

The Role of Marketing Vigilance in Analyzing the Strategic Position of Tourism Organization: A Survey Study of the Opinions of a Sample of Travel and Tourism Companies

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Abstract

The study aims at studying and analyzing the subject of marketing vigilance as it is one of the modern approaches in the marketing field that can be used to face changes in the competitive and strategic environment and that represents quick reactions on the part of the institution to ensure its survival and distinctiveness other aims are: Consolidating the strength of the marketing organization and its success continuously, represented by changes in the market share, awareness of the institution's position in the market and its relations with competing tourism companies, diversification of tourism services, as well as an analysis of the competitive strategic position of tourism institutions for the purpose of conducting a review and analysis of the total policies and strategic plans with a view to ascertaining who the institution's position in the competitive market is, which a strategic situation analysis is required to verify the strategic position of the institution regarding what it faces of important changes, which would also be a scientific addition that would serve researchers and institutions. The importance of the study comes from the activity of marketing vigilance, and the role of analyzing the competitive strategic position in order to enhance the strength of the marketing institution and its success continuously in order to support the higher departments in adopting competitive strategies.

Keyword: (marketing amangement, Vigilance, Strategic Position, Tourism management)

Introduction:

Tourism enterprises face a challenging competitive environment in most of their marketing directions, which makes it difficult for them to reconcile their profitable aspirations, excellence and diversity in their business outputs, in front of the repercussions of their strategic position in their competitive markets, This calls for a focus of marketing vigilance for the elements of the marketing mix by providing multiple sources of marketing content through Providing an base of information base that provides marketing decisions to comply with the aspirations of the tourism industry's structure from suppliers, customers and partners in reaching to new markets or new segments or new partners, and as a result of what distinguishes tourist services The travel of the great sensitivity of the direction of the quality and the level of strategic performance change depending on the environmental fast, making

it more challenging in the analysis of the strategic position and achieve strategic goals.

All of these trends lead us to the shift from a traditional thinking of marketing to the knowledge of marketing vigilance, which focuses on topics and situations high sensitivity to the forces of supply and demand in the tourism market and the orientation of customers with products competitive advantages. Faster than the expectations of competitors, which drive the institutions in general and tourism in particular to build stable long-term relationships with their customers, by emphasizing the quality of service, creativity and leadership. Improving the nature of its tourism services provided, requires constant vigilance in marketing and understanding of tourism and travel services, In order to secure strong relationships with customers, partners and suppliers, as they are partners that contribute to the success and excellence of the organization.

On the other hand, the tourist and hotel establishments realize the importance of studying the marketing vigilance in the nature of the travel and tourism business and getting to know its concept and its characteristics in order to analyze the strategic situation and its stability. They also realize the work to meet the requirements of the strategic choice in the marketing environment through conducting a review and analysis of the total policies and strategic plans to obtain a wide market share Adopting appropriate strategies that are compatible with the strategic goals and practical applications of travel and tourism companies.

Marketing awakening is one of the competitive precedents that help in the success of the institutions and their survival and continuity as they represent rapid preparations to face the changes in the tourism market and the extent of its reflection on the nature of tourism business through the presence of sensors that track any change or in event affecting the tourism activity , the tourism establishment can perceive and work on Confronting the tourism activity rationally in order to reduce the expected losses from its consequences, which is reflected negatively or positively at the level of persuading customers to acquire tourism services or not. The importance of marketing vigilance for tourism institutions may rise in light of the severe competition conditions in the foreign affairs, which imposes on the management of institutions the analysis of the strategic situation as a result of facing exceptional circumstances, perhaps including strikes at airports, terrorism incidents, entry of new competitors, aviation and transportation accidents, wars and inter-conflicts with the aim of adopting strategies and mechanisms that enhance the marketing of tourism services and also face instances of change In laws, attitudes, events, desires and tastes, high vigilance.

Marketing vigilance may lead us to form opinions, make decisions and adopt strategies that are more consistent with the strategic position, which is reflected in the nature of the services provided in a distinctive way.

This study comes to reveal the extent to which tourism institutions have adopted the concept of marketing vigilance in order to determine the reality of

the strategic situation in order to achieve the highest profitability and the widest market share and more widespread and broad.

Methodology

The researcher reviews the study methodology as follows:

1. The Study Problem:

Institutions in general and tourism in particular face many problems to change in the external environment, such as situations, accidents, strikes and laws, and may result in many changes in the market share, awareness of the institution's position in the market, its relations with competing tourism companies, and the diversification of tourism services, which calls for a strategic position analysis to verify the strategic position of the organization regarding the important changes it faces, As a result, the organization may lose important customers due to negative changes, Out of great importance the concept of marketing vigilance emerges, because of its active role in solving the strategic position ACR. From the previous presentation, the problem of study is highlighted through the following main questions:

What is the nature of the relationship between marketing vigilance and strategic situation analysis for tourism enterprises?

To answer this question, the following sub-questions can be formulated:

- A- What is the nature of the relationship between marketing awakening and the analysis of the strategic position of tourism institutions?
- B- What is the nature of the relationship between marketing awakening and the analysis of the strategic position of tourism institutions?
- C- What is the nature of the relationship between marketing awakening and the analysis of the strategic position of tourism institutions?

2. bjectives of the study:

The research aims to answer the study problem and its sub-questions, through:

Studying and analyzing the various dimensions of the study variables, interested in the topic of marketing vigilance and analyzing the strategic position of tourism enterprises.

- A- Identify the role of the concept of marketing vigilance in building and analyzing the strategic and competitive position of the tourism organization.
- B- Discovering the reality of tourism organizations in adopting the concept of marketing vigilance, and identifying the strength and type of relationship between marketing vigilance and analyzing the competitive strategic position of tourism organizations.

