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ECONOMIC AND STRATEGIC INTELLIGENCE AND PERFORMANCE OF THE ORGANIZATION: DIFFERENT MEASUREMENT METHODS.

Hamid AÏT LEMQEDDEM and Abderahim AMAM[1]

ABSTRACT

The study focuses on the efficacy of Economic and Strategic Intelligence (ESI) and its impact on the performance of organizations. The main objective is to try to give a complete overview on the problem of measuring this efficacy which is an indispensable tool for the performance of organizations. Economists, management researchers, and information and communication scientists, analyzed, compared, and evaluated improvements in this area of organizational performance. Our research problem will focus on the following question: How can we measure the efficacy of Economic and Strategic Intelligence (ESI) and its impact on the performance of organizations? In order to achieve this goal, and on the basis of a corpus of articles on this subject published in periodicals between 1982 and 2015, supplemented by the main works, papers and research reports on the subject, we propose a synthetic and critical reading which traces the contrasting history of those works, particularly about the efficacy of the ESI and its impact on the performance of organizations. The study distinguishes between different measures partial and general exposed by the authors. It exposes the governance as the instrument of complementary measure to other instruments.

Keywords: *Economic Intelligence, Strategic Performance, Organization*
JEL Classification: *L10, L20*

I. INTRODUCTION

In recent years, a number of studies have demonstrated the urgent need to focus on economic intelligence and to develop the implementation of economic intelligence inside organizations. In order to ensure the survival of corporate which they are responsible for, the managers must have adequate means enabling them to make decisions adapted to the evolution of their competitive context (Le Bon, 2006). The importance and usefulness of economic intelligence are no longer to be demonstrated. But, the results and the impact of economic intelligence on performance, remain recurrent questions of managers who they sometimes invest large resources in this function (Cohen, 2007).

The purpose of this study, based on the relationship between intelligence and performance, is to try to give a complete overview of the problem of measuring efficiency which is a tool allowing organizations' performance. Our research problem will be centered around the following question: How can we measure the efficacy of Economic and Strategic Intelligence and its impact on the organization's performance?

After a process of research of works of different authors, specialists and experts in ESI, we propose a synthesis of a literature review and the results of studies on the relationship between the efficacy of ESI and the performance of the corporate, its models and its measurement instruments aiming at improving the performance of the ESI.

In the first part, this article presents the relationship between the efficacy of the ESI and the performance of organizations. The second part focuses on the various contributions to measuring the efficacy of the ESI. In a final part, a presentation of the ESI measurement models' and its impact on the organization, as well as the various measuring instruments proposed by the different authors.

II. LITERATURE

Cohen (2007) asserts that the typology of concepts derived from surveillance can be summarized as follows: Scanning/Surveillance (whose function is to prevent, alert); the monitoring (which has a more anticipative and

[1]The authors are faculty of Law, Economics and Social Sciences, National School of Business and Management, Laboratory of Organizational Management Sciences, Kenitra – Morocco.
Corresponding author e-mail: lemqeddem@hotmail.com or amamabdo76mds@gmail.com

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informative function); and intelligence (which acts by making recommendations or proposing actions) (Depauw, 2006). The same author highlights that there has been a gradual extension of the functions of Surveillance. We have gone from basic functions (informative and anticipatory), advanced functions (analytical, synthetic, shaping, animation and communication, identification of needs, proactivity ...) (Cohen, 2007). The main criticism that can be made about many definitions of surveillance is that they do not sufficiently distinguish monitoring from intelligence. The generated confusion is found in the practice of corporate, which sometimes have trouble in determining whether or not they practice monitoring and/or intelligence. While the monitoring is passive (it undergoes change), at best reactive (it waits for change to react) or pre-active (it is preparing for an anticipated change), intelligence is proactive (it acts, or recommends to act, to cause change) (Cohen, 2007).

Daniel Rouach proposed five types of agents of monitoring who are warriors, offenders, actives, reactives and sleepers distinguished by the degree of professionalism and the degree of activity (Depauw, 2006).

There are two major components identified in the set of definitions: mediation of information (taking charge, collecting and disseminating and dealing appropriately) and the organization's environment. On the other hand, it remains broad to constitute a "generic" definition which may be specified and to which reference may be made as "general family" (Depauw, 2006).

