

Economic Intelligence and its Role in Supporting Innovation Processes
in Business Organizations Case Study: Saidal Company

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Abstract:

This research aims to highlight the importance of economic intelligence as a strategic factor in supporting innovation processes, due to its positive impact on organizations seeking excellence and enhancing their competitive position. It emphasizes the necessity for these organizations to maintain their competitive advantage and achieve economic development and growth amidst intense competition, especially from global companies. This requires organizations to enhance their competitive capabilities and adapt to changes in their environment, necessitating high creative capacities to develop new solutions and ideas that enable them to sustain and grow. The research concludes with several findings derived from a field study conducted at Saidal Pharmaceutical Production Company, utilizing a questionnaire distributed to the company’s staff.

Keywords: environment, innovation, economic intelligence, competitiveness.

Jel Classification Codes: O3, M21, M39.

1. INTRODUCTION

The business world, in particular, is currently experiencing a period of increased reliance on information in all areas. This is due to rapid advances and escalating competition, which puts pressure on organizations in all sectors. The performance of organizations today is linked to their ability to adapt their strategies and structures in response to environmental changes, which depends on their ability to obtain critical information about their current and future working environment. Effective control and intelligent use of this information has become a strategic resource as important as any other, influencing the management of vital activities within organizations

and enabling them to respond more quickly and effectively to market demands.

In this context, organizations must strive to improve the quality of their products and services, understand the dynamics of the market, and enhance their position vis-à-vis competitors. This requires strong creative capabilities to develop and create new solutions, ideas, products and services that enable them to sustain and grow while achieving competitive excellence. There is an increasing focus on innovation in light of the growing challenges posed by globalization, rapid technological advances and the information revolution, as well as the shift from an industrial model to what is now known as the knowledge economy. Innovation has become one of the most important and effective tools, if not the most powerful, to address environmental changes and competitive challenges

Factors influencing the innovation process include research and development activities, knowledge management and, in particular, economic intelligence as a critical element. Economic intelligence contributes to the promotion of innovation through its processes and activities, where the gathering of information by monitoring the environment is considered the fundamental stage of economic intelligence activities. In other words, it involves monitoring and analyzing scientific, technological, commercial, competitive and social developments, as well as current and future economic impacts, in order to identify threats and opportunities for organizational and business development. This activity is linked to the management and use of information to address external environmental challenges from a proactive perspective and to support strategic decision making related to the present and future of the organization, thereby giving this activity its strategic dimension. It also takes into account the characteristics of relevant information and the interpretation of early warning signals related to the innovation element.

Problem Statement

Based on the preceding discussion, the research problem can be articulated as follows: To what extent can economic intelligence contribute to the creation and development of innovation processes?

Hypothesis

Economic intelligence is a critical mechanism that influences and contributes to the creation and development of innovation processes in business organizations by providing information about the surrounding environment to effectively address challenges and threats and capitalize on opportunities.

Significance of the research

This research highlights the importance of economic intelligence in business organizations due to its strategic importance in the formulation of plans, programmes and strategies and in decision making. This is achieved by conducting foresight studies, analyzing weak signals and early warning signs, positioning it as a tool for achieving foresight and building predictions before they occur, thus giving organizations a competitive edge.

Research objectives

1. To highlight the impact of economic intelligence on the improvement of innovation processes within organizations.
2. To illustrate the importance of openness to the environment for the application of the concept of economic intelligence in Algerian institutions.
3. To assess the characteristics and current state of economic intelligence in Algerian economic institutions.

Research methodology

The nature of the study necessitates the use of a descriptive methodology, which is considered the most appropriate. This involves documentary research through a review of theoretical literature to develop the theoretical framework of the study and clarify the various characteristics and relationships between its variables. In addition, a case study methodology will be used by conducting a field study at Saidal Pharmaceutical Production Company to assess the overall situation in this area of research, using a questionnaire distributed to the staff of the organization.

2. The Nature of Economic Intelligence

2.1 Concept of Economic Intelligence

Economic intelligence has been defined in various ways, with the most widely referenced definition from the Martre Report (MARTRE, 1994): “A set of activities related to the research, processing, and delivery of useful information to economic agents. All these activities are carried out legally, ensuring all necessary protection guarantees to preserve the organization’s assets under optimal conditions of quality, duration, and cost.”

In the definition by C. Reveli, “Economic intelligence is the process of collecting, processing, and disseminating information aimed at reducing uncertainty in making every strategic decision” (C, 2000).