3. The Importance of the study:

The importance of the study stems from the importance of the subject itself, as it is possible to judge the success of a particular institution through its marketing vigilance in controlling its capabilities, assets and various resources effectively and efficiently as this is reflected in the marketing mix of the tourism establishment, through its ability to analyze its competitive and strategic position with a view to achieving its strategic goals, Here are some aspects that demonstrate the importance of this study:

- A- The importance of the vigilance of marketing activity within the marketing activities of the institution, and the role of analyzing the competitive

strategic position in order to enhance the strength of the marketing organization and its success continuously.

B- In light of the rapid changes in the tourist business environment that call for vigilance

4. The research hypothesis:

Research assumes Based on the problem main problem and sub-questions, several hypotheses emerge that represent tentative answers to the previous sub-questions, which are formulated as follows:

The main hypothesis of the study

There are statistically significant correlations between marketing vigilance and analyzing the strategic position of tourism institutions)) and the following sub-hypotheses are branched out- :

A- There is a statistically significant correlation between marketing vigilance and analyzing the strategic position of tourism enterprises.

B - There is a statistically significant correlation between marketing vigilance and analyzing the strategic position of tourism enterprises.

Literature review

The first : Marketing Vigilance

1. The Concept of Vigilance

Mindfulness is the possibility and ability to maintain attention and focus continuously in the main changes of consumer attitudes (Gareth &Allian: 2004) or competing companies as it manifests itself in attempts to reveal data, information or knowledge to achieve specific goals. The concept of vigilance has emerged before " Norman McCarth" in the late fourth decade of the last century in his book" The Breakdown of Vigilance" as it refers to an increase in interaction between individuals with devices and applications that carry out monitoring and detection of events, situations and environmental changes. Vigilance is reflected in the monitoring of things, movements, positions, and control of quality levels, and to navigate the mechanism, and early warning devices in order to take specific decisions to avoid risks that reflect the positions of travel and tourism companies, and balance the interests of shareholders as well as environmental stakeholders in the tourism market in the long term. (Middleton &wkins: 1998)

Vigilance has received wide attention from researchers and those interested in business administration and has tended to be versatile in its uses and practical applications. Mental vigilance has been concerned with increasing the ability to focus and help focus, by giving it the ability to focus on one thing at a time, so that it does not distract Thinking about all the tasks that must be accomplished in one go. The spiritual awakening come as an inner force that guides and is dominated by divine actions, lies in souls, lives and feelings. The strategic awakening has an integrated role in the institution, as its role can be summed up in four functions: Expectation , Discovery, Monitoring, Learning - Predicting .The technological awakening is no longer the use of information technology for the purpose of monitoring, the prediction of changes in consumer tastes, the development of their desires and the developments of the market and the supply and demand, as well as

the strategies of distributors. The social awakening monitors economic, political, legal, social and cultural developments that affect in one way or another the activity of the institution.

Vigilance represents the constant awareness of surveillance, tracking, and concentration of forces that can cause decision-making yet, staying as a leader in the market requires constant vigilance, risk-taking, and a strategic vision that guides decision-making (**Tanner & Dwyer: 2002**) and works to address challenges that negatively or positively affect an individual's position. or institution or society. Thus, vigilance constitute a set of perceptions that contribute to building a vision or impression that comes in reaction to the events or situations that contribute to the analysis of the strategic and competitive position of the tourism establishment to identify the size of the risks expected in the tourism market or innovations in a Pioneering tourism services or projects, as they affect marketing activities. The marketing awakening comes to be an organized planned process, based on awareness and awareness and building logical convictions for a set of perceptions that take place in the competitive environment, focusing on analyzing the competitive and strategic position of the institution and taking appropriate measures through the collection and processing of information that contributes to improving the competitive position

Thus, the vigilance of the market represents continuous search and tracking, which are managed by a group of experts, to monitor emergency events, emerging situations and environmental changes that can affect the marketing operations of the elements of the marketing mix and address them immediately or planned (**Middleton & wkins: 1998**) Therefore, marketing vigilance is a system that contributes to enhancing monitoring and analysis of the external environment, technical development, and the economic situation in front of threats and opportunities available with a view to making important strategic decisions through marketing objectives depending on: data collection, shaping the environment, and expanding Decision making process (**Banaji&Bazerman: 2011**)

Thus, marketing event officials realize that the marketing awakening gives hope for making wiser, more ethical and rational decisions when undertaking an analysis of the strategic and competitive position regarding changes in the environment emerging from opportunities and threats, and may lead to achieving competitive advantages in the context of sharp competitive environment through the selection of appropriate strategies in the environment Competitiveness, in order to build a marketing system toward competition for distinct services between consumer and corporate groups, then these trends become meaningful in the context of the survival strategy by spending large sums on items not necessary to survive (**Hackley: 2005**)

2. the Importance of marketing vigilance :

The importance of marketing vigilance arises through the power of awareness and foresight of the unexpected changes that represent the process that employs the sensations that are selected, organized and interpreted, in order to prepare a reaction and an appropriate response for the purpose of

arriving at a decision that is appropriate to the strategic position of the Institution. The power of awareness may increase in the marketing vigilance from the strength of the feeling generated as a result of attention and awareness that is reflected in an immediate response through sensory receptors in front of situations, events and emergency changes. Marketers may assume that distinct brands in the minds of consumers must maintain vigilance. Dates within the frame of the mental image, as a strong innovation of the product may come in the competitor may find a new marketing angle (**Kotler&Keller: 2016**) against the main stimuli, which enhances the cognitive awakening as well to take the appropriate decision based on the analysis of the strategic situation.

