International Journal of Corporate Social Responsibility and Management
Volume1, Issue 1 2025

The Economic Impact of Intelligence on Algerian Businesses

Chinwb Djazia[1]

Assistant Professor
Department of Management University of Tlemcen Abou Bakr Belkaid , Algeria

Research Article

Date of Submission: 14-05-2025 **Date of Acceptance: 10-05-2025** **Date of Publication: 11-07-2025**

Abstract

For both economic players and political institutions, the competitive intelligence process (I.E.) has grown to be a significant concern. For economic players, business intelligence represents a new activity and a new culture. It is predicated on economic security, influence, and intelligence activity. It responds to significant changes in the corporate environment as a whole. In addition to swiftly adjusting to technology advancements, it also enhances businesses' capacity for innovation. In order to better understand the dynamics of its projects and pinpoint best practices for improved control, this paper suggests examining the economic intelligence process in Algerian enterprises. Through the survey, we attempted to examine the primary causes of the failures that occurred after the process's implementation; the findings provide valuable insights into the latter. They confirmed that contract discussions are a crucial factor affecting the dynamics of a project and its eventual success.

Keywords: *Process monitoring, economic intelligence, failures, influence*

1. Introduction

Market globalization, technical advancement, connection complexity, actor plurality, greater possibilities, and risk and uncertainty multiplicity are the hallmarks of today's business world. The amount of information has increased significantly as a result of this environment, making it difficult for the business to swiftly find relevant and helpful information to address present circumstances or foresee future ones. Information seems to be a strategic instrument and a raw resource that are becoming more and more necessary for corporate competitiveness. Opportunities and uncertainty are both produced by the exponential rise of information riches. For the business to survive and grow, it must adjust to this climate. It is clear that she is looking for fresh approaches to the problems brought on by the environment's unpredictability and the wealth of information available. These limitations require that the data be gathered, analyzed, and made accessible to the consumers who need it. From issue identification to the application of the indicators required for its resolution, the competitive intelligence process may help. Furthermore, it is now challenging to get relevant information in this environment, which is characterized by alliances, mergers, rivalry, and influences. The reason for this is that business intelligence has become one of the fastest-growing fields in developed nations, and any company or organization must learn to manage these "information flows" before making any strategic decisions. Using the data it has access to, both internal and external, business intelligence offers a thorough grasp of the business environment. The goal of this knowledge is to assist managers in making strategic choices. The significance of information and its interpretation in such an approach explains our interest in the competitive intelligence process. By using the economic intelligence method, the business may address decision-making issues and foresee future developments based on

information and communications technologies (from environmental monitoring to information distribution). What effect does economic intelligence have on Algerian businesses, then?

1.1. The Economic Intelligence Systems

A number of countries have previously created economic intelligence or built intelligence systems. Given the globalization of economic tendencies, the cultural, social, and political interpretations of these national environments—which may differ significantly from our own—seem to be of the highest importance. By comprehending these models, we can place our own economic intelligence efforts in perspective and relate them to their historical origins, which gives them meaning.

1.2. The E.I. Japanese System

At the time, Japan was beginning its reconstruction after the war with a non-explicit strategic concept of "civilian
power", that is to say, without military or territorial ambition. Thus, all the forces of the country were devoted to economic development and give rise to an original form of administrative organization and orderly political information gathering economic, industrial and technological.

Thus, the Japanese administrative organization is centered around the Ministry of International Trade and Industry (MITI)[1], Whose main function to serve as a support to Japanese companies.

Around it, there are universities, sogo sos has - powerful trading companies - which fund think tanks in which are invited from researchers worldwide, employer associations and administrative bodies have a vocation for research and scientific information. The system is designed to benefit companies. Orderly management means allows a return on investment around a coherent sending Japanese student's abroad policy, receiving trainees from Japan and a strong obligation to "astonishment reports" missionaries. Japan is past, well before other major democracies, in a written culture period (writing "helpful") to leave traces and memory[2].

Incidentally, in the years of reconstruction, a relatively systematic policy of cheap copies from stolen technology, but with own contribution of research and development efforts (R & D) Local - technology which is found in the newly industrialized countries (NICs) in the 1980s and wealth in China today, allowed a primitive accumulation of capital and technology.

It is important to remember that the Japanese example[3] appeared at a time when almost all Western intelligence
services working in the political and military intelligence to fight against the Secret Service is European and technologies against looting attempts by communist services.

