The Dialectic of Economic Intelligence- A Proposed Model- and Understanding Its Relationship with Strategic Orientation (Miles and Snow's Strategic Orientation Model)

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Abstract:
This study addressed the concept of economic intelligence and the significant differences between it and related concepts such as knowledge management, strategic intelligence, competitive intelligence, and business intelligence. Relying on an analytical approach, many conceptual definitions were clarified, which the researcher must distinguish from the aforementioned similar concepts and provide an explanation for this debate surrounding the concept of economic intelligence. The study also concluded the necessity of modeling economic intelligence so that organizations in our current era can adopt hybrid strategies of the Miles and Snow model to determine their strategic direction, ensuring survival and continuity. The study showed that economic intelligence is one of the most important mechanisms of modern management, and its relationship with strategic orientation lies in making effective decisions and achieving a competitive strategy that contributes to achieving excellence and continuous adaptation. This will not happen except by using economic intelligence mechanisms, which are an imperative necessity in analyzing and understanding the future of the organization clearly.
Keywords: economic intelligence, strategic orientation, Miles &Snow model,hybrid strategy
Jel Classification Codes: M15, O33, L20, D51, D83، L2.O3.

ملخص
تناولت هذه الدراسة مفهوم الذكاء الاقتصادي والفروق الكبيرة بينه وبين المفاهيم ذات الصلة مثل إدارة المعرفة والذكاء الاستراتيجي، والذكاء التنافسي، وذكاء الأعمال. معتمدة على النهج التحليلي، لتوضيح العديد من التعريفات المفاهيمية، والتي يجب على الباحث تمييزها عن المفاهيم المماثلة المذكورة أعلاه وتقديم تفسير لهذا الجدل المحيط بمفهوم الذكاء الاقتصادي. كما خلصت الدراسة إلى ضرورة نمذجة الذكاء الاقتصادي حتى تتمكن المنظمات في عصرنا الحالي من اعتماد استراتيجيات هجينة لنموذج ما يلز وسنو وتحديد اتجاهها الاستراتيجي، بما يضمن البقاء والاستمرارية. أظهرت الدراسة أن الذكاء الاقتصادي هو أحد أهم آليات الإدارة الحديثة، وأن علاقته بالتوجه الاستراتيجي تكمن في اتخاذ قرارات استراتيجية هجينة فعالة تساهم في تحقيق التميز والتكيف المستمر اذ لن يحدث ذلك إلا باستخدام آليات الذكاء الاقتصادي، التي تعد ضرورة حتمية في تحليل وفهم مستقبل المنظمة بوضوح.
الكلمات المفتاحية: الذكاء الاقتصادي، التوجه الاستراتيجي، نموذج مايلز وسنو، الاستراتيجية الهجينة.

Introduction:

The successful organization is the one which has the ability to adapt with the environmental and regulatory challenges. Most of the directors nowadays find themselves in a certain ambiguity while taking their decisions. Therefore, this ends in finding themselves in an uncertain environmental situation. Moreover, Executiveofficers find themselves facing a huge amount of information that stands as a barrier towards taking correct decisions. Therefore, the individual in the organization needs ways and methods that assist in comprehending all the varieties in order to select the method that the foundation needs to follow for operating and maintaining its existence in the dynamic business environment. Among those methods the economic intelligence which is regarded as one of the most highlighted andeffective systems in understanding the organization's environment so that it will be able to set an adequate and strategic pre-decision for itself. We attempt to define the conceptual and theoretical framework to understand the terms associated with economic intelligence and Comprehend the organization's responsive and interactive capacity withits internal and external environment, enabling it to adopt the mostappropriate strategic orientation, we clarifythat hybridstrategic can only beapplied if theorganization has actual practices of economic intelligence, allowing it to blend pure strategies of strategic orientationmodels, most notably the Miles and Snow model. Although the Milesand Snow model emerged in 1978, interest in it has increased andtaken on another dimension, whichis hybrid strategies and theirrelationship to competitive advantage.

Study problem:

Does economic intelligence have a relation in determining the strategic orientation of the organization? As a consequence of this enquiry falls a portion of other similar questions as follows:

- What is the economic intelligence? Does it contain other similar or familiar terms?
- What is the need for the economic intelligence in the organization?
- Is it possible to set up a suggested economic intelligence sample at theorganization?
- What is the strategic orientation?
- What is the relation between the economic intelligence and the strategic orientation in the organization? In this research paper, we will try to feature those two variables and expose the relation between them.
- **Study hypotheses**:
- -Integrating continuous organizational learning as a fourth dimension within the economic intelligence model enhances the organization's ability to improve the quality of its strategic choices.
- The more capable theorganization is of modeling economic intelligence according to its characteristics and environment, the more effective it becomes in supporting the most suitable strategic direction.
- -The implementation of hybrid strategies in the strategic approach of the Miles and Snow model relies on the execution of the four dimensions of economic intelligence (strategic vigilance, information security and protection, influence policy, and continuous organizational learning).

Study objectives:

- Featuring the most modern concepts in the domain of the business administration namely the economic intelligence.
- Knowing the reality between the difference of the economic intelligence and the similar and close terms.
- Emphasizing the existing relation between the economic intelligence and the strategic orientation.

Study Approach:

The descriptive and deductive methodology has been used since it suits the case study in its rich meaning. This needs treating its detailed sides that requires clarification and Auditing.

Literary review:

-Philippe Kislin,(2007), modeling **the informational problem of the watcher in the approach to economic intelligence**, doctoral thesis, Nancy2 University, France:The descriptive-analytical approach was adopted, and the study concluded that the problem of modeling economic intelligence is the weakness in identifying informational needs, which necessitates building a communication model between the observer and decision-makers.

-Hamidouche, M. (2014), **Economic Intelligence: Understanding, Establishing, Rooting and Using it. PhD in Economic Sciences, specializing in Economic Analysis**, University of Algiers:The researcher adopted the analytical method, arriving at a proposed definition of economic intelligence and presenting the experiences of some countries and the reality of Algeria in its application through proposing procedural and organizational dimensions.

-FouziaMakrach, (2014-2015), The Impact of Intelligence Management on the Strategic Orientation of the Institution, A Case Study of Air Algerie for the PhD in Business Administration, Mohamed Kheider University of Biskra: The study aimed to evaluate the impact of intelligence management on Air Algérie's strategic direction. Utilizing statistical analysis of the questionnaire, the research relied on the descriptive-analytical method, and the results were favorable.

The current study distinguishes itself from prior research by incorporating continuous learning as a fourth dimension of economic intelligence. Additionally, economic intelligence should be tailored to align with the specific functions of administrative institutions. A key distinction is that economic intelligence serves as a foundational structure for determining strategic orientation models.

The Importance of the Study:

Currently, the organization lives in an economy that relies on information and knowledge alongside artificial intelligence and technology. As a result, the study should clarify the understanding of economic intelligence and its connection to related terms. Additionally, emphasizing the relationship between economic intelligence and strategic orientation and its ability to blend multiple strategies to determine the organization's competitive path.

The Study Structure:

To achieve the aims of the study and answering the research problem, the study has been conducted as follows:

1- The hypothetical side of the economic intelligence.

2- The Relationship between economic intelligence and management processes.
3- The strategy orientation and its relation with the economic intelligence

1- The hypothetical side of the economic intelligence:

The concept of economic intelligence, its dimensions, its mechanisms, and the most important terms associated with it will be explored.