The organizational context of the ESI involves the study of the internal characteristics of the organization as a whole (structures, control systems, human resources policies, etc.) in order to facilitate strategic reorientations imposed by external changes in the organization's environment (Martinez, 1991).

To better understand the organizational context within which ESI is exercised and perceive organizational needs for ESI, it is useful to locate analysis and the various implications illustrating the relationship between the organization and its environment. It is important to develop a broader understanding of organizational reality in order to better clarifying the interactions of economic intelligence and its impact on the organization.

Stoffels (1982) proposes a model of environmental monitoring organized around a number of axes corresponding to different environment dominants. Other authors such as Martinet and Ribault (1989) reject this segmentation of environment and advocate a global monitoring that must be organized in a coordinated way in the corporate so that it can be really effective. In general according to Martinet and Petit (1982) two different approaches are slightly different, depending on whether the main goal of environmental monitoring is information retrieval or decision making (Bourcier-Desjardins et al., 1990).

Baumard (1998) states that the determination of the organization and the environment depends on what the manager can consider as analyzable, or what he can perceive, of the production of knowledge and skills, and at last of the belief of the organization to define the internal and the external (.(Dufour, 2010).

Cohen (2007) points out that the influence of the corporate's environment and that of the characteristics of the corporate's determine several of the characteristics of the ESI.

The practice of ESI and its intensity would be important when the degree of instability and/or incertitude perceived is high, and when the competition is strong and global,—in some innovative sectors such as communication, building and civil engineering, electronics...

The same author affirms that the corporate's characteristics (size, structure, competitive position, international openness and financial performance) seem to have an influence on the practiced type of ESI (Cohen, 2007).

On the other side, the organizational context of the exercise of ESI appeals to the fields of information and communication research that are part of the social, economic and anthropological challenges (Moinet & Bulinge 2013). This requires entering to organizational processes in order to understand how corporates structure the flow of information related to the strategic decision (Dameron & Garreau 2014). According to Volant (2008), it also invites to develop a multidimensional approach via the conjunction of the contributions of related disciplines: management sciences, sociology (Moinet, 2009).

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III. RESEARCH METHODOLOGY

The results concluded above demonstrate well the relationship of influence existing between ESI and organizations' performance. But, the role that the ESI can play in the performance of the organization therefore remains to be justified and evaluated, by trying to find the best modalities of measuring the efficacy of Economic and Strategic Intelligence (ESI) and its impact on the organization's performance.

In order to attend this objective, and on the basis of a documentary study of a set of published articles, main works, dissertations and research papers on the subject, a synthetic and critical reading was prepared tracing the contrasting history of those works.

This synthetic and critical approach consists of gathering and analyzing the scattered information, and gathering them into a coherent whole, by identifying relevant articles and then grouping together useful ideas to the measurement problem.

The different steps followed in this method are classified as follows:
- Find the articles, theses, reports and books related to the subject, available in libraries and search engines;
- Identify pertinent documents on the basis of their summaries and conclusions;
- Then, classify out of subject documents and pertinent ones each in a different file.
- Classify the identified pertinent documents by themes.
- Then, write reading sheets for each pertinent document, keeping the references.
- Identify or reproduce important ideas by giving the reference.
- Bring together the ideas dealt with in a writing sheet.
- Build the drafting plan,
- And finally, analyze and criticize the ideas provided by the authors.

IV. RESULTS AND DISCUSSIONS

It is always possible to know what information is at the origin of the start of a new product or of choosing to integrate a process which permits to reduce the cost price of a product (Guillaume, 2003). In this framework of research and analysis, the relationship between Economic and Strategic Intelligence and organizations' performance is very interesting to study.

The use of the concept of performance has several dimensions: Bourguignon (1995) associates the corporate's performance with the appreciation of the market: market share, turnover etc. Other authors assimilate it to efficacy, capacity or competitiveness, efficiency, efficiency, productivity, and success. Tchankam (2000) defines the performing corporate as one that performs better than its competitors in the short, medium and long term. We talk also about economic performance, technological performance, and commercial performance (Habhab, 2007).

