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Managing Customer Knowledge and Its Role in Achieving Strategic Vigilance Using the Marketing Intelligence System: An Exploratory Study of the Views of a Sample of Workers in Some Stores in Al-Mansour Mall in Baghdad's Capital

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Abstract

The research aims to explore the mediating role of the marketing intelligence system in enhancing the relationship between the adoption of customer knowledge management and the achievement of strategic vigilance in selected stores at Al-Mansour Mall in Baghdad. The main research question, which represents the intellectual problem of the study, is as follows: Does the adoption of customer knowledge management in selected stores at Al-Mansour Mall in Baghdad contribute to enhancing strategic vigilance through the mediating role of the

marketing intelligence system? The research problem is reflected in the use of customer knowledge management as an approach that can be aligned with fundamental changes in the external environment, as well as the mediating role of the marketing intelligence system, which is considered one of the tools of the marketing information system. The greater the efficiency and reliability of the marketing information system, the better equipped an organization becomes to face external challenges and explore opportunities, thereby enhancing strategic vigilance. The research was conducted in selected stores at Al-Mansour Mall in Baghdad. A sample of 220 employees from the selected stores was recruited through personal interviews using a specifically designed questionnaire. Several statistical methods were employed, and the data were analyzed using structural equation modeling and path analysis with SPSS AMOS 24. The researchers concluded that there were significant associations and direct effects among the research variables, as well as a significant indirect effect of the marketing intelligence system on the relationship between them. In light of the findings regarding the implementation of customer knowledge management and the enhancement of strategic vigilance, the researchers developed several recommendations aimed at improving organizational responsiveness. The most important recommendation was to increase attention to the marketing intelligence system in the selected stores at Al-Mansour Mall, Baghdad, as it represents an essential foundation for enhancing organizational survival and continuity, particularly in a highly dynamic environment. This requires organizations to remain vigilant and continuously prepared to face challenges by anticipating external opportunities and threats and monitoring changes in the internal environment.

Keywords: Customer Knowledge Management; Strategic Vigilance; Marketing Intelligence Sys-tem; Al-Mansour Mall

Introduction

Organizations today face many challenges resulting from changes in the global economic environment, including tremendous scientific and technological developments, the information revolution, and the digital explosion. These challenges represent barriers to organizational progress, requiring organizations to continuously seek means of advancing, surviving, and maintaining their competitive positions in the market.

We find that survival and continuity depend on a set of factors, particularly in a highly dynamic environment. This means that an organization must remain vigilant and continuously prepared to face challenges by anticipating external opportunities and threats and monitoring changes in the internal environment. This objective can be achieved through strategic vigilance, which serves as a predictive information system for future changes, opportunities, and threats (Muhammad, 2023, p. 381).

To achieve strategic vigilance, the researcher suggests adopting customer knowledge management as an approach that can be aligned with fundamental changes in the external environment (Salima & Hasnaa, 2020, p. 1). The mediating role of the marketing intelligence system is also considered, as it is one of the tools of the marketing information system. The

greater the efficiency and reliability of the system, the more effectively marketing information strengthens an organization's ability to face external challenges and explore surrounding opportunities and threats (Al-Tayeb, 2023, p. 515). Consequently, the fundamental question that inspired this study was: What is the role of customer knowledge management in achieving strategic vigilance through the mediating role of the marketing intelligence system?

Marketing strategies are evolving as a result of new channels, including social networks and mobile phones, the growing volume of consumer data, and the digital transformation of businesses. How customers shop and interact with brands has changed dramatically in recent years, and researchers increasingly view shopping as a customer journey rather than a linear path to purchase. Certain analysts have advocated an essential reevaluation of promotional models (Kalaignanam et al., 2021, p. 1). Strategic marketing vigilance has recently attracted the attention of international marketing managers and scholars, particularly in light of the evolving implications of the complex market conditions that companies encounter. It is a dynamic capability that encompasses market perception, speed, flexibility, responsiveness, and company performance, as well as the indirect effects achieved through the adaptation of the marketing program. Additionally, it examines how these direct and indirect relationships evolve in response to varying levels of market complexity (Khan, 2020, p. 1).

Information is a critical resource in various business organizations because of its significance in establishing a competitive advantage. All organizations must consider and manage information in a manner consistent with current developments in knowledge and technology, particularly in light of the challenges of the twenty-first century, which include the rapid expansion of markets and product diversity, the rapid development of information technology, and intense competition. Organizational management must effectively manage information by implementing a distinctive competitive positioning strategy and utilizing the marketing intelligence system to address the challenges associated with achieving a competitive position in the market (Hussein, 2020, p. 530). This requires considerable attention to understanding customers. Customer-oriented organizations must possess knowledge about their customers, process the knowledge that customers transmit to the organization, and provide the knowledge that customers require.

Consequently, knowledge is an indispensable asset in the competitive environment. The development and application of knowledge to facilitate business operations are critical components of knowledge management. Therefore, applying knowledge management concepts and techniques in the context of customers represents a necessary and relevant field of research (Bueren et al., 2004, p. 1). The primary objective of the present research is to examine the role and significance of implementing customer knowledge management and the marketing intelligence system, as one of the tools of the marketing information system, in achieving strategic vigilance and its potential to provide a predictive system for identifying future opportunities and threats facing the organization.

Materials and Methods

In this study, the descriptive analytical approach was utilized to describe the phenomena that were being investigated, to determine the components that comprised it, and to assess the trends that the respondents exhibited about the accessibility of consumer information management. And its role in achieving strategic vigilance using the marketing intelligence system.