1-1 The definition of the economic intelligence:

Luhn is considered one of the pioneers who attempted to solve the problem of organizing and storing information, given his work as an engineer at IBM. He is a trailblazer in the field of information science. In 1958, Luhn provided a definition of economic intelligence as a network system used to guide businesses, meaning understanding the interrelationships between existing facts in a way that directs work toward a specific goal. (Luhn 1985, pp: 314,319).

In the other hands, the efficiency of the organization is in the comprehension of the environment of the in-hand problems, as Simon has illustrated (ChadiaDhaoui, 2008, p54).

The study expanded to include many other researchers, especially in the late 1960s and early 1970s, during the Cold War and the events surrounding the fall of the Berlin Wall. This reflected the emergence of a new international economy with contemporary and diverse standards.

The term ”economic intelligence” has been used in the English literature as a synonym of “business intelligence” and in the American one as “competitive intelligence” on the basis of our geography, linguistics, and history. Our terms generally tend to lean towards French orientation which uses the term “the economic intelligence”.

The economic intelligence has been presented by “Harold” in 1967 stating the fact that the economic and strategic goals of the organizations are served by the activity of production of knowledge. This latter has been generated in what is named a legal frame through open sources (Wilensky.H, 1967, p7).

In 1980, “Aguilar “has demonstrated the term competitive intelligence putting the operations of scanning, revealing and monitoring within the context of researching any information to be used for competitive priorities and it has been called “market signals” that the company uses as a strategic term to affect the rules of competition”.

The economic intelligence has never specified who was the first to present it or define it in detail as a complete and unified idea. The definitions have varied due to many reasons:

- Differentiating between French and English.
- Translating from the foreign language to Arabic.
- The relation of the term with several dimensions that affect the organization (political, cultural, social, technological, economic, environmental, Legislative, lawful).

“Henry Martre” reveals in 1994 that “the economic intelligence is a group of interconnected works for research, dealing with and distributing in order for the information to be utilized with benefits for the economic assistants” (F, Jakobiak,1998, p6).

The national institution of higher studies in France has presented a definition of economic intelligence, and it was for the reason of researching 950 definitions that have been presented by the French managers. It is as follows:

“The economic intelligence is the process of the organization for serving the strategic administration of the foundation to improve its competition through gathering and treating the

information and publishing positive knowledge for the foundation to be able to control itself. This process assists in good decision- making and uses personaltools as well as recruiting individuals. It relies on stimulating internal and external nets". (SouadKamonChouk, 2005, p58)

Additionally, the French association of developing the economic intelligence has introduced a brief definition, which is reflected as the economic intelligence for the organization being a group of regulation aids in the system of managing the knowledge. The concerned knowledge is used for decision- making and effective performance prediction and creating value for all influencers parts.

"Alain Juilet", the first in charge in economical intelligence in France has illustrated saying "the economic intelligence is controlling and protecting the strategic information for the economic dealers to enhance the competition and the institutional economic security" (Baur, Jean Philipe, 2009, p27).

Most researchers agree that economic intelligence is a regulated translation of the content of the surrounding information by the organization and it contributes to designing the general strategies of the organization.

"F.Jakobiak" proposed a model for economic intelligence that reveals it is" a collective process that cannot be executed individually to form tacit knowledge within the organization, leading to the creation of a strategic direction that allows for controlling the organization's environment in all its forms. It is essential for the organization to transition from a reactive state to a proactive state with a forward-looking vision." (F.Jakobiak, 1998, p: 40)

After study and research, we have reached a concise definition regarding economic intelligence through a chronological sequence illustrated in the table:

Table n^0 1: Summary of economic intelligence definitions in chronological order

It includes the collection, processing, translation, and publication of the information necessary for decision-making.	1967	Wilensky
It is an offensive operation to obtain information and a means to link the institution's activities with its knowledge.	1991	Philipe Baumard
It is the ability to adapt to the environment and ensure the ability to know and understand the environment.	1995	Martinet
Collecting and translating the internal and external economic information of the institution with the aim of achieving an individual or collective economic activity, current or future.	1996	Levet et Paturel
It is the process of collecting, processing, and disseminating information with the aim of reducing uncertainty and making sound strategic decisions.	1998	C.Ravelli
Controlling information with the aim of producing renewed knowledge is the art of uncovering threats and opportunities.	1998	B.Besson&J.C.Possin
An organized process to serve the strategic management of the institution with the aim of improving the institution's competitiveness through the collection, processing, and dissemination of useful knowledge to control the environment.	2000	Bournois& Romani
It expresses the organization's ability to identify the information necessary for its activities and includes all the means necessary to disseminate and protect the information. This process is	2000	Darpmi

directed towards the organization's strategic direction to solve its problems.		
The ability to understand its environment and drive change, based on information control and the production of new knowledge (organizational learning).	2001	Levet
The research and precise monitoring of information (active vigilance) is followed by the timely dissemination of information to competent individuals to process, translate, and use it with the aim of developing the institution and ensuring its continuity in competition.	2002	Paturel
A process for knowledge creation within the organization based on a management philosophy focused on enhancing the exchange of information and internal and external communication of the organization	2003	B.Guilton& J.L levet

Source: done by the researcher Based on (HamidoucheMhamed, 2014,p 32-48)

- In the first phase (1980-1990): Most definitions focused on processes, techniques, and tools.
- In the second Phase (1990):Most Definitions focused on tools of economic intelligence, the most important of which is strategic vigilance.
- The third phase (by the end of the 1990s): The emergence of definitions related to collective intelligence, learning, and collaboration.
- Stage Four: From 2000 to today: Definitions included organizational culture, the offensive use of information, and influence strategies that constitute a significant part of the definition of economic intelligence today, relying on the tremendous advancements in information technology and artificial intelligence, which can be considered today as the unifier of sciences.

1-2- Dimensions of Economic Intelligence:

"Kislin" has a special illustration for the economic intelligence as "the ability to harmonize effectively the knowledge and the supplementary competences in order to solve an expected decisive problem. It is the awareness of the environment that allows the responsible to solve the problem in a suitable manner, any decision and reaction to the environment through awareness in all (PhilipeKislin, 2007, p4).

"Hamidouche.M" demonstrates the economic intelligence regarding the study of Kislin defining it by saying that it is managing the environment through protecting it in order to influence it strategically which includes controlling the information and protecting it with regard to managing the changes together with the development of the environment (HamidouchMhamed, 2014, p45,51).

After a review of many of the previous definitions and specifying its main characteristics, we could give a definition of economic intelligence. As most of the academics agree economic intelligence is tridimensional, it could be reduced to the following equation:

EI = VIP + c

I. EI thefrench word" intelligence economique" can be resumed as economic intelligence.

Vigilance" veille or simply VIP.

Influence" influence"

"Protection" (p)

C" stands for coordination".

These elements can be considered more than just components of economic intelligence; they are dimensions, to put it correctly. One could also propose the idea that strategic vigilance is the only one that is part of economic intelligence, as it is proactive regarding what happens in the organization's environment, in addition to organizational learning, which is considered a key aspect of updating economic intelligence.