Note in the diagram after the heart of the system revolves around the ministries (1STreal head of government) and economic ministries; The business world is involved in defining the overall strategy and contributes by thik Tanks (strategic thinking organizations in international relations, technological studies, ...)

1.3. The E.I. American System

The American shift in the field of IES born in the 1990s, following several international events. Economic development in Europe and Japan has gradually given rise to serious international competitors, competing and even beating the US companies. These are the Japanese automakers, Airbus against Boeing in the field of large carriers and Arianespace facing the National Aeronautics and Space Administration (NASA) in space.

With the collapse of the communist countries, Washington has believed in the advent of a world without conflict in which the model of liberal democracy with a market economy would triumph, but the economic crisis has given the major international markets, a strategic dimension whole sections of the economy, thus giving birth to the concept of "global economic war"[4].

The massive intelligence inherited from the Cold War are then looking for new missions such as the Anglo-AustralianAmerican network Echelon shifted to Listens to more economic and industrial vocation (plays rival industrial and policies

...).

The globalization of trade, coupled with the explosion of the Internet is transforming the information both in content and in the methods. In a few years, accessible information has become more important that the closed information for number of players required to lead a global strategy. This new situation also upsets business intelligence. The concept of the information society was formalized in think tanks working for either the Pentagon or businesses. The military form of it is the concept of information dominance "We must hold the superiority in the field of information, that is to say the ability to collect, process and disseminate continuous flow of information and at the same time prevent the opponent to gain this ability. Both offensive and defensive information warfare tactics will be needed to achieve information supremacy. In this sense, it is noteworthy that the same Administration that gave rise to the White House implemented an IES device based on the centralization of information, intelligence, and public support action at the same time as the Revolution in Military Affairs (RMA), which focuses on information superiority for battlefield mastery. As a result, the state's new goal is to assist businesses in critical markets as well as all US businesses, whether they export or just compete with foreign businesses. Though it is too lengthy to cover here, it is interesting to keep in mind the major organizing axes. A kind of War Room that centralizes and disseminates helpful information between public and private players, the US system is based on the White House, the National Security Council, and each of the markets designated as strategic. Additionally, we see in the figure linked a US

specificity that are private intelligence agencies like Kroll, Pinkerton ....

1.4. The E.I.French System

According to HARBULOT[5], Laidi and Lanvaux[6]The French culture of information, at the opposite of the American and Japanese cultures is very individualistic origin. The information is the property and power: its value is assigned according to its "secret" and therefore open source does have little.

The French model was first developed in certain high-tech sectors and boasting scientific databases, such as petroleum and chemical sectors. Long characterized by a certain mistrust of the collective management of information, the French culture of information has resulted in significant loss of knowledge and skills caused by such a vision and the ambiguity prevailing around the concept of information "gray", confusing too often strategic information and confidential information. Gold has the first value if it circulates and is operated, whereas the second on the contrary loses its effectiveness since it comes out of a predetermined restricted group. This vision has spawned a number of reservations have even determined the choice of the term "intelligence" that, in the minds of many individuals certainly included the notion of understanding, but also the Anglo-Saxon meanings of intelligence, or even 'spying.

From the creation in 2004 of the General Delegation of Competitive Intelligence at the Ministry of Economy, Finance and Industry (MINEFI) followed in 2005 by the training manual, and the creation of the Federation of professional EI (FEPIE), a huge work is done so that all the economic environment, the multinational to small and medium enterprises is aware of the need to use technical intelligence and protection against "new vulnerabilities "[7]. The goal is obviously not to turn the whole country into a huge network standby as in Japan, but to know where and how to ensure efficient manner in order not to restrict economic intelligence a fad that would fall into oblivion in less time than it took to emerge and to accept this concept. In France, business intelligence is "a public policy in the service of business competitiveness"[8] :
"A policy of competitiveness that promotes research and provides support for companies in the conquest of world markets; accompaniment by the joint identification of strategic issues and the pooling of expertise and public and private information; A policy of economic security that protects the strategic scope of the national economy; A political influence, particularly among organizations which now develop standards which regulate economic life "[9].

Its scope concerns more particularly the markets not only create value but also generators of influence and power, such as for example aerospace and armaments, pharmaceuticals and genetics, information and communications technology, energy and all those related to economic security. As

emphasized by B. Carayon, "in these markets' Strategic', it is not the quality or price of goods and services that make the difference but the political support of states that can conquer "[10].