Hypothetical Research Plan

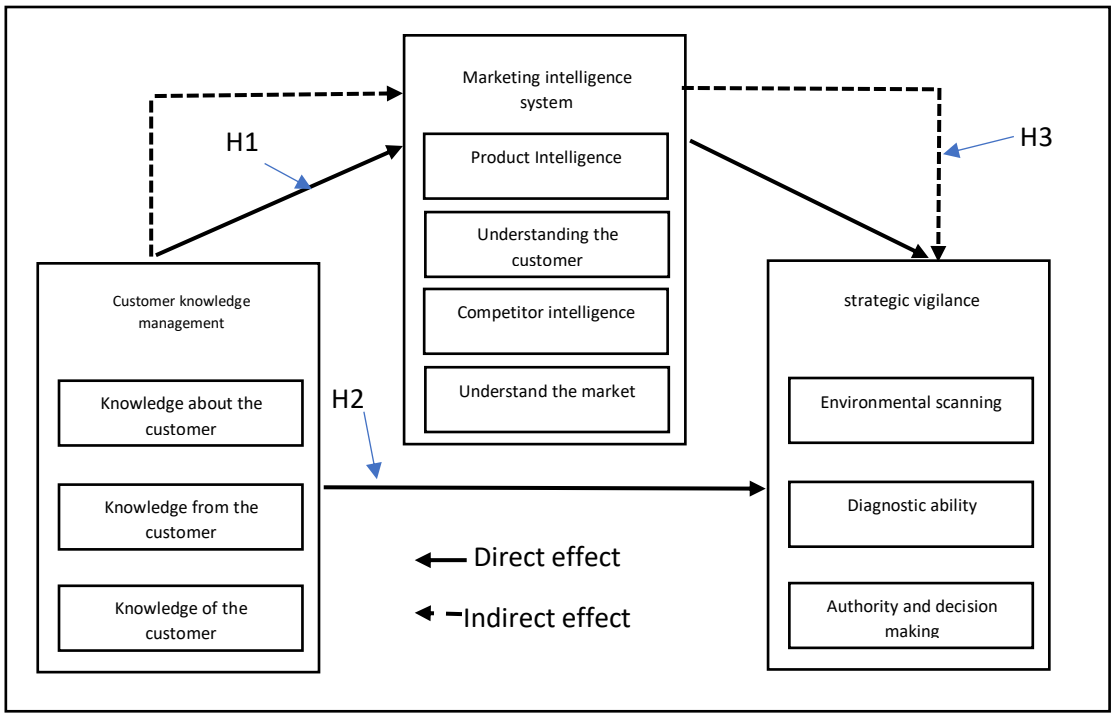


Figure 1. Hypothetical paradigm for the investigation

The subsequent figure illustrates the investigation assumptions:

1. The first main hypothesis is that customer knowledge management significantly affects the marketing intelligence system in the commercial stores in Al-Mansour Mall, the domain of applicability.

2. The second main hypothesis is that customer knowledge management significantly affects strategic vigilance in commercial stores in Al-Mansour Mall, the domain of applicability.

3. The third main hypothesis: The purpose of this hypothesis is to examine the marketing intelligence system's mediating function in the relationship between customer knowledge management and strategic vigilance in the commercial stores in Al-Mansour Mall, the domain of applicability.

Research Population and Sample

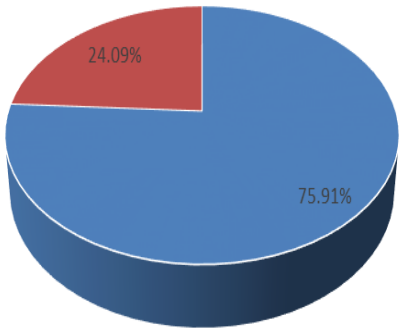
The people who work in the garment industry make up the study's population: sportswear and cosmetics stores in Al-Mansour Mall in the capital, Baghdad. Out of the 402 customers surveyed, every single employee at the establishments in the study. The study was conducted on a random sample of (220) individuals, and the (Steven) equation was relied upon. K. Thompson, 2012:59).

$$n = \frac{N \times p(1-p)}{\left[\left[N-1\times\left(d^2 \div z^2\right)\right]+ p(1-p)\right]} \quad (1)$$

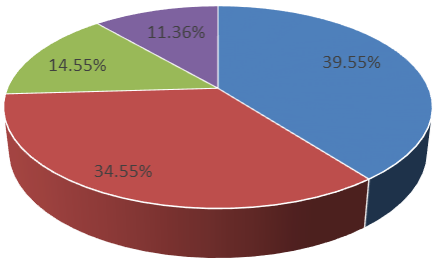
Based on this analysis, the optimum number of participants was determined to be 21 employees. A total of 230 survey responses were distributed randomly to staff. Upon retrieving 225 survey forms, it was determined that the quantity suitable for statistical analysis amounted to 22. The minimum amount needed has been met, with a response rate of ninety-six percent. The sample unit consisted of workers, administrators, and accountants. The study sample, as detailed in Table 1, is characterized by personal and professional attributes, including sex, age, and educational background.

Table 1. Demographic details for the research cohort

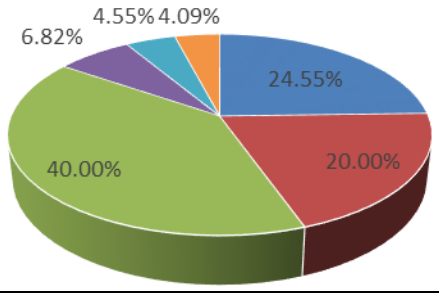
Gender	Repetition	The ratio
Male	167	75.91%
feminine	53	24.09%
the total	220	100



the age	Repetition	The ratio
31 years or less	87	39.55%
From 32-41	76	34.55%
From 42-51	32	14.55%
52 or more	25	11.36%
the total	220	100



Academic achievement	Repetition	The ratio
Preparatory school and below	54	24.55%
Diploma	44	20.00%
Bachelor's	88	40.00%
Higher Diploma	15	6.82%
Master's	10	4.55%
Ph.D	9	4.09%
the total	220	100



The Conceptual Framework of the Research

Customer Knowledge Management

The Concept of Customer Knowledge Management

An important question that has been raised throughout the history of Western philosophy, dating back to ancient Greece, is: What is knowledge? Most Western philosophers have concluded that knowledge is justified true belief. Although companies recognize knowledge as a critical resource in competition and acknowledge the importance of utilizing it to gain a competitive advantage, many continue to overlook customer knowledge.

Customer-oriented organizations, particularly those specializing in e-commerce, can establish positive relationships with their customers by communicating and interacting with them effectively and meeting their constantly evolving needs. This requires customer knowledge management (Zanjani et al., 2008, p. 303).

To maintain good relationships with customers, companies are required to communicate with them effectively and provide offerings that are consistently tailored to their evolving needs. This necessitates the systematic management of customer knowledge. Customer knowledge management is a dynamic process of collecting valuable customer data, enhancing it through various methods and approaches, and disseminating the resulting customer knowledge throughout the organization. Within a customer-oriented organizational framework and environment, this process enables organizations to strengthen and improve their relationships with customers (Aghamirian et al., 2015, p. 65).

Dimensions of Customer Knowledge Management

The researchers examined three dimensions of customer knowledge management: knowledge of the customer, knowledge from the customer, and knowledge about the customer (Zanjani et al., 2008, p. 304; Mousa, 2017, p. 90).

Knowledge about the Customer

A company can acquire knowledge about its target consumer by analyzing, interpreting, and ultimately transforming data or information into knowledge. Companies accumulate consumer knowledge, purchase data, and information.