For its part, the definition of the concept of the ESI also knows a multidimensionality. According to Stenius (1977), the oldest definition comes from LUHN (1958) who spoke of the intelligence system. Wilensky (1967) constituted the foundation of EI in what was called "organizational intelligence". The definition of EI launched in Martre's report (1994); as the "whole coordinated actions of research, processing and distribution for its exploitation, of the useful information; (necessary for the development and implementation of the strategy) for economic actors ". It is based on the definition of Wilensky (1967) which distinguishes three categories of intelligence: Contact intelligence corresponds to our modern conception of influence; the internal intelligence corresponds to safety and security; and the intelligence of "facts and numbers" which is closer to monitoring. The report of the Martre (1994) states that information must be legally obtained. Rouach (1996) precise that industrial spying is certainly "the cancer of Economic Intelligence (EI)". In 1997, Colletis added concept of coordination to the definition of EI (Larivet, 2001).

The relation between economic intelligence and performance is the subject of a broad consensus. The report of the Martre (1994) goes so far as to say that "achieving better performance is even the central objective of EI" (Antoine & Hanène 2007).

Report existing between the organization's performance and the ESI

Impact of the organization's performance on ESI

According to the carried out studies, poor performance causes a negative impact on the activity of the ESI, in several cases, performance's problems lead to a shift towards irregular surveillance (Stubbart, 1982). The

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Authors: Jensen (1986), D'souza (1999), Singh and Davidson (2003) argue that surveillance ceases to be exercised when its cost exceeds the potential profits which it can earn (Dayoub, 2014).

Kaish and Gilad, 1991 point out that the corporate's experience influences negatively the efficacy of the ESI. They confirm that a decline in surveillance activity occurs when small and medium firms achieve sufficient experience and profitability. Leaders would abandon the search for new opportunities as soon as they have attained a sufficient level of experience.

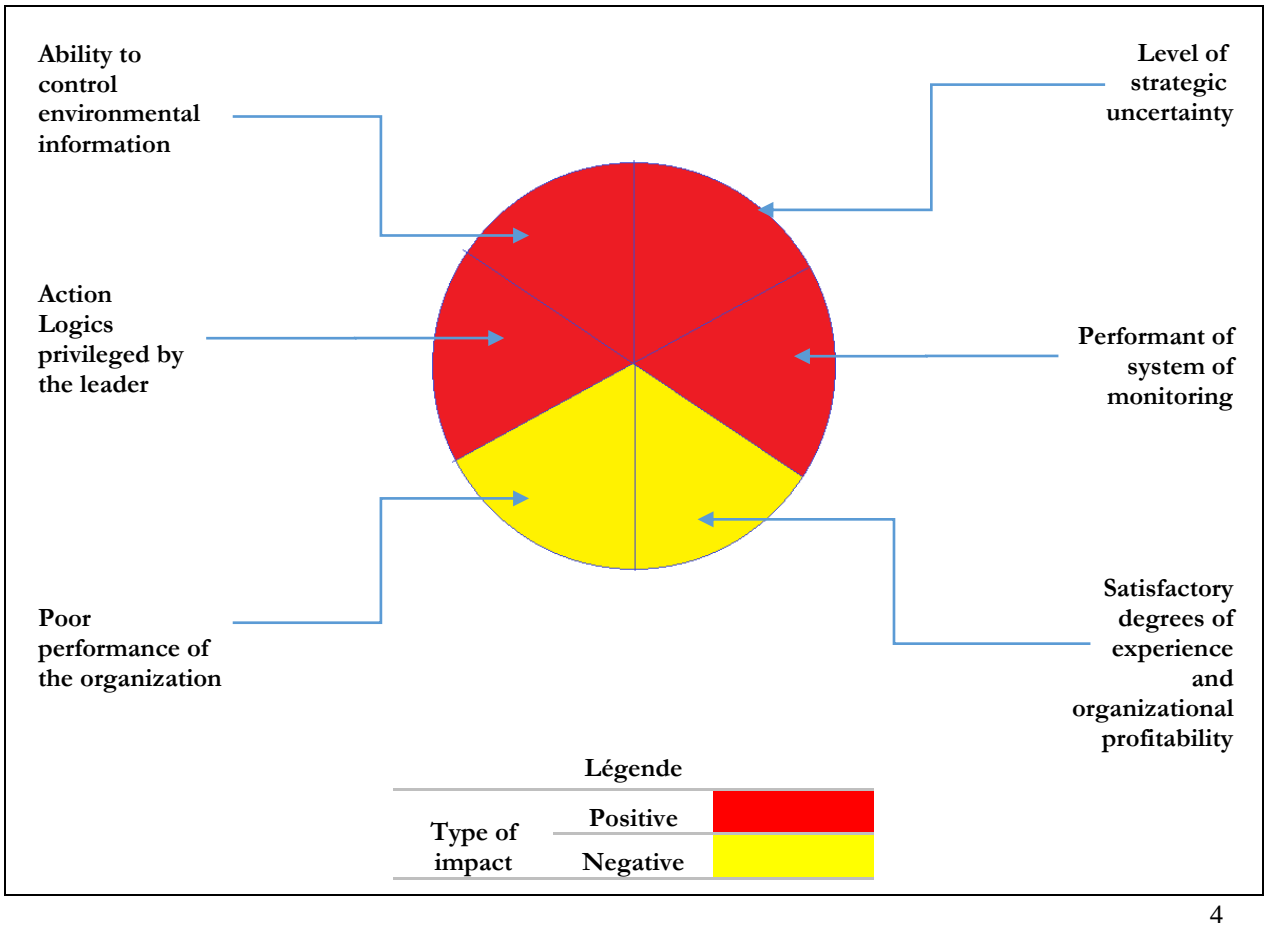
The results of these studies show that the practice of ESI can be negatively influenced either by poor performance or by the level of the organization's experience and profitability.