On the other hand, the importance of marketing vigilance emerges through choosing the type of incentives for the process of adapting to reality or future expectations to stimulate marketing activities in order to enhance the mental image of the brand or tourism services and work to avoid what is happening from situations and events represented by opportunities and threats in the external environment whose needs are related to the share Market and its cognitive defense of marketing capabilities in analyzing its strategic and competitive position. There is sufficient evidence that success in global competition lies in rethinking and adapting the entire business process from the clients' point of view. This is Because customers' interests, attitudes, and market conditions are in a state of constant change (**Middleton & Wkins: 1998**) which necessitates focusing on psychological economics concepts to know the requirements and needs of customers, suppliers and partners on an ongoing basis.

3. Properties:

A. The ability to interact with the strategic environment Marketing vigilance is based on controlling business and marketing activities by focusing on improving strategic positions, adapting between customers and producers, and processing mutual information (**Ivanovic: 2003**) and working to enhance competitive positions in the tourism business market.

B. The ability to influence by making strategic decisions about the Foundation's mission to according to a linear path with previous strategies to enhance brand loyalty, and deepen the Foundation's role in the tourism industry's structure and strategic audit tools.

C. The ability to monitor and warn It is imperative that the organization conducts

continuous monitoring and obtains accurate information on marketing opportunities (**McCabe:2014**) and forecasts information with a view to anticipating control of potential strategic situations.

D. The ability to strategic analysis Encouraging studies and research on product, design and marketing (**Nigel & Hooley:2017**) with the aim of analyzing the strategic situation in order to develop the skills of workers (**Payne:2005**) and the possibility of adapting to emergency conditions in a manner that enhances the strategic position and market situation.

E. Capacity to protect capabilities: Providing the requirements for survival and growth in a changing environment with great competition

F. The ability to enhance strategic security Providing information security systems to protect people and information that gives evaluation indicators for the marketing mix and competitive position, identifying trends, understanding the market needs and starting to build your presence and brand on the international level **(DePalma:2002)**

G. The ability to be flexible It is necessary for the strategy to be flexible in dealing with situations and opportunities in order to make sure and prepare for change and keep pace with developments in the external environment **(Kauer:2008)**

H. The ability to keep pace with the global economic climate Economic volatility is a

major concern in the severe competitive environment of most tourists and tourist companies **(McCabe:2009)**, which adopts the vigilance of marketing in its overall marketing operations.

The second topics :the Strategic Position

1. concept Strategic Position?

The strategic position is one of the main tasks undertaken by most advanced institutions to know the facts of the actual reality it is going through in terms of capabilities and trends to prevent major mistakes in the context of the institution's work, as well as the constant exposure of the media to the effects of human actions on the environment and a shift in attitudes that Affecting corporate and personal behavior **(Middleton & Hawkins: 1998)** It is also helpful to focus on the attitudes of managers in business organizations. The focus is also on marketing spirit, its driving force and why professionals find a very exciting and satisfying topic **(Middleton & Clarke:2001)**.

It is also possible to give real indicators on the nature of current and future markets and their market shares in light of instances of competition between institutions, and many institutions in general and tourism in particular in their strategic directions may resort to analyzing the surrounding environment, for a variety of management views, as it is a position that reflects the desire in the discussion of resolving issues using appropriate techniques and procedures. Instead **(Wilson & Gilligan: 2005)** aims to identify the strengths and weaknesses of its internal environment as well as to identify the opportunities and threats that exist facing institutions externally in order to identify their strategic position in the competitive business market and then spend more millions to try to influence those customer attitudes through advertising, sales promotion, as part of an organisation's culture most committed to the attitudes and methods that determine the path of success in the organization **(Randazzo: 2014)**, Marketers hope to influence purchasing behaviors and make appropriate decisions in moving to adopt their future strategies **(Peter & Olson: 2010)** by learning about external factors that affect the consumer and as in "environmental influences" such as culture, social class, personal influence, family, and internal factors such as "individual differences" such as consumer resources, motivation, knowledge, attitudes, personality, values, and lifestyle . Consumer resources work under three variables such as money, time, and receiving and processing information

(Jham& Puri:2014). This comes through practical experiences in adopting the best methods of strategic and environmental analyses, and this calls for a strategic, logical and thoughtful analysis of the overall internal and external activities in order to exit. Indications and meanings are operated on how to develop strategies appropriate for future directions.

In order to define the strategic position, it is necessary to know the areas and master the strategic move in general, in order to maximize and exploit the opportunities available in the external environment and use them as a tool for excellence or face threats to reduce the opportunities available for survival and growth. On the other hand, the institutions are looking to know the strengths and weaknesses in its internal environment in order to re-engineer its operations with a framework that protects its internal structure and enhances its role in order to support them in coming up with indications and meanings in how to develop appropriate strategies for the future directions of the institution. In the same context, it is necessary to conduct a comprehensive analysis of the competitive situation in the internal and external environment of the institution through the evaluation of the competitive performance in the external environment and the evaluation of the actual and applied internal performance, with a kind of logical mental thinking in a strategic framework in dealing with strategic situations.

2. Defining the strategic position:

Competitive position analysis is one of the important tools that most business organizations rely on in order to identify their competitive capabilities and capabilities in the business market, including tourism, by examining new products and developments, obtaining product and technical information, meeting and comparing suppliers or monitoring competitors, (Ller& Outland: 2012) And then to choose the best options and strategic alternatives that are appropriate for the vision and mission of the institution and appropriate strategic goals, and the selection process may require some kind of strategic thinking and analysis to interview a group of people about their opinions and Stopped towards a product or service or concept or a declaration, or the idea of packaging, (Miller & Washington:2014) in the evaluation of strategic alternatives, which clarified the strategic positions about each option or a strategic alternative.: -

Hence, criteria must be established to define the strategic position in line with the nature of marketing vigilance through the following: -

A. Compatibility: It is essential that the analysis of the strategic situation in the future be compatible with international standards, (Zahay:2015), objectives, programs, strategic directions and culture, (Rodgers & Thorson:2012) and with a high concentration with its vigilance in revealing the potential or existing risks in the nature of tourism markets.