Knowledge from the Customer

A company acquires knowledge from customers to improve its products and services. This knowledge consists of data or information that can be analyzed, interpreted, and ultimately transformed into organizational knowledge. It includes the information customers possess about products, suppliers, and markets. Such knowledge can be collected to support continuous improvement through mutual interaction with customers. These improvements may include the development of new products and services. Organizations should consider customer knowledge to continuously improve their products and services, generate ideas, and foster innovation. Several methods can be employed to acquire customer knowledge and involve customers in innovation. Aghamirian et al. (2015) suggest that suppliers can leverage customers' product knowledge and implement feedback mechanisms to monitor market trends, thereby facilitating product innovation and systematic improvement.

Knowledge for the Customer

Organizations acquire customer knowledge to gain a more comprehensive understanding of their customers. This knowledge consists of data or information that can be analyzed, interpreted, and ultimately transformed into knowledge. Sources of knowledge available to customers are frequently overlooked in the literature. To facilitate customers' purchasing processes, organizations can acquire data, information, or knowledge from other customers, information consulting institutes, competitors, and the organization itself (Zanjani et al., 2008, p. 304). This process ensures a continuous flow of knowledge from the organization to its customers. Customer knowledge encompasses information about suppliers, markets, and products. Customers' perceptions of service quality are also influenced by this knowledge (Aghamirian et al., 2015, p. 65).

Strategic Vigilance

The Concept of Strategic vigilance

In the field of marketing, alertness is generally defined as the extent to which a company can detect and promptly respond to opportunities for innovation and aggressive competition based on consumer feedback (Moi & Cabiddu, 2022, p. 5).

Marketing mindfulness has emerged as a dynamic meta-capability that addresses responses and adaptations to internally or externally induced changes. The adaptable nature of strategic vigilance may require companies to develop flexible resources to meet market requirements in a timely, cost-effective, and efficient manner. This raises the question of whether strategic vigilance interacts with resource flexibility to improve market leadership capabilities and product development. It is important to understand whether marketing flexibility interacts with unique resources to influence product development, given that these resources frequently have a significant impact on performance (Khan et al., 2022, p. 5).

Strategic vigilance represents an important success factor for organizations in today's competitive environment, which is characterized by rapid change. The concept of vigilance originated in lean manufacturing and was introduced as a response to changes in the work environment and the exploitation of these changes as opportunities. Some researchers consider customer needs, competitive actions, market developments, and technological changes to be the main driving forces behind vigilance. These factors represent fundamental components of organizational vigilance, which refers to an organization's ability to effectively identify and respond to opportunities and threats arising from a changing environment. It also reflects an organization's ability to implement various actions in response to environmental changes and renew itself while remaining flexible without losing efficiency. This capability is essential for gaining and maintaining a competitive advantage, as it enables organizations to respond effectively and flexibly to environmental pressures, identify and integrate new opportunities, and address the challenges arising from environmental changes (Sharafany, 2023, p. 89).

Dimensions of Strategic Vigilance

(Muhammad, 2023: 387) and (Hanssens et al., 2017:4) identified three dimensions of strategic vigilance:

Environmental scanning

It is the administrative activity of identifying events and trends in the organization’s environment as a first step towards a series of continuous actions that lead to the organization adapting to its environment. Accordingly, environmental scanning is carried out by conducting a survey of the organization’s internal environment to find out its strengths and weaknesses and conducting a study of the external environment to find out opportunities. And threats. Environmental scanning is used to identify market changes on time. Information technology can increasingly perform this scanning. Companies can employ sentiment analysis, web analytics, and other business intelligence tools to closely monitor competitive situations and identify significant market shifts and emerging trends. Statistical methods can be used to find outliers in daily sales data from several locations or websites, which can help management identify unexpected business conditions that require attention.

Diagnostic ability

These are the skills possessed by the organization's leaders that are directly reflected in the performance of employees and their behavior to impact the organization positively. To evaluate the significance of change in the brand's environment for its performance and, as a result, to identify opportunities and threats. The significance of the diverse market indicators that brands can accumulate through environmental monitoring is not equivalent. For instance, certain brands are more susceptible to product evaluations, while others are more susceptible to web traffic. This is due to the fact that brands in distinct market categories or segments have distinct characteristics that influence their responses to market indicators. Brand managers are required to assess the implications of market changes and prioritize the most critical ones.

Authority and decision-making

It is a set of tasks and duties that the organization assigns to a specific employee, often the leader or manager who decides, so that that individual is qualified to bear responsibility. In order to capitalize on business opportunities, they must be accessible. Without the capacity to plan for the future, management must allocate marketing resources that can be implemented rapidly and, in certain instances, exceed previously allocated brand budgets. Budget and implementation authority must be immediately available to allow immediate implementation.

Marketing Intelligence System

The Concept of the Marketing Intelligence System

Business intelligence systems improve an organization's decision-making processes by integrating tools for collecting, storing, accessing, and analyzing business data. As organizations manage their operations and compete in the global marketplace, decision-makers face numerous daily questions and challenges that require information gathered from both within and outside the organization's boundaries. Such information helps marketing managers make better business decisions. Marketing intelligence systems employ various methods to collect valuable data and information that enable organizations to predict market trends (Kotni, 2012, p. 132).

A marketing intelligence system is a collection of sources and procedures that managers use to obtain daily information about relevant developments in their operating environment. It provides information about the marketplace and accumulates the necessary data to support marketing decision-making. Marketing intelligence primarily aims to assist marketing managers in making decisions related to their daily responsibilities across various areas. Therefore, a marketing intelligence system can be defined as a collection of data sources and procedures that marketing managers use to obtain information from the external environment for decision-making purposes (Thangaraja, 2016, p. 120).

Dimensions of the Marketing Intelligence System

Jilali (2016, p. 297), Dalal (2017, p. 28), and Hussein (2020, p. 537) identified four dimensions of the marketing intelligence system:

Product Intelligence

The product is one of the basic elements of the marketing mix, as it represents the link between the organization and its markets and consumers. It is also considered the cornerstone of a successful marketing strategy, enabling the organization to achieve its objectives and maintain its continuity and development. The organization's success depends primarily on the products it offers to the market. Pricing involves determining the price of a product, promotion involves promoting the product, and distribution involves making the product available to consumers. Therefore, the product is at the heart of the marketing strategy, and if it fails to meet consumer needs, no marketing effort directed toward the other elements of the marketing mix can compensate for this failure. The product can simply be defined as anything offered or intended to be offered to consumers to satisfy their needs and desires (Jilali, 2016, p. 76).

