

The Role of Economic Intelligence in Achieving a Sustainable Competitive Environment: A Case Study of Algeria Telecom, Mobilis, Djezzy, and Ooredoo

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Received: 07/02/2025

Accepted: 14/04/2025

Published: 18/05/2025

Abstract:

This study examines the relationship between economic intelligence specifically its three dimensions: security and protection policy, economic vigilance policy, and pressure and influence policy—and sustainable competitive advantage, with the goal of enabling organizations to achieve distinction over their competitors. To enable organizations to differentiate themselves from competitions descriptive and analytical approach was used with the theoretical variables were addressed descriptively, while the applied side relied on an analytical approach to examine the correlation between economic intelligence and sustainable competitive advantage, using the Statistical Package for the Social Sciences (SPSS). The findings revealed that the institutions under study, by adopting technological, competitive, and commercial vigilance policies, protecting their information, avoiding negative influences, and analyzing the external environment, were able to achieve a sustainable competitive advantage.

Keywords: Economic intelligence, Economic vigilance, Sustainable competitive advantage.

Introduction:

In light of the great changes taking place in the environment of business organizations in terms of performance and competitiveness, it is a to keep pace with these changes and ensure the follow-up of all the factors surrounding them from the external public and private environment by exploiting opportunities and confronting threats based on strengthening and enhancing their strengths and addressing weaknesses, and among the most important factors that increase strengths is the adoption of an economic intelligence strategy in all areas of their activity.

Economic intelligence is one of the vital strategies that contribute to enhancing the sustainable competitiveness of economic institutions in the contemporary business environment Economic intelligence includes the collection and analysis of information related to the external and internal environment of the organization, which enables strategic decisions based on in-depth knowledge, market trends, technological changes and competitors.

1. **The problem of research:** The research paper seeks to show the relationship of economic intelligence to sustainable competitive advantage in institutions, through the following main

question:

To what extent does economic intelligence contribute to achieving a sustainable competitive environment in the institutions under study?

2. **Sub-questions:** Under this problem there are set of sub-questions in, which we mention:

- What is economic intelligence and what is a **sustainable competitive** environment?
- What is the reality of applying and embodying economic intelligence in the institutions under study?
- What is the reality of reaching a sustainable competitive environment in the institutions under study?

3. **Research hypotheses:** Through the previous problem, the following hypotheses can be suggested:

- There is a statistically significant correlation at a significant level of 0.05 % between the security and protection policy and the sustainable competitive environment.
- There is a statistically significant correlation at a significant level of 0.05 % between economic vigilance and a sustainable competitive environment.
- There is a statistically significant correlation at a significant level of 0.05 % between the influence policy and the sustainable competitive environment.

4. **The importance of the research:** The importance of the study lies in the actual reality that tries to make the concept of economic intelligence and sustainable competitiveness in order to reach useful results for the institutions under study, highlight the competitiveness of the institutions under study and find solutions to the problems they face to activate their role in light of the current transformations.