Impact of the ESI on organizational performance:
Several authors have conducted studies to show the impact of the practice of economic and strategic intelligence activities on the performance of the corporate.

Bournois and Romani (2000) studied the relationship between the practice of ESI and corporate performance (Cohen, 2007). Guilhon (2004) highlighted that the practice of EI depends on the logics of actions privileged by the leader. Maryse Colletis-Salles (2003), in the context of the needs of Small and Medium-sized Enterprises (SMEs) for EI, pointed out that SMEs practice EI activities according to the level of strategic uncertainty (Habhab, 2007). Cohen (2007) affirms that it would be necessary to put the ESI's performance and corporate's performance.

On the other hand, other authors have studied the impact of the intensity of ESI activities on the performance of the corporate based on the following elements: The relationship between monitoring and strategic uncertainty (Martinet & Ribault, 1989, Martinet, 2002 & AUDET, 2003); the ability to control information and environment: Humbert Lesca and al. (1994), (2003), (2004), (2006); And the monitoring system by François Jakobiak (1998, 2004), who concluded that the best performing corporates are those equipped with the best performing monitoring systems (Habhab, 2007). (Figure 1)

FIGURE 1: Elements impacting the practice of ESI



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Partial models for measuring efficacy of the ESI and its impact on corporate's performance

The theme of measuring the efficacy of the ESI is seldom dealt with in the existing literature. The measurement of the efficacy of ESI and its impact on corporate's performance is necessary to facilitate its integration into corporate's practices. The main obstacle separating leaders of companies and organizations of investments in the field of economic intelligence is the difficulty in assessing the profitability of the ESI (Cuenot & Bancel, 2013).

In previous studies on surveillance and monitoring, the efficacy of the surveillance system (scanning, monitoring, intelligence, etc.) is rarely studied as a whole (Cohen, 2017). The issue of surveillance measurement is dealt within the framework of some more general research of a technological type (Martinet & Marti, 1995 & Cohen, 2007). For works on monitoring, if the problem of efficacy and the profitability of monitoring is clearly part of practitioners and consultants concerns, it has not been the subject of much academic research (Roulet et al., 2015).

Measurement's parameters

To measure the efficacy of the ESI and its impact on the organization's performance, various measurement parameters were presented by authors.

Porter (1986) confirm's that some authors that the computer technology is a variable that is intended to achieve the greatest possible competitive advantage; it is an element that can be integrated in value chain (Blili & Rivard .1989). On the other hand, information and communication technology, innovation, services economy, the use of other variables which are knowledge, know how, creativity and technologies. The proposed model retains three concepts; "Data, Information, Knowledge" permitting to define the global concept of economic intelligence by highlighting the place of "Information" (Monino, 2012).

Bournois & Romani (2000) affirm that the scorecard is a mean of controlling and managing the ESI, but no details are revealed concerning the scorecard indicators which have been used. We only note that the most advanced firms in ESI's practices have more control tools and represent an "elite" in this field. Some studies use measures of satisfaction or offer rating scales. These measures are very subjective (Cohen, 2007).