B. Benefit :An analysis should lead to the occurrence of any form of benefit that can

conserve various resources by assessing alternatives for customers, identifying needs and desires, increasing perceptions and positive attitudes (Waugh:2004) and exploring consumer attitudes and preferences toward

customer service, (**Charlesworth:2015**). As a platform to serve and achieve a difference and a quantum leap in the nature and effectiveness of marketing vigilance in achieving strategic goals.

C. Acceptability: The strategic attitude analysis must be logical in order for it to be

accepted by the decision makers in order to be accepted and applied on the ground within the framework of the marketing activity that is looking to help customers understand the nature of the service experience. As in the hotel industry, the design and decoration of the hotel, as well as its appearance and attitudes, employees will influence customer perceptions and experiences (**Wilson& others:2016**)

D. Conformity : It is essential that the goals of the Strategic Situation Analysis be

matched with a vision The first top Marketing vigilance

E. Excellence: The goal of the analysis of the strategic position must be to achieve excellence in the lead of competitors through the skills and capabilities of employees in a manner that enhances their role in marketing activities and achieve strategic goals, and enhance the market share, and work to identify available opportunities and work to exploit them in an ideal way that would enable the positive transformation of the institution in front of Other competing institutions,

3. Tools for analyzing the strategic position

The position of strategic vigilance comes in analyzing the strategic position according to this approach through focusing on and maintaining the strengths that can give the organization a capacity of marketing vigilance and a competitive position in accomplishing the work with high skill and sustainable experience in marketing its production services and service and a high ability to compete in product quality and lower costs advantage a competitive market place, which puts it at the forefront of interest by partners, suppliers, shareholders, and shareholders, thus enhancing its market position and strategic superiority. We can review some of the tools of the strategic position analysis through the (SWOT) analysis and the Boston Consulting Group (BCG) analysis as follows: -

SWOT Analysis

(SWOT) analysis is one of the tools that organizations use to analyze their competitive position (**Netto&Gonzaga:2015**). It is equipped with relevant information through the diagnostic process, and marketing review in the marketing planning process (**Wilson & Gilligan:2005**) and the best indicators of trend development from during the diagnosis, for the upcoming tasks of assessing the importance of information to marketing strategy and tactics in the process of finding strategic alignment between external opportunities (Strengths) and internal strengths (**Middleton , Fyall:2009**) at a time when external threats are addressed, Internal weaknesses (**Middleton&Victor&Clarke:2001**) Analysis of strengths, weaknesses, opportunities and risks is one of the most well-known and most used tools within the planning and marketing process, which often suffers from the

quality of the outputs due to the relatively superficial method that is performed. However, there are several methods in which SWOT analysis can be more rigorous, and therefore more strategic (**Gilligan & Wilson: 2005**).

The situation analysis should include a critical view of the challenges facing an organization. Usually this is done by knowing the strengths, and analyzing the weaknesses, opportunities and threats. In SWOT Analysis, thus the organization's study's strengths, weaknesses, market threats and opportunities (**Randazzo: 2014**).

The importance of the matrix is that it is a planning tool for success in dealing with the changing environment by assessing the internal environmental conditions, i.e. diagnosing the strengths and weaknesses and assessing the external environmental conditions through diagnosing future opportunities and threats. Also called SWOT Analysis, Case Analysis is an essential component of a marketing plan and is used to make forecasts for the proposed marketing activities. The creative strategy may be concerned with the content, tone and advertising messages (Yakob:2015) It is an important stage of the development process in raising awareness about tourism opportunities and can be used as an effective and convincing tool during the negotiation process (**Pag:2000**) As well as the analysis seeks to answer two general questions: Where is the organization now? In what direction is the organization headed? The factors that have been studied to answer these questions are the social and political developments that are affected by the marketing strategy, competitors, technological progress, and other industrial developments that may affect the marketing plan (2000) and then identify opportunities and threats in the external environment of the organization determine the competitive position the organization possesses among other competing organizations, work to choose the appropriate strategic alternative in the current and potential market (**Morgan & Pritchard:2000**), and to know the strategic risks by analyzing the strengths, weaknesses and opportunities, On the other hand, the institutions focus on Tourism in their strategic directions in the (SWOT) analysis by identifying the strengths and weaknesses of its business on the one hand and the opportunities and threats of its business on the other (**Zahay: 2015**) and confronting it with the capabilities and capabilities of other competitive companies that can compete with them on the share, market and job competencies. Here, the company examines the powerful macro (economic, political, legal, social, cultural and technological) and actors (the company, competitors, distributors, and suppliers) in their environment. The company executes an analysis (strengths and weaknesses) internally (**Beech & Chadwick: 2006**) (Opportunities and Threats) externally (**Kotler:2003**). Weaknesses also result in the overall marketing operations resulting from poor human resource skills and low marketing productivity due to shortage in their various resources compared to the competing institutions, which makes them weak competitors, It is necessary here that the marketing vigilance is concerned with weaknesses in order to undermine them and not control them (**Ball & Horner:2007**). Regarding available opportunities which do not Consider marketing vigilance at the

highest level of awareness in seizing opportunities such as entering new markets or new tourism programs or choosing new segments of customers such as youth or the elderly, the choice of available opportunities depends on the strategic position and the quality of benefits or added values to the institution from where it is available to them. The opportunity for horizontal or vertical expansion of the internal environment of the institution as well as the possibility of distributing risks in the external environment.

Fig. (1) SWOT explain analysis based on a customer satisfaction survey

satisfaction	OPPORTUNITIES	STRENGTHS
	WEAKNESSES	THREATS
	High low	

Fig. (1) SWOT analysis based on a customer satisfaction survey

Source: Dahlgaard & Jens J& Kristensen, Kai& Kanji, Gopal K : Fundamentals of Total Quality Management Process analysis and improvement, First published, by: Taylor & Francis, France, 1998, p.152

Boston Consulting Group (BCG) analysis.

