



***The relationship of economic intelligence in economic institutions
to digital transformation***

Read in Saudi Arabia's Vision 2030 experience

The extent to which Algeria has benefited

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Abstract:

52% of Saudi establishments are transforming their traditional business models to one that meets current requirements and adopts a digital business methodology. This study seeks to demonstrate the impact of digital transformation on economic intelligence in economic institutions, a primary challenge for all. The study concluded that despite the new efforts made in the areas of economic intelligence and digital transformation, the road remains difficult. Implementing these efforts requires the requirements of digital transformation and the dissemination of a culture of digitization and economic intelligence combined, not only at the level of economic institutions, but at all levels.

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1. Introduction

Today, the digital economy is one of the world's most important economic resources that contributes to value-added production. It has radically contributed to changing traditional global economic concepts about the definition of economic resources and how they are used to solve existing economic and social challenges. According to global studies, the digital economy is not only the most important economic resource, but will become even more important in the near future. Unlike traditional economic resources that are sometimes scarce, such as gold, oil, water and agriculture, the digital economy depends on human knowledge, which is possible and the focus of today's information and technology revolution.

International figures and statistics clearly show the contribution of the digital economy to the world's largest and most important developed and emerging economies. Its contribution to the United States economy amounted to more than \$1.2 trillion. China announced that it was contributing to nearly one-third of China's economy, approximately \$3.8 trillion. Saudi Arabia's digital economy reached SAR 464.2 billion in 2023, according to government data. According to the data, Saudi Arabia is one of the 10 fastest countries in the world in terms of speed and size, and the first in the region, to achieve the goals of Vision 2030.

In early 2021, Saudi Arabia issued a digital economy policy, which is based on a number of principles to create a digital environment that can exploit economic benefits and social and human capital, with a view to enhancing the capacities of non-oil sectors and increasing the digital economy's contribution to domestic output and investment opportunities. The coronavirus pandemic and the adoption of digital services and the Saudi government's investment in smart projects have created an ideal environment for the growth of the digital economy locally. Saudi Arabia's digital economy has boomed in recent years, owing to several factors, notably Vision 2030, which

has set targets for digital transformation and contributed to investments in digital infrastructure and innovation.

Combined, these factors have created an ideal environment for the growth of Saudi Arabia's digital economy and have attracted global investment. This growth not only involves the technology sector, but also other sectors such as education, health and financial services, underscoring the importance of the digital economy in achieving sustainable development in Saudi Arabia.

There is no doubt that Saudi Arabia has achieved remarkable achievements in the development of the digital economy and is able to achieve more in the future through its development process as outlined in Vision 2030.

This study is in an effort to illustrate the role played by the applications of emerging technology and the digital economy and its impact on sustainable development under the pandemic, such as the National Strategy for the Digital Economy of the UAE 2022, and aims to double the digital economy's contribution to GDP from 9.7%. (2022) To 19.4% over the next 10 years, the outline of the "Fourteenth Five-Year Plan", by 2025 for China, in addition to addressing the realities of Algeria's digital economy and the possibility of taking advantage of past experiences.

1-1 Problematic : The problem of research can be raised as follows :
How can digital transformation be a tool for developing economic intelligence within Saudi Arabia's economic institutions ? Take advantage of the experiences for Algeria ?

1-2 Hypotheses:

- Good digital transformation will enhance the position of the economic intelligence sector within institutions.
- The fundamental issue of economic intelligence is not limited to the indiscriminate accumulation of information of all kinds. It is about structured knowledge production to help enterprises defend their economies in economic competition.

1-3 The importance of the subject:

Both the digital environment and the various applications of emerging technology are the boom of the age in which we live, the transition of the traditional economy to the digital economy, as well as the need for institutions to be aware of the importance of economic intelligence and the importance of digital transformation, which are the ideal solution to raise the great challenge facing economic institutions today of being able to adapt quickly.

1-4 Objectives of the topic:

This study aims to demonstrate the role of economic intelligence in the development of economic institutions and the national economy; How digital transformation can contribute to the entrenchment of this phenomenon, which is the most powerful knowledge vehicle available to an organization that qualifies to play the role of a competitor for The international arena and the imposition of its presence.

- Provide a look and concepts about digital transformation.
- Trying to highlight various indicators of the digital economy.
- Describe the various experiences of countries Saudi Vision 2030 and the possibility of benefiting from them for Algeria.

1-5-Methodology:

In order to address the research problem and comprehensively cover the subquestions, this study uses a descriptive and analytical methodology appropriate to the nature of the subject.