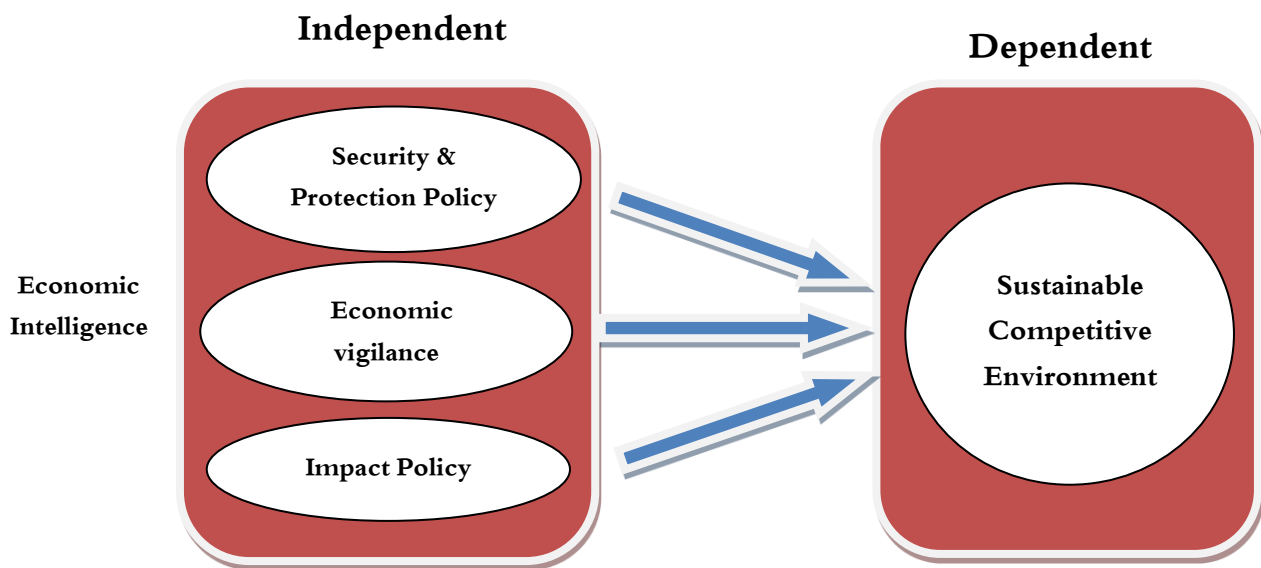
5. **Research Objectives:**

- Recognize the role that economic intelligence plays in achieving sustainable competitive advantages in organizations.
- Highlighting the various sustainable competitive capabilities of the institutions under study, and finding solutions to the problems they face to activate the role they play in light of the prevailing transformations.
- Highlighting the place of economic intelligence and its importance in institutions.
- Identify the role of economic intelligence in creating competitive marketing capacity for institutions.

6. **Study Form:**

Through the partial hypotheses of the study, the variables of the study can be clarified according to the following scheme:

Figure n° 01: Study model



Source: suggested by the researchers.

First: The concept of economic intelligence:

1. Definition of economic intelligence: Economic intelligence has many definitions that touched on it, every writer or researcher define it according to the perspective, among the definitions we mention:

- It is defined as "a set of successive activities of researching, analyzing, distributing and exploiting useful information for economic reactors".ⁱ
- Harold Wiltsky defines it as "an activity through which knowledge that serves the strategic and economic objectives of an organization is produced, and is compiled within a legal framework and from reliable sources."
- Alain Juillet defined it as "involving the control and protection of strategic information of all economic actors, in order to reach competitiveness, promote economic policy, and promote influence policy."ⁱⁱ

Hence, the term intelligence can be considered more accurate than mindfulness, which means adapting to the environment, and is based on the idea of producing information, the rotation of its processing, and the idea of useful and appropriate information.

2. The emergence of economic intelligence: the perception of the concept of economic intelligence is constantly changing, and the following is a highlight of the most important stations of this term:

- Britain: The roots of economic intelligence go back mainly to military thought, which depends on information in order to know the opponent and analyze it and show the place of strength and weakness has, Britain during the colonial period gets information and data from the Mediterranean monitor. He also moved to institutions during the sixties of the last century by creating cells for marketing intelligence, where his work in Britain emerged in the intensive

collection of information about foreign markets, the term marketing intelligence was changed to business intelligence, which is close to economic intelligence.ⁱⁱⁱ

- Japan: The State of Japan is the first to rely on information as a pillar of development, as it was the first to develop economic intelligence in 1950, where senior military leaders established a ministry called the Ministry of International Trade and Industry in 1949, which considers information the basis of knowledge, with assistance with the Japanese World Trade Organization, which was established in 1958, in order to develop the economy based on the experience of the British organization.^{iv}
- France: The term economic intelligence appeared in France in the seventies of the twentieth century, as the Agency for the Dissemination of Technology Information was established in 1992, with the aim of providing operational assistance, protecting and supporting the international growth of French institutions. In 1994, Marte published a report entitled "Enterprise intelligence économique et stratégies", which is the first research on the concept of economic intelligence and the need to rely on it in order to develop economic activity and the competitiveness of French enterprises. In 2002, Minefili integrated the concept of economic defense into the concept of economic intelligence.^v
- United States of America: With the beginning of the eighties of the twentieth century, the globalization of markets and the great development of information technology, which allowed it to take organizational steps to support and develop work for institutions, where Michael Porter is considered the developer of the concept of economic intelligence significantly.