Studies conducted by BCG and MIT in 2013 stated that half of the companies surveyed had changed their business models as a result of sustainability and opportunities, they offered better products, without addressing the underlying value or supporting or significantly changing models (Lenssen& Smith:2019). BCG also maintains experiences, intuition and interaction between them. Thought and action are at the core of strategy formulation (Matias& Nijkamp:2009) BCG's portfolio focuses on the efficiency and value of business units in a company, which may include sustainable products or products with Sustainable Marks (Martı & others:2015), constantly evaluating them, as well as identifying and understanding even Customers come in and learn about future trends

This comes through the use of three main sources: focus group discussions and market research surveys, and BCG experience (Limbruno& Massow :2000). This will indicate the current strategy. The product portfolio analysis is developed by the Boston Consulting Group (BCG) to analyze The current size and market position of each product in the company's portfolio in order to compare the company to the performance of all its products, and to evaluate the volume of sales, market and product life cycle relative to the leading competitor. It can be applied to the tourist hotel (McCabe:2009)

(BCG) may present an analytical model based on market share and industry market growth. (Bowie & Buttle:2004) It has achieved great success in market share and knowledge of growth rates in markets and investments in tourism markets on a large scale as a tool to support decision-making in

marketing management (Hamlin & others:2015) It makes the most important tactical decisions related to determining which brands to keep and which should be dropped according to the value-added system and based on the growth potential of each brand. (Zimmerman & Blythe:2013) that have market attractiveness that includes their determinants: market size Rate of growth, competitive structure, and profitability and environmental factors (legal, social and others, and offers analysis also scale composite sales and potential profits) ,(Dwyer & Tanner:2001) There are question marks in the model but is shortened because of the information about the new customer needs ,(Mathur:2008) , The BCG methodology is represented according to the growth share matrix, as in the figure on the vertical axis, since the market growth rate provides a measure of market attractiveness and represents an agent of industry or future attractiveness to the growth potential. Usually, the market growth rate depends on an annual average during the past few years. As for the horizontal axis, it represents the relative market share to the company's market share in relation to the largest competitor that has the company's strength in the market (Armstrong & Kotler:2015) The growth matrix, as shown in Figure 2 , defines four types of units, namely: (David & Reid :2006)

		Relative Market Share	
		high	low
Industry Growth Rate	high	Stars Generate considerable income Strategy: Invest more funds for future growth	Question Marks Have potential to become stars or cash cows Strategy: Either invest more funds for growth or consider disinvesting
	low	Cash Cows Generate strong cash flow Strategy: Milk profits to finance growth of stars and question marks	Dogs Generate little profits Strategy: Consider withdrawing

Fig. (2) Market Growthfig BCG Market Share

Source:Kurtz,David L:Contemporary MarketingSouth-Western Cengage Learning ,USA,2012 ,p.54

A. QUESTION MARKS: Representing high-growth products and products with a high share that require huge investments to finance their rapid growth in order to improve market share or growth rates in the industry and increase sales. Marriott International Residence Hotels provided in an attempt to target a segment of traveling businessmen through the concept of extension that showed the potential for growth. and analyze the relative revenue generated by different departments (McCabe:2009)

B. STARS: are companies or products with high growth and high share. They often need massive investment to finance their rapid growth. Their aim is to analyze the current size and market position of each product in the company's portfolio (Kotler:2017) They try to achieve good returns from market shares and become strong sources of funds for the company and works to attract many competitors and maintain their commercial position.

c. CASH COWS: They represent low-growth products or products with a

higher share and need less investment to hold their market share. It is possible to develop new products and seize opportunities with other existing products. That includes sustainable or branded sustainable products (**Hsu & Powers, 2002**) like regular hotels such as Marriott, Dairy Cow. The growth rate has slowed due to saturation and competition, but the market share remains strong. It is one of the best sources of cash flow because of their strong sales in existing markets.

D. DOGS: Dogs are products with a small percentage in market shares, a lower rate in the industrial markets, and less attractive in the matrix. It has little future and could be a critical drain on the organization. The organization should consider liquidating this product unless there is a good reason for this (**Horner & Swarbrooke:2005**) and it may drain the company's resources and should be phased out and reduce its costs.

Thus, the BCG matrix will be a useful framework for analyzing the current performance of the cash product portfolio by identifying the product life cycle and growth rates as well as in the tourism markets that can provide sensors for tourism investment, return on tourism investment and market share. This analysis is provided by the Boston Group. The consultant can give indicators of success or failure of investment in tourism projects that are characterized by the diversification of tourism programs promoted by marketing activities. Here comes the strategic vigilance in the foresight of the contents of strategic directions in monitoring a neighborhood cycle of services or tourism organization tourism programs as well as the orientation of investment in tourism projects. In order for the tourism product portfolio, to be distinct, in each of the corporation's strategic business units, marketers need to know the performance of the portfolio. To be developed within a widely used framework (**Kurtz:2012**) and this is usually done by internal auditors to assess the marketing effectiveness, according to the absolute market situation and its position in the market relative to competitors. Valuation is usually carried out in the form of a portfolio analysis that focuses on the strategic business of individual units (such as aviation, retail, advertising, property, or consulting services) or groups of products within the Strategic Aviation Business Unit, which can be local, trans-regional, and intercontinental (**Halpern& Graham:2013**)

And here comes the role of resolving the competitive position in successful organizations that have a portfolio or a group of offers (products and services) that have different growth rates and market shares within the industry in which they operate, This is done by following appropriate strategies that would enhance the institution's position in the competitive tourism market, especially what relates to the tourism marketing mix that includes the targeted social segments, the tourist site, and the events and situations in it that are directly related to the sensitivity of the tourist attractions to tourist attractions, including multi-purpose hotels, hotels and tourist cities, which is directly related to the competitive position of the institution as well as the product life cycle in light of multi- purpose tourism programs, prices, types,

events and target segments. Also, the promotional mix can be harnessed to enhance the marketing activities of the tourism establishment comes.