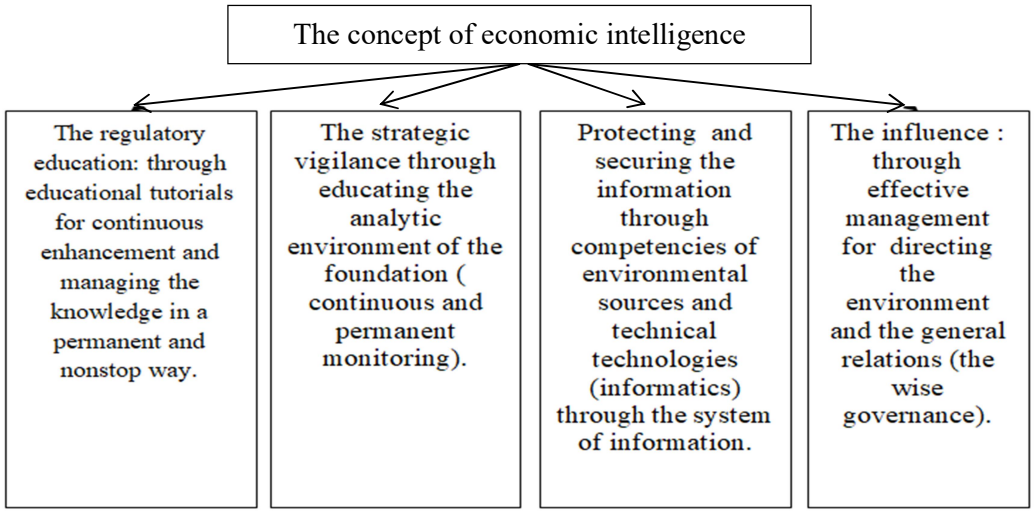
The researcher "philipekislin" has presented the economic intelligence in a clear image that has been related with the inclusive knowledge,

He has truly illustrated that it is an inclusive awareness with a long- term outcome that adapts a collective approach in practicing and sharing and its international direction in controlling the environment and the competitors. Through this concept the idea of regulatory education has appeared that is considered one of the modernizing centers of economic intelligence. Therefore, the following definition was proposed, stating that economic intelligence is a continuous awareness of the internal and external environment of the organization, relying on security policies and the application of influencers within the framework of vigilance. The dimension of continuous education was added as a fourth dimension (purposeful, aware, and informed) because the effective application of economic intelligence cannot occur without collective interaction known as collective intelligence. Thus, economic intelligence is a comprehensive tool for the continuous knowledge and understanding of market realities, technologies, and competitors' strategies. The triad (vigilance, protection, influence) is applied under the pressure of the fourth element, or its goal, which is continuous learning that creates constant coordination.

Continuous education is the soul of economic intelligence, and it is a connected point between it and the creation of knowledge and the explanatory figure is illustrated as follows.

Figure n°1:

Four-dimensional economic intelligence: strategic vigilance, information security and protection, influence, organizational learning



Source: conducted by, PhilipeKislin, the researcher based on the PHD research.

Philippe Kislin, modeling **the informational problem of the watcher in the**, **approach to economic intelligence**, doctoral thesis, Nancy2 University, France, 2007, p: 90, 91.

1-3-The mechanism of economic intelligence:

The mechanism of economic intelligence is represented in: (Levete. J&Paturel, 1995, p: 6, 10).

- Control over knowledge and threats;
- Identifying opportunities and threats;
- Coordination between assistants and various functions;
- The proper implementation of appropriate strategies

The first function: Knowledge and skills constitute the intellectual capital of the organization, which is the greatest value in the knowledge era, as controlling knowledge allows for the improvement of new work policies or the introduction of new products.

The second function: Identifying opportunities and threats Economic intelligence is a continuous and dynamic process that enables the organization to strengthen its strengths, reduce its weaknesses, and mitigate the risks present in an uncertain environment.

The third function: coordination between agents and functions

This function is considered the heart of economic intelligence, as it enables the creation of coordination and cooperation between the various operations within the organization. The collective approach in the organization reveals two results:

The degree of knowledge present and distributed within the organization.

The possibility of forming new knowledge to create new strategies and encourage collective thinking that gives meaning to collective intelligence.

The fourth function: Implementing influence strategies

The organization follows an impact strategy to address market globalization, aiming to influence the direct or indirect environment through information dissemination:

- Criterion One: Control over information warfare technologies.
- Criterion Two: Evaluation of information and investment in it.
- Criterion Three: Control over information networks.

1-4-Terms Closely Related or Similar to Economic Intelligence

It has been clarified that the term economic intelligence has been mixed up with several economic and administrative concepts that are close to it for the reason that the nature of the owners of the term and the language being used as well as the place of belonging.

1- Comparison between economic intelligence and competitive intelligence:

The competitive intelligence was also referred to by the American Association of Professional Intelligence “SCIP” as" the method that supervises the competitive environment that leads the way for the managers to take valuable decisions in the organization to arrange specific sides of the market and create a set of strategies for the sake of investment that comes out of long term strategies".

“Michael Porter” stated that the competitive intelligence is “creating the value” and he emphasized by saying his proverb “the knowledge owns the value and the intelligence owns the power” and in addition to that he has claimed that the foundation is directed towards the right path only if there was an ability to answer these questions: (Véroniquecoggia,, 2009, p: 27).

- Do you know everything that is needed to be known before making a decision?

- Do you know the way to find what you need to know?
- Do you know what must be done with the information once you find it?

The competitiveintelligenceand economic intelligence are two close terms since they share their stages. However, they differ in terms of the competitive view that is related to the competitive intelligence that is connected to competition and how to reach the competitive advantage for the organization. Nevertheless, economic intelligence has a broader view which is more tied to the quality of work completion and competition in the organization. Environmental varieties and their types, as well as predicting the challenges, are more important from the perspective of economic intelligence, subsequently the focus goes to developing the convenient response and designing the general strategic orientation for the organization.

2- Comparison between economic intelligence and Business intelligence:

This defines business intelligence with so many definitions which is the use of technology in all data from different sources to reprogram it and formulate it into an image that helps in analyzing the statistical analysis of data and extracting intellectual information and presenting knowledge offers in multiple formats (reports / images / charts / graphs…etc.) using smart ways in presentation that facilitate the operation of exposure to knowledge accurately and rapidly as needed to provide decision makers at work And others with valuable, intelligent knowledge that contributes to raising the value of their decisionsby taking intelligent decisions.(benarbiaNouradine,2014,p42)

Business intelligence as illustrated in most of the researchers' definitions corresponds to a great extent with the economic intelligence at themacrolevel (the state) or micro level (at the level of business organization). Eventually, the economic intelligence and business intelligence are two terms that differ in simple micro parts which is in most of the definitions that have to do with business intelligence. The focus is mostly on technical and technological sides in dealing with the information and this cannot be found in presenting the economic intelligence. On the other hand, if we go deeper and move to its specific elements especially the vigilance one we can find that the idea of the technique, the technology, and the smart ways in obtaining,gathering and protecting some information are based on this part of the economic intelligence. We can provide a term that is the business intelligence is the economic intelligence at the level of the organization, "the institutional information intelligence". The business intelligence is the economic intelligence basing on decision support system and expert systems in a continuous and progressive manner within the organization in order to gather data, treat it and convert it to smart decisions for this latter to become strategic knowledge that can be published and distributed for decision makers and the creators of the strategic orientation of the organization.

