on the representative of strategic vigilance in the organization to provide the organization's employees with effective steps and applications to keep pace.

These crises can either be contained or eliminated at the lowest cost. (5:9)

Studies have indicated the importance of managers and administrators in the sports club being strategically alert, and have also emphasized the role of strategic alertness in improving administrative performance,

such as the study of Asia Khanshul (2022) (1), the study of Bilal Sayed (2022) (3), the study of Amr Gamal (2021) (9) , the study of Abeer Shaltout (2020)(7), the study of Nafisa Awabid and Souad Talbiyah (2019)(16), the study of Maryam Lamrous (2019)(11), the study of Amani Al-Hashem (2017)(2), and the study of Omar Ould Abed. And Alawati Lamin (2017) (8), the study of Harbaji Abdel-Ghani (2016) (18), the study of Heba Sahnoun and Noah Thalayjieh (2016) (17) Naglaa Abdel Tawab, Issa Abdel-Al (2018) (12),

and the study of Yamina Merabti (2016) (19) which emphasized the importance of strategic vigilance in managing various institutions and shed light on preventing marketing crises in them.

The problem of the research is determined by the lack of strategic vigilance among managers of sports clubs in the Arab Republic of Egypt, which affects the progress of these clubs and their achievement of the service goals assigned to them.

The importance of research and the need for it:

The importance of the research lies in shedding light on the role of strategic vigilance in some sports clubs in the Arab Republic of Egypt, as follows:

- 1- Clarifying the role of strategic vigilance in Egyptian sports clubs.
- 2- Explaining the benefit of strategic vigilance in achieving the goals of sports clubs.

Research objectives:

The research aims to study:

The reality of using strategic vigilance in Egyptian sports clubs by identifying:

- 1-Strategic vigilance in the sports club.
- 2- The role of strategic vigilance in achieving the goals of sports clubs.

Research questions:

1-What is the strategic vigilance in the sports club?

2- What is the role of strategic vigilance in achieving the goals of sports clubs?

The essence of strategic vigilance:

Strategic vigilance is defined as: an organization that seeks to know the business environment and anticipate changes. It is an information process through which the organization (the institution) listens to its environment so that it can make decisions and manage later. This process is classified within the totality of information systems that allow managers to lead well in Difficult times, and the process of strategic alertness can be considered as a system consisting of subsystems affected by information flows coming from the overall environment.(10:27)

It is also defined as: “Inquiry about competitors’ behaviors, technological innovations, monitoring commercial strategies, knowing new desires of consumers, and in general monitoring the environment. All of these activities fall within strategic vigilance, which means organizing the tasks of observing, testing, interpreting, and disseminating information for the purpose of improving important decisions in the organization. (21:56)

Nasira Allawi (2011) also defines it as: “that continuous collective action through a group of individuals that collects and uses information voluntarily and proactively in line with the changes likely to occur in the external environment, in order to create business opportunities and reduce the risks of uncertainty.” ". (15:24)

Research Expressions:

Strategic Vigilance

It is defined as: “An organized approach to the strategic management of an organization that focuses on improving its competitiveness by collecting, processing, and disseminating useful knowledge to control the environment (threats and opportunities). This approach, which contributes to decision-making, uses certain means, recruits workers, and focuses on internal and external activity ”.(14:159)

known by Sawsan Al-Shaer (2020 AD). It is: “a continuous process in which the environment is monitored, analyzed, information is constantly collected, opportunities are identified to seize and threats to avoid, and their impact is reduced ”.(20:84)

The researcher defines it procedurally as: “It refers to the search for information through constant vigilance and constant monitoring of the environment. This is for strategic goals adopted by the sports club management in making decisions, and identifying opportunities and threats to keep pace with developments and changes in the internal and external environment of the sports club.”

Research Method:

The researcher used the descriptive method as it is the appropriate method for the nature of the research and achieves its objectives and questions.

Research population and sample:

The researcher randomly selected the research sample from some sports clubs in the Arab Republic of Egypt.

The total research population was (791) clubs, the number of the survey sample was (30) sports managers and administrators, and the basic sample was (165) sports managers and administrators, as in Table No. (1).

Table (1)
Research population and sample

M	Statement	Number	Percentage
1	Survey sample	30	15.38%
2	Base sample	165	84.62%
	Total	195	100%

The researcher selected the sample from some sports clubs in the Arab Republic of Egypt, and the sample was taken randomly.

Questionnaire: prepared by the researcher

The researcher designed a questionnaire about the reality of using strategic alertness in Egyptian sports clubs.

Define questionnaire statements:

The researcher selected a set of phrases for the questionnaire that were appropriate to those that were determined according to the opinions of experts in light of the following:

- Fit the phrases.
- Clarity of expressions.
- The phrases fit the goal for which they were developed.

The number of statements in the questionnaire (The reality of using strategic vigilance in Egyptian sports clubs) reached (25) statements in its initial form before being presented to the experts. (Attachment No. 2)

The experts deleted some phrases due to their repetition, and the experts' opinions indicated the necessity of verbally modifying some of the phrases. Table No. (3) shows the percentage of experts' opinions in each phrase of the questionnaire (The reality of using strategic vigilance in Egyptian sports clubs).

Validity and reliability of the questionnaire:

Terms of validity and reliability.

Honesty:

The researcher used two types of validity: arbitrator validity and internal consistency validity.

Honesty of arbitrators:

A questionnaire (the reality of using strategic vigilance in Egyptian sports clubs) was presented to a number of (10) experts in sports management and recreation in order to express their opinions on the content and content of the questionnaire's themes and phrases. The approval rate on the phrases ranged between (50% to 100%).