The study is therefore divided as follows:

- 2. What is economic intelligence.**
- 3. Some States' models of economic intelligence.**
- 4. Digital transformation and Saudi vision 2030.**
- 5. The reality of Algeria's digital economy.**
- 6. Economic intelligence mechanics in Algeria.**

2- What is economic intelligence

Economic intelligence is one of the concepts and terminology that have arisen as a result of the emergence of the knowledge economy. Its names have varied between economic analysts and

economic media such as the future economy, the new economy, the digital economy or the knowledge economy. (Al-Haschimi, 2020)

2-1 Historical evolution of the concept of economic intelligence:

The concept of economic intelligence or competitive intelligence in the United States of America is based on the role of public administrations in cooperating with institutions to improve and secure their access to information, thereby achieving the excellence and leadership of national institutions in domestic and foreign markets. During the 1950s, economic intelligence was used for personal interest and excellence, With the aim of controlling competition, and with the beginning of the 1970s, a policy of cooperation was defined by the State based on strict agreements. Great support efforts, such as the development of motivational laws, and the use of English in international business and all of that was aimed at improving the competitiveness of American enterprises by analysing information and making appropriate decisions, In this context, Michael Porter's analysis of the concept of economic intelligence focused on the purpose of using it, which is to achieve a competitive advantage, through "To give good information, to the right person, at the best time, in order to make the best decision", the result here is to achieve competitive advantage. (ZACKLAD, 2020)

In France, interest in the concept of economic intelligence was clearly delayed compared to some countries such as the United States of America and Japan. Economic intelligence came into focus in April 1992, with the establishment of the French branch of the Competition and Professional Intelligence Company. and in 1994, the Martre Report established the State's intervention in economic intelligence. and called for a clear policy of support for economic institutions to raise their competitiveness to the like, This was in full parallel with the French authorities' beginning to pay attention to entrepreneurial thinking among young people. s Development ", through enhancing the role of financial and accompanying support institutions and bodies. (Bragazzi, 2019)

2-2 The concept and area of application of economic intelligence:

Economic intelligence as the search for and exploitation of information to achieve an economic goal that has existed since time immemorial. In history, this concept has been associated with discoveries, trade and information brought by travellers and traders. Travellers' writings have been important sources of information for States and institutions. The current vision of economic intelligence gives an important perception compared to the classic query process. This is due to the emergence and evolution of the Internet web and electronic messaging Extranet. This development has led to the doubling of senders and receivers as the Internet is today an important force of influence.

"HAROLD WILENSKY" in which his book *Organizational Intelligence* defines economic intelligence as "knowledge production activity that serves the economic and strategic objectives of the organization, so that it is grouped and produced within a legal framework and from known sources.

2-3 Areas of use :

- Economic intelligence must be moral ; All three functions of vigilant economic intelligence can be legitimately exercised, with each course of action defined.

The application of economic intelligence is not only State-specific if in some cases political discourse offers economic protection as a public policy of economic intelligence applied by the State, it is necessary to know here that we are in a political position and not in the face of applying the concept of economic intelligence. Applying economic intelligence in the national economy means adopting a policy of controlling the necessary information for economic customers. Strategic orientations, economic protection or economic liberalization used by the State are due to decision makers' attitude.

If economic intelligence is theoretically applicable in all institutions, it is not easy at the practical level, economic intelligence is more sophisticated at the level of institutions applying the following strategies: (Bragazzi, 2019)

Action at the international level or confronting international competitors in the national market. This phenomenon can be explained by the complexities of the international environment, which

require the application of the concept of vigilance and the protection of information from competitors.

*** Strategy of excellence :** Institutions adopting a strategy of excellence need to apply this concept of vigilance, for example, to facilitate consumer tracking in order to detect possible cases of excellence and assess their suitability. An enterprise that adopts a strategy of excellence is required to anticipate the tradition of its products and to be able to ensure protection against tradition must be able to control the indicators it releases in the external environment. An enterprise can mitigate tradition by providing strong and clear information to the media explaining the difficulties and costs it has incurred, it can also make tradition difficult by protecting technologies by resorting to patent and providing unattractive business numbers to potential competitors.

***Focus Strategy :** Focus strategy requires accurate knowledge of the market that must be segmented. The information system is therefore essential for the adoption of the focus strategy, particularly marketing and commercial vigilance.

*** Diversification strategy :** diversification means new activities while moving away from the basic base of production or the commercial base resulting in such a change of profession as the enterprise is required to use new technologies, raw materials or distribution channels, or is destined for new customers. This means that the enterprise will face a new environment. This requires an increase in the need for information. The Foundation resorts to adopting an impact strategy to be able to enter the sector.