From the definitions of Martre and Reveli, it is evident that economic intelligence is a process consisting of several stages, including gathering and processing information to obtain useful data for optimal decision-making. This definition is based on the following core ideas:

- The idea of producing information.
- The idea of circulating, possessing, processing, and disseminating information.
- Reducing uncertainty.
- The idea of useful and relevant information.
- Making strategic decisions.

This process relies on human factors, the environment, and information systems, enhancing the organization’s ability to control acquired information, identify risks, threats, and available opportunities, and coordinate various activities.

According to AFDIE (Association Française pour le Développement de L’Intelligence Économique), economic intelligence is “a set of organized means within a knowledge management system to produce useful information for decision-making under effective performance and value creation for all influencing aspects” (JUILLET, 2004).

BAUMARD PH defines it as “economic intelligence is not just an observation act but a defensive and offensive practice of information, aiming to connect various fields to serve the tactical and strategic objectives of the organization. It is a means of linking the organization’s behavior with its knowledge” (BAUMARD, 1991).

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Thus, economic intelligence can be seen as the coordinated control of information and the collective production of new knowledge. It is the art of uncovering opportunities and risks through the selection, preservation, confirmation, analysis, and dissemination of strategic information. It refers to the organizational means through which information in the organization's external environment is selected, processed, analyzed, and distributed in an orderly manner for strategic decision-making. It fundamentally relates to competitive advantage.

Economic intelligence has an important organizational dimension, as it is a collective activity consisting of several stages of gathering, selecting, processing, and analyzing information, leading to collective knowledge production that allows an organization to achieve competitive advantage. It envisions various possible relationships that reduce ambiguity and mitigate potential risks, ultimately aiming to make the best strategic decisions.

From the definitions provided by various researchers, we conclude that information is the primary raw material of economic intelligence, relying on the environment, which serves as the foundation for its operations. A comprehensive definition can thus be formulated based on the discussed points: Economic intelligence encompasses a set of activities related to information management, including researching, collecting, processing, and disseminating useful information for economic agents, focusing on defensive aspects to identify risks and threats, and offensive aspects to seize available opportunities, while coordinating various activities for strategic decision-making.

Strategic Impacts of Economic Intelligence

- Adapting to environmental changes.
- Enhancing creativity and innovation.
- Assisting in strategic decision-making.
- Improving organizational performance.

In 1998, Jakobiak (MARCON, 2009) proposed organizing economic intelligence into three networks of stakeholders:

- A network of professional information monitors responsible for researching, collecting, and disseminating information.

- A network of analysts and experts to add value to the information.
- A network of decision-makers.

Each network should have a supervisor responsible for coordinating activities and tasks.

2.2 Importance of economic intelligence:

The importance of economic intelligence for organizations can be highlighted by the following points (FEKIR, 2015-2016):

- Searching for relevant information and acquiring it in a timely manner.
- Protecting the information obtained (by keeping it completely confidential).
- Disseminating information and behavioral standards that promote and enhance the development of the company as part of its strategy.

2.3 Objectives of economic intelligence:

The objectives of economic intelligence vary according to the perspective of researchers, with the most important objectives including:

According to CHRISTIAN HARBULOT, the objectives can be summarized as follows (HARBULOT, 2012):

- Search for competitive advantages.
- Analyzing economic challenges.
- Explore new applications.

According to Jakobiak, economic intelligence has three objectives (JAKOBIK, 2006)

- Competitiveness of the industrial fabric.
- Protecting the economy of organizations.
- Supporting influence strategies.

3. Concept of Innovation

The credit for the first use of creativity in the economic field goes to the Austrian neoclassical economist Joseph Schumpeter, who is considered the foremost theorist of innovation, as outlined in his book *The Theory of Economic Development* (1912). In this context, he presented the theory of true innovation. Schumpeter believes that capitalism is a dynamic process consisting of long movements, with cycles of growth and crises coming and

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going. This is precisely what innovation is, defined as a process of “creative destruction” that drives this dynamism.

Schumpeter (1942) states that economic growth in a capitalist system occurs through creative destruction, a process where the old is constantly destroyed, thus freeing new resources (SANDSTROM, 2010). In his early works, Schumpeter sees innovation as the product of the actions of economic agents, particularly the individual entrepreneur who disrupts the circular flow in the economy by betting on future demand for new products or processes, opening new markets, utilizing new types of natural resources, or organizing an entire sector of the economy. Schumpeter considers that innovations are designed during periods of crisis before they fuel growth.