Understanding the Customer

A marketing intelligence system enables marketers to monitor consumers directly, address their concerns, and analyze their discussions regarding their preferred product brands. Many organizations deploy trained teams of employees to closely monitor the reactions of consumers who use their products. These reactions are analyzed and interpreted as feedback to inform the development of future marketing strategies and objectives. Understanding customers' purchasing behavior is essential for organizations to establish strong, long-term relationships with them and accurately identify their needs and desires, as purchasing behavior is essentially a decision-making process undertaken by customers (Hussein, 2020, p. 537).

Competitor Intelligence

The intelligence system is concerned with marketing strategies, which are predominantly based on the acquisition of information about competitors, their strategies and trends, and their plans. Is it possible to acquire information from within competing organizations? The most reliable source of this information is the purchasing and sales personnel, engineers, and technicians of these organizations. Some organizations go beyond this by purchasing and analyzing competitors' products, securing patents on their inventions, and monitoring their market sales (Hussein, 2020, p. 537).

Understanding the Market

A market comprises products and services, customers, competitors, distributors, agents, wholesalers, retailers, sales representatives, etc. Information about all these people and processes must be entered into the MI system. Apart from these individuals, data can be generated from some agencies such as regulators, monitoring agencies, professional groups and associations, standard-setting entities, public opinion, etc. (Kotni, 2012, p. 138).

Applied Framework

This investigation pertains to the examination of the findings of the utilized aspect and their interpretation through a series of parts, as follows:

An Overview of the Domain of Applicability

Al-Mansour Mall, also known as Al-Mansour Mall in English (Mansour Mall), is a commercial shopping complex that can be found in the Al-Mansour area of Baghdad, which is the capital city of Iraq. To this day, it is regarded as one of the most extensive shopping complexes in Baghdad. In 2013, on May 16th, it took place. The building was constructed at a cost of 35 million United States dollars and had a total area of 32,000 square meters and four stories. There are around 170 shops and a variety of brands contained within it. Restaurants, clothing businesses, and electrical stores are all included.

Shops

Al Mansour Mall includes several stores with international fame and reach:

- Hardee's: An international fast-food restaurant chain.
- LC Waikiki clothing brand: These are stores that sell a variety of clothes.
- Defacto: They are stores that sells a variety of clothes.
- Ramsey: For men's shoes.
- Collins: They are stores that sell a variety of clothes.

- Flo: They are stores that sell a variety of shoes.
- Clarks: They are stores that sell a variety of shoes.
- Cotton: They are stores that sell a variety of clothes.

Confirm the search scale

The objective of the present paragraph is to confirm the precision of the scale employed to examine each factor of the investigation by implementing a series of procedures:

Describing and Coding the Research Variables

The researcher must be able to discern the factors and distinguish between them by employing suitable software, which necessitates coding the sentences, dimensions, and factors of the study. Table (2) presents the coded information employed in the investigation and the Cronbach's alpha factor, which denotes the extent to which the scale is stable in assessing the availability of variables when the questionnaire is re-distributed to the same sample at specific intervals. It is apparent that all estimates were within the limits of (0.85-0.92), which are mathematically suitable values, as they surpass (0.75). This was observed at various points. Consequently, the measurement instrument is distinguished by the necessary stability.

Table 2. Reliability, description and categorization of the elements and dimensions of the study

(variable)	cod	The factors	number item	Cronbach's alpha for the factors	cod	Origin
Customer knowledge management	CKM	Knowledge about the customer	5	0.92	KAC	Zanjani et al., 2008:304
		Knowledge from the customer	5		KFC	
		Knowledge of the customer	5		KC	
Marketing intelligence system	MIS	Product Intelligence	5	0.89	PI	Djilali, 2016, p. 297
		Understanding the customer	5		UC	
		Competitor intelligence	5		CI	
		Understand the market	5		UM	
Strategic vigilance	MV	Environmental scanning	5	0.85	ES	Hanssens et al., 2017, p. 4
		Diagnostic ability	5		DA	
		Authority and decision-making	5		ADM	

Bibliography: Authors' preparations based on the appropriate sources
Note: Confirming Factor Analysis of the study's factors to validate the (structural integrity) of the scale of research, including its elements, factors, and items

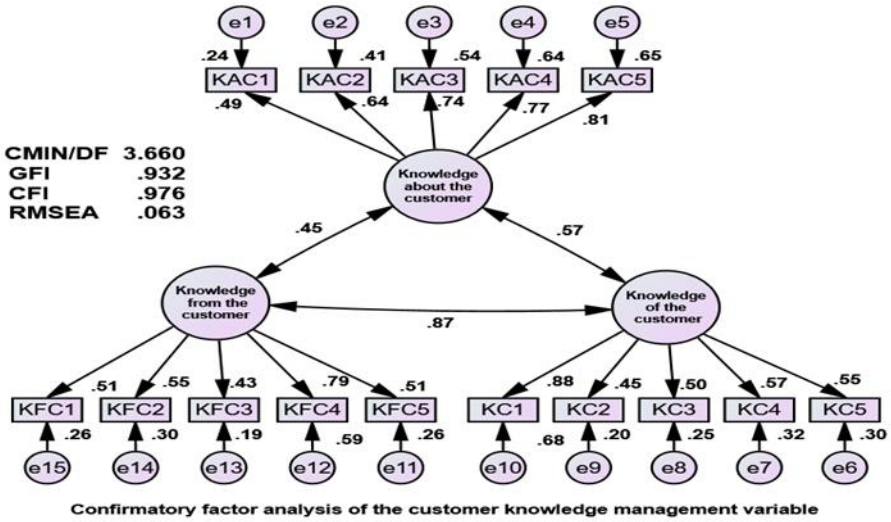
The Amos. V program will be employed to verify this using structural equation modeling (confirmatory factor analysis method). The goal of the investigator is to confirm two aspects of the procedure: the dimensions accurately represent the measure, and the items are statistically valid and fair. Secondly, the data obtained from the sample are consistent with the measurement's proposed structural framework. In addition to the standard of conformity requirements listed in the following table, the verification procedure is conducted employing guidelines that are above or match the sentence's saturation ratio of 0.40:

Table 3. Markers of fit quality

	Indicators	Match quality rule
1	RMSEA, or the root-mean-square error of estimate	0.05 or less than 0.08
2	(CFI) Index of Comparative Fit	More than or equal to 0.95
3	X2 values to degrees of freedom df ratio	Lower than 3
4	(GFI) Index of Goodness of Fit	More than or equal to 0.95

Source: (Hair et al., 2017, p. 289)

Figure 2 shows that all items measuring the research variables (customer knowledge management, marketing intelligence system, and strategic vigilance) exceeded the threshold value of 0.40, indicating acceptable statistical validity and satisfying the requirements for a good fit with the structural framework (Costello & Osborne, 2005). This demonstrates that the research variables are multidimensional and that the sample data are consistent with the underlying structural assumptions of the variables. Furthermore, the independent measurement of the items associated with each research variable indicates that the results are consistent with the assessment approach described above.