The support of the state is one of the particularities of the French model. By initiating a public policy major, he promoted the development of infrastructure, driving closely partnerships with the Regions and has capacity of innovation in the industrial competitiveness of key success factor. This will result in the creation of "clusters"[11] and the development of territorial intelligence (or economic intelligence in region) that is currently attracting many works[16]. For Girardot, territorial intelligence is defined as "the set of multidisciplinary knowledge that improve the understanding of the structure and dynamics of territories. It mobilizes information and communications technology to help actors to plan, define, animate and evaluate policies and actions of sustainable territorial development ".

2. The Specific Characteristics of Economic Intelligence: Analytical Models

Through the different definitions and general characteristics of E.I., we identify four important dimensions to consider in defining a model of analysis.

The environmental dimension of a company that combines the elements that influence directly or indirectly the

strategic development of a business. It is characterized by partners, competitors, markets, customers...

The human dimension that encompasses the actors involved in an EI approach, whether internal or external to the company. It is characterized by collaboration networks of interaction and communication between the different actors involved in this process.

- The strategic dimension corresponding to different models of analysis for the development of a business strategy from the identification of objectives to the decision and the definition of shares.
- The technological dimension, brings together all the methods, tools and techniques used to meet the information needs in an E.I. approach, by the search procedures, collection, processing and dissemination of information.

The inclusion of one or more of these dimensions can design various models for analysis (conceptual or practical) of E.I. We selected four models built on these dimensions: the model presented by F. JACOBIAK the AFDIE model, the model of P. Achard and finally analysis method of Halls. We will find in shading in these models.

2. 1. The Model Jakobiak

Encompassing the monitoring process presented above, JAKOBIAK[12] proposes a model of economic intelligence in

five main points.

A doctrine which consists of the definition of the concept E.I. accepted by the whole group; A composite approach:

- A master plan for moving from the doctrine to method (which feed information to whom and for what needs, which actors will intervene (project leader, observers analyzers makers ...) in order to. develop and implement the coherent strategy;
- A master plan to develop this method and having the structure, mode of control, the problem of cost and schedule;
- A federated structure around two networks: the network of information centers concerned (the selected monitoring areas) and network analyzers (panels and selection of critical success factors (CSF);
- An experiment which defines the general terms of the functioning of economic intelligence within organization '. Analyzers' the degree of freedom of each group, the recommendations and guidelines to the networks of observers' and the media and technical equipment (software, hardware ...), data storage (types of information to be considered); Control or control mode on both quantitative (measures of diffusion rates, computing statistics on the data stored and used, and estimate the

financial costs) and qualitatively (awareness and mobilizing leadership, training seminars, organization workgroups).

For Jacobiak, the cornerstone of business intelligence project is the network analyzers experts: this is where the raw information transmitted by the observers turned into elaborate information readable and interpretable by policymakers. We see a model that separate observation of the analysis decontextualizes both the demand and the different actors of the problem being treated. The many intermediaries cannot relay only partially the needs identified by the maker and the stakes will therefore never disclose.

2.2. The Model of AFDIE

For AFDIE[13]"Economic intelligence is means which organized management system by knowledge, product information useful for decision making, from the perspective of performance and value creation for all parties stakeholder "[14]. It is from this perspective that AFDIE outlined five basic principles of economic intelligence leading to sustainable performance:

Integration and inclusion of environments in a logic of anticipation;

A design company from the knowledge and skills for the implementation of dynamic management of information

and knowledge, creating value for all stakeholders, mobilization of collective intelligence;

- An organization built around systems and networks;
- A combination of a managerial logic and an entrepreneurial logic; Adherence to ethics, a code of ethics.

The model of AFDIE includes eleven factors (seven factors of actions and results four factors) all having the same relative importance and without any prioritization relative to each other, neither logically nor on practice. This is perceived as a system where performance and the overall balance depend on the level of interactions between all its parts, and not only the excellence of two or three of them. Therefore, it is the weakest link that will determine the overall fragility of the business or organization and which will disrupt the level of adjustment of the set.

Two aspects seem important in this model: a prominent place is given to human networks; the model defined as such is characterized in terms of consistency, legibility and traceability:

- Consistency is developed by taking into account the reality of the situations of the observed field, regardless of their diversity and variety; by the need to link and coordinate all the information
- The company has or is about to collect; by creating a link between the unity of the organization (the body in the biological sense of the word) and the variety of situations encountered in the field, in daily practice;
- Readability is facilitated by giving sufficient visibility and transparency displayed each company actor;
- Finally, traceability is facilitated by the monitoring and control of all treatments regardless of the actor, the place and time.