Second: The importance and objectives of economic intelligence

1. **The importance of economic intelligence:** The significance of economic intelligence is clearly demonstrated in the attainment of the following objectives:^{vi}
 - Economic intelligence allows the creation or development of new products because it allows predicting the new.
 - Economic intelligence works to achieve good performance, because it helps to know the competitive advantages of competitors.
 - Economic intelligence helps in making important strategic decisions for the organization.
 - Economic intelligence is the best tool for exhibitors.
 - It enables the organization to obtain competitive advantages and ensures that it obtains the largest market share.
2. **Objectives of economic intelligence:** the primary objectives that economic aims to achieve are the following:
 - According to Jokobiok, the goals of economic intelligence are four points:
 - Good forecasting of the future markets of the enterprise.
 - Through it the organization understands the strategy of competitors.
 - Economic intelligence gives the possibility of correct dissemination of information within the organization.
 - Economic intelligence protects competitive opportunities.
 - According to Llainjvillet, the goals of economic intelligence are:
 - Economic intelligence contributes to the control of information, knowledge and

preservation.

- Identify how to manage information and select the most important ones.
- In front of the goal of economic intelligence according to Besson, J.C. Possi is the creation of high-value-added strategic information to assist in the strategic decision-making process and activity of an enterprise or state.vii

Third: Characteristics and tools of economic intelligence

1. **Characteristics of economic intelligence:** Here are some of the key characteristics of economic intelligence:viii

- Integration of various knowledge, whether scientific, technical, economic, even legal and geopolitical.
- It is characterized by complete confidentiality in the dissemination of information and obtaining it in a legitimate and proper manner.
- Strategic use of information that has competitive advantages in the decision-making process.
- Coordinate the efforts of economic agents through a strong quality of management.
- Influencing the right decision-making process through the formation of lobbyists.
- Diagnosis of events and factors to study various current and future changes.
- Central and local institutions, groups and administrations have strong relationships.

2. **Tools of Economic Intelligence:** The Fold model (1995) shows the various tools used in economic intelligence, namely:ix

- A. Managers' intentions and capabilities:** It allows predicting their decisions and identifying factors affecting their decision-making procedures. The following should be taken into account: previous reports, trends, tendencies, leadership styles, competencies, career paths.
- B. Benchmark King:** It means other currencies to improve the achievement and performance of the same company, and this at the lowest cost and the least time, and to avoid previous mistakes of institutions.
- C. Future strategy analysis:** This is by diagnosing internal factors to know the strengths and weaknesses, as well as external factors to know the most important opportunities and threats surrounding the organization, to build the organization's strategy.
- D. Predicting competitive strategy:** The Fold model proposes to analyze the forces surrounding the organization: regulations and technology, changes in the business sector, acquisitions and supports, and customers.
- E. Cost analysis:** Budget reports are relied upon as an analytical tool, and this approach is mainly based on focusing on critical factors such as the acquisition of machinery, buildings, equipment and administrative costs.

Fourth: Stages and elements of economic intelligence

1. **Stages of economic intelligence:** The stages of applying economic intelligence can be presented as follow x:

- **Identify the need for information:** This requires specialists in economic intelligence with good knowledge of the organization of the institution.
- **Information collection:** Forms are chosen to search for this information and this is through

official sources of information, which are that information that can be paper or digital, and they are:

- Various reports and publications obtained from various websites and government and private bodies.
- Unofficial sources represent all information except official information and the information becomes unofficial usable after it has been processed.