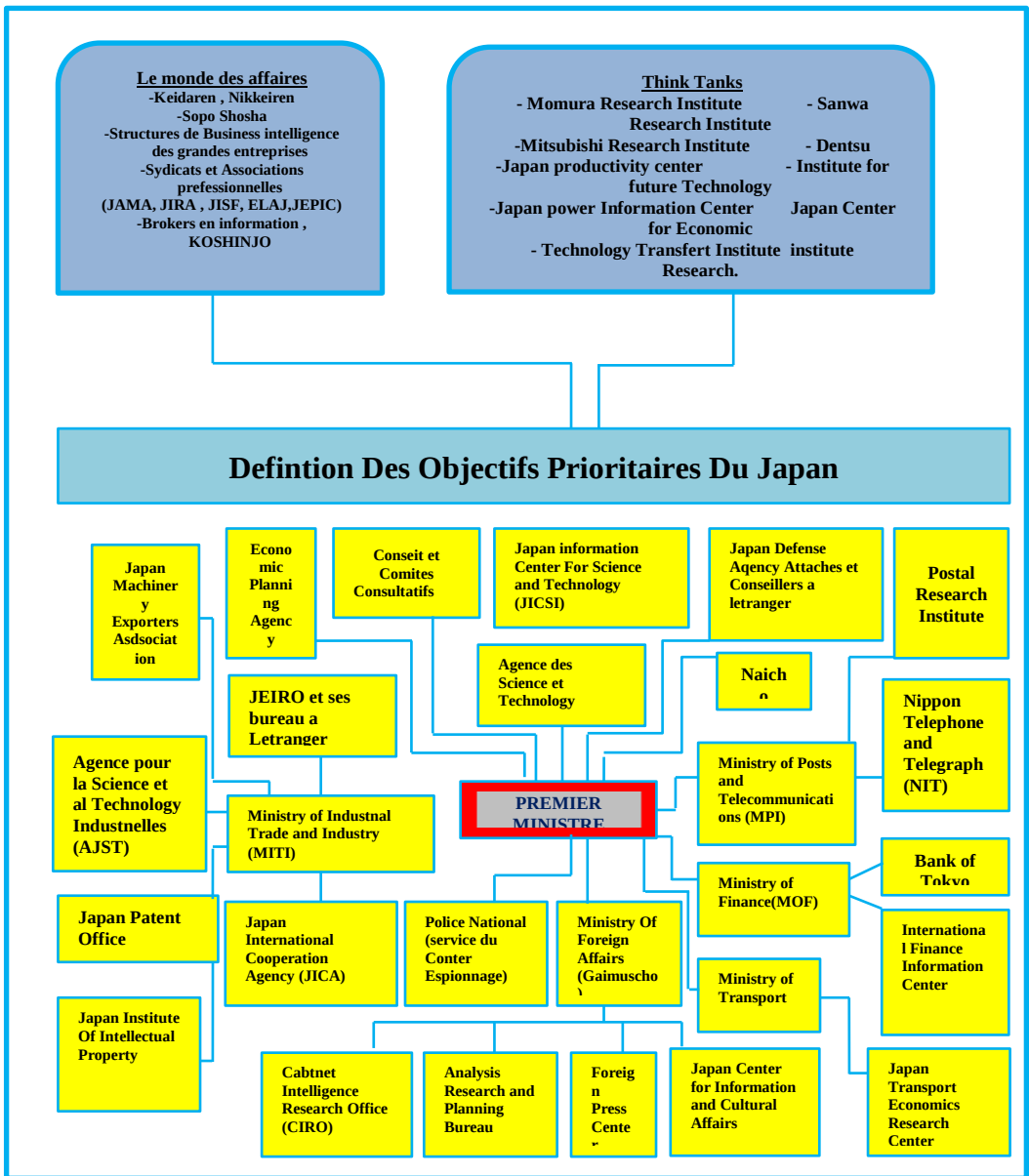
***Economic vigilance :** which means meaningful vigilance, searching for very accurate information. Vigilance in language means "being alert, i.e. being in a reception position and ready to detect something that can happen without knowing exactly what is or where ? "

3- Some States' models of economic intelligence

*** Japanese model :**

Japan's economic intelligence is based in the Department for International Trade and Industry (MITI), whose primary role is to assist, guide and inform Japanese enterprises (Figure 01). (Chaunac, 2011)

Figure 01 : Economic Intelligence Model in Japan



Source: (Conesa, P. 2004)

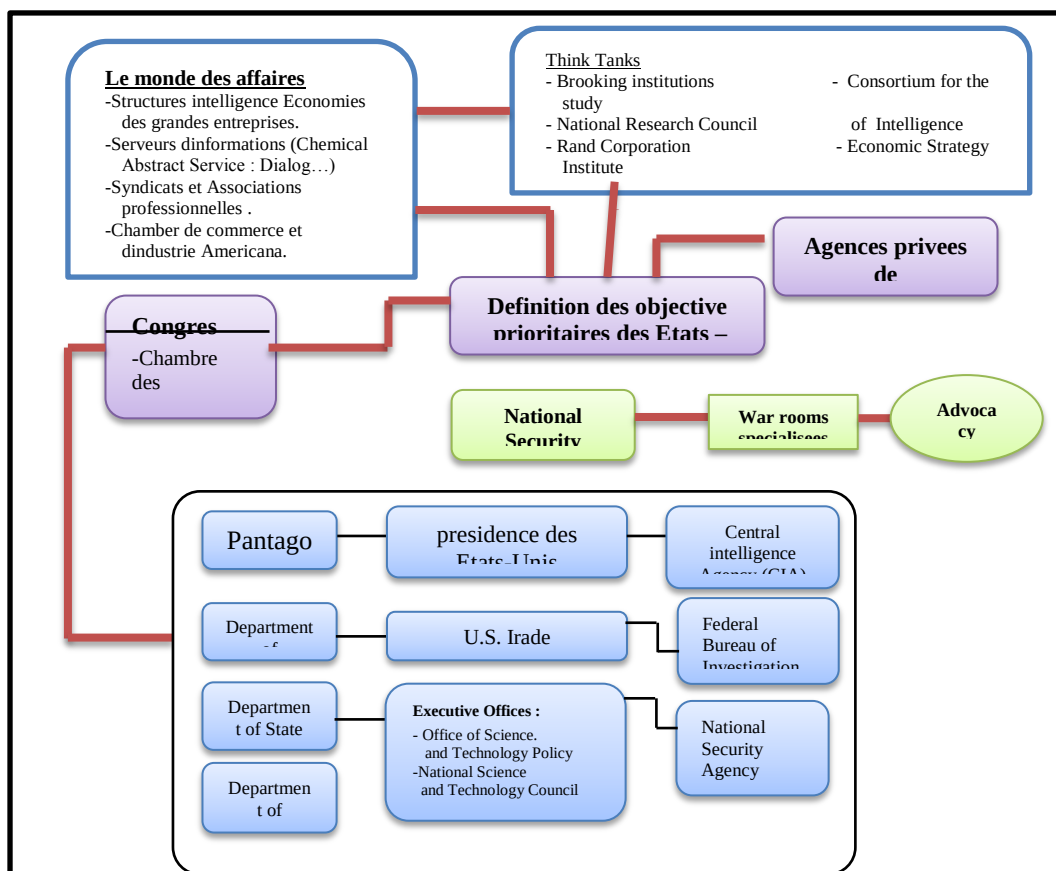
The Ministry is also associated with the Japanese universities (Sogo Soshas), the major business companies that finance research and think tanks and visiting researchers, professional organizations,