Marketing vigilance may come by focusing on monitoring growth rates in achieving returns and profits from products or products of high growth and with a high market share that emerges through the successive increase in the number of actual and expected tourists to respond to the quality and level of tourism services provided. This can give real indicators of the institution's position in the competitive tourism market in obtaining multiple source economic savings to support investment expenditures and the expansion of marketing activities and events.

It is the application of (BCG) in tourism through the evaluation of the product through the market share and the rate of growth, which help in the long run for the viability of the tourism product, and prevent management from taking decisions. The matrix in tourism allows the needs of the product. Portfolio approach allowing portfolio management techniques (Moutinho:2000).

Discussing the results of the research

- the Demographic characteristics

Table (1) preliminary data of Demographic characteristics

Years of service			Academic achievement				Age					Demographic characteristics
91-02	15-11	5-01	Other	master	bachelor	diploma	Older than 50	50-41	40-31	30-25	-20 25	
12	33	45	9	13	38	25	8	11	20	27	30	male
%8	22%	30%	%6	8.66%	25.33%	16.66 %	33.5%	7.33%	13.33%	%18	%20	
11	17	31	5	9	30	21	4	6	9	14	21	female
7.35%	11.35%	20.68%	3.35%	%6	%20	% 14	2.68%	4%	6%	9.33%	14%	

The statistical results in table (1) show the preliminary data where the study sample is (150) people working in tourism companies in the city of Baghdad. The questionnaire included personal information that represents (63.99%) of males and (36.01%) of females. The percentage (27.33%) is in the age group between (25-30), and their academic achievement is within the study sample that obtains a bachelor's degree, It is equivalent to (45.33%), and this is majority. The percentage of males (30%) and the same category of females is (20.68%)

- View and analyze the results of the questionnaire First : Marketing vigilance

1- The ability to interact with the external environment

Table (2): the ability to interact with the external environment

Std. Deviation	Std. Error of Mean	Don't strongly agree	I do not agree	neutral	Agree	Strongly agree	Num.
1.16398	.09504	5.3	6	13.2	24.2	49.7	X1
1.03962	.08488	2.6	8.6	7.9	39.3	41.1	X2
1.11816	.09130	5.3	6	7.3	35.1	45.7	X3
1.31118	.10706	9.9	6.6	14.6	26.5	41	X4

The statistical results are shown in Table (2), as the highest proportion is for the first question (49.7%), answered (Strongly agreed) on the question (we monitor continuously with the change in the needs and desires of customers), while the third question (we have the flexibility to redesign the tourism programs records (45.7%) answering (Strongly agree),As for the rest of answers to the dimension questions, they were very close. to the other hand, the values of the standard deviation were all higher than the correct one, and rather close, indicating the existence of an agreement on those opinions and their non-dispersal.

2- The ability to influence strategic decision-making

table (3): the ability to influence strategic decision-making

Std. Deviation	Std. Error of Mean	Don't strongly agree	I do not agree	neutral	Agree	Strongly agree	Num.
1.36922	.11180	8.6	18.5	11.3	24.5	36.4	X5
1.09359	.08929	5.3	4	9.9	37.1	42.4	X6
1.32640	.1080	4.6	11	13.9	33.8	37.7	X7
1.18718	.09693	4	11.9	9.9	27.8	45.7	X8

The statistical results are shown in Table (3), It is the highest percentage (45.7%) For answerING (Strongly agree) to the eighth question, exchanging opinions with the partners in the labor market, while what is appropriate and its percentage record (42.4%) answering (Strongly agree) about the sixth question (We maintain permanently the sobriety of commercial relations with competitors). On the other hand, the values of the standard deviation are almost higher than the correct ones, almost indicating that there is agreement on these opinions and that they are not dispersed.

3- The ability to monitor and warn

table (4): The ability to monitor and warn

Std. Deviation	Std. Error of Mean	Don't strongly agree	I do not agree	neutral	Agree	Strongly agree	Num.
1.16398	.09504	5.3	6	13.2	25.2	49.7	X9
1.11816	.09130	5.3	6	7.3	35.1	45.7	X10
1.31118	.10706	9.9	6.6	14.6	26.5	41.7	X11
1.18433	.09670	6	11.3	21.2	31.2	29.1	X12

the statistical results are shown in Table (4), as it was the highest proportion for the ninth question, and its percentage (49.7%) answered (Strongly agreed) on the question (We have the analytical ability when monitoring the movement of tourist markets), and also its proportion (45.7 %)

They answered (Strongly agreed) Question Ten (We always get accurate information about marketing opportunities) On the other hand, the values of the standard deviation were almost higher than the correct one, which indicates that there is agreement on those opinions and not dispersal

4- The ability to strategic analysis

table (4):the ability to strategic analysis

Std. Deviation	Std. Error of Mean	Don't strongly agree	I do not agree	neutral	Agreed	Strongly agreed	Num.
1.33304	.10884	10.6	8.6	6.6	32.5	41.1	X13
1.31118	.10706	9.9	6.6	14.6	26.5	41.7	X14
1.36922	.11180	8.6	18.5	11.3	24.5	36.4	X15
1.18719	.09693	4	11.9	9.9	27.8	45.7	X16

The statistical results are shown in Table (4) as the highest proportion for the sixteenth question was and his ratio (45.7%). answering (Strongly agree) to the question (we know the strengths and weaknesses in the marketing environment), It is percentage (41.7%). Is her (Strongly agree) for Question XIV (We scrutinize the marketing strategies used to verify their efficacy). On the other hand, the values of the standard deviation are almost higher than the correct one, which indicates that there is agreement on these opinions and not dispersal.