According to the exploratory study conducted by interviews in face-to-face with 18 senior managers from 8 American corporates (Herring, 1996), the latter distinguished between producers of economic intelligence focused on the process of producing intelligence and users of economic intelligence interested in the contribution of intelligence activity to performance. Four efficacy measures are proposed: time saving, the cost economy, cost reduction and profits' increase. Other measures should be taken into account: the evaluation of the means used, the goals fixed and the results achieved (Cohen, 2007).

In the absence of an evaluation referential, it was necessary to develop a new referential and identify a reference in order to proceed to the evaluation of the ESI systems. It turns out that the only available reference is the concept of ESI. Since then, he considered evaluation by measuring the performance of the implementation of the ESI's concept. For him, the modeling of the performance's measurement of the implementation of the ESI's concept enables in fact to have a simplified representation of reality. It involves the study of the two following elements: Training to ESI and the evaluation of the ESI system. This representation of the implementation of the concept of ESI aims therefore to allow the measuring of its performance (Huynh 2013).

The efficacy of surveillance is partially approached; the variables that explain efficacy of surveillance are often parts of the authors' conclusions or recommendations (Martre, 1994; Lesca, 1997, 2003; Macklem & Trebilcock, 2006; Cohen, 2007; Tchotourian, 2008; Marianne, 2012 & Sossi Alaoui et al., 2013).

To deal with these different themes, and in order to identify the explanatory variables for corporate performance, sustainable competitive advantage sources, the authors followed mainly qualitative methodologies. There are only some quantitative researches on the questionnaire basis (Cohen, 2004, 2007). (Table 1)

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TABLE 1: Different measurement models proposed by the authors

Models	Measuring objects
Data, Information, Knowledge	Information and communication technologies Innovation Services economy Knowledge Know how Creativity
Formation and evaluation	Training Control Tools
Producers and Users	Time economy Cost economy Cost reduction Profits increase
Other models	Scorecard as a means of controlling and managing the ESI Satisfaction mesures or rating scales

Interdependence of measurement parameters

The performance is explained by innumerable interdependent variables; (Peters & Waterman, 1983, 1999). The decision parameter illustrates well this interdependence; the decision maker may well make bad decision on the basis of good information. In absolute terms, measuring the impact of the ESI on performance thus seems to be impossible when present interdependent variables are numerous.

The efficacy of ESI and its impact on organizations' performance is often studied on the basis of a limited number of efficacy variables supposed to be most related to performance (Stubbart, 1982). The general goal was to understand the intelligence activity in order to propose a model for measuring its efficacy and its impact on the performance of organizations. In this context, and in order to identify criteria and indicators of the efficacy of ESI, The operationalization of the concept of ESI's efficacy is sought (Cohen, 2007).

General models for the assessment of esi and its impact on the organization

The evaluation of ESI's activity and its impact on corporate performance is difficult to achieve. Authors who studied the subject insist on difficulties related to the establishment of measuring instruments, of performance credible indicators and the impact, while the causes of performance are multiple.

Measuring instruments

For Cohen 2007, the general model consists of four measuring objects: the means used to carry out the activity of ESI, products and services which it provides, its use and its results. It uses mainly measures of quality, satisfaction, efficacy and efficiency. The means mobilized in the activity of ESI are financial as well as technical, human beings, organizational or processual (attached to the process of intelligence). The "products (information) and offered services» model refers to the quality of information and functions performed by ESI systems: informative function, prospective, analytical... With regards to the use, it's a matter of asking a question about what is used and in what conditions.

The means measurement model of ESI proposed by Cohen (2007) emphasized five categories of means implemented in the activity of ESI: Organizational means, processual, human, technical and financial.

The ESI's efficacy measuring model - related to products measuring instrument, uses and results of ESI, with priority destination for ESI's users – consists for comparing the obtained results by the ESI system with regards to the objectives to which were initially assigned. First, is to fill in precisely the "objectives" variable of the measuring model, thereafter to analyze the other variables in the model: product and services (Reix, 1998); along with the processes of use of ESI (Ghoshal & Westney, 1990; Martre, 1994 & Cohen 2007).

Roulet, Bezençon and Madinier recommend, in 2015, the adoption of a model that is multidimensional (combining quantitative and qualitative indicators, objective and subjective, direct and indirect), which take into account stakeholders expectations and which aligns with the objectives of the organization.