and administrative bodies of a research and scientific nature.. (Chaunac, 2011)

*American Model:

The American economic intelligence landscape has undergone a major transformation in the 1990s, following many international shifts, including the scale of economic development achieved by Japan and Europe as major competitors of the United States. For example, Boeing faced intense competition from Airbus and the U.S. Aviation and Space Administration (NASA) by the Ariane space station. As such, Americans worked to create a marketplace that became a pioneer. (Bournois, 2020)

Figure 2 : American model



Source: (Bournois, F. et Romani, P J. 2000).

Within this framework, several sub-objectives include:

- *Facilitating access to information of economic and strategic value for all.
- *Support the integration and integration of ethnic minorities and improve national cohesion.
- *Reduce the waste of resources for information technology control, and finally.
- *Rethink the protection of the national information network.

To achieve these goals, institutions in America operate around the main center of this system, the White House and the National Security Council, where a so-called war room is formed for each market, which is considered a strategy to collect, concentrate and distribute its own information among public and private economic agents.

What can be observed about the American system of economic intelligence builds on the activity of private intelligence agencies such as Pinkerton and Kroll. There are also other central bodies, the National Economic Council, which was founded in 1993 and is considered a revolution in providing support and advice to various bodies.

At the legislative level, the United States is working to support core companies in the area of intelligence and to issue relevant legal texts such as The Statement of Administration Action (1994) in applying unilateral sanctions against foreign institutions or States that perpetuate a kind of dishonest competition that is detrimental to American interests. Mention can also be made of The Trade Act (1994), The Omnibus Trade and Competitiveness Act (1988), and finally the Caroussel Act (2000), which allows agents of the United States Administration to change the list of products likely to be subject to customs sanctions every six months, with a view to creating disruption in the company's markets or the sanctioning State.

Finally, American economic and strategic intelligence companies have a huge size that extends throughout the world and employs enormous material and human potential. For example, the Kroll International Foundation employs 5,000 to 6,000 wage earners spread

across 60 offices around the world, with an estimated business figure of \$10 billion. This institution analyzes "economic and commercial risk" based on the following six factors: inquiries, business and investigations, professional history verification, security and protection services, information network security, judicial assistance and strategic and competitive analysis.

*** French model :**

Unlike the previous two regimes, the French system is characterized by a strong role for government in the field of economic intelligence along with major public institutions. France's public initiatives also overcome everything that is special. In addition, the French model of economic intelligence remains two main constraints: (Janissek, 2003)