Confirmatory factor analysis of the customer knowledge management variable

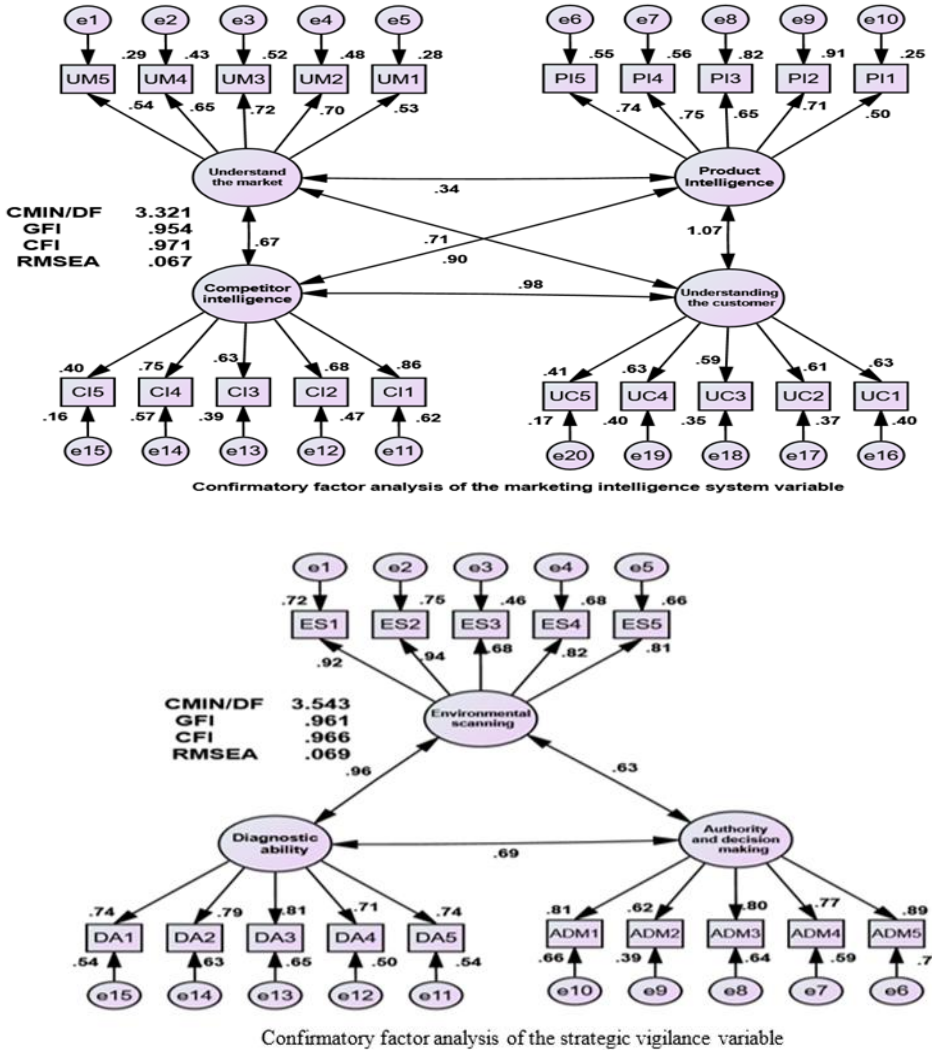


Figure 2. The study variables' confirmatory factor analysis (marketing intelligence system, consumer knowledge management, and strategic vigilance)

Interpretation and Description of the Responses of the Investigation Sample

This paragraph examines the availability of the research variables and their dimensions based on Dewberry's (2004, p. 15) classification. According to this classification, when a five-point Likert scale is used, ranging from strongly agree to strongly disagree, the arithmetic means are classified into five categories.

Table 4. Statistical description category classification

Sequence	Classes	the level
1	1-1.80	very low
2	1.81-2.60	Low
3	2.61-3.40	Moderate
4	3.41-4.20	High
5	4.21-5.00	very high

Source: Prepared by researchers based on the literature

The mathematical analysis of the research survey responses is based on the average by arithmetic, deviation from the mean, respond level, direction of the variables investigated, and dimensions, as illustrated in Table 4.

Assessing the degree to which the personnel of the organization in question comprehend the variables of the research

The table below illustrates the calculation of standard deviations, arithmetic means, (C.V), the sub-dimensions and percentage of accord for every attribute using the scale employed in the research.

Table 5. Descriptive Analysis of the Research Variables (Customer Knowledge Management, Marketing Intelligence System, and Strategic Vigilance)

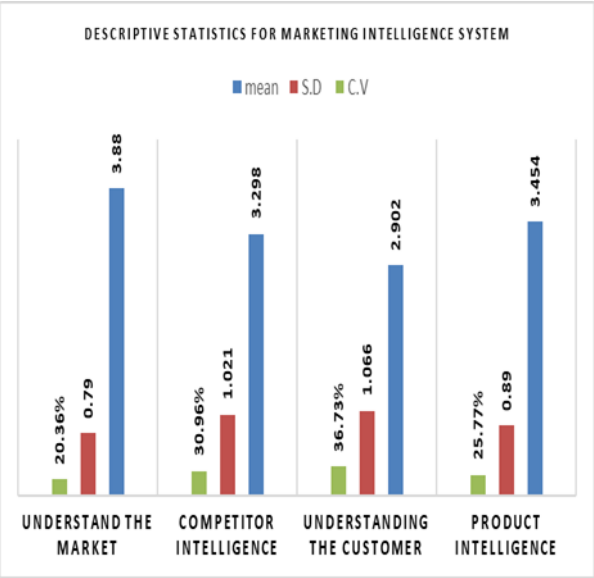
No.	customer Dimensions of the knowledge management variable	AVERGE	S.D	C.V	Agreement rate	arrangement
1	Knowledge about the customer	4.222	0.754	%17.86	%84.44	1
2	Knowledge from the customer	3.992	0.944	%23.65	%79.84	2
3	Knowledge of the customer	3.765	1.065	%28.29	%75.30	3
management Customer knowledge		3.993	0.921	%23.07	%79.86	
No.	of the marketing Dimensions intelligence system variable	Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Product Intelligence	3.454	0.89	%25.77	%69.08	2
2	Understanding the customer	2.902	1.066	%36.73	%58.04	4
3	Competitor intelligence	3.298	1.021	%30.96	%65.96	3
4	Understand the market	3.88	0.79	%20.36	%77.60	1
system Marketing intelligence		3.237	0.901	%27.83	%64.74	
No.	of the strategic Dimensions vigilance variable	AVERGE	S.D	C.V	Agreement rate	arrangement
1	Environmental scanning	3.643	0.991	%27.20	%72.86	2
2	Diagnostic ability	3.986	0.882	%22.13	%79.72	1
3	Authority and decision-making	3.422	1.122	%32.79	%68.44	3
Strategic vigilance	3.684	0.998	%27.10	%73.67		