In his later work, Schumpeter focused on large innovative companies, which replace individual entrepreneurs and small innovative firms, as they ultimately have the financial means to support creativity and innovation. This leads to a change in the definition of innovation, shifting from this new approach. According to the researcher, innovation results from R&D activities conducted in large industrial research laboratories, composed of highly skilled individuals specializing in tasks and activities that are the source of creativity and innovation. Innovation is defined as “the implementation of a new combination of productive resources, associated with the generation and ownership of a set of scientific, technical, and financial resources of the company or a group of companies, leading to the production of new goods, adoption of new technologies and methods, and opening new markets” (UZUNIDIS, 2004).

Innovation is defined as the introduction of significantly improved products, new technical processes, organizational methods and marketing practices within the firm or in the open market. Investment in R&D and other intangible factors, such as investment in software, higher education and training for workers and managers, are the main inputs that drive creativity and innovation processes.

Innovation is often driven by pressure from the external environment, including factors such as competition, lifting constraints, resource scarcity, and customer demand, accompanied by adaptive behavior that alters the

organization to maintain or improve its performance. The goal of innovation is to develop the attached business state, thereby not merely finding a gap in the market now but identifying it for the future. Innovation guides production methods and organizational innovation to implement new strategic orientations for the organization.

Economists have agreed on a common definition of innovation as the creation of novelty with economic value, which can be understood as the process of increasing the stock of knowledge possessed by society, manifested as improvements (additions) to all existing goods, services and production methods, thereby directly affecting the standard of living.

4. The Relationship Between Economic Intelligence and Innovation

The development and anticipation of innovations within an organization, particularly technological innovation, monitoring competitors' business strategies, and identifying new tastes and preferences of customers are crucial activities for the organization. Environmental monitoring encompasses not only the scientific and technological environment but also the competitive and broader environmental factors (social, cultural, economic, political, and legislative) as they track and follow ongoing and potential events (Sandrine Fernez-Walch, 2006). This involves identifying weak signals that can impact the current situation of the organization, and analyzing these signals may lead to creativity and innovation. Monitoring and follow-up activities are directly concerned with the innovation process, as changes in the environment drive organizations to develop new strategic alternatives, which must be translated into the creation and launch of new products or new production methods.

For effective leadership in innovation, an organization should focus on four main areas (Jean-François Lacoste-Bourgeacq, 2007):

- Market: Analyzing trends, structures, identifying development opportunities, and monitoring key players.
- Strategy: Analyzing reports on strengths in various market sectors in which the organization operates.
- Product and Service Offerings: Analyzing current offerings and studying their values from a market perspective.

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- Technology: Analyzing development rates and potential advancements, exploratory studies on the impact of emerging technologies.

One of the objectives of economic intelligence is to improve and develop the creative and innovative capabilities within the organization through (Ayachi, 2007/02):

- Faster Interaction: Being ready at the right time, thus anticipating and predicting proactively.

- Decision Support.

- Enhancing Creative Capacities: By interpreting and translating information collected from the environment to:

- Early detection of changes in the environment and how the organization will adapt to new events.

- Conserve resources as delays become more costly.

- Anticipate threats and shocks, avoiding unpleasant strategic surprises.

- Reduce risks and increase safety.

- Acquire new customers, etc.

Most researchers agree on the main stages of the economic intelligence process, which include defining information needs, collecting, storing, analyzing, disseminating information, and the feedback loop. Identifying information needs requires controlling the characteristics of the subject from a proactive perspective, and effectively surveying the environment by being highly observant and activating all other senses.

Continuous analysis helps organizations create innovative projects by developing internally in alignment with environmental data and risk factors through intelligence activities. This indicator is often rooted especially in smaller organizations, which are typically closer to their markets and use weak signals in their environment to foster innovation.

Economic intelligence is part of the innovation process by providing useful information for decision-making, playing a significant role both in generating innovations and in the activities and functions of the organization. It serves as a factor for adapting to environmental changes and is a driver of continuous creativity processes. However, all organizations utilize information for decision-making, problem-solving, or building

knowledge bases. Business managers develop a strategy for innovative projects and initially model the environmental context of the organization and its evolution, aiming to detect and monitor changes in models relative to the reality of the environment.

According to Jakobiak, patents represent a very rich source of information for the scientific and technical community. The informational aspect of patents relates to the evaluation and development of technologies and markets, providing a knowledge base about industrial activities and applications in the past, present, and future. Economic intelligence is a means and tool for identifying threats and seizing environmental opportunities, as well as an offensive reaction with innovative processes in the face of competitors and economic adversaries.