As for the networks recognized and those not yet recognized by the company, they are an integral part of its intangible capital. They are an often-invisible wealth to identify[15]and to be managed carefully. The networks they are both acquisition and broadcast network information as management networks, production, subcontracting and innovation are both the engine and the essence of the system 'Economic intelligence.

2.3. The Model Achard

The establishment of an economic system depends mainly of intelligence according to Achard, of the "real conviction and not merely displayed policymakers"[16]. It must allow an increase in line with the internal acceptance of the process by decision makers while remaining proportional to the degree of freedom that allows the company. Achard analysis model is in the form of five successive phases:

- A planning phase for defining what are the expectations of economic intelligence unit. This unit is not set up as "a catchphrase turnkey" but thanks to a thoughtful adaptation of the "type146" economic intelligence whose leaders would need;

- A federation phase by looking "people need, skills that are needed." This step raises the question of watchman job and skills that must be put into perspective by the culture of the company and according to expectations;
- A phase of economic intelligence positioning in the heart of the company as an internal service provider system accompanying missions and decision goals while participating in obtaining useful information at all levels
- A phase of developing the business intelligence process as defined monitoring axes, the terms of collection, processing and dissemination of information in line with the objectives set decision;
- An evaluation phase with a question and a measure of model performance using qualitative and quantitative criteria of appreciation.

In the model Achard, the watchman (for interactivity) is the E.I. engine system ensuring the animation and coordination of the system in a logical complicity with the decision maker. Versatile and rather general, the watcher is a producer of ideas, "even those he disagrees" with expertise in information research, expert skills and "read" in the targeted areas and know-be facilitating communication and reporting poly exchanges.

2.4. Rooms Analysis Method

Economic intelligence approach proposed by SALLES[17] is built on the method MEDESIIE[18]needs analysis of the decision maker. The conceptual architecture of this method is based on the definition proposed by SELIGMANN[19]on the characterization of methods for designing information systems. According to this author, any method must be based on four components (or "way of"): a paradigm (a viewpoint or way of thinking), one or more models (formalized representations) to build an organizing approach to follow (steps, success factors) and finally a support gathering tools and practical implementations.

Model Salles is a 'mégamodèle' consists of five units of analysis:

- A business model established by its various functions (productive, economic, financial and innovation);
- A model of the environment congruent with the model of Porter (characterization of competitors, markets, supply conditions,.) that highlights the internal and external factors of the relationship the company has with it;
- A model of the strategy to identify the company's competence heart and define issues and main tasks (search of independence, business growth, increase profits, etc.);
- A model for the collection, analysis and validation of the need. The collection begins with the realization of a state of need for different processes (control, decision making, informational). First expressed orally without formal setting because, as Hall says, "policy makers are not always able to explain how they make their decision, and thus determine what information they would be required to make these more effective decisions"[25]The formulation is then systematized needs. The next step is to prioritize them, categorize them by type and search for those who were not fully expressed.
- A sample definition of business intelligence products, which consists of a mock performed as needed collected to define the cost, scope and power to assess a priori the effects.
- The approach proposed by Hall follows the order of presentation of these models in four main phases, the presentation of the mission to the business intelligence product design (analysis of the company and its environment are grouped together in the same step). This method of analysis seems very interesting because it is very close to our senses and our motivations. It aims to bring a dual perspective on the decision and on the informational inherent need: one being that of the company seen through its various management levels, the other being the decision maker on the process individual decision. This design is complementary to ours where we add the perspective of the watchman on these processes. Also, according to this model, business intelligence is seen as a cognitive process whose primary aim to provide both a piloting assistance and produce representations of the environment that can help decision-making by implementation of knowledge, and their emergence in a problem-solving approach.

2.5. The Economic Intelligence in Algeria

2005-2007 : Introduction to Business Intelligence

It was in 2005 that was organized the first major conference on Intelligence in Algiers. In just two years, there
have been four international events on EI in Algiers. This demonstrates the interest that is worn to this notion. They were organized either by VIP Consulting Group LODGE.

These various events have helped to better understand E.I. and to set up vocational training cycles for business executives.

At the University training, a first master was created at the University of Continuing Education (CEU) in Algiers during this period. But what marked the two years is the creation of the Directorate General of Intelligence at the Ministry of Industry, Small and Medium Enterprise and Investment Promotion.