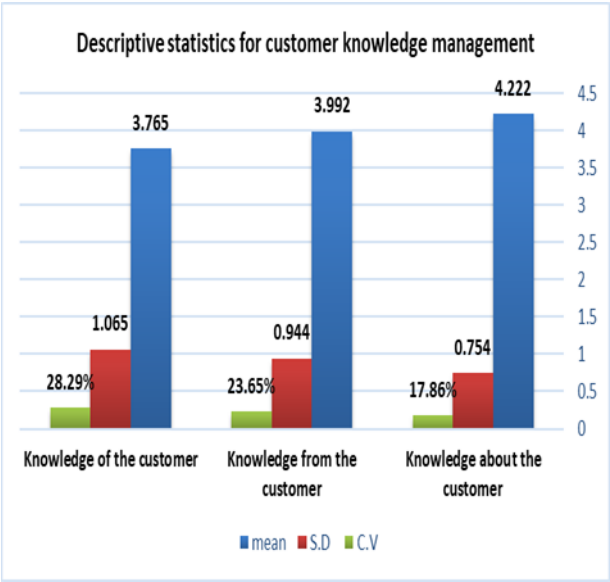
Note. Prepared by the researchers based on the outputs of SPSS Version 26.

https://jitm.ut.ac.ir/

The next diagram illustrates what's happening:

1. The respondents' overall perceptions of the dimensions of customer knowledge management were positive. The overall mean score for customer knowledge management was 3.993 (SD = 0.921, CV = 23.07%), with an agreement percentage of 79.86%.
2. The dimensions of customer knowledge management were ranked according to their relative importance, based on the lowest coefficient of variation and the highest percentage of agreement. The ranking was as follows: knowledge about the customer, knowledge regarding the customer, and knowledge for the customer.
3. The respondents' overall perceptions of strategic vigilance were positive. The overall mean score for strategic vigilance was 3.237 (SD = 0.901, CV = 27.83%), with an agreement percentage of 64.74%.
4. The dimensions of the marketing intelligence system were ranked according to their relative importance, based on the lowest coefficient of variation and the highest percentage of agreement. The ranking was as follows: market understanding, product intelligence, competitor intelligence, and customer understanding.
5. The respondents' overall perceptions of strategic vigilance were positive. The overall mean score for strategic vigilance was 3.684 (SD = 0.998, CV = 27.10%), with an agreement percentage of 73.67%.
6. The dimensions of strategic vigilance were ranked according to their relative importance, based on the lowest coefficient of variation and the highest percentage of agreement. The ranking was as follows: diagnostic ability, environmental scanning, and authority and decision-making.





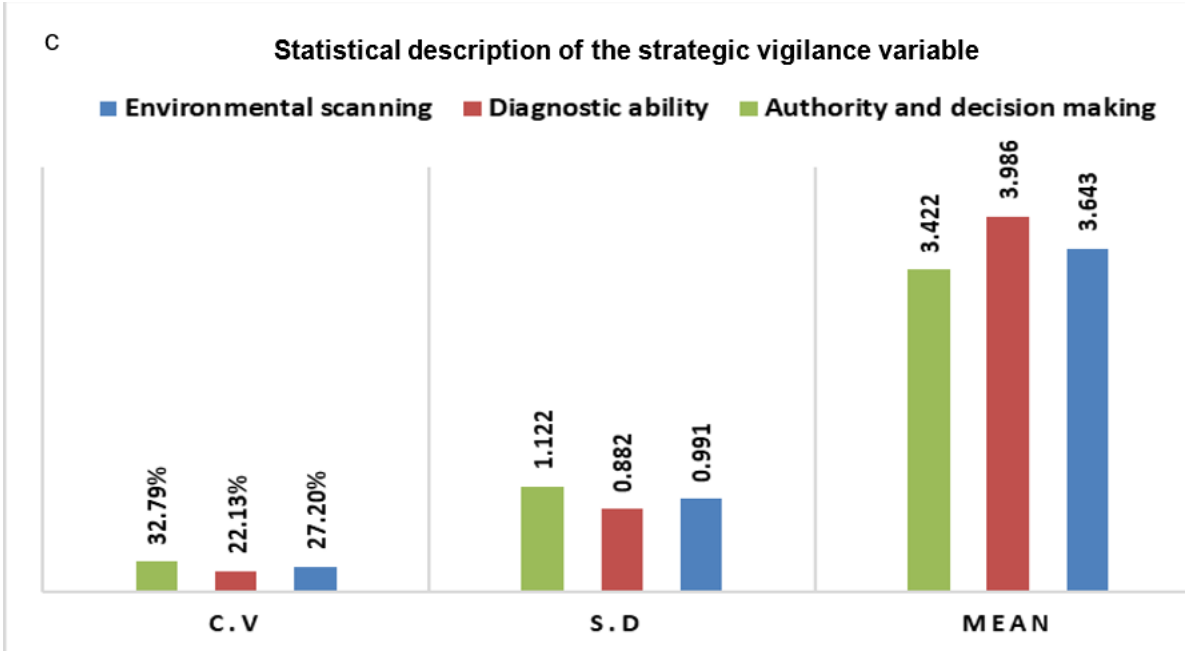


Figure 3. Descriptive Analysis of the Research Variables (Marketing Intelligence System, Customer Knowledge Management, and Strategic Vigilance)

Testing Theories Regarding the Effects of Research Factors

This paragraph investigates the direction and extent of effect interactions with respect to the studied factors, and the degree of both indirect and direct impact through the structural model, which employs structural equation modeling.

The application (AMOS V-24) is implemented in a specific manner:

Testing the first main hypothesis: There is a significant effect of customer knowledge management on the marketing intelligence system in the commercial stores in Al-Mansour Mall, the domain of applicability, as it becomes clear that customer knowledge management explains a percentage of (71%) of the changes that occur in the marketing intelligence system variable, while the proportion that remains (29%) is a result of the involvement of additional factors that were not incorporated into the research model. The capacity to impact the variable customer knowledge management in the marketing intelligence system reached (0.82). This means that whenever the availability of customer knowledge management behaviors increases by one unit, the marketing intelligence system will be strengthened by (82%), and the form of (4) Table (6) shows the tested structural model and regression paths.