We can initially consider the factors of innovation as a starting point to analyze the contributions that the economic intelligence process can provide for the development, enhancement, and generation of innovative processes. According to AVNAR, there are six (6) innovation factors that organizations should consider and analyze to achieve their innovative objectives (Chalus-Sauvannet, 2000):

Factors Influencing Innovation

1. **Environment:** Customers, distributors, suppliers, competitors, financial and institutional partners, standards and regulations, as well as the scientific and technological surroundings. Throughout these stages, the company must be open to the environment, actively listening and monitoring it.
2. **Human Resources:** In an age that relies on intelligence and information transformation, individuals are the primary resource of the organization. This requires continuous creativity and growth, maintaining these essential raw materials, and seeking complementary external skills and competencies to execute projects effectively according to programmed objectives.
3. **Financial Resources:** The innovation process is costly. Therefore, it is essential to explore multiple financial sources to fund various stages of the process. It is also crucial to ensure a good balance between internal and external resources and to understand the impact in a timely manner, especially since innovation must be profitable and yield good returns.

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4. **Organization:** This term encompasses both the formal structure of the organization and informal networks. The key aspect is the organization's ability to operate as a system capable of providing dynamism and intelligence to all actors involved.
5. **Strategy:** Establishing a clear strategy with defined goals is essential for the success of any operation or planning for specific and programmed objectives. Many organizations, especially small and medium-sized enterprises, often underestimate its importance and operate their activities and objectives without a strategy. Without a clear strategic vision based on solid scientific foundations, the innovation process is founded in chaos, leading to failure and an inability to achieve innovations and, consequently, to meet objectives.
6. **Management:** Particularly in small and medium-sized projects, management significantly influences the innovation process through their management style and interaction with the environment. They ensure the distribution of roles among active individuals in the organization to carry out various tasks assigned to them during the process stages.
7. **Environmental Monitoring:** Most new ideas emerge from the organization's environment. Listening to customers is a primary source for the innovation process, reflecting unmet new needs, critiques of products they use, adaptations, or finding new uses that open up new opportunities. Distributors play an important role in gathering information about customers as they are closest to them, understanding their evolving tastes, needs, and ongoing demands for new and distinctive products.
8. **Monitoring Competitors:** Tracking their movements and activities is a source of valuable information and ideas. Most innovative ideas stem from this angle, derived from articles, publications, annual reports, exhibitions, and feedback from customers and suppliers. Achieving a competitive position relative to competitors depends on successfully executing innovative processes. This is where the concept of competitive intelligence supporting innovation comes into play, as awareness of competitors generates ideas that guide the company toward innovation. It can also support innovation at the level of research offices, which require precise

information about competition for feasibility studies and market entry conditions. Moreover, technological vigilance is essential; the information gathered from the environment represents a key component of economic intelligence. An organization's openness to its external environment leads to seizing opportunities and transforming them into specific ideas.

9. **Monitoring Technological Development:** Keeping track of and monitoring technology is crucial in the observation process. The availability of references, articles, and specialized scientific and technological journals, along with attendance at exhibitions, conferences, and seminars, provides a favorable opportunity to build a knowledge base for generating creative ideas and opportunities. Following and monitoring filed patents is extremely important, as it provides insight into new available technologies, which can serve as sources of opportunities.

10. **Monitoring Government Policies:** In the current environment, monitoring the evolution and changes occurring in government public policies, especially macro-environmental changes, is essential. Organizations face pressures to address new challenges and convert them into opportunities by adapting to additional requirements or constraints resulting from public policies. This includes adhering to specified standards and regulations that demand higher product quality, cleanliness, and safety, and anticipating further developments in the field.

➤ **Contributions of Economic Intelligence in the Maturity Stage of Innovation**

Economic intelligence plays a significant role in the maturity stage of innovation, as outlined by (Chalus- Sauvannet, 2000):

1. **Ensuring Idea Originality:** Time and resources should not be wasted if the innovation has already been created by another party. If the idea is not entirely new, a strategic choice must be made: either abandon the process or continue by altering the business strategy through alternative approaches while adapting to new variables and data.

2. **Monitoring Standards and Metrics:** Keeping track of current and future standards has become a constant concern. This allows for the validation of

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the innovation and helps avoid compatibility issues, ensuring the management of realistic projects.

3. Analyzing Competitors' Solutions: Even if an idea is not patented, competitors can enter the market early, posing a threat to the organization. It is rare for an idea to be completely original; there is a likelihood that others may have the same concept.