3- Comparison between economic intelligence and Strategic intelligence:

It is well known that strategic intelligence is a trait characterized by leaders who have a forward-looking vision and explain systems and participation and have the ability to motivate employees to influence and innovate, relying on systematic informatics that give them the opportunity to capture and process information to use it as raw material for making strategic

decisions that serve the goals and mission of the organization (Salah & all, 2010, p333). Many writers define strategic intelligence in four directions:

-The first approach: strategic intelligence as a process:

Brouard defined it as: "An information process that gives the organization the ability to decide, take actions, and determine the necessary activities within the framework of its pursuit to achieve its goals" (FrançoisBrouard, Sophielarivet, 2007, p4).

-The second approach: Strategic intelligence as a function Strategic intelligence is defined as "a specialized function in analyzing competitors, understanding their future goals, current strategies, beliefs about the industry, and understanding their capabilities."

-the third approach: Strategic intelligence as human capabilities Strategic intelligence is a type of intelligence characterized by organizational leaders, and its elements are: foresight, systems thinking, future vision, partnership, and the ability to motivate.

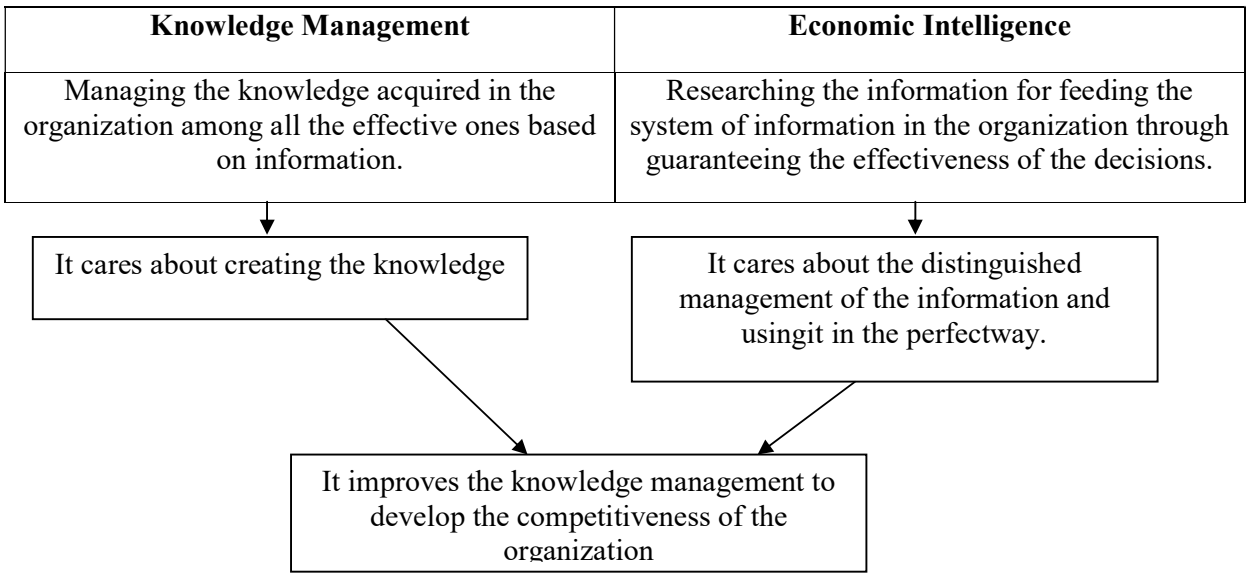
-The fourth approach: Strategic intelligence as management practices Strategic intelligence is defined as: "the intelligence that supports strategic decision-making in business organizations and is based on four essential elements: foresight, economic intelligence, knowledge management, and benchmarking."

Strategic intelligence has two directions: on the one hand, you are concerned with how to collect strategic information, analyze it, and then send it to strategic decision-makers. On the other hand, it focuses on the core competencies and personal traits of managers and their ability to envision the future and predict the organization's future. Basedonan effective strategic information management system as illustrated.

4-Comparisonbetween economic intelligence and Knowledge management:

"McKnight" believes that knowledge management is one of the foundations of economic intelligence. However, knowledge management and economic intelligence agree on the goal of improving knowledge management or increasing competitiveness and organizational performance.

Figure n°3: Knowledge management and economic intelligence overlap in the process of informationorientation.



Source: is done by the researcher.

It is mentioned previously the idea that the economic intelligence is meant to support and strengthen the competitive feature of the organization which is continuously created by the guiding knowledge: (HadjeekAbdelmalik, 2012, 23, p36).

- Managing the knowledge is aimed to provide the economic intelligence.
- The management of knowledge is considered as a system of information for the economic intelligence.

The fundamental role of the economic intelligence is working on directing the knowledge.

- The knowledge management is featured by supporting group work to reinforce the operation of economic intelligence through directing the information between decision makers.

Proactive information is analyzed by the economic intelligence which works on developing the acts of the knowledge management.

It can be concluded that one of the parts of the process of economic intelligence and the connecting point between them at the level of sending information for decision makers at the adequate time is the knowledge management. They both agree that strategic dimensions of the foundation is clear and objective which is increasing the care of the information and the knowledge as well as creating the path and its strategic orientation (Siwani Abdelwahab,2014_2015:p113).

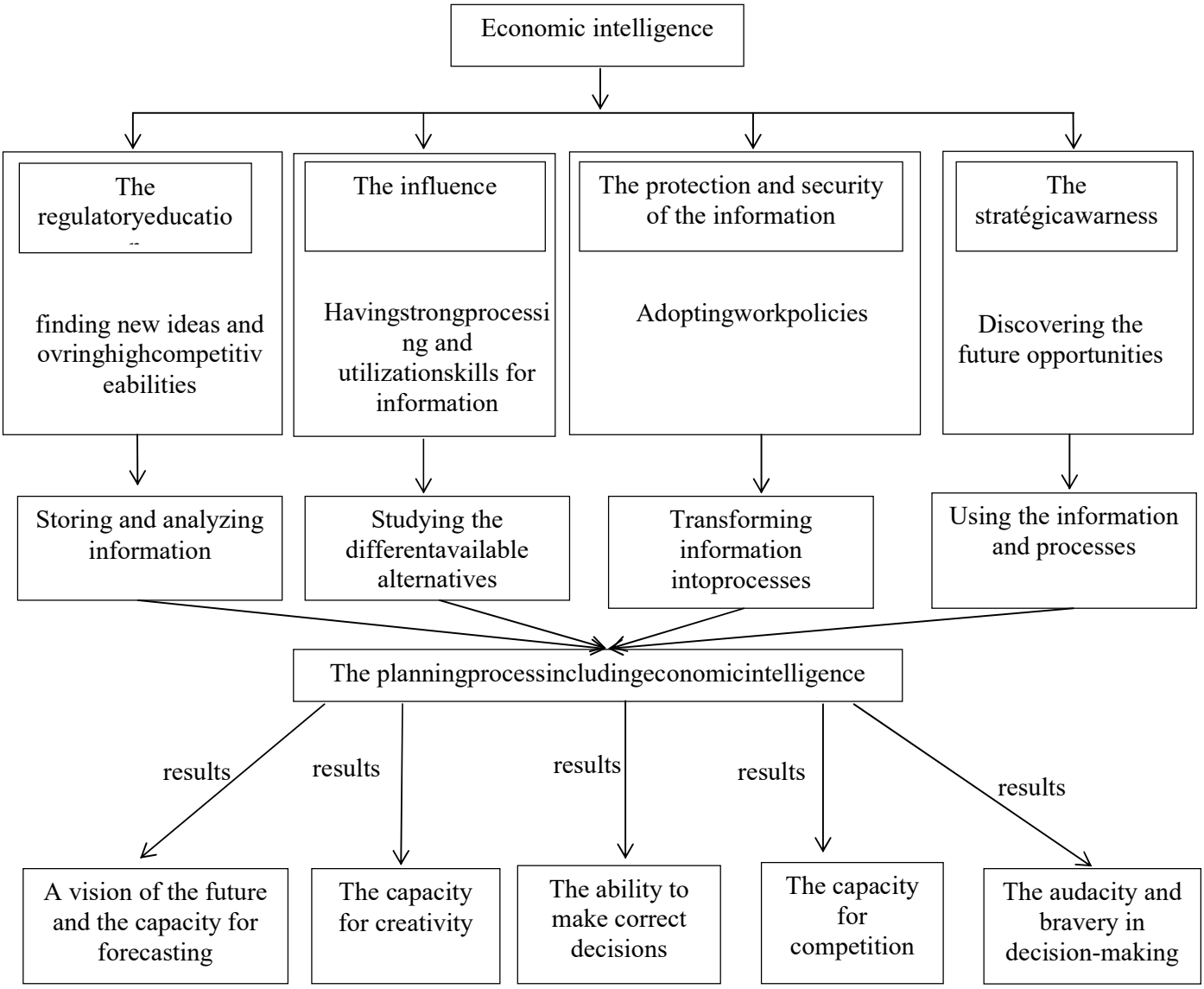
2-The proposed model for the relation between economic intelligence and management processes:

The researchersAbdelazizEnnadawi- JasserYakoubEnnassour«relied on the scientific analytical method to establish a system for economic intelligence, whether large or small in size, which opened the door to partial analysis in the field of economic intelligence.(Abdel Aziz Ennadawi- JasserYakoubEnnassour, 2012, p 5). The two researchers presented the four administrative processes including planning, organization, orientation, and censorship, as well as the role of economic intelligence and its impact on every process of the four administrative processes.

2-1- Economic intelligence within the planning process andresults obtained:

The process of planning as known in the theoretical literature includes discovering new future opportunities and finding new visions, afterwards adopting policies and procedures of work to achieve these desired goals which can be an entry for new work. However, this cannot be achieved except through mobilizing the different resources with all its types, financial, materialistic, human, informational, and technological. In brief there must be high competitive abilities. What follows is a concise summary for that:

Figure n°5- Economic intelligence within the planning process and its Consequences



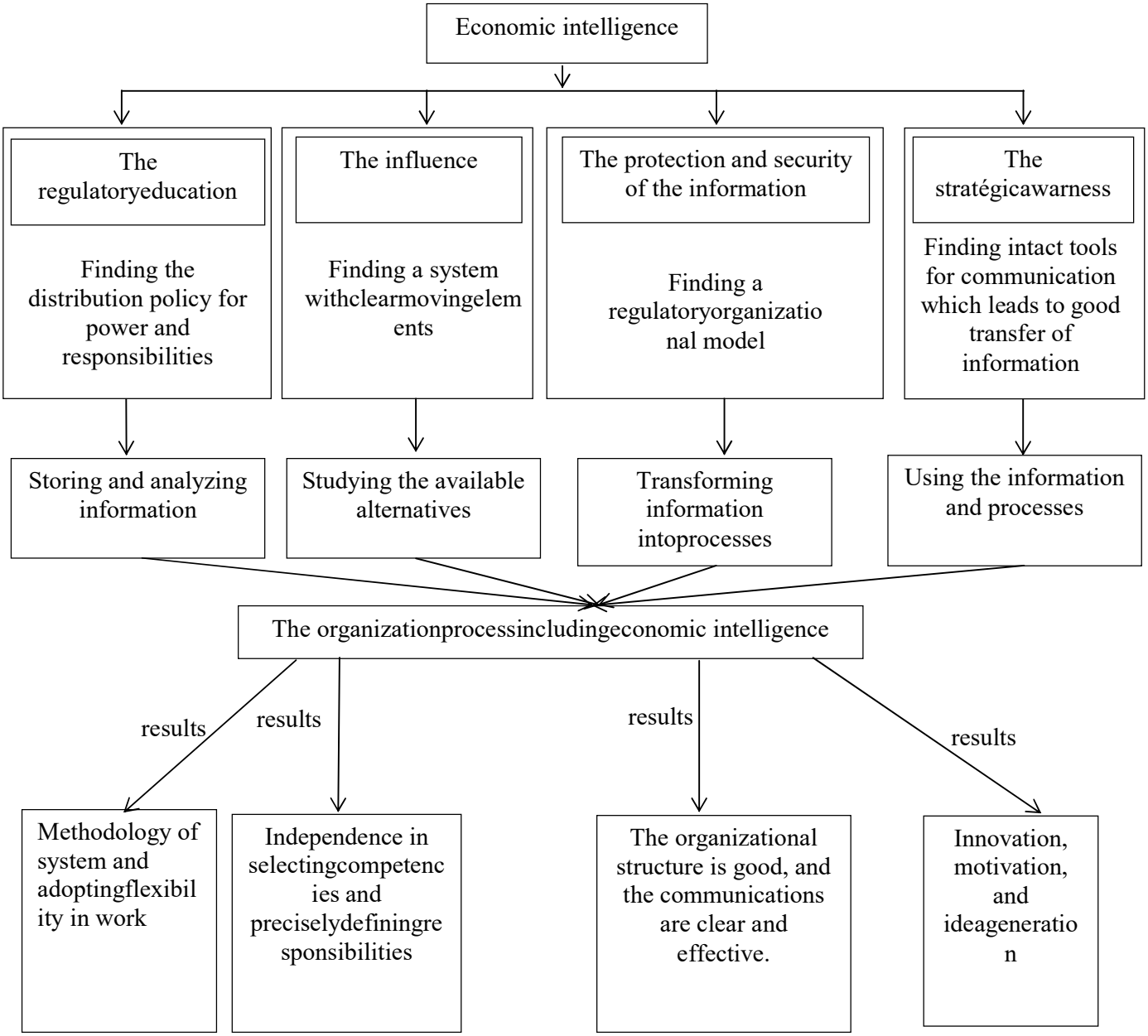
Source: done by the researcher Based on1. AbdulazizBadr Al-Nadawi - JaberYaqoub Al-Nasour, Business Intelligence: A Methodology for Developing Administrative Processes in Business Organizations, An Attempt to Build a Proposed Model, The 11th Annual Scientific Conference, Business Intelligence and Knowledge Economy, Al-Zaytoonah University of Jordan, Faculty of Economics and Administrative Sciences, April, Amman, Jordan.2012.