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Despite these advances in terms of measurement, practically the application of these proposed measurement instruments remains difficult to exercise. Certainly, practitioners are interested in the evaluation of ESI and its impact on performance, but the number of evaluation cases in this field is insufficient (Roulet, Bezençon & Madinier, 2015). (Table 2)

TABLE 2: General evaluation model of the IES

Measuring objects	Measurement categories
Means used to ensure the activity of IES	Financial Techniques Humans Organizational Processual
products and services	Quality of information Functions performed by IES systems
Utilization	What is being used Conditions.
Results	Cost reductions Increase in turnover Number of innovation Financial gains...

Scorecard Intelligence-Performance
Classic scorecards often integrate only financial indicators. However, several researchers insist on the importance of scorecards called "balanced" or "differentiated". Quality indicators, social measures, customer-oriented indicators and process-oriented indicators should also be retained in order to complete financial measures (Elhamma, 2014).

In order to overcome the encountered measurement difficulties, Kaplan and Norton (1996) set up a prospective and personalized scorecard for performance measurement. They point out ESI's objectives should be fixed precisely, and then to be aligned with the corporate's performance objectives (Kaplan & Norton, 1996, 1999)

Cohen 2007, offers a table to overcome these difficulties by forcing ESI's leaders and specialists to work in the same direction. This approach has the major advantage of allowing the sharing of the vision and the strategic objectives of the corporate, and better evaluate the impact of ESI on performance. It will also provide performance indicators that will reflect the impact of ESI activity according to the following four axes: the financial axe; customer; innovation-learning; and processes. The financial axe groups together the following indicators: Turnover, financial results, sales growth, market share...; The customer axe (Customer satisfaction index, new markets...); The innovation-learning axe (number of new designed / developed / launched products, product quality, percentage of new products in turnover...); and the process axe (Methods of fabrication, comparison with the competition, the yield...) (Cohen, 2007). (Table 3)

TABLE 3: Performance indicators that reflect the impact of ESI on organizations' performance

Axes	Impact indicators
Financial axe	Turnover Financial results Sales growth Market shares …
Customer axe	Customer satisfaction index New markets…
Axe innovation-learning	Number of new designed / developed / launched products Product quality Percentage of new products in turnover...
Process axe	Methods of fabrication Comparison with the competition Yield…

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The scorecard intelligence/performance suggested by the authors are adequate measurement tools for the evaluation of the ESI and its impact on the performance of organizations; however, its formalization and its exhaustiveness remains to be demonstrated.

Governance of the ESI system: New measurement instrument

Principles of good governance constitute an essential basis to the emergence of quality practices in the field of corporate governance. These principles represent another efficacy measurement instrument of ESI and its impact on the performance of the organization.

In previous works of the authors mentioned above, we note the absence of this instrument of governance which can be used as a complement to the other aforementioned measuring instruments. The authors state that measuring the efficacy of the ESI and its impact on organization's performance will be possible by applying the proposed measuring instruments and by aligning activities of the ESI with the objectives of the organization.

The measuring instrument linked to the governance of ESI system will be able to highlight the exhaustiveness of the profitability of ESI and to overcome the measurement difficulties announced by the authors.