- **Analysis and processing of information:** through which the added value of vigilance or economic intelligence appears.
- **Transmission of information:** For the purpose of making decisions at this stage, the information is stored in a way that is easy for users to obtain, taking into account the aspect of confidentiality.
- **Availability of appropriate information:** This is at the right time and place, in order to reach the intended goal and specialists in economic intelligence must be able to convince all members of the organization to gain strong competitiveness. xi

2. Elements of economic intelligence: Economic intelligence depends on three interrelated and overlapping elements in its success in the organization, namely:

A. Security and protection policy: It is a set of procedures and measures aimed at protecting strategic economic information, and the security and protection policy includes several basic aspects^{xii}:

- Data and information protection: Security measures must be applied to maintain the confidentiality of this data and not expose it to leakage or cyberattack.
- Protection of systems and applications: Systems used in the collection and analysis of economic data, such as artificial intelligence tools, databases, and software applications, must be secured.
- Cyber risk management: Within the framework of economic intelligence, the system is exposed to cyber risks, whether through known attacks such as cyberattacks, or through internal threats that may arise from employees of the organization or contracting parties.
- Compliance with laws and regulations: Data protection measures must be in line with local and international laws and regulations on the protection of data and economic information.
- Analysis and forecasting: Through AI and big data analytics, accurate predictions about future security threats can be made.
- Protecting Economic Competitiveness: The protection of economic information is not limited to financial statements, but also includes the protection of competitive strategies.

B. Economic vigilance: It expresses the search for information on a continuous and continuous basis related to the environment of the institution and the opportunities and threats it contains, as it is represented in collecting, processing and storing information and all strong and weak signals issued by the internal and external environment of the institution. They are also divided into types, including:^{xiii}

- Technological vigilance: Technological vigilance is an effective tool for making strategic decisions related to technological development and innovation and thus outperforming the competition.
- Competitive vigilance: Competitive vigilance is the activity that allows an organization to

identify its current and prospective competitors and new market entrants through continuous monitoring and forecasting of their activities.

- Commercial vigilance: Commercial vigilance is the activity that studies both suppliers and customers.
- Social vigilance: It is "a system of observation of the life of the work group, which is "a means of listening aimed at social control of the various dealers in the institution.
- Environmental vigilance: It is particularly concerned with the various aspects of the general external environment of the institution (economic, social, cultural and even international factors), so many economists call it "societal vigilance".

C. **Influence policy:** One of the important elements of economic intelligence is the policy of influence in its surroundings, where the organization must investigate the external environment through control and analysis of the external environment and identify opportunities and threats to facilitate dealing with them and adapting to their variables.

FIFTH: Sustainable Competitive Environment

1. The concept of a sustainable competitive environment

A. **The concept of competitive environment:** defined as: the ability that allows the organization to outperform its competitors in the market, and it represents a set of factors that make it provide products or services characterized by quality, value or efficiency compared to competitors. Competitive advantage can be based on several factors, including^{xiv}:

- Innovation and technology: the use of advanced technologies or the introduction of new and innovative products or services.
- High quality: Provide a product or service that has better quality than competitors.
- Cost: The ability to offer a product or service at a lower cost while maintaining the same quality, allowing the company to offer competitive prices.
- Brand: The reputation of the company and the relationship it builds with its customers.
- Specialized experience and knowledge: Having deep experience or knowledge in a particular field gives the company superiority.
- Customer Service: Provide excellent customer service that attracts new customers and retains existing customers.

B. The concept of a sustainable competitive environment:

Michael Porter considered in 1985 that "achieving sustainable competitive advantage in an organization is through the possibility of adding value to its customers, which requires analyzing the industrial environment in which it operates and choosing a specific competitive strategy^{xv}."

James and Obiri 2018 also referred to the concept of sustainable competitive advantage by achieving a competitive advantage that is difficult to imitate and understand by competitors to be more profitable than the profitability of other organizations^{xvi}.

2. The importance of a sustainable competitive environment: Its importance lies in the following:

- It is considered an impregnable bulwark to meet the challenges of the market and other organizations.