4. Researching Customer Opinions: In cases of incremental innovation, ideas often arise in response to customer expectations. Through mutual exchange between the organization and its environment, external inputs are integrated without the need for formalizing the relationship. If the innovation involves breakthrough or diversification, a more proactive approach is necessary to gather customer and potential user insights and engage them in the development of the initial idea.

5. Researching Supplier Opinions: Procurement management can follow suggestions from suppliers, who often participate in the innovation process.

6. Protecting Information: Expanding the circle of insiders during innovation can lead to serious repercussions. Therefore, swift actions must be taken to protect critical information.

Economic intelligence involves searching for and analyzing information through continuous monitoring of the business environment. This allows the organization to identify the sector in which it operates and adapt to various changes in its environment to support decision-making and innovation. Additionally, it helps overcome risks that threaten and hinder organizations wishing to innovate, such as:

- Misleading Information: Incorrect and misleading information can have negative and destructive effects on decision-making.
- Technical Specialization: This can stifle creativity and activities, hindering dialogue and comprehensive vision.
- High Levels of Uncertainty: An unstable decision-making environment can intimidate managers, prompting them to manage existing gains rather than take risks in the innovation process.

Economic intelligence also plays a role in mastering the basics of operating and using patent-related information to:

- Identify new processes and technologies, including those developed by competitors.
- Create conditions for comparison, interpretation, and analysis with what already exists in the targeted sector.
- Assist scientific experts in determining whether a patent may hinder the commercial launch of an innovation or, conversely, if it does not pose a barrier to market entry for the innovative product. In the former case, alternative solutions may exist for pursuing innovation.

5.The Reality of Economic Intelligence and Innovation Processes in the Field Study Organization

To achieve the objectives of the field study, we prepared and distributed a questionnaire containing a variety of questions that reflect the extent of the Algerian organization's interest in the topics of economic intelligence and innovation, as well as the degree of its adoption.

- **Study Population: Saidal Pharmaceutical Production Company**
- **Sample of the Study:**

The study sample consists of decision-making executives within the organization capable of providing the necessary information for our study. This includes general managers, technical managers, senior management executives, and department heads. These individuals were chosen due to several factors, including their roles in strategic decision-making and the expertise they possess, making them a rich source of the required information regarding the study's topics and dimensions.

The questionnaire was distributed to the management staff of the study organization, prepared according to the research requirements. The number of returned and analyzable questionnaires was 50. The collected data were processed after sorting and coding using various statistical tools derived from SPSS version 22.

- **Hypothesis Testing**

To test the validity of the hypothesis, several statistical methods are available, including simple linear regression analysis, which is widely used to determine the effect of the independent variable on the dependent

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variable and to predict the values of the dependent variable based on variations in the independent variables.

- **Study Distribution:**

With a sample size of $(N = 50)$ and $(30 < N)$, we can consider that the distribution of variables follows a normal distribution, thus allowing us to conduct the following test:

- **Hypothesis Test:**

To determine the effect of economic intelligence on the innovation process within the organization, the hypothesis was tested by rejecting or accepting one of the following alternative hypotheses:

- H_0 : There is no statistically significant effect between economic intelligence and innovation in the study organization at a significance level of $(\alpha = 0.05)$.
- H_1 : There is a statistically significant effect between economic intelligence and innovation in the study organization at a significance level of $(\alpha = 0.05)$.

To answer the hypothesis, we use the simple linear regression model to verify the effect:

$$[Y = a_0 + a_1X_1 + \epsilon]$$

Where:

- (Y) : The dependent variable (innovation)
- (X) : The independent variable (economic intelligence)
- (a_0) : The constant term representing the value of the dependent variable when the independent variable values equal zero.
- (a_1) : The regression coefficient for the independent variable (economic intelligence).
- (ϵ) : The random error term.

This can be expressed as:

$$[\text{Innovation} = a_0 + a_1 \cdot \text{Intelligence Economique} + \epsilon]$$

Table 01: Simple Linear Regression Model

Dependent Variable	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Model	Equation Coefficients	Beta Coefficient	Calculated t-value	Significance Level (Sig)
Innovation	0.738	0.563	Intercept (constant)	22.142		8.872	0.000
			Economic Intelligence	0.622	0.738	14.172	0.000

Source: Prepared by the Researcher Based on SPSS Outputs 22

Table 02

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10538,976	1	10479,676	200,532	,000 ^b
Residual	8561,453	164	52,789		
Total	19810,448	166			

From the ANOVA table, we note that the calculated Fisher value (F) of 0.000 is less than 5%, indicating that the model is statistically acceptable and good.