2-2- Economic intelligence within the organizationprocess and results obtained:

The process of organizing: "It is the essence and heart of administrative work that enables the adoption of a specific organizational model, in addition to determining the tools and means necessary for communication, as well as policies for distributing authority and responsibilities in

a way that achieves coordination and integration in work by setting clear standards for individual performance within the organization." This procedure is depicted in the image below:

Figure n° 6: Economic intelligence within the organization and its consequences



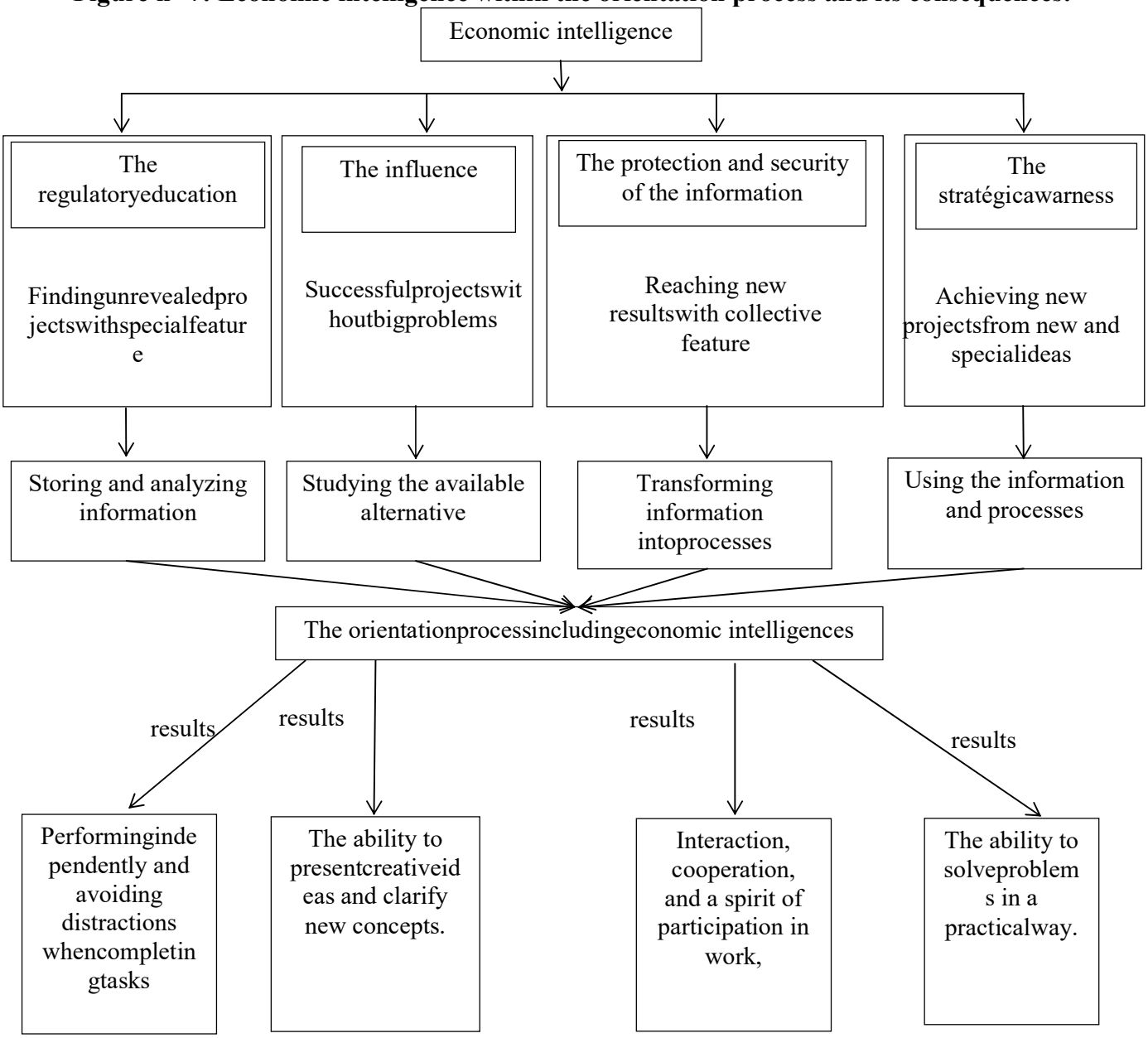
Source:done by the researcherBased on: Abdel Aziz Ennadawi- JasserYakoubEnnassour, (2012)

2-3 - Economic intelligence within the orientation process and the results obtained:

The process of orientation is considered the compass of the organization that enables the achievement of goals by relying on the mix between individual performance, their behaviors

within the organization, and the goals to be achieved. The distinguished leader is the one who directs this behavior towards performance and achieving the organization's goals and aspirations by creating a work environment and innovative new projects, and finding quick solutions to problems and obstacles. The following figure illustrates the relationship between orientation in the context of economic intelligence operations:

Figure n° 7: Economic intelligence within the orientation process and its consequences:

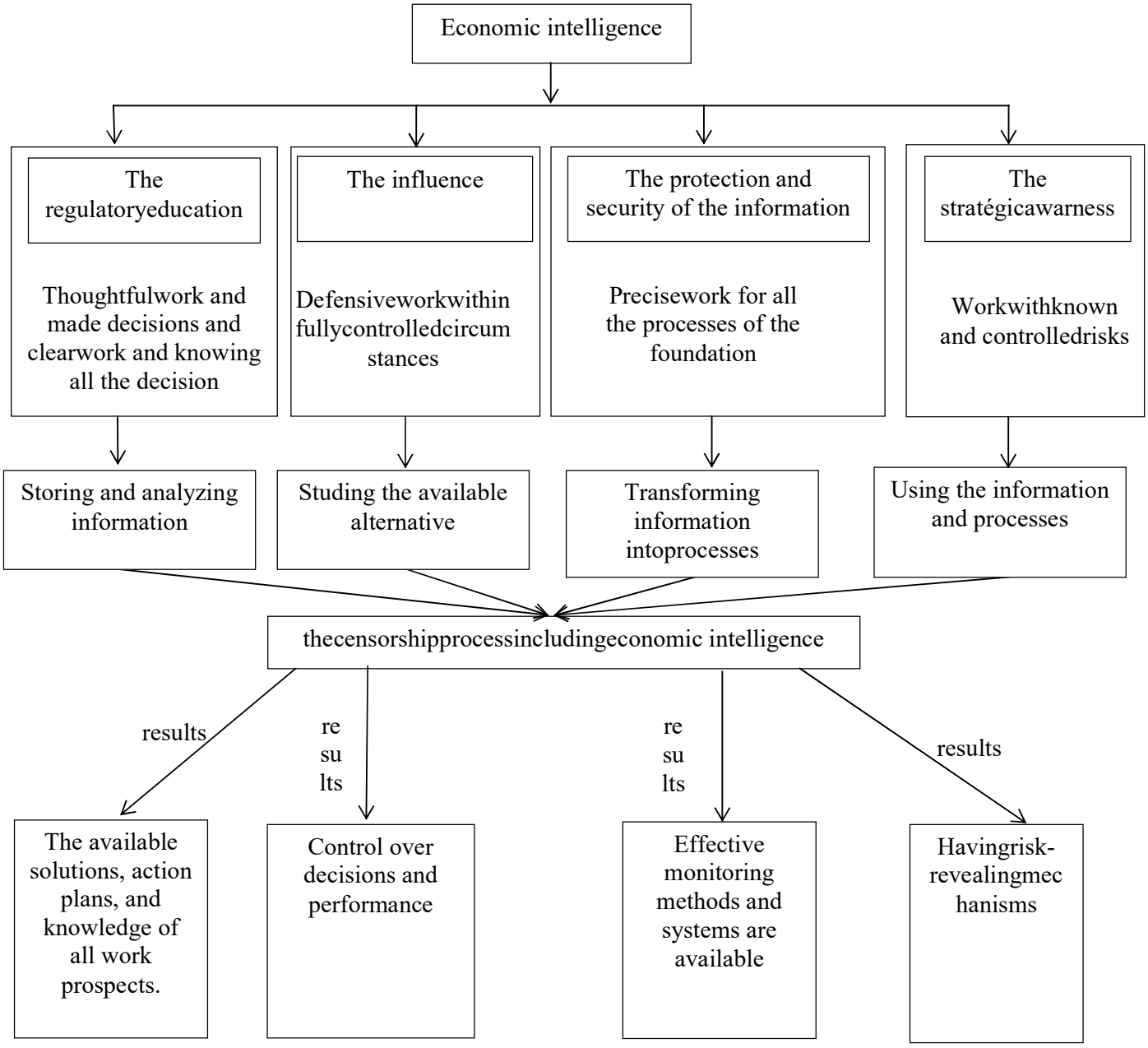


Source:done by the researcherBased on: Abdelaziz Ennadawi- JasserYakoubEnnassour,

2-4- Economic intelligence within the censorship process and the results obtained:

We have reached the administrative censorship, which reveals the degree of effectiveness in utilizing information in all decisions, whether strategic or tactical. The following figure illustrates the inclusion of economic intelligence in the censorship.