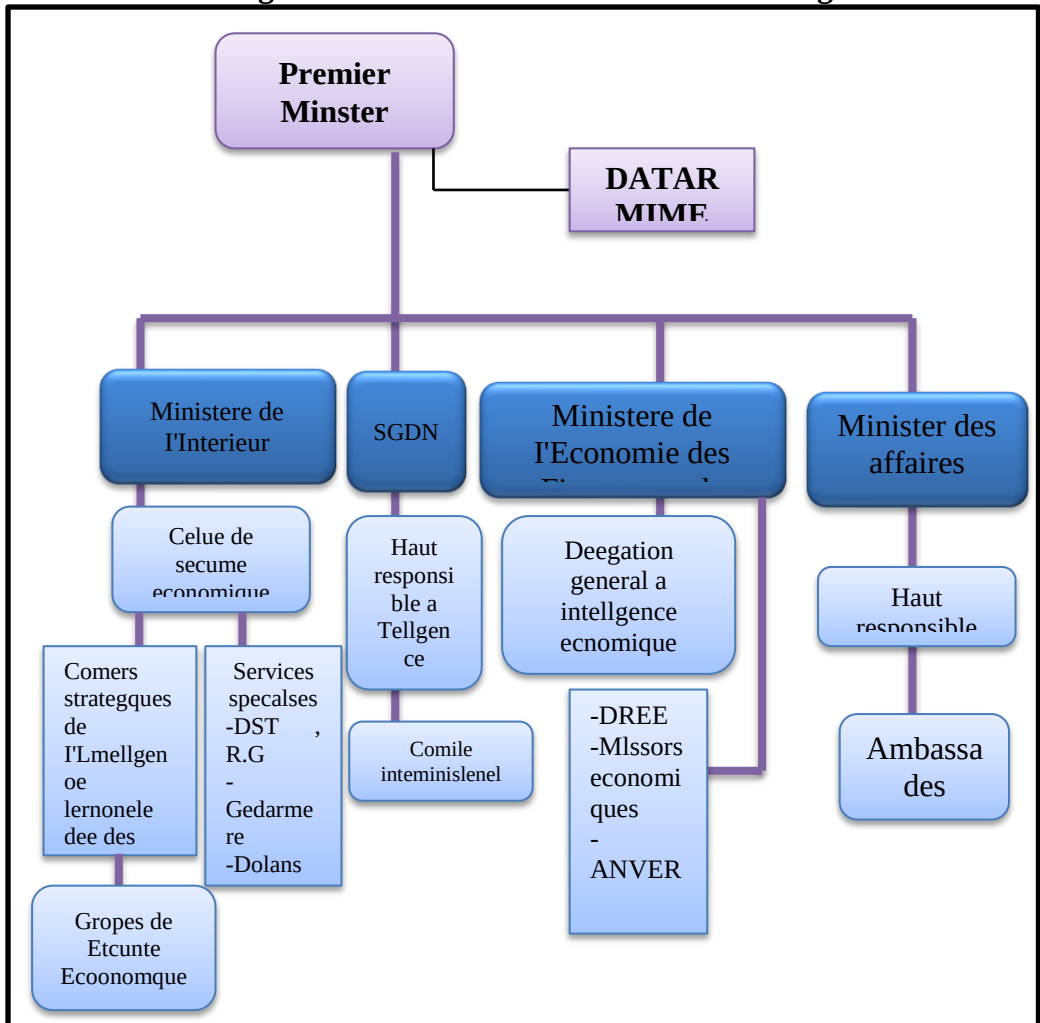
- **Constitutional obstacle :** The existence of dual government in the executive branch (President of the Republic - First Minister), particularly in the stage of political coexistence. The composition of ministries is also taken into account in reflecting vigilance and economic intelligence mechanisms and even in demonstrating the will to change. (Janissek, 2003)

- **Cultural obstacle :** The phenomena of party affiliation, cultural and intellectual references of various employees' wires and the phenomenon of concealment and preservation of information. The culture of diplomas awarded by various higher schools and universities in France perpetuates a kind of heterogeneity in administrative cultures and thus the weakness of the common culture and the desire for modernization and development. In addition, so-called "fondations" are unable to bring in and use external human intelligence in establishing mechanisms of economic intelligence, as is being done in institutions and think tanks in the United States or Japan.

For example, France has 473 bodies that receive only 0.09% of GDP, while 12,000 such bodies receive 2.1% of GDP in America, 3,000 in Britain and 2000 in Germany. Voices for the reform of France's economic intelligence system grew from 1995 on the publication of the Carayon report, after which Carrion proposed an economic

intelligence system according to French specificities according to format (3).

Figure 3 : French model of economic intelligence



Source: (De Chaunac, A. 2011).

This format shows that the two important institutions in this system are respectively the General Secretariat for Inter-Ministerial Coordination (SGCI).

The General Secretariat for National Defence (SGDN), both under the authority of the Chief Minister.

The report also suggested the development of economic intelligence, research and development at the regional (community) and private sector levels. This was done with the establishment of ADIT, a public institution, and a private company called CEIS, which serves French and European industrial enterprises.

The Martre report also insisted on supporting the education of economic intelligence, allowing some high schools to trade in France to offer strategic economic intelligence lessons similar to the Graduate Business Studies Group (HEC).

economic intelligence institutions and help them overcome obstacles to improve production and support competitiveness and export.

4- Digital transformation and Saudi vision 2030.

National Transformation is a program within the Kingdom's Vision 2030, which aims to fully develop the Kingdom's infrastructure and which will shape the future of the Kingdom in the coming period. It is well known that this vision was launched under the auspices of the Custodian of the Two Holy Mosques, who developed a road map for achieving the goals set and how to employ human resources.

This vision was announced in 2016, after being derived from the enormous achievements of the Kingdom's government sector. Investment diversification has helped to revive and diversify the economy and make it more sustainable.

4-1 What is Saudi Arabia's national transformation programme ?

The National Transformation Program (NCP) is the program that translates the objectives of Vision 2030 in the implementation of digital transformation in various institutions. The program aims to empower the government and private sectors, as well as non-profit sectors to create an environment conducive to achieving the Kingdom's vision. which can be achieved by supporting digital transformation in all sectors, applying operational excellence in governance systems, as well as empowering the private sector and encouraging economic entrepreneurship while improving social development. (Conesa, 2004)

The programme has a set of strategic objectives that include :

- Improving the level of services.
- Reduce pollution rates of various types.
- Provide the protection required for natural places.
- Protect the environment from various threats.
- Improve the quality of social services.
- Help citizens perform their business easily.
- Justice and transparency.
- Developing the digital economy.
- Development of the retail sector.
- Enhancing the proportion of investments, both at the local and foreign levels.
- Enhancing cooperation between GCC countries.
- Developing economic relations at the regional and international levels. (Svahn, 2017)
- Support to major local companies. (Yang, 2023)
- Develop local partnerships to become the best partnerships at the regional and international levels.

