

The importance of information in Economic Intelligence and relationship with the Knowledge Management of Companies

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Abstract :

The aim of this study is to clarify the relationship between economic intelligence and knowledge management in institutions and how to help the decision maker to choose based on available information. The study concludes that economic intelligence is one of the most effective tools at present to improve the competitive environment of enterprises which is considered the strongest and most modern means of knowledge available at the disposal of institutions on one hand and countries on the other, as it is really a bet that cannot be ignored and dispensed with, in view of what it can achieve for institutions, especially in light of what the environment knows of volatility and conflict ,it is also different from economic espionage where it is done legally and by direct means. The economic intelligence and knowledge management has functions that support each other and Information is the primary material of each one through which priorities are prioritized and challenged, And the ability to optimize the exploitation of resources through the sides of defense and attack, As it is applied by many international companies that have demonstrated its benefits and importance for them in achieving huge returns.

Key words: Information, Economic Intelligence, Economic Espionage, Knowledge Management.

ملخص:

هدفت هذه الدراسة إلى توضيح علاقة بين الذكاء الاقتصادي والإدارة المعرفة في المؤسسات وكيفية مساعدة متخذ القرار على اختيار المعلومات، حيث خلصت الدراسة على أن الذكاء الاقتصادي من أنجع الوسائل والأدوات في الوقت الراهن لتحسين البيئة تنافسية لمؤسسات والذي يعتبر أقوى وأحدث وسيلة معرفية متاحة تحت تصرف المؤسسات من جهة والدول من جهة الأخرى، وكما يعد فعلا رهانا لا يمكن تجاهله والاستغناء عليه، بالنظر إلى ما يمكن أن يحققه للمؤسسات، وخاصة في ظل ما تعرفه البيئة من تقلب وصراع، كما يختلف عن التجسس الاقتصادي حيث يتم بشكل القانوني وبالوسائل المباشر، وكما ان الذكاء الاقتصادي والإدارة المعرفة له وظائف يدعم بعضها البعض، وتعتبر المعلومات هي المادة أساسية الأولية لكل منهما من خلالها يتم وضع أولويات وتحديديها،

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والقدرة على الاستغلال الأمثل للموارد من خلال الجانب الدفاعي وجانب الهجوم ، وكما يتم تطبيقه من قبل الشركات العالمية وعديد التي أثبتت فوائده وأهمية بالنسبة لها في تحقيق عوائد ضخمة.
الكلمات الدالة: المعلومة، الذكاء الاقتصادي، التجسس الاقتصادي، الإدارة المعرفة.

Introduction:

Information plays an important role in all stages of the organization's development, It cannot be whatever its activity to develop or maintain its existence, If it is unaware of their environment and as a vital nerve for the continuation of institutions in a competitive environment, in a harsh economic environment and in a continuous and complex global openness, So the idea of economic intelligence was crystallized in modern institutions in order to increase the effectiveness of the institution, And that knowledge alone is not enough, but there is a need to use economic intelligence in the understanding of economic activities, Which is considered in how to find useful information at its best cost through analysis and placed at the disposal of rapporteurs of the institution in a timely manner and therefore is a key factor of competition .

It can be said that economic intelligence is among the most important means of an open and informed economy that is undergoing radical changes through technology, information and communications ,And is concerned with everything that is happening and doing in the markets, as a complete system in which the technology and human competencies As the challenge today is to access the correct information and not approximate before others because it helps to solve problems and prevention, taking the appropriate decisions and competitors before and develop methods of work and product in a short time. Hence, the main question that revolves around this intervention is as follows:

What is the role and importance of information in the economic intelligence and its relationship with the management knowledge of institutions?

We try to answer this question by addressing the following:

First: the conceptual framework of economic intelligence

Second: Information is the primary material of economic intelligence

Third: Introduction to knowledge management and its concept

Fourth: the relationship of economic intelligence in knowledge management

First: the conceptual framework of economic intelligence

I. A Simple Look at Economic Intelligence

The concept of economic intelligence emerged in the middle of the twentieth century with the emergence of trade, especially with the emergence of the economy based on knowledge, Depending on the information available to it, and prefer the English literature use the term Business Intelligence or (BI), and marketing intelligence ,It is part of the concept of business intelligence.

The American literature uses the term "strategic or competitive intelligence", while French literature uses the term "economic intelligence" or "IE,,, as for the Arabic literature, there is no accepted concept of this term, For the Arab Orient Countries use the term business intelligence and they are more inclined to English countries, But for the Arab West countries, especially Algeria, the term "economic intelligence" refers be more inclined towards the French. in this thesis we will use the term economic intelligence, which is the most widely circulated in the university and market¹.