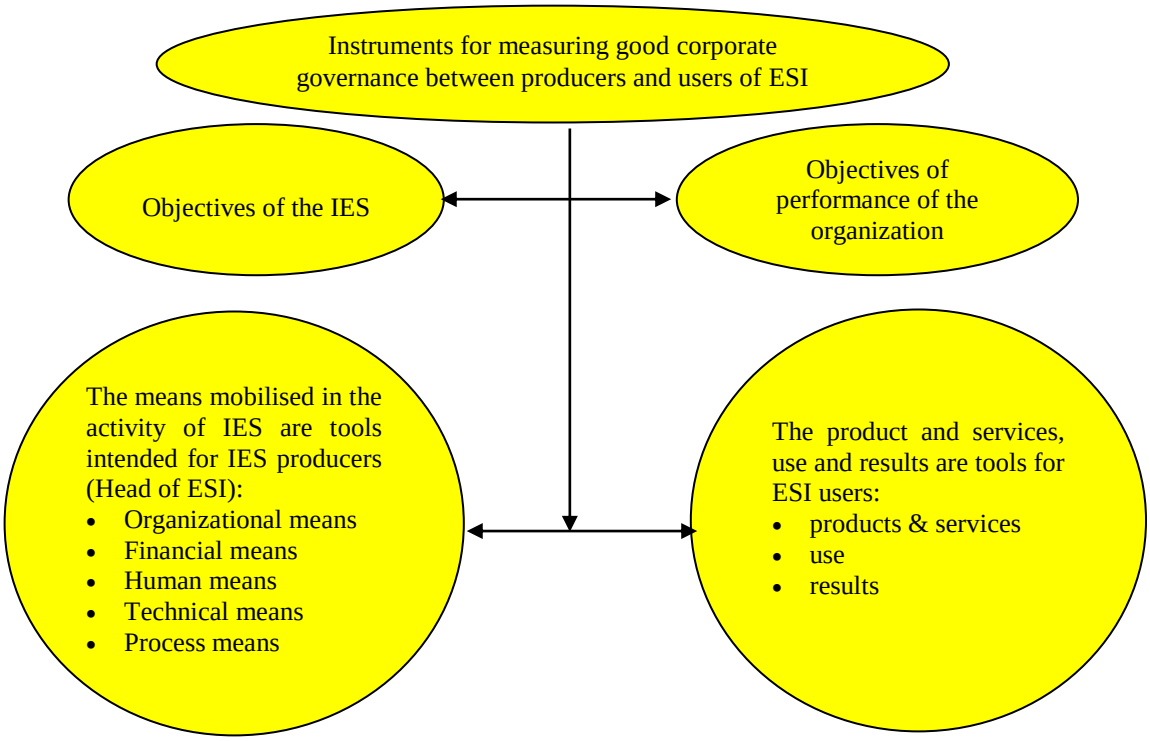
Applying governance principles to the ESI system will allow assisting the producers and the users of ESI to evaluate and improve the practice of ESI's activities. These principles will serve as measuring instrument for the efficacy of ESI and its impact on the organization's performance.

ESI's governance actors are the users and producers of ESI. Governance will consist to coordinate between these actors and to ensure a rationalization of the management of the economic and strategic intelligence system. On the other hand, the ESI system may be considered as a subsystem, hence the necessity to study this evaluation criterion and to look for indicators that will be able to measure this instrument of governance.

Applying the principles of the good governance of the corporate system or the subsystem of the ESI, we can deduce other indicators of governance measure that will allow measuring the efficacy of the ESI and its impact on the organization's performance.

For that purpose, new indicators of the measurement of ESI and its impact on performance could be constructed on the basis of primary principles of corporate good governance. And will serve as a complement to the measurement indicators proposed previously par the authors. (Figure 2)

FIGURE 2: Governance of the ESI system is the new measuring instrument in addition to other measuring instruments



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V. CONCLUSIONS AND RECOMMENDATIONS

The research problem which we have developed in this research work is obviously the one around which all the other elements of the research are focused on, it exposes the different modalities of measuring the efficacy of economic and strategic intelligence and its impact on the performance of the organization that the authors have dealt with and demonstrated in their research works.

In order to do this, we have dedicated the first part of the work to present the different necessary elements in order to demonstrate the link of influence between organization's performance and economic and strategic intelligence.

Through our research, we can conclude from this report of the link of influence, that the efficacy of Economic and Strategic Intelligence influences positively the performance of organization; and a poor performance of organization may have a negative impact on the efficacy of economic intelligence.

The second conclusion which can be deduced is that when bringing together the instruments of the evaluation measure of the efficacy of the practice of Economic Intelligence and its impact on the performance of organization, that we can have a global tool for evaluating the performance of the ESI.

Thirdly, this work infers that in order to attempt to overcome the great difficulties which stand to prove the impact of economic and strategic intelligence (monitoring, surveillance,...) on the results of organizations, it is essential that the global adopted tool must integrate the measuring instrument of governance of the system of ESI, as well as the measuring instruments studied by the authors (related to means, products and services, its use and its results).

VI. RECOMMENDATIONS FOR FUTURE STUDIES

Finally, and in order to enrich this literature, focused on the measuring the efficacy of ESI and its impact on the performance of the organization, we will propose in the future another contribution on the same theme which will be based on empirical research nearby Moroccan corporates, practicing economic and strategic intelligence, and ESI experts. The aim of the coming research is to propose a model of exploration, description and evaluation of the ESI, which will lead to establishing a scorecard Intelligence-Performance for managing ESI and its impact on the performance of the organization.

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