- It serves as a criterion for the success of the organization over others.
- It determines the availability of the basic elements of success compared to competitors, as the organization adopts strategies based on sustainable competitive advantage.
- It is a fundamental and necessary goal sought by the organization that aims for excellence and distinction.
- It is closely related to the performance achieved by the organization and its employees, as it requires the organization to enhance its performance over competitors to maintain a sustainable competitive advantage.

SIXTH: The Relationship Between Economic Intelligence and Sustainable Competitive Advantage

1. FAO's Capabilities in Mitigating the Challenges of the Sustainable Competitive Environment: This is achieved through the following:

- **Market and Trend Analysis:** Economic intelligence enables monitoring of economic developments and industrial trends that may create or limit market opportunities, allowing companies to adapt quickly and anticipate changes.
- **Differentiation from Competitors:** By leveraging economic intelligence, companies can obtain accurate information about their competitors' strengths and weaknesses. This enables them to develop strategies that distinguish them from competitors, thereby building a sustainable competitive advantage.
- **Achieving Innovation and Continuous Development:** Economic intelligence facilitates the identification of new market opportunities, enabling companies to develop innovative products or services that set them apart from competitors. Continuous innovation is a key factor in achieving a sustainable competitive advantage.
- **Leveraging Limited Resources:** Through economic intelligence, companies can identify opportunities that can be exploited more effectively and efficiently, optimizing the use of limited resources to achieve a sustainable competitive advantage.

2. Sources of Sustainable Competitive Advantage in the Smart Organization: Among these sources, the following are noted:

- **Brand Loyalty:** The strength of a brand encourages customers to repeatedly purchase its products.
- **Ability to Innovate:** Innovation is the core of progress, utilizing technology to solve customer problems and create value, as exemplified by companies like Apple and Microsoft.
- **Obtaining Exclusive Information:** This refers to any knowledge a company possesses that helps generate value.
- **Economies of Scale:** Scaling operations over competitors allows for lower-cost sales and achieving economies of scale, as seen in companies like Walmart.
- **Power of Intellectual Property:** Acquiring rights over specific formulas, processes, or patents, such as Toyota's intellectual property rights for its Lean manufacturing process.
- **Network Effect:** The value of a product increases as the number of users grows, as demonstrated by platforms like Facebook.

SEVENTH: The General Framework of the Field Study

1. Procedural Definition of the Study Variables: The study variables consist of the independent

variable, economic intelligence, which is divided into three main dimensions: security and protection policy, economic vigilance, and influence policy. The dependent variable is sustainable competitive advantage, as previously explained.

2. **Definition of the Study Population and Sample:** To achieve the study's objectives and test the research hypotheses, a questionnaire was distributed to employees and cadres of telecommunications institutions in Algeria, specifically in the wilaya of M'sila, including Gezi, Mobilis, Ooredoo, and Etisalat. A total of 68 questionnaires were distributed, with 60 valid questionnaires retrieved, representing a response rate of 92%.
3. **Analysis of Personal Data:** Analysis of the personal variables revealed that the number of male respondents slightly exceeded females, with 53% males compared to 47% females. The age of respondents predominantly ranged between 35 and 45 years, accounting for 65.5% of the sample. This indicates that the studied institutions possess significant human resources, as evidenced by the educational level of the respondents, most of whom hold a university degree, and their extensive relevant experience, with over 75% having substantial professional experience.

4. Authenticity and Reliability of the Study Tool

Table 01: Measurement of the Degree of Internal Consistency of the Study Variables

| axis | Number of paragraphs | Stability Alpha s Cronbach |
|---|----------------------|----------------------------|
| Indicators of economic intelligence in the enterprise | 8 | 0,959 |
| Sustainable Competitive Advantage | 12 | 0,790 |
| The questionnaire as a whole | 20 | 0,912 |

Source: Prepared by the researchers.

Based on the results of Table (1), the Cronbach's alpha coefficient demonstrated high reliability, with a value of 0.959 for the economic intelligence index and 0.912 for the sustainable competitive advantage variable, both exceeding 0.60. This indicates that there are no mutually exclusive statements in the questionnaire, making it suitable for study and analysis.