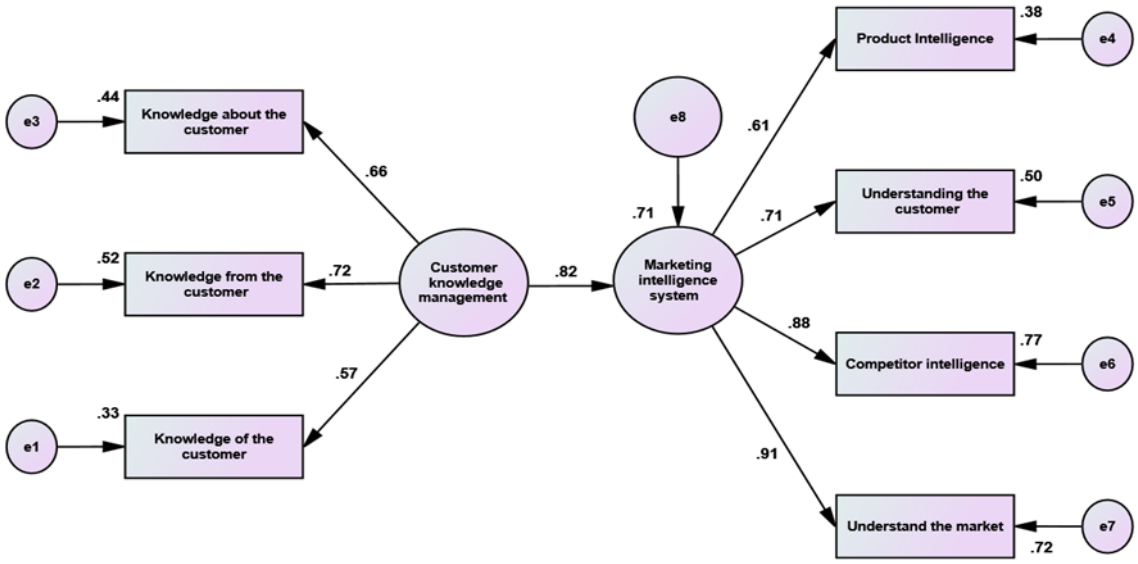


Figure 4. The structural model of the impact of customer knowledge management on the marketing intelligence system

Table (6) indicates the significance of the effect values in accordance with the standard. The ratio of criticality (C.R.) and (P-Value) were both statistically significant. Consequently, the first primary impact claim is accepted.

Table 6. Values of the impact of customer knowledge management on the marketing intelligence system

Med. Variable	Path	Indep. Variable	S.R.W	Estimate of	S.E.	C.R.	R2	(P)
marketing intelligence system	←	customer knowledge management	0.824	0.923	0.041	11.11	.709	0.39

Note. Prepared by the researchers based on the results obtained using AMOS Version 23.

B- Testing the second main hypothesis: Customer knowledge management significantly affects strategic vigilance. Customer knowledge management explains (16%) of the changes in the Strategic vigilance variable, while the rest of the percentage (84%) belongs to the contributions of additional factors that were not included in the keyword search form. As for the ability of the variable effect of customer knowledge management on Strategic vigilance, it reached (0.18). This means that whenever the availability of customer knowledge management behaviors increases by one unit, Strategic vigilance will increase by (18%), which is a weak effect percentage and not significantly significant. Therefore, the alternative hypothesis is rejected. The null hypothesis is accepted, and Figure (5) and Table (7) show the tested structural model and regression paths.

Figure 5. Structural model of the effect of customer knowledge management on Strategic vigilance

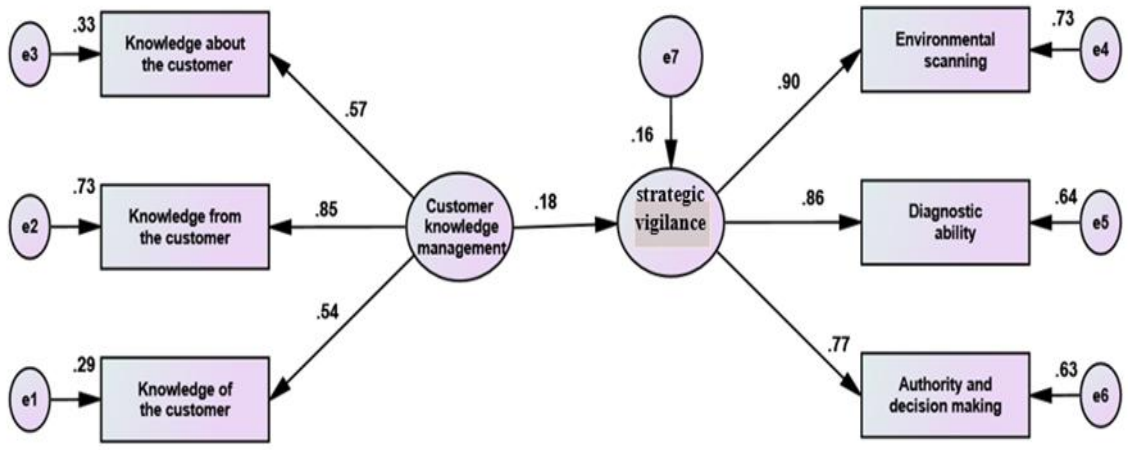


Table (7) indicates the significance of the effect values in accordance with the standard, The ratio of criticality (C.R.) and (P-Value) were both statistically important. Consequently, the second primary impact claim is accepted.

Table 7. Evaluate the effect of customer knowledge management on Strategic vigilance

Med. Variable	Path	(Indep. Variable)	(S.R.W)	Estimate of	(S.E.)	(C.R.)	(R2)	(P)
Strategic vigilance	←	customer knowledge management	1820.	2340.	0.123	1.54	.164	0.11

Researchers' compilation of the results obtained from the 23.AMOS program. V

C. Proving the third primary hypothesis: This hypothesis pertains to the examination of the mediating function of the marketing intelligence system in the relationship between customer knowledge management and Strategic vigilance, as the hypothesis states that there is a significant indirect effect of customer knowledge management on Strategic vigilance through the marketing intelligence system, as the investigators depended on evaluating the direct effect. Indirectly compare them by employing the structural modeling equation with the program (Amos V-24). Figure 6 illustrates the standard regression trajectories and R2 values for the causal connection between the direct impact between the dependent and independent variables and the second-order impact via the middle variable.