4-2 Digital Transformation Goals in Saudi Arabia

Digital transformation in Saudi Arabia is based on the achievement of a range of objectives, including :

*** Development of internal processes:**

The use of technological techniques increases the efficiency rate of operations and improves their performance, helping to reduce error rate and save time and effort in carrying out various tasks. (Kraus, 2022)

*** Improve customer experience:**

Organizations focus on providing the best possible level of services to their customers, by developing services to save them time and effort, and providing easy access to various online services.

*** Strengthening staff cooperation:**

The goals of digital transformation are not only for customers but also employees, by promoting collaboration and communication

between them, which is positively reflected at the productivity level. This happens when digital communication tools are provided.

*** Achieving environmental sustainability:**

Digital transformation effectively promotes environmental sustainability by reducing carbon emissions by up to 15%.

*** Supply Chain Development:**

Enterprises use technological techniques to increase supply chain efficiency, as these technologies contribute to reducing costs, as well as developing supply chain activities including production, inventory and distribution management.

*** Achieving competitive advantage:**

Digital transformation makes enterprises eligible for competitive advantage in the market, for its role in developing the level of services for customers, paying attention to meeting customers' needs, improving the performance of internal processes, and promoting collaboration and communication among employees, all factors that increase the efficiency and productivity of the enterprise.

***Benefit from data analysis:**

Digital transformation goals also focus on the importance of data analysis in drawing insights that help organizations reach better decisions. They also benefit from data analysis in business process development, improving customer experience, and raising productivity. (Duygan, 2022)

4-3 The foundations of digital transformation in government institutions

There are many steps of digital transformation, and in order to implement digital transformation in government institutions, the Government has laid fundamental foundations for defining its duty towards this national trend, as follows: (Marshoudi, 2023)

***Digital Transformation Management:**

The government has sought to establish a proactive digital government that can provide all services Digitally to ensure the highest efficiency and quality. Through the organization of digital

government's work in all government entities. Hence, a comprehensive integration of all government agencies.

*** National Digital Transformation Partnerships:**

Areas of digital transformation that the Saudi Government is interested in developing at the national and international levels include: (García, 2023)

The Digital Government Authority is committed to implementing the strategies set out to achieve the development goals, as well as cooperating and participating to achieve digital success.

*Managing projects and initiatives submitted by the digital government and regional and international entities. (Economic, 2023)

*Contribute to projects of international and local organizations, including committees or projects.

*Discuss studies and recommendations for participation in international and local partnerships.

*Participation of digital transformation partners in the management of committees and projects.

*Follow-up to reports issued by international organizations and agencies.

*** Partnerships with international organizations:**

Saudi Arabia has therefore cooperated with many United Nations organizations in several areas globally and locally. Through the authorities responsible for this within the Kingdom, such as:

- Ministry of Communications and Information Technology.
- Communications, Space and Technical Authority.
- Digital Government Authority. (ZACKLAD, 2020)
- Gifts.

*** Digital Community:**

Education is one of the sectors that has benefited most from digital transformation, and then the economy that has achieved a strong, sustainable and inclusive recovery. Among the objectives of Saudi Vision 2030, many digital transformation strategies have been developed to achieve them, targeting several other sectors, including :

- Dependence on oil.

- Diversification of the economy.
- Strengthening private and public partnerships.
- Developing services in several sectors, including health and education, infrastructure, leisure and tourism.

4-4 Digital Transformation Companies in Saudi Arabia

Since the launch of the National Transformation Programme in Vision 2030, the Kingdom has seen many successful models of companies that have implemented this transformation, such as:

*** Aramco:** (ZACKLAD, 2020)

Aramco relied on a range of digital solutions and technologies, focusing on extracting the highest possible value from them. It also aimed to reduce carbon emissions and increase productivity. The technologies applied in digital transformation included: artificial intelligence, digital twinning, robots, block chains or so-called "blockchain", IoT, cloud computing.

Aramco's digital transformation included a range of key objectives which included: (Guandalini, 2022)

- Upgrade supply chain efficiency and facilitate its operations, relying on technologies such as automation.
- Ensure compliance with internal and external regulations, to keep the company from reputational risk.
- Achieving environmental sustainability using technologies such as artificial intelligence. (Wang, 2022)
- Raising the efficiency of the company's employees by automating the usual day-to-day tasks, and giving them the opportunity to develop their skills. (Svahn, 2017)

*** STC:**

STC has been one of the leading companies to successfully implement national transformation in the Kingdom, relying on digital technologies to develop and improve telecommunications services, along with providing innovative digital solutions, based on technologies such as artificial intelligence and the Internet of Things.