5. Statistical Processing:

To test the research hypotheses and achieve the study's objectives, the Statistical Package for the Social Sciences (SPSS) was utilized. For the purpose of testing and analysis, the following statistical methods were employed:

- **Descriptive Statistics:** Using arithmetic means and standard deviations.
- **Cronbach's Alpha Coefficient:** To ensure the reliability and consistency of the study tool.
- **Pearson's Correlation Coefficient:** To measure the strength of the relationship between the study variables.

6. Study Results and Analysis:

In this study, a five-point Likert scale was used in the questionnaire. To determine the general range of the study scale, the range was calculated as follows: $5 - 1 = 4$. To calculate the length of each category, $4/5 = 0.8$. This value was added to the starting point of the first category, which is 1, resulting in the

following categories:

Table 02: Frequency Categories of the Study Instrument Based on the Five-Point Likert Scale

| Degree of response | Category length |
|--------------------|-----------------|
| Strongly agree | From 1-1.80 |
| I agree | From 1.81-2.60 |
| neutral | From 2.61- 3.40 |
| Disagree. | From 3.41-4.20 |
| Strongly disagree | From 4.21-5 |

Source: Prepared by the researchers.

Based on Appendix No. 01, the average response for the dimension of the security and protection policy ranged between 3.60 and 3.88, with a standard deviation between 0.74 and 0.84, where the response direction was "disagree." The second dimension, economic vigilance, achieved an arithmetic mean between 3.80 and 3.98, with a standard deviation between 0.41 and 0.78, where the response direction was also "disagree." The third dimension, the influence policy, achieved an arithmetic mean between 3.93 and 3.98, with a standard deviation between 0.43 and 0.47, where the response direction was "disagree."

As shown in Appendix No. 02, the average response for the dependent variable (sustainable competitive advantage) ranged between 3.77 and 3.80, with a standard deviation between 0.72 and 0.80, where the response direction was "disagree."

7. Hypothesis Testing:

Selection of the First Partial Hypothesis:

The hypothesis was formulated as follows:

There is a statistically significant correlation at a significance level of 0.05 between the security and protection policy and sustainable competitive advantage.

To test the validity of this hypothesis, the Pearson correlation coefficient was calculated to assess the role of the security and protection policy in achieving a sustainable competitive advantage, as shown in the table below:

- **Descriptive statistical analysis of the study sample:** From Appendix No. 01, it is noted that the average answer for the dimension of the security and protection policy ranged between 3.60 to 3.88 and a standard deviation between 0.74-0.84, where the direction of the answer was no agree, and the second dimension after economic vigilance achieved an arithmetic mean between 3.80 and 3.98 and a standard deviation of 0.78 and 0.41, where the direction of the answer was no-agree, and the third dimension after the impact policy achieved an arithmetic mean between 3.93 and 3.98 and a standard deviation of 0.43 and 0.47 where The direction of the answer was to disagree.

As we can see through Appendix 02, the average answer of the dependent variable (sustainable competitive advantage) ranged between 3.77 to 3.80 and a standard deviation between 0.72-0.80,

where the direction of the answer was without agree.

1. Hypothesis testing:

– **Selection of the first partial hypothesis:** which is formulated as follows:

There is a statistically significant correlation at a significant level of 0.05 % between the security and protection policy and sustainable competitive advantage.

To test the validity of the hypothesis or not, the Pearson correlation coefficient was calculated to know the role played by protection and security policy in achieving sustainable competitive advantage as shown in the following table

Table 03: Pearson's Correlation Coefficient Between the Security and Protection Policy and Sustainable Competitive Advantage

| Axis | Correlation coefficient | Significance level |
|-----------------------------------|-------------------------|--------------------|
| Security & Protection Policy | 0.585 | 0.000 |
| Sustainable Competitive Advantage | | |
| D at a moral level of 0.05 | | |

Source: Prepared by the researchers.

Based on the table above, the correlation coefficient is positive with a value of 0.585 and a significance level of 0.000, which is less than 0.05. This indicates a statistically significant correlation at a significance level of 0.05. Consequently, we reject the null hypothesis and accept the alternative hypothesis, which states that the security and protection policy adopted by the institution through economic intelligence plays a positive role in achieving a sustainable competitive advantage for the organization.