Second: the strategic position

1- The ability to assess strategic security

table (5):The ability to assess strategic security

Std. Deviation	Std. Error	Don't strongly agree	I do not agree	neutral	Agree	Strongly agree	Num.
1.16398	.09504	5.3	6	13.2	49.7	25.2	X17
1.11816	.09130			7.3	35.1	45.7	X18
1.31118	.10706	9.9	6.6	14.6	26.7	41.7	X19
1.18433	.09670	6	11.3	21.2	31.8	29.1	X20

The statistical results are shown in Table (5). It is the highest percentage for the seventeenth question, and its percentage is (49.7%) answering (Agree) to the question (we have systems to protect marketing information). Also, its proportion is (45.7%), answering (Strongly agree) to Question eighteen (We monitor the movement of tourist stocks in the tourist stock market), to the other hand, the values of the standard deviation are almost higher than the correct ones, which indicates that there is agreement on these views and not being dispersed.

2- the ability to be flexible in change

table (6):the ability to be flexible in change

Std. Deviation	Std. Error	Don't strongly agree	I do not agree	neutral	Agreed	Strongly agreed	
1.33304	.10884	10.6	8.6	6.6	32.5	41.1	X21
1.31118	.10706	9.9	6.6	14.6	26.5	42	X22
1.36922	.11180	8.6	18.5	11.3	24.5	36.4	X23
1.31118	.10706	9.9	6.6	14.7	26.5	41.7	X24

The statistical results are shown in Table (6). The highest proportion is for the twenty-second question, and the proportion is (42%) answer (Strongly agree) to the question (We have multiple options in our marketing orientations to keep up with the competitive position A). Also, its proportion is (41.1%) for (Strongly agree) to Question Twenty-one (We have a vision and a message that simulates reality and aspires to develop in a changing environment). On the other hand, the values of the standard deviation were almost less than the one that is close to the correct one, which indicates the existence of agreement on those opinions and not dispersed.

3- keeping pace with the global economic climate

table (7):the ability to keeping pace with the global economic climate

Std. Deviation	Std. Error of Mean	Don't strongly agree	I do not agree	neutral	Agree	Strongly agree	
1.36922	.11180	8.6	18.5	11.3	24.5	36.4	X25
1.18718	.09693	4	11.9	9.9	27.8	45.7	X26
1.16398	.09504	5.3	6	13.2	25.2	49.7	X27
1.18433	.09670	6.6	11.3	21.3	32	29.3	X28

The statistical results have been shown in Table (7). the highest proportion is for the twenty-seventh question, and percentage is (49.7%) answering (Strongly agreed) to the question (We watch carefully the size of tourism demand in tourist markets), The proportion (45.7%) answered (Strongly agree) to Question Twenty-sixth (We investigate the fluctuations in prices and crises in the tourist seasons). On the other hand, the values of the standard deviation are almost higher than the correct ones, which indicates that there is an agreement on these opinions and not dispersed.

Third: Analysis of the correlation coefficient and the effect factor of the research variables

Here we explore the relationships between all research variables

1- The existence of a relationship between the variables to knowing which of the two variables are most closely related and which are least related and whether, The relationship is significant or not. This is done by calculating the linear correlation coefficient.Linear Correlation Coefficient between the variables, as the value of the correlation coefficient

Ranges between (-1 and +1), and the positive value indicates the exponential relationship between the two variables.One of the two variables is decreased by increasing the other variable and vice versa "and the negative value is to the inverse relationship"That is, one of the two variables decreases with the increase of the other variable, and vice versa".One indicates that the relationship is strong and the sign (*) or (**) indicates trust and morale . Statistics are of 95% and 99% in the index, respectively, from the analysis of the relationship between variables

The study uses Pearson Correlation Coefficient, according to Pearson ,to the proven assumptions, show the following:

There is a very strong and a statistically significant direct relationship with confidence of 99% between capacity

To interact with the external environment and the ability to assess strategic security, that is, we refuse the Hypothesis of non-existence ,there is no moral relationship between the ability to interact with the external environment , The ability to assess strategic security and ,accept the alternative hypothesis,which has some moral relationship, The ability to interact with the external environment and the ability to assess strategic security, "he saidSimple linear correlation coefficient **. 0.813 m ,this for the rest of the variables.

table (8): Spearman correlation coefficient

Spearman correlation coefficient			
Variables	ability to assess strategic security	ability to be flexible in change	ability to keeping pace with the global economic climate
ability to interact with	0.813**	0.830**	0.810**
ability to influence strategic decision-	0.937**	0.957**	0.941**
ability to monitor and	0.936**	0.926**	0.933**
ability to strategic analysis	0.919**	0.941**	0.922**
Moral at the level of morale *: 0.05			
Moral at the level of morale **: 0			

2- Analysis using the Strucrural Equation Model

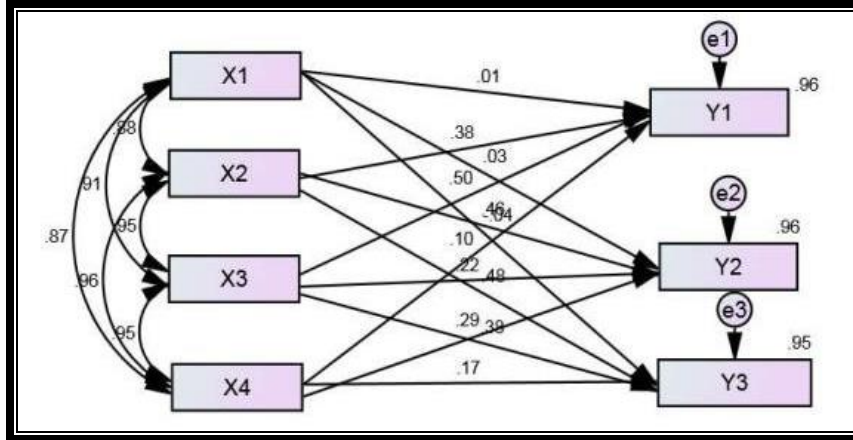
This analysis aims to know the effect and significance of the explanatory variables (marketing awakening) on dependent or dependent variable (strategic position analysis). This is done by taking all relationships , into accounts including the following indicators:

A- Explanation factor: R2 represents the ratio of the explanation of the explanatory variable from the changes .The occurrence of the dependent variable and the remaining percentage are due to other factors that have not been takenConsideration of the researcher.