Its role is to help Algerian companies in their approach Watch and Intelligence as well as be proactive on issues related to training. At the same time large Algerian companies equip themselves with discretion (competitive forces) system E.I. to face international competition and to sustain and protect their investments. To name a few: SAIDAL pharmaceutical companies, or the group Sonatrach, the oil company[20].

2008-2012:E.I. at the highest state level It was in 2008 that the presidency of the Algerian Republic sponsored an international conference on the Governance Institutions and Economic Intelligence. This conference has indeed obtained the patronage of the President of the Algerian Republic, Abdelaziz Bouteflika. Work and workshops had been organized with the participation of international experts to set global actions to be taken in terms of I.E.

In September 2010, Directorate General of Intelligence, Studies and Planning of the Ministry of Industry, Small and Medium Enterprise and Investment Promotion launched the first manual business intelligence training in Algeria. This document responds to the desire to contribute to the framing of training actions in a new field in Algeria. This same branch of the Ministry recently launched a support program of 11 Algerian public companies for the development of economic intelligence.

In 2011, and as part of the first edition of the Challenge organized by Francophone SLEEP the first French magazine dedicated to Sleep "Sleep Magazine", the jury selected an Algerian candidacy. He thus is winning the Algerian Mohammed Fawzi Boucheloukh for Sleep System, strategic approach in FERTIAL, group production of ammonia and fertilizers (Algeria). In terms of training, the National School of Management - ENSM - launched in 2012 a professional Master of Business Intelligence with national and international experts.

Finally, Algeria has opted instead for a centralization of I.E. within the Directorate General of Intelligence of the Ministry of Industry.

3. Methodology

This study AIMS to Identify problems and failures-have Arisen That partner after the transfer and integration of the technology of supervising the electricity grid SCADA system by the Canadian firm AREVA to SONELGAZ. The sample Consists of 60 people affected by the process spread over Oran, Tlemcen, Mascara, SBA, Ain Temouchent, and Algiers through a survey (survey attached).

The survey Consists of 39 questions closed & open; the measurement scales are used Nominal & Ordinal (treatment tables are SPSS 21.0 statistical software attached).

Questionnaire data Were Analyzed by a specific template:

- The Univariate analysis
- The Bivariate analysis
- The Multivariate analysis

4. Results and Discussion

The technology used in the multivariate analysis is the ACP: this is an exploratory factor analysis; the results of the analysis will be new hypotheses to expand and better Understand the problem Studied. The diagram of the components by hand (attached) Helped us to review all the results.

The results of the interpretations-have shown That partner after the transfer and integration of technology: supervising the electricity grid system SCADA by ALSTOM AREVA in SONELGAZ there-have-been Many

failures Such as the Lack of Maintenance of Some positions That Fail and Unable to find replacement parts Such as data cards, relay protection ... Through this research we found either that the term of technology transfer which has been traded is not well service contracts that are critical to the system Followed by the (spare parts, research laboratory, a laboratory services with this advanced technology ...).

There is no preventative Maintenance plan , a number of staff is not Sufficiently qualified to acquire the knowledge and control Relating to technology transfer which Implies a Lack of skills and the wrong choice of negotiator to different operations (Telecom, SAP , OCR, ...) and finallythe training by the technology holders (ALSTOM, AREVA) to stakeholders (Sonelgaz) are not 100% effective.

5. Conclusion

Through the lens of strategic analysis, the economic intelligence method facilitates a deeper comprehension of the limitations faced by businesses operating in many regions that define their surroundings. The creation of a competitive environment-focused information system is therefore necessary to guarantee that the business has up-to-date, pertinent information on: • Its primary rivals and their allies, as well as how they might impact the company's present interests; • The technological system, political, and economic factors that impact the competitive position and its development. Therefore, knowledge of the processes behind the creation and development of these networks is essential. A corporation should be able to modify its strategy to manage its place in the network by understanding its surroundings at all times and assessing its dynamics. The majority of the decision-relevant electronic data is still in textual format, often in the form of free text. The approach to economic intelligence still relies heavily on text analysis. Economic intelligence is underdeveloped and not as well integrated into Algerian businesses, despite its critical role in resolving strategic issues.