The researcher Leonard FULD, through the book "Economic Intelligence: How to get it and use it," How to use it ", where he relied on ideas on a term in the concepts ,development ,importance of institutions and the State ,the purpose of the benefits and applications.The researcher's conclusion was that it should be expedited in all scientific fields and applied at all levels of management because of its importance to society and its usefulness. Then it was moved and developed by a number of researchers worldwide, including Ruth ST ANAT, where the " Intelligent Corporation" was established. Through this book, which has received considerable attention from researchers and officials and has been used increasingly since that date in small and large institutions².

II. Terms close to economic intelligence

¹ عبد الله فاضل الحيايى: "تطبيقات الذكاء الإقتصادي في التجارة الالكترونية في إطار الإقتصاد المبني على المعرفة"، مركز الدراسات الإقليمية / جامعة الموصل،العراق، دون سنة نشر، دراسات إقليمية 24-8، ص04.

² Martinet Bruno, Marti Yves Michel : "L'intelligence économique-comment donner de la valeur concurrentielle à l'information", éditions d'Organisation, Paris, 2001, Pp03-04.

- ✓ **Military Intelligence** : Which is intended to increase the likelihood of success in wars and victory over other military uses, There is intelligence intelligence, which is like the Central Intelligence Agency CIA , An agency that collects and analyzes intelligence from all sources to predict future contingencies and to develop appropriate actions for those events³.
- ✓ **Competitive Intelligence**: It is an important tool in providing information and supporting strategic management at various stages, In the sense of a systematic and continuous process of producing strategic value effectively to facilitate long-term decision making and include improvement of strategic decisions⁴.

III. Definitions of Economic Intelligence:

The term economic intelligence is one of the important terms that emerged as a result of the emergence of the knowledge economy has received great attention by researchers and large companies, There have been many definitions in terms of quantity and type and varied views of different, so will be the definitions of economic intelligence by the number of researchers are as follows:

- ❖ As pointed out by researcher Harold Wilensky in 1967, who defined the term for the first time through a book entitled (organizational intelligence) as follows:
" The activity of producing knowledge that serves the economic and strategic objectives of the institution, stored and produced in a legal framework from open sources " .⁵
- ❖ However, in 1994, the working definition was introduced by the Working Group in the General Directorate of Planning in France, by researcher Martre Henri " the business report related to the research, processing, and dissemination of useful information to economic agents, and the various activities are guided in a legitimate manner with the provision of all the guarantees of basic

³ Richard Herschel : "What is Business Intelligence", originally published, June 2010. voir: <http://www.b-eye-network.com/view/13768>. visité le 03/09/2017.

⁴ مطاي عبد القادر : "متطلبات إرساء التكنولوجيا المصرفية في دعم الذكاء التنافسي بالبنوك الجزائرية"، الأكاديمية للدراسات الإجتماعية والإنسانية، قسم العلوم الإقتصادية والقانونية، العدد(10)، 2013، ص25.

⁵ Harold Wilensky : "Organizational Intelligence- Knowledge and Policy in Government and Industry", New York, Basic Books,1967, Pp03.

protection of the assets of the institution under the best conditions in terms of time, quality, and cost"⁶.

- ❖ In 2002, Cody also argued that economic intelligence is "an expression of data collection and data collection, data warehousing and knowledge management with analytical tools to deliver complex internal information and competitiveness to planners and decision makers"⁷.
- ❖ Kislin, in 2007, he defined "the observation and protection of strategic information that enables the entrepreneur to improve the decision-making process"⁸.

Through the previous definition, we arrive at the full definition of economic intelligence. "It is a set of processes and procedures in an integrated system in which human technologies and competencies are integrated to monitor and control the environment through employees, customers, suppliers, competitors, institutions. As it is based on research, compilation of various kinds scientific, technical, commercial, financial, and various sources which leads to access to the correct information and not approximate by others, by finding useful information at the best cost in a timely manner and the appropriate place and then sorting, analysis, Helps solve problems and prevent them, which in turn helps to make the right decisions.

IV. Economic Intelligence and Economic Espionage

Economic espionage is considered one of the mechanisms of economic warfare in which new activists are active in legitimate or illegal ways in the global economy (multinationals, mafias, etc), which transforms the economy from geopolitical to geo-economic, and learns that this phenomenon was defined by the world during the Cold War, which was a very fierce economic war, the geo-economic system was interested in global economic power. Espionage is the search for information by means of inappropriate and corrupt means, that is, all the information that we have not been able to obtain through

⁶ Martre Henri : "**Intelligence économique et stratégie des entreprises**", rapport du Commissariat général du plan, Pp11.

⁷ Cody et al : "**The Integration of Business Intelligence and Knowledge Management**", IBM Systems Journal, Vol (41), No(04) , 2002, Pp69.

⁸ Kislin Prida : "**Modelisation du probleme informationnel du veilleur dans la démarche d'intelligence conomique**, Tesis de doctorat, Université de Nancy, 2007, Pp02.

official channels. The most popular methods of espionage are: the use of electronic means of espionage, filming of confidential documents ... etc⁹.

It also highlights the economic intelligence in terms of how to do business, which is done legally and morally under the respect of international standards and focus on the process of collecting information and data, which are translated into knowledge and useful in decision-making is important for the institution¹⁰.