Selection of the Second Partial Hypothesis:

The hypothesis was formulated as follows:

There is a statistically significant correlation at a significance level of 0.05 between economic vigilance and sustainable competitive advantage.

To test the validity of this hypothesis, the Pearson correlation coefficient was calculated to assess the role of economic vigilance in achieving a sustainable competitive advantage, as shown in the table below:

Table 03: Pearson's correlation coefficient between security and protection policy and sustainable competitive advantage

| Axis | Correlation coefficient | Significance level |
|--------------------|-------------------------|--------------------|
| Economic vigilance | 0.551 | 0.000 |

| | | |
|-----------------------------------|--|--|
| Sustainable Competitive Advantage | | |
| D at a moral level of 0.05 | | |

Source: Prepared by the researchers.

Based on the table above, the correlation coefficient is positive with a value of 0.551 and a significance level of 0.000, which is less than 0.05. This indicates a statistically significant correlation at a significance level of 0.05. Consequently, we reject the null hypothesis and accept the alternative hypothesis, which states that the economic vigilance adopted by the institution through continuous and systematic information gathering plays a positive role in generating value, thereby achieving a sustainable competitive advantage for the organization.

Selection of the Third Partial Hypothesis:

The hypothesis was formulated as follows:

There is a statistically significant correlation at a significance level of 0.05 between the policy of influence and sustainable competitive advantage.

To test the validity of this hypothesis, the Pearson correlation coefficient was calculated to assess the role of the external environment influence policy in achieving a sustainable competitive advantage, as shown in the table below:

Table 03: Pearson's correlation coefficient between the influence externalization policy and sustainable competitive advantage

| Axis | Correlation coefficient | Significance level |
|-----------------------------------|-------------------------|--------------------|
| Externalization policy influence | 0.459 | 0.000 |
| Sustainable Competitive Advantage | | |
| D at a moral level of 0.05 | | |

Source: Prepared by the researchers.

Based on the table above, the correlation coefficient is positive with a value of 0.459 and a significance level of 0.000, which is less than 0.05. This indicates a statistically significant correlation at a significance level of 0.05. Consequently, we reject the null hypothesis and accept the alternative hypothesis, which states that the policy of influencing the external environment, analyzing this environment, and identifying opportunities and threats using economic intelligence methods enabled the organization to succeed in its plans and strategies. This, in turn, enhanced the confidence of customers, suppliers, and stakeholders, thereby contributing to a competitive advantage in achieving or succeeding in most strategies and attaining a sustainable competitive advantage for the organization.

Conclusion:

The competitive environment, shaped by economic, technological, cognitive, and environmental conditions, has imposed significant challenges. Economic intelligence, with its various tools—security and protection policy, economic vigilance policy, and pressure and influence policy—represents one of the most significant developments in the philosophy of business organizations. It serves as a critical means and strategy to achieve organizational goals by analyzing reality through the collection of data

on markets, companies, and economic, social, and international events, among others. Furthermore, it involves assessing trends by understanding their impacts on the organization and predicting independent variables, such as price fluctuations, changes in supply and demand, and foreseeing external factors. This enables organizations to identify opportunities and threats and make informed strategic decisions.

Under these circumstances, the institutions under study adopted economic intelligence strategies by integrating its various tools into their operational philosophy. This approach was particularly effective in addressing external challenges from markets, competitors, and economic factors, guiding their strategic decisions, improving performance, fostering innovation and development, and ultimately achieving a sustainable competitive advantage.