B - Regression parameter: Regression Coefficient and represents the amount of change in the adopted variable if ,the explanatory variable is changed by one unit. If the signal is positive, the increase in the explanatory variable causes an increase in the adopted variable and if the signal is negative then the increase in the explanatory variable leads to a decrease in the adopted variable and vice versa.

C- The probability accompanying the calculated t value: (p-value of t) using the test significantly , The explanatory variables wich are individually dependent on the dependent variable. If their value is less than 0.05 , We reject the null hypothesis (no moral effect) and accept the alternative hypothesis ,The moral explanatory variable over the dependent variable (and vice versa.

D- Direct and indirect effects. By plotting the relationship between the variables, which state the values of transactions, Clarification and borderline inclinations "standard regression coefficients". Showing the following,



Fig(4) Analysis of the relation between the Variables

1. The explanatory variables of the (Market Awakening) axis indicate an amount of 96% of the changes. The axis has the ability to estimate strategic security, while the rest is returned for other reasons, this is a very good rate.
- 2- The explanatory variables of the (Market Awakening) axis show an amount of 96% of the changes. In the axis, there is the ability to be flexible in changing, and the rest is due to the reasons, This is a very good percentage.
- 3- The explanatory variables of the axis (Marketing Awakening) show 95% of the changes, pace with the global economic climate, while the rest will be returned

For other reasons, this is a very good rate. From transactions table No. (8), show the following

- The existence of a significant influence between the explanatory variable and the ability to influence decision-making Strategy. The dependent variable has the ability to estimate strategic security with confidence of 99%.

This is for the rest of the three-star variables on Table No. (9) shows the regression coefficients

table (9): The regression coefficients

	Estimate	S.E.	C.R.	P	Label
Y1 <--- X1	.015	.042	.357	.721	par_1
Y2 <--- X1	.032	.051	.625	.532	par_2
Y3 <--- X1	-.047	.048	-.980	.327	par_3
Y1 <--- X2	.372	.064	5.793	***	par_4
Y2 <--- X2	.505	.077	6.600	***	par_5
Y3 <--- X2	.476	.073	6.543	***	par_6
Y1 <--- X3	.504	.067	7.538	***	par_7
Y2 <--- X3	.250	.080	3.131	.002	par_8
Y3 <--- X3	.398	.076	5.247	***	par_9
Y1 <--- X4	.094	.056	1.674	.094	par_10
Y2 <--- X4	.301	.067	4.506	***	par_11
Y3 <--- X4	.160	.063	2.528	.011	par_12

	Estimate
Y1 <--- X1	.014
Y2 <--- X1	.026
Y3 <--- X1	-.043
Y1 <--- X2	.383
Y2 <--- X2	.462
Y3 <--- X2	.478
Y1 <--- X3	.497
Y2 <--- X3	.219
Y3 <--- X3	.382
Y1 <--- X4	.101
Y2 <--- X4	.288
Y3 <--- X4	.169

Standardized Total Effects (Group number 1 - Default model)

	X4	X3	X2	X1
Y3	.169	.382	.478	-.043
Y2	.288	.219	.462	.026
Y1	.101	.497	.383	.014

Standardized Direct Effects (Group number 1 - Default model)

	X4	X3	X2	X1
Y3	.169	.382	.478	-.043
Y2	.288	.219	.462	.026
Y1	.101	.497	.383	.014

Standardized Indirect Effects (Group number 1 - Default model)

Conclusions and Recommendations First- conclusion

1. The opinions of workers in tourism and travel companies who work with anticipation in monitoring the needs and desires of customers on an ongoing basis with the aim of preparing tourism programs meet the needs of the tourist market.
2. Workers in tourism and travel companies need the ability to maneuver by changing the destinations of travel and tourism for customers and the ability to amend the details of tourism programs.
3. Marketing vigilance gives the analytical ability of workers to monitor the movement of tourist markets and build expectations to accommodate tourism trips through the brand of the tourism company.
4. Tourist companies possess the tools and means to analyze the strategic situation and verify marketing information in an organized manner to contain any emergency circumstance that threatens the marketing activities of the tourism company.
5. Strategic analysis covers multiple options in the direction of marketing companies to keep up with the competitive position in the face of change in attitudes, events and prices.

Second- Recommendations.

1. Evaluating changes in the positions of the economic and competitive environment that could affect the size and nature of the market and the expected threats facing tourism markets in the future.
2. Merging marketing vigilance with identifying competitive position and increasing

interest in marketing information for the purpose of pursuing market opportunities and following competitive quotas.

3. Upgrading the level of technical skills in understanding the meanings, values, ideas and

goals of the content of tourist advertisements.

1. The sobriety of commercial relations with competitors and partners in the labor market must be permanently maintained

4. The presence of multiple options for travel and tourism companies in their marketing directions to keep pace with the expected competitive position.

5. Opening communication channels to exchange information about commercial traffic in global tourism markets.

6. Checking the capabilities that support marketing vigilance in order to develop

marketing alert strategies, approaches and tools.

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