Figure n° 8: Economic intelligence within the censorship process and the results obtained



Source:done by the researcherBased on: Abdelaziz Ennadawi- JasserYakoubEnnassour, (2012)

As a result, economic intelligence is a flexible model that can be adopted in the organization to achieve goals more effectively by creating an integrated connection between its administrative processes. Thus, economic intelligence has become a vital model for

organizations, requiring continuous vigilance and flexibility in processing information and forecasting. This flexibility allows organizations to respond effectively to various changes and challenges.

3-The coordinating relationship between strategic orientation and economic intelligence: Presenting the most important definitions of strategic orientation. And highlighting its relationship with the dimensions of economic intelligence and the extent to which the dimensions of economic intelligence are related to the Miles and Snow model.

3-1 Definition of Strategic Orientation

Several types of definitions were stated about strategic direction, (Menguc and Auh, 2005) define it as the group that directs the organization to the path that will ensure the enabling ofcompetitive advantage to the organization so that strategic direction is represented in the sharing and publishing of information within the organization along with investing the necessary resources to achieve the overall direction of the organization. (p335)

"Zhou and GAO Yang" (2005) illustrated that strategic orientation is the direction of the organization to create intact behaviors to achieve excellence in performance he claims that the direction towards the market and towards innovation is one of the most important basics to achieve success in the long term. (P1)

"Lau and Bruton" (2010) state that strategic orientation is the conceptual perception and also the perception and explanation of the external environment and internal resources.

From the aforementioned definitions, it is clear that strategic orientation is the critical determinant for the success of organization; it is the direction that is chosen to achieve the general goals within a set of circumstances and variants that surrounds the organization (external environment, internal environment, available resources and possibilities, information systems...)

What does the organization need strategic orientation for? (P2)

"Jeongpae&zhou" confirms that the success of the strategic orientation is determined by the sensitive impact of the internal and external environment on the organization. From this point we find that economic intelligence is one of the most important direction systems that increase the effectiveness of success for strategic orientation therefore, this latter needs organizational support and commitment from the supreme administration and all the individuals in the organization to achieve it. The most important benefits that strategic orientation offers for the organization can be presented as follow :(MakrashFouzia, p77)

- Achieving the good perception of external and internal environments of the organization based on the modern systems in understanding the environment, which is economic intelligence and monitoring the structure, which is strategic vigilance.
- Directors help informing a clear strategic view and make them more adaptive and reactive to environmental circumstances and their changes.
- Developing the forward looking thoughts for the supreme administration and executive administrations in the organization.
- Preparation and implementation of strategies that achieve the benefits of the organization.
- Achieving excellence in the organizational performance in a continuous manner and for long terms.

3-2dimension of economic intelligence and their relationship with the MILES and SNOW strategic orientation model:

Business management professor Raymond Miles, in collaboration with his former student in strategic management and international business Charles Snow presented in their book organizational. Strategy and structure "published in 1978 -Miles and Snow assumed that organization strive to achieve an appropriate alignment with the perceived surrounding condition, and identified four types: the prospector, the analyzer, the defender, and the reactor. This classification came from the premise that the organization deals with three issues: First, leadership in the field of product and market, sec

Second the operational issue which is the selection of technical systems, and third, the administrative issue, which is related to administration processes and organizational structure.

The Miles and Snow model is a distinctive addition to the study and understanding of strategic orientation, as this model places. The organization is in a multidimensional integrated system with the external environment.

- One of the main challenges faced by the Miles and Snow model is that an organization may find itself entangled in a in a specific type of strategic orientation, making it difficult to adapt to environment changes.

This strategic inertia can hinder growth and innovation in the long term, therefore, what needs to be done is for economic intelligence to intervene to clarify the necessity of employing economic intelligence in adopting the Miles and from model.

Table n^0 2: the relationship of economic intelligence with its dimensions in the strategic orientation model defenders:

the role of the dimensions of economic intelligence	**Model defenders in the organization**
- The organization will focus significantly on the four dimensions of economic intelligence. - Strategic vigilance for good monitoring of the competitive environment and the strategic position of the organization. - Learning is heavily focused on the idea that quality can only be achieved through continuous learning. - Quality of information systems Design.	-A specific position in the competitive market. - Defending its activities - Minimal product development. - A product that maintains its quality. - Competitive price. - the general trend is to reduce costs -improving efficiency.

Source: done by the researcher Based on: M.ZanaMajid.Sadiq, 2020, P683.

Table n^0 3: the relationship of economic intelligence with its dimension in the model of prospector

The role of the dimensions of economic intelligence.	prospectors model in the organization
- Focusing on business Vigilance and technological Vigilance. - Focusing significantly on the learning dimension.	- Proactivity and product change. - Technological development. - spending on research and development. - increased interest in marketing activities.

Source: done by the researcher Based on: M.ZanaMajid.Sadiq, 2020, P683.

Table n^0 4: the relationship of economic intelligence with its dimensions in the respondents' model

The role of the dimensions of economic intelligence	Respondent model in the organization
- The organization's reliance on the benchmarking method. - Relying on lobbing to defend the organization's interests	The organization's reliance on the adjustments imposed on it by the surrounding pressures.

Source: done by the researcher Based on: M.ZanaMajid.Sadiq, 2020, P684.

Table n^0 5: the relationship of economic intelligence with its dimension in the analyst model

the role of dimension of Economic intelligence	model of analyst in the organization
Economic intelligence is applied in all its four dimensionsfor two reasons: -The analyst's strategy is always widely accepted by organizations. -The business environment characterized by environmental uncertainty calls for this strategic model.	- A Middle ground between prospectors and defenders. - Focus on lowering the cost of products - creating the perfect combination of price- cost-quality.

Source: done by the researcher Based on: M.ZanaMajid.Sadiq, 2020, P683-684.

Analyses of the preceding Tables:

- It is evident from the previous tables that the strategic orientation is not fixed for several years but rather works to establish an approach linked to the goals of improving the organization's

performance and providing the extent of managers' awareness of the surrounding organization environment. Therefore, it is necessary that the. Choice of a strategic orientation model is linked to the practices of economic intelligence in its four dimensions: Vigilance, protection influence, and learning.