6. References

i. James March's "Thinking Organizations, Lavoisier," Paris: Hermes (2003), includes E. Godelier. ii. "Business Intelligence and Espionage" by Green, RM. Publishers: Homewood-Dow-Jones and Irwin Inc. (1966). "The invisible hand of power: Europeans cope with the economic war," by HARBULOT C., Paris: Ellipses, 2005. Jakobiak F., "Economic intelligence: understand it, implement it, use it." The problems with the organization (1991). The book "Scientific and Technical Information" by Jakobiak F. was published in 1995 by PUF in Paris. vi. "Competitive Intelligence in Practice" by Jakobiak F., Paris: Editions d'Organization, 1998. vii. "Information and strategic decision, give the instruments," by S. Quinio B. Ardera, Paris. Masson (1996). ix. Sarivet, S. "The manifestations of economic intelligence in SMEs," in Sprawling Visions, Paradoxes, and Manifestations, L'Harmattan, Paris, 2004. ix. I discovered, K. Andrews, W. GUTH, and C. Christensen, "Business Policy: Text and cases." USA: Irwin, 1965. x. JL MAGAKIAN., PAYAUD MA., "100 Sheets to understand the strategy of the company." (2007) Breal Edition. xi. Martinet B., JM Ribault., "The technological, competitive and commercial." The French company Editions (1989). xii. Martinet B., Ribault JM, "The technological, competitive and commercial." The French company Editions (1989). xiii. E. MAYO, "Human Problems in an Industrial Civilization," McMillan, 1933. xiv. MEYER, H. E. "Real-World Intelligence: Organized Information for Executives". Storm King Press, Friday Harbor, 1991. xv. Mishima Y., "Japan and the modern samurai ethics: the way hagakure" al. NRF, Paris: Gallimard, (1989). xvi. "Environmental Scanning and Sustainable Development" by Nicolas LESCA Wiley Publishers, 2011. xvii. Benfreha Noreddin "Multinationals and Globalization: Challenges and Opportunities for Algeria," Dahlab, Ed. (1999). xviii. Omar Benbekhti "The state, business and management in Algeria» Ed Dar El Gharb (2004). xix. P. ACHARD, "The human dimension of business intelligence," Paris: Hermes (2005). xx. P. ACHARD., BERNAT JP, "The Economic Intelligence: Manual", Paris: ADBS (1998). xxi. Patrick COHENDET "Organizational Learning and consistency: the economic importance of the concept of network," The Discovery (1997). xxii. JL PEAUCELLE Henry FAYOL, "Inventor of management tools," Economica (2003). xxiii. Philippe KAHNand Mahmoud SALEM, "Technology Transfer and Development", University of Dijon. Technical Bookstores. Paris. (1977). xxiv. PONTOIZEAU PA., "Men and Management", Paris : Vuibert Company, (1993). xxv. PORTER M. "Competitive Strategy". New York, Published by Free Press (1980). xxvi. PRESCOTT, I. "The evolution of Competitive Intelligence: Designing a process for action." In Proposal Management, Spring (1999). xxvii. Mr. ROOMS, "Strategies for SMEs and economic intelligence: a method of

analysis of need," Paris: Economica (2003). xxviii. SALMON R., "Competitive Intelligence". Economica (1997). xxix. PS SELIGMANN., Wijers GM HG Sol, "Analyzing the structure of IS methodologies, an alternative approach, In Proceedings of the Dutch Conference ler in" Information Systems ", Amersfoort, The Netherlands (1989). xxx. SIMON HA., "The new science of management decision". Publisher Harper & Row, (1960). xxxi. SIMON HA., "Authority and decision making," Economica, Paris, (1983). xxxii. Sophie Larivet"Economic Intelligence survey hundred SMEs", Paris: Ellipses, (2009). xxxiii. Steven Dedijer"From Research Policy To Social Intelligence" Basingstoke: Macmillan, (1960). xxxiv. H SUTTON., "Competitive Intelligence". New York: The Conference Board, Inc., (1988). xxxv. JC Tarondeau., "Management of Knowledge", Paris: PUF, (1998). xxxvi. TAYLOR FW., "The Principles of Scientific Management" New York: Harper Bros., (1911). xxxvii. Underwood J. "Competitive Intelligence".Oxford, Capstone Publishing, (2002). xxxviii. WEBER M., "Economy and Society, Pocket," Paris: Agora (2003). xxxix. Wilensky H. "Organizational Intelligence: Knowledge and Policy in Government and Industry". New York, Basic Books, (1967). xl. COX, D. F. and RE GOOD. "