STC has made a vital contribution to leading the Kingdom's digital transformation process both regionally and internationally. (Lorentzen, 2022)

Oracle - the leading IT company - has been able to implement digital transformation throughout its internal operations, relying on cloud computing technology, as it includes cloud infrastructure. This was positively reflected in the improved level of services, which improved the customer experience. (Chen .2022,)

Oracle's digital excellence also lies in its specialization in offering companies that help them apply digital strategies, and its interest in offering corporate security solutions, in order to protect their data from cyber threats as detection solutions, along with interest in offering cloud applications such as ERP enterprise resource management and supply chain management. (Purnomo, 2022)

*** Digital services provided by Saudi Arabia**

Over the past years, the Saudi Government has been able to digitize many government services, amounting to approximately 6,000 government services in various sectors, by launching online platforms through which citizens can easily and as soon as possible perform various transactions. These services included (Tuyet.2025.).

- **Noor Platform :** A platform launched by the Ministry of Education to provide electronic services, such as students and parents, such as the school transport service.

- **Absher Platform :** This platform is under the Ministry of Interior and is competent to provide services to citizens and residents of the Kingdom, including civil status, passports and traffic services.

- **Health platform :** launched by the Ministry of Health, with the aim of enabling citizens to deliver health services and facilitate access to health information. (Konopik .2022) .

- **Lease platform :** The General Authority for Real Estate is responsible for providing electronic real estate services to facilitate them and to ensure the protection of the rights of the parties to leases.

- **Musanad Platform :** It is concerned with facilitating applications for recruitment of domestic workers and safeguarding the rights of both employers and employment. (François, 2020)
- **Self-employment platform :** aims to facilitate procedures for issuing self-employment documents.
- **Harmonized Platform :** Targeting people with special needs, by helping them get suitable jobs for them.
- **MUDDAD Platform :** It facilitates the process of proof of payment of wages to employees, guaranteeing employees' rights.

5-The reality of Algeria's digital economy.

Algeria was ranked somewhat ahead of the Arab Digital Economy Index for 2022, with results of at least 50 points, according to the report prepared by the Arab Union for the Digital Economy and the participation of international experts.

The indicator, whose results were revealed in the margins of the work of the exhibition "Simles Middle East 2022 ' ', was monitored by various Arab media outlets, distributed the Arab countries into three groups, topped by the UAE for the third consecutive year, with 71.4 points, and the rest of the Arabian Gulf continued to top the ranking with results above 60 points compared.

5-1 Mesh readiness indicator :

Algeria ranks 98th out of 121 countries, as technology is not effectively absorbed

Table 1 : Network Readiness Rate.

Country	Sweden	Singapore	Qatar	Saudi Arabia	Tunisia	Morocco	Algeria	Tajikistan	Yemen
Rank	01	02	33	45	84	87	98	99	121
Rate	82.65	82.13	63.73	56.49	42.04	41.38	35.30	34.90	12.33

Source: (Khalofi Sufian, 2020).

5-2 Global Innovation Index :

We note Algeria's occupation of the last ranks in this indicator, due to the weak conditions of the innovative environment in Algeria and the lack of stimulation of creativity.

Table 2 : Algeria Rank According to Innovation Index 2020

Countr y	Switzerlan d	Swede n	US A	Tunisi a	Qata r	Egyp t	Algeri a	Yeme n
Global Rank	01	02	03	65	70	96	121	131

Source : (Khalofi Sufian, p. 12).

6-Algeria's economic intelligence mechanics.

The policy of economic intelligence has not been confined exclusively to the State, but to enterprises of whatever nature, economic, commercial or industrial, and services by adopting the latter and taking a share of participation and contributing to it;

The start of institutions in the development of the economic intelligence plan is complicated in the context of important cultural changes And the need for this start requires a cognitive focus to run the project and keep pace with change, And many institutions have found themselves surprised at this start, which is to be applied urgently. initiatives ", as such initiatives could respond to immediate and local objectives ; Internal coordination of initiatives and its relevance through the enterprise's own strategy is rarely taken into account. These phenomena have increased the pressure and diversity of the technological supply, pushing enterprises to choose the last supply on the market, without any discussion of the progress of this launch; We must not forget to observe the minimum interrelated conditions for their success. This strategy must be understood by the employees, as they must realize their individual role in achieving it, because economic intelligence is not only a compilation of any information of whatever nature, it is a mechanism for achieving the organization's objectives to determine the real benefits, successful projects... etc.

6-1 Tools and means of reflecting Algeria's economic intelligence:

The means and tools of reflecting economic intelligence are based on technologies taken by some suppliers of information solutions. Applying economic intelligence cannot be possible in a broad framework without equipping with the necessary media, such as purchasing the most expensive equipment and software, as financial support is required.

Therefore, the institution's people concerned with the culture of economic intelligence, which is difficult to reach, have to enjoy:

High cultural curiosity, ability to work in the form of a multi-disciplinary team and in the form of a project with a great ability to communicate, the privileged ability to edit and conclude, as well as mobility. (Beddu, 2022)

Creativity, fundamentalism and conformity, and requires the institution to develop human resources policy by imposing a culture of economic intelligence through knowledge and functions in the institution's blog, adopting a salary system that stimulates competencies, dividing knowledge, as well as knowledge of innovative and renewed initiatives ;

Reorganize the structure and structure of the enterprise, by removing the intervals between functions to mitigate serial levels. Good dissemination of information and better communication between employees, in order to clarify problems with different presentations and perspectives. The structure of economic intelligence has to be directly linked to the representatives' directorate of each department, to devote the appropriate time to it, while providing special means and budget for economic intelligence, forming about new applications and means.