Study Results: The results of this study indicate the following:

- Through descriptive statistical analysis of the sample, it was found that all institutions under study implement economic intelligence and its associated tools.
- The institutions under study prioritize their customers by striving to understand their behaviors, opinions, and future aspirations, addressing their concerns seriously to maintain engagement and achieve a competitive advantage.
- Analytical study of the sample revealed that the external environment of the institutions under study is characterized by complexity and intense competition, underscoring the need for advanced economic intelligence tools to support each institution.
- The analytical study identified disparities in the institutions' technological capabilities, leading to differences in information processing and deficiencies in research and development processes, which impacted the degree of creativity and innovation in these institutions.
- The analytical study also indicated that the institutions under study operate in a limited market, resulting in a relatively uncomplicated environment. This is attributed to insufficient marketing research and analysis of the external environment.

Suggestions: Based on the findings, the following recommendations are proposed:

- The institutions under study should utilize accurate and clear databases to conduct analytical studies effectively and achieve precise results.
- Institutions should focus on artificial intelligence as a comprehensive technological system to enhance understanding and analysis of the external environment, thereby enabling strategic decision-making to achieve a sustainable competitive advantage.
- The institutions under study should prioritize the research and development (R&D) function to foster continuous creativity and innovation, thereby achieving a sustainable competitive advantage.
- The institutions under study should involve customers in strategic decision-making processes, as they are central to the economic process.

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Appendix 01: Description and Evaluation of the Independent Variable: Economic Intelligence and Its Dimensions

| Standard deviation | Arithmetic mean | I don't agree, he insists | I don't agree | neutral | I agree | Strongly agree | Phrases | Items |
|---------------------|-----------------|---------------------------|---------------|---------|---------|----------------|---------------------|-------|
| The first dimension | | | | | | | | |
| 0,83 | 3,60 | 1 | 7 | 10 | 39 | 3 | 1 | 1 |
| 0,84 | 3,85 | 1 | 4 | 8 | 37 | 10 | 2 | 2 |
| 0,78 | 3,88 | 2 | 1 | 7 | 42 | 8 | 3 | 3 |
| 0,76 | 3,85 | 1 | 3 | 7 | 42 | 7 | 4 | 4 |
| 0,51 | 3,80 | 5 | 15 | 32 | 160 | 28 | Second dimension | |
| 0,78 | 3,80 | 3 | 0 | 7 | 46 | 4 | 1 | 5 |
| 0,60 | 3,98 | 0 | 1 | 8 | 42 | 9 | 2 | 6 |
| 0,39 | 3,95 | 0 | 0 | 6 | 51 | 3 | 3 | 7 |
| 0,41 | 3,97 | 0 | 0 | 6 | 50 | 4 | 4 | 8 |
| 0,47 | 3,92 | 3 | 1 | 27 | 189 | 20 | The third dimension | |
| 0,43 | 3,95 | 0 | 0 | 7 | 49 | 4 | 1 | 9 |
| 0,45 | 3,93 | 0 | 0 | 8 | 48 | 4 | 3 | 10 |
| 0,47 | 3,98 | 0 | 0 | 7 | 47 | 6 | 3 | 11 |
| 0,45 | 3,97 | 0 | 0 | 7 | 48 | 5 | 4 | 12 |

Appendix 02: Description and Evaluation of the Dependent Variable: Sustainable Competitive Advantage

| Standard deviation | Arithmetic mean | Strongly opposed | exhibitions | neutral | Agree | Strongly agree | Phrases | Items |
|--------------------|-----------------|------------------|-------------|---------|-------|----------------|---------|-------|
| 0,72 | 3,78 | 1 | 2 | 11 | 41 | 5 | 1 | 13 |
| 0,72 | 3,78 | 1 | 2 | 11 | 41 | 5 | 2 | 14 |
| 0,72 | 3,77 | 1 | 2 | 12 | 40 | 5 | 3 | 15 |
| 0,78 | 3,80 | 1 | 3 | 10 | 39 | 7 | 4 | 16 |
| 0,79 | 3,77 | 1 | 4 | 9 | 40 | 6 | 5 | 17 |
| 0,72 | 3,78 | 1 | 2 | 11 | 41 | 5 | 6 | 18 |
| 0,73 | 3,80 | 1 | 2 | 11 | 40 | 6 | 7 | 19 |
| 0,80 | 3,78 | 2 | 1 | 12 | 38 | 7 | 8 | 20 |