Unlike pure strategies that can cause the organization to lose its competitive edge midway .this was clearly evident during (the corona crisis)Nestlé is one of the companies that faced the COVID-19 crisis, which negatively impacted its supply chains, demand fluctuations, and imposed health restrictions. This prompted the company to implement a hybrid strategy that included a defensive strategy focused on ensuring production continuity by diversifying its sources of raw materials, such as acquiring The Bountiful Company for vitamins and dietary supplements. Additionally, it adopted an offensive strategy by investing in digital sales and electronic marketing. This resulted in a 48.4% increase in its profits and multiple partnerships in the field of profitable sustainable development innovation and digital ecosystem development (Yusuf bin Ahmed,Belkawsami Fatima,p568,570,2022). And therefore it was necessary to create that relationship between applying Miles and Snow‘s strategies and economic intelligence practices to obtain hybrid strategies capable of reducing the challenges that could be an obstacle to achieving the organization ‘sustained excellence (AlhamzahAlnoor,and Al ,p10,2022)

3- 3 The Role of Economic Intelligence in the organization and its Relation with Strategic Orientation:

The importance of economic intelligence is illustrated through its roles, as it enables the managers to guide the future of the organization in a distinctive manner. A summary will be provided about the role of economic intelligence in developing the human resources and expanding its decisions towards an educated organization via impacting the competitive ability of the organization and managing innovation and change.

First- The role of economic intelligence in decision-making and building a learning organization and its relation to strategic orientation:

The success of the organization is related to its ability to make right decisions. In order to provide the required alternatives, detailed information must be provided, which maintains the process of decision- making. The economic intelligence, with all its means and tools that help in directing the process of decision- making and enable the directors to enhance their future view and strengthen the ability of the organization to adopt and specify the strategic orientation that assures excellence and control over the effectiveness of decisions, is included in the mechanisms of economic intelligence that must be as follows:

- The decisions are related to the new progressions that are valid for the managers at the right time.
-The decisions should include objective analytical thinking about matters related to the gains of the organization.
- All the developments and threats should be set carefully, since they have a direct impact on the regulatory and strategic security of the organization.
- Researches about competitors on both terms (long or medium) must be provided as well as scientific and technical researches.

Moreover, its relationship with strategic orientation, as" Lau" explained, is that strategic orientation relies on perception, interpretation, and understanding of the external environment. It also represents a critical priority to guide individuals within the organization towards learning and discovering available opportunities in the workplace, and making the right decision. (Lau and al, p 760, 2008)

On the other hand, nowadays the organization are in a permanent need to understand its environment through the practices of economic intelligence because there is no other effective strategic option without knowing and understanding the environment of the organization. (zhow&al, 2005)

Economic intelligence develops the ability of the organization for collective learning which is the way towards innovation and it helps in building organizational memory. (SouadHarb, 2011-2012, p35)

The main reason for adopting economic intelligence as one of the actual ways to establish an educated organization is the ability of economic intelligence in usingthe signs and moves of the environment in a permanent and continuous way.

Second- The role of economic intelligence in achieving competitive advantage and its relationship with strategic orientation:

The lifespan of a competitive advantage depends on two main dimensions, which are time and demand on the competitive feature, which means the complete need for economic intelligence in using time because the information provided by economic intelligence sets the way for determining the suitable strategic options and the move from a curve to a better one in the competitive feature.

Economic intelligence has an important role in accomplishing competitive feature through:

- Increasing the ability of the organization in facing the environmental fluctuations.
- Obtaining a bigger part of logistics through controlling negotiations with customers and importers which leads the way for competition.
- Activating the role of individuals inside the organization and increasing their motivation for work.
- Economic intelligence with all its stages realizes the continuous movement to improve regulatory and technological sides to reach the technical developments because the main platform of economic intelligence is the system of communication and information.

The relation between strategic orientation and the economic intelligence is characterized by accomplishing the competitive feature in the organization.

The main competitive features realized by economic intelligence in the organization are:

- The accurate knowledge about markets.
- Co-operative work inside the organization.
- Forming a huge storehouse in the organization by offering an adequate source of knowledge and expertise.
- Confirming a reaction and response in time and in a suitable way to draw an effective strategic orientation.
- The idea of continuous progress in all the fields and activities of the organization. (Boutin Mohamed, 2004, p 56-57)

As is well known, strategic orientations include diverse investments in the various resources of the organization, both financial and human. Therefore, top management is in constant need of organizing and managing information about the different aspects, which allows for achieving organizational excellence and then competitive excellence. (Lau and al, 2008, p766)

Third- The Role of Economic Intelligence in Achieving Change in the organization and its Relation with Strategic Orientation:

Before presenting the role of economic Intelligence in achieving change in the organization, it must be defined as follow: "The transformation from one position to another making an imbalance in the stand of the administration for the external and internal surrounding elements." However, the direction of change can be defined as: "The movement of the administration to face the new conditions and reordering things so that it can benefit from the factors of positive change and avoiding negative factors. That is to say, it expresses how to use the best methods economically and effectively to make change to serve the desired goals."(Raadhann Al Sarf, 2000 p90). Economic intelligence is an effective management of the future of the organization and anticipating the changes that may occur and influence the survival of the organization and its strategic decisions (p89).

Most studies demonstrate strategic orientation challenges and the most influential ones are connected to the dynamism of the competence environment and its influences on the performance of the organization. An organization with a more volatile environment will require a probabilistic viewpoint of strategic directions. This implies, due to the high volume of modifications, that the organization must have multiple strategic options to confront these transformations. (Gao Zhou, and Yin, 2007, p3)

Consequently, the institution today needs to unify the efforts at various administrative levels in order to ensure positive results and avoid problems that may arise as a result of errors in its strategic direction. This integration will not happen unless. The organization has mechanisms for applying economic intelligence. The businessman (Hopewell) denotes the importance of economic intelligence in anticipating and managing change, he said, "In light of the rapid environmental changes that make us see the future unclear, this makes our financial strategies in danger, and we need a strategy related to forming the future and not adapting to the future changes. (K Donald Tham, henry M. Kin, p10).

Conclusion:

The study revealed that:

- Focusing on the importance of verifying the modern management concepts especially; economic intelligence, competitive intelligence, strategic intelligence, business intelligence, and knowledge management.
- The importance of focusing on the economic intelligence as a process of continuous work inside the organization.
- Nowadays, the organizations are facing a critical necessity for the application of the mechanisms of economic intelligence: strategic vigilance, insurance and protection of information, influence, and learning.
- Economic intelligence is the real and actual platform for strategic orientation.

- For economic intelligence to operate successfully and efficiently, the fourth dimension, which is organizational learning, is essential. It acts as a bridge connecting the three dimensions (influence, information security, and strategic vigilance).
- Economic intelligence necessitates a fundamental pillar known as collective intelligence, which is the foundation of all intelligence within the organization.
- Miles and Snow ‘s hybrid strategies are applied in various sectors due to their superiority over pure strategies, and the implementation of economic intelligence helps achieve this.
- Economic intelligence practices help the organization, the diversity in the adopted strategic direction, and identify the main barriers that could hinder the adoption of a hybrid strategy by Miles and Snow.In conclusion, we find that the hypotheses are positive:

-Economic intelligence is not complete without continuous learning, and its effectiveness increases when modeled according to organizational requirements and the surrounding environment of the organization-Economic intelligence is a structural condition for the success of applying Miles and Snow's hybrid strategies.

-After presenting the results, a set of suggestions can be made that we hope will impact the organization's performance and its future decisions*:*

-Development does not stop, and therefore we propose that the organization create its own model of economic intelligence and vigilance. An organization that does not integrate the dimensions of economic intelligence into its strategic path does not just stop; it remains stagnant and does lag far behind in the competitive race and loses.

-The necessity of blending various strategic approaches (hybrid strategy) to capture weak signals and transform them into precise strategies.

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