Table 01 above shows that the correlation coefficient, which measures the degree of association between the dependent variable (innovation) and the independent variable (economic intelligence), indicates a strong relationship (R) between the two variables, which equals 0.738 or 73.8%. This represents a strong degree of correlation. Additionally, the R² value indicates that the independent variable (economic intelligence) explains 56.3% of the variance in the dependent variable (innovation).

The table also indicates that the results of the regression model are positive, as evidenced by the coefficients in the equation, which means there is a positive relationship between economic intelligence and innovation. The Beta value is 0.738, implying that a one-unit change in the independent variable (economic intelligence) corresponds to a change of 0.738 in the dependent variable (innovation). The calculated t-value is 14.177, which is greater than the critical t-value of 1.96, and its probability value is 0.000, which is less than the significance level of 0.05. This indicates that

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economic intelligence is a significant explanatory variable for the innovation process, allowing us to reject the null hypothesis (H0) and accept the alternative hypothesis (H1). This suggests that there is a statistically significant positive effect of economic intelligence on the innovation process in economic institutions at a significance level of 0.05.

The following equation illustrates the relationship between the economic intelligence variable and the innovation variable:

$$[Y = 22.142 + 0.622X_1]$$

The results highlight the importance of economic intelligence as a significant factor influencing innovation processes in economic institutions. The findings reveal that economic intelligence is an explanatory variable for the innovation process, with a strong correlation (R) of 0.738 (73.8%). Furthermore, the R² value indicates that the independent variable, economic intelligence, explains 56.3% of the variance in the dependent variable, innovation, thereby addressing the core issue of our research.

6. Conclusion

Interest in innovation is growing amidst the increasing challenges posed by globalization, rapid technological changes, intense competition, and the information revolution. Organizations today operate under complex and highly disruptive conditions that impose significant challenges, necessitating their adaptation and effective response. This requires a shift in their operations through adopting modern management mechanisms and a mindset that aligns with developments, particularly among strategic decision-makers. They must analyze their environment, anticipate future indicators, and understand behaviors to avoid unpleasant strategic surprises or mitigate their risks while seizing available opportunities. By reacting promptly, organizations can gain a competitive edge in recognizing and swiftly addressing events, striving for economic growth amidst fierce competition, especially from well-resourced and reputable global companies.

Consequently, many organizations have rushed to establish economic intelligence and strategic vigilance departments responsible for monitoring their environment, tracking events, identifying weak signals, and gathering

proactive foresight information that could impact their activities. This reduces complexity and ambiguity in their environments, enabling strategic decision-makers to make timely decisions and build strategies, enhancing the organization's proactive capabilities. The impact of this activity on the innovation process results in various innovations registered in the organization's name, including new products, advanced methods, and solutions to problems. This strengthens and develops the organization's competitive position, similar to practices by major global companies that allocate specific budgets and establish dedicated departments for these processes.

The results of this study indicate a positive impact of economic intelligence activities on creating and developing innovative processes within the organization, addressing the core issue of our research. These findings underscore the importance of economic intelligence as a modern operational mechanism in fostering and supporting innovation across various stages and activities of economic institutions.

Based on this, we can propose several actionable recommendations that could enhance future studies related to this topic. Therefore, our study recommends:

1. **Establishing Economic Intelligence Departments:** Given the requirements imposed by the integration of the Algerian economy into the global economy, it is imperative for Algerian economic institutions to establish an economic intelligence and strategic vigilance unit within their organizational structure. This should involve allocating all necessary material, human, and organizational resources, and establishing operational protocols, starting with building a network that includes all stakeholders responsible for economic intelligence and vigilance.
2. **Enhancing Foresight Functions:** Institutions should prioritize and develop foresight functions for their strategic importance in preparing foresight studies. This involves analyzing weak signals and gathering predictive information about potential events before they occur, understanding their impacts on strategic directions, and knowing how to respond.

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3. Encouraging Economic Intelligence Foundations: Economic institutions should establish the principles of economic intelligence within a national strategy that addresses economic security and vital national interests. This is crucial for facing various challenges from industrialized countries and global companies, particularly multinational corporations, within the context of openness and integration into the global economy.
4. Developing a National Strategy for Competitiveness: Formulating a national strategy to improve the competitiveness of the economic sector by coordinating among various Algerian economic institutions. This should include training economic intelligence professionals in strategic information exchange and making it available to various economic agents to build their strategies.

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