Survey:

The researcher conducted the exploratory study during the period from Thursday, corresponding to May 11, 2023, to Thursday, corresponding to May 25, 2023, on a sample of (30) individuals in order to find the scientific coefficients of the questionnaire in

Basic study:

The researcher applied the questionnaire (The role of strategic vigilance in preventing marketing crises in some sports clubs in the Arab Republic of Egypt) in its final form (Annex No. 3). The application was conducted during the period from Saturday, corresponding to 7/2/2023, to Saturday, corresponding to 7/16./2023 The researcher was satisfied with the three-part rating scale for the questionnaire (completely agree - somewhat agree - disagree) with grades (3 - 2 - 1).

Statistical treatments:

- MEAN.
- standard deviation.
- Correlation coefficient.
- percentage.
- T-test.

Show results:

In response to the questions raised by the researcher, and within the limits of the method used, the research sample, and the means of collecting data, the researcher presents his findings in response to the following questions:

- What is the strategic vigilance of the sports club?
- What is the role of strategic vigilance in achieving the goals of sports clubs?

Presenting the results of the research sample's responses to a questionnaire on the reality of using strategic vigilance in Egyptian sports clubs:

Table(2)**Frequencies, arithmetic means, standard deviations, relative weight, and relative importance Expressions of the axis of strategic vigilance in the sports club**

M	The statement	I completely agree	I somewhat agree	I disagree	mean	Standard deviation	Relative weight	Relative importance %
1	The club adopts the concept of strategic vigilance.	98	52	15	2.49	0.67	413	83.43
2	The club takes care of its website.	94	52	19	2.45	0.7	405	81.82
3	The club relies on expert systems.	78	64	23	2.33	0.71	385	77.78
4	The club faces competition in its field	70	76	19	2.98	0.68	381	76.97
5	The club's strategic decisions are affected by external changes.	92	62	11	2.43	0.63	411	83.3
6	The club monitors and controls everything that happens in the external environment in order to obtain information about external variables.	86	63	16	2.42	0.67	400	8.81
7	Club management is the body responsible for strategic oversight.	86	64	15	2.42	0.66	401	81.01
8	All club employees participate in strategic vigilance	80	73	12	2.41	0.64	398	80.4
9	The club monitors information about current and potential competitors	86	60	19	2.4	.07	397	80.2
10	The club monitors information about current and prospective members	77	69	19	2.35	0.66	388	78.38

11	The club monitors information on current and prospective suppliers	78	75	12	2.39	0.63	396	80
12	The club monitors information on current and upcoming activities.	84	62	19	2.39	0.69	396	79.8
13	The club monitors information about current and potential threats.	77	77	11	2.39	0.62	396	80
14	The club's relevant committees study and analyze strategic information	55	98	12	2.26	0.56	373	75.35
15	The club's sources of information regarding strategic vigilance are the Internet.	111	49	5	2.82	0.56	436	88.08
16	Evaluations of members and beneficiaries of the club's information sources	112	41	12	3.59	0.64	430	86.87
17	The club's sources of information regarding strategic vigilance are sporting events around the world	106	51	8	2.58	0,6	428	86.46
18	The club's sources of information regarding strategic vigilance are tournaments and competitions.	92	62	11	2-48	0.63	411	83.03
19	The club's sources of information regarding strategic vigilance are competing clubs	86	63	16	2.42	0.67	400	80.08
20	The club's sources of information regarding strategic vigilance are annual reports on administrative performance.	86	64	15	2.42	0.66	400	80.08
21	club's sources of information regarding strategic awareness are sports marketing research	80	73	12	2.18	0.64	398	80.4
22	The club uses the Internet for the purpose of searching for information about members and competitors.	86	60	19	2.4	0.7	397	80.2
23	The club uses the Internet for the purpose of displaying and promoting its services.	116	41	8	2.63	0.51	438	88.48

24	The club uses the Internet for the purpose of providing prices and various offers.	108	52	5	2.61	0.57	433	87.47
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Discussing the results:

Table (2) shows that the strategic vigilance of the sports club was represented by the most important expressions that the club faces competition in its field. The club's sources of information regarding strategic vigilance are sports marketing research. The club monitors information about current and anticipated threats, and all club employees participate in strategic vigilance. The club's sources of information regarding Strategic vigilance refers to sporting events around the world. The club uses the Internet for the purpose of searching for information about members and competitors. The club relies on expert systems. The club monitors and controls everything that happens in the external environment in order to obtain information about external variables. The club monitors information about current and prospective members and its sources of information. The club's strategic vigilance is the Internet, and the club's sources of information regarding its strategic vigilance are annual reports on administrative performance. The club uses the Internet for the purpose of presenting prices and various offers.

Conclusions:

The researcher reached the following most important conclusions:

The most important phrases of the sports club's strategic vigilance are that the club faces competition in its field, and the club's sources of information regarding strategic vigilance are sports marketing research. The club monitors information about current and anticipated threats, and all club employees participate in strategic vigilance, and the club's sources of information regarding strategic vigilance are sporting events around the world. The club uses the Internet for the purpose of searching for information about members and competitors. The club relies on expert systems. The club monitors and monitors everything that happens in the external environment in order to obtain information about external variables. The club monitors information about current and prospective members and the club's sources of information regarding vigilance. The strategy is the Internet, and the club's sources of information regarding strategic vigilance are the annual reports on administrative performance. The club uses the Internet for the purpose of presenting prices and various offers.

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