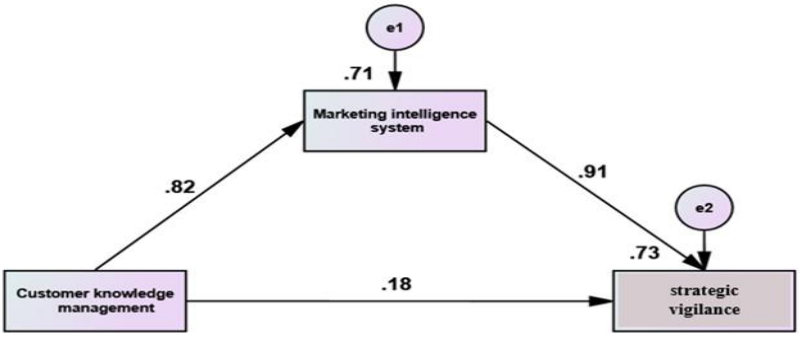


Figure 6. The (structural) model at the intermediate level

Figure 6 and Table 8 show that the mediation test using structural equation modeling revealed no significant direct effect of customer knowledge management on strategic vigilance, with a coefficient of 0.18 ($p > .05$). Regarding the indirect effect, the mediating effect of the marketing intelligence system, as reported in Table 8, was 0.75, indicating that customer knowledge management influences strategic vigilance indirectly through the marketing intelligence system. This effect was statistically significant.

Furthermore, when using structural equation modeling, it is necessary to verify the significance of the mediation effect. The results of the bootstrap test, as presented in Table 8, indicate that the indirect effect through the marketing intelligence system is statistically significant. Additionally, the upper and lower bounds of the confidence interval had the same sign, with a significance level of .008. These findings indicate full mediation rather than partial mediation.

Table 8. Parameters and pathways for selecting the third primary hypothesis

The factors	PATH	The factors	(S.R.W)	Estimate of	(S.E.)	(C.R.)	(P)
Marketing intelligence system	←	Customer knowledge management	0.824	0.953	0.055	11.77	0.00
Strategic vigilance	←	Customer knowledge management	0.18	0.20	0.122	0.913	0.38
Strategic vigilance	←	Marketing intelligence system	0.921	1.022	0.035	17.09	0.00
Strategic vigilance	Marketing intelligence system ←	Customer knowledge management←	Indirect Effect	R2	Lower Bounds	Upper Bounds	p-value
			0.746	0.729	0.678	0.891	0.008

Note. Prepared by the researchers based on the results obtained using AMOS Version 23.

As shown in the figure below, the Sobel test was used to determine whether the marketing intelligence system mediates the relationship between customer knowledge management and strategic vigilance. The calculated Sobel test statistic was 10.780, exceeding the critical t-value of 1.93. This result confirms that the marketing intelligence system has a statistically significant mediating effect on the relationship between customer knowledge management and strategic vigilance.

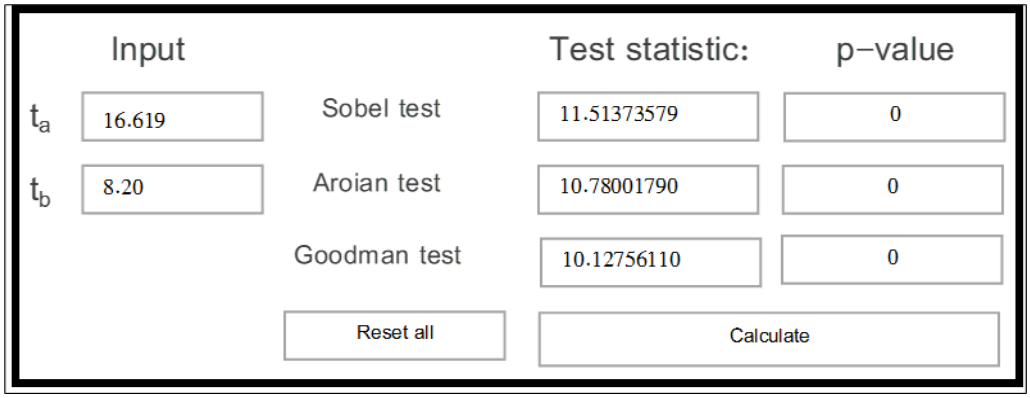


Figure 7. The Sobel test relies on t-values to determine its shape.

Results and Conclusion

1. The level of attention given to the dimensions of customer knowledge management was good, as the majority of respondents agreed with most of the items. This indicates that the level of customer knowledge management in the commercial complexes under investigation was generally good. The findings suggest that the stores studied seek to develop their relationships with customers, identify and expand their knowledge about them, and inform them in advance about the services they intend to provide. Furthermore, frontline employees possess sufficient skills to attract new customers.

2. The level of adoption of the marketing intelligence system in the commercial complexes under investigation was good, as the majority of responses provided by the research sample indicated agreement. This suggests that the stores studied monitor and evaluate competitors' products, adapt their products to developments in the marketing environment, predict competitors' strategies by examining their past and current behavior, maintain awareness of market fluctuations, and provide high-quality services.

3. The level of strategic vigilance in the commercial complexes under investigation was moderate, as the majority of respondents expressed moderate levels of agreement. This indicates that the stores studied possess the technological capabilities to attract customers and develop their activities. They also implement policies that enable them

to monitor and manage their reputation and commercial and competitive positions. However, employee satisfaction with the stores, particularly through participation in decision-making, remains at a moderate rather than an optimal level.

4. The direct relationship between customer knowledge management and strategic vigilance was weak and statistically nonsignificant (0.18). This suggests that greater attention to the dimensions of customer knowledge management in the commercial complexes studied does not directly enhance strategic vigilance.

5. The relationship between customer knowledge management and the marketing intelligence system was strong, positive, and statistically significant (0.82). This indicates that greater attention to customer knowledge management strengthens the marketing intelligence system. Specifically, benefiting from customers' knowledge of store services, cooperating with customers to resolve problems, and enabling employees to learn from their experiences in dealing with customers contribute to strengthening the marketing intelligence system. These practices also help employees prepare accurate daily reports on market conditions and provide products that competitors do not offer.

6. The mediating role of the marketing intelligence system in the relationship between customer knowledge management and strategic vigilance was positive, strong, and statistically significant. This indicates that greater attention to customer knowledge management enhances strategic vigilance through the marketing intelligence system. Specifically, when the commercial complexes studied apply customer knowledge management by examining customer characteristics and the factors influencing purchasing decisions and training employees in market research methods, the marketing intelligence system can further enhance strategic vigilance. This can be achieved by clearly defining employees' tasks, responsibilities, authority, and job duties and responding effectively to customers' needs and expectations.

Conflicts of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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