Every act of economic intelligence cannot be presented with applications and means that require great openness about information. Rather, working in the form of a team of institutions that urge discretion can put them away from loss.

6-2 Composition of human resources:

The composition of human resources is a very sensitive issue, as research and studies on the latter are intensifying. Because of its productivity and performance at all levels, especially economic ones. So now please do meetings and formative days on the applications of economic intelligence and its means, Also stimulate possession of professional certification in the field Through the opening of branches and possible disciplines for economic intelligence, such as strategic watch, information devices, information networks, and the financial month.

Indeed, it cannot be said that this culture is not present in Algerian institutions. and also cannot be judged as actually embodied therein, Because there are actually prudent institutions that are alert to the necessity of the subject. It has staff who actually respond to the reasoning of economic intelligence and strategic stewardship that they have to take. To reach their good performance at all levels Among these institutions, but not limited to, "Sevittal Foundation" which operates in accordance with the mechanisms of applying the procedures of economic intelligence such as the strategic watch on its environment and the economic environment in which it is located, as well as the creations it features such as:

Diversification and innovation in product production, and the strong competition it features at the local and even international market level.

6-3 Algerian institutions between economic intelligence and economic espionage

The concept and meaning of economic intelligence in Algeria is related to the extent to which the culture of this topic is expanding and spreading in the world of economic business of enterprises Because the topic has only come up in the last three or four years, Therefore, the concept of economic intelligence has emerged in Algeria through the term known as economic espionage. What does the Algerian institution do with economic intelligence or economic espionage and which is right to the truth?

The various Algerian institutions and their interests, whatever their nature, industrial, commercial, financial or service compilation of information about its competitors and about its external surroundings using official and informal exporters, But the most common is the informal source of vigilant listening and espionage through holding informal networks outside the institution's framework. But the origin of this information is often a lie or a Rumor, Or a fabrication of imagination by people and institutions with informal information should therefore be cautious in taking this informal information into account when changing or modifying the decisions of the institution receiving informal information about its competitors, Before they fall into the traps assigned to them through the so-called:

Information blackout, which means leaking misinformation by some institutions about their economic competence, in order to entrap the competitor in the maze, and thus blur the information, in the linguistic sense we can say hide, or withhold the real information from the competitor.

7- Conclusion:

Saudi Arabia is not only an enabler of digital transformation, but has provided essential foundations for defining and redefining the essence of the Government's duties. This cannot be overlooked as the world is witnessing today's massive development of technology and its transition to new heights. In line with Vision 2030, the Saudi government's digital transformation is an integrated, critical and practical strategy aimed at enabling and accelerating government transformation efficiently and effectively. This transformation has been embraced through many e-government programs and projects, with the empowerment and support of various government institutions and bodies. It is mainly aimed at providing all government services digitally, and making them easily accessible. The transformation strategy is designed and implemented to preserve the alignment of architecture, and to be in line with the digital age, supported by digital skills, capabilities and tools. Vision 2030 provides an effective and well-planned transformation program known as the National

Transformation Program, which aims to develop the necessary infrastructure and create an environment that enables public, private and non-profit sectors to achieve Vision 2030 targets.

*The concept of economic intelligence is a modern concept that has been broadened to be linked to the knowledge economy as one of its effective means and applications.

*Economic intelligence contributes to development processes through its tasks of collecting information legally, preserving assets and protecting as well as making economically smart decision.

*There is a relationship between economic intelligence and both information and knowledge and research and development and education.

*Economic intelligence is related to competitiveness and small medium enterprises, attracting foreign direct investment and investing in human capital, as well as developing the public sector, supporting the private sector and encouraging tourism.

*The existence of sub-indicators of Iraq's knowledge economy, some of which are modest and others positive, constitutes an incentive and provides an environment conducive to the transformation mechanism.

*There is a relationship between economic intelligence and e-government work, both of which depend on information and knowledge. The e-government's mechanism of action can be developed to interact with economic sectors for the purpose of development.

Taking into account the findings of this study, we propose the following recommendations :

- Engaging economic institutions in enriching the State's economic intelligence policy in order to stimulate them and make them aware of the importance of the economic intelligence system in institutions ;
- Expedite the enactment of laws relating to new areas arising from the digital transformation in order to establish a rule of law that protects both the State's and producers' and consumers' rights;
- Creating an incubator environment for university graduates to encourage innovation;

- Supporting technology transfer by opening up the space for foreign investments to take advantage of modern and sophisticated technology in order to drive the economy.
- Invite researchers and specialists in the field of knowledge economics in public and private universities to view the project for development or invite to adopt it.
- Encourage investment in human capital, expand continuous education and e-education in educational institutions and provide the requirements that qualify them for this task.
- Encourage investment in the ICT sector for the purpose of creating the infrastructure for the mechanism of transition to the knowledge economy.

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