Second: Information is the primary material of economic intelligence.

I. Fundamentals of information

The information is one of the most important resources available to the organization and its being the central pillar of all administrative processes. Planning that requires sufficient and accurate information to prepare successful plans, as well as the organization, direction and control processes that represent management functions. Through the process of compilation, classification, classification and analysis of management information in the appropriate form and treatment to benefit in decision-making, and the importance of information in the administrative process is that it is done at all levels of management and is the main entrance of the institution through which the decision is taken¹¹.

So the information consists of data and then the information is transferred and then to the knowledge will be explained the relationship between information and data as the relationship of raw material to the final product, and the majority of researchers agree that the information is the data collected and processed and submitted to become a benefit to a party, they consider the data as a raw material that needs to be processed and converted into information so that it has value and benefit and can be fed and published in an official or informal form¹².

⁹ Mark Danielson : " **Economic Espionage: A Framework for a Workable Solution** " , MINN. J.L. SCI. & TECH, Vol (10), No(02), 2009, Pp505-506.

¹⁰ علي العايدى التجسس الإقتصادي: السلاح الخفي للقوى الكبرى

voir: www.alsbah.net/afaq/num14/p16Htm ./ **visité le** 16/112017/

¹¹ ايمان السامرائي، هيثم الزعبي: " نظم المعلومات الإدارية"، دار صفاء للنشر والتوزيع، عمان، الأردن، 2004، ص27-28.

¹² فايز جمعة صالح النجار: " نظم المعلومات الإدارية"، الطبعة التاسعة، دار حامد للنشر والتوزيع، الأردن، 2009، ص90.

The following figure explain the relationship between information and data

Figure (01) Relationship between data and information



المصدرة : محمد عبد العليم صابر: " نظم المعلومات الإدارية- مدخل معاصر"، دار وائل للنشر، الأردن، 2005، ص39.

II. Information and economic intelligence

The importance of information is highlighted by the organization's environment through legislation, laws, regulations, economic and political trends, intellectual property, patents, customers, technological developments, and so on. Information is now available in any organization and is one of the most important assets it owns. Information is organized into databases and stored, updated and processed continuously through database systems such as customer relationship systems and content management systems.

III. The importance of strategic information in economic intelligence

Economic intelligence is concerned with strategic information about local and international markets that reflect an effective tool used by countries and small and large enterprises. And also highlights the interest of economic intelligence in the search for information and processing and dissemination to all parties in the environment of the institution in a suitable manner until the decision is taken to serve the achievement of the Foundation for its objectives. This has made the subject of economic intelligence the leading role in economic studies because it is a key element in access and access to the right information and accurate and timely decision-making and protection of information

from the threats of competitors, as the use of economic intelligence in many countries has benefited greatly and has led to the realization Its objectives¹³.

The strategic information: It is all the information that can be useful for the enterprise projects, and this information is that it belongs to multiple areas cannot be fragmented and useful to the institution and help to give the foundation for the institution. The definition of the strategic information as "all the information needed by the decision-maker at the right time and in the form desired by", and as information is one of the basic components of economic intelligence procedures, which rely on the conversion of data to the strategic information and it utters economic intelligence, which reflects the philosophy and methodology Work to exploit information in institutions, develop institutions and increase knowledge in information technology¹⁴.

Information and the use of information technology is one of the basic components of economic intelligence, which depends on the conversion of data to strategic information, which is reflected in a positive form on the performance of the enterprise and increase profits In order to make full use of information for economic intelligence, some conditions must be met as follows:

- **Clearness** : Be easy to understand .
- **Brevity** : As brief as possible.
- **Punctual** : Saving time to be of great importance.
- **Inclusion**-- Comprehensive covering all aspects.
- **Flexibility** : Ability to respond and adapt to needs.
- **Objectivity**: As honest and impartial as possible.

Therefore, the strategic information is an essential resource for the institution and a source rich in terms of excellence and excellence for them, and through the knowledge of the institution of the surrounding of the creation and changes, In order to be able to impose itself in the market and in the field of activity, it is required to

¹³ جمال خنشور، حمزة العوادي : " نحو إرساء إستراتيجية متكاملة لتنمية صادرات المؤسسات الصغيرة والمتوسطة الجزائرية، مجلة الواحات للبحوث والدراسات، المجلد (07) ، العدد(02) 2014، ص55.

¹⁴ Kevin Grant, Ray Hackney, David Edgar : " **Strategic Information Systems Management** ", Course technology CENGAGE learning, United Kingdom, 2010, Pp51.

understand and understand the environment and knowledge of its future in order to take advantage of opportunities and reduce potential threats.

Third: Introduction to knowledge management

Human needs knowledge in accomplishing his tasks and actions whatever their nature, it is therefore a key element of institutions and a priority in the modern economy, which has changed from a globalization economy to a knowledge based economy.

I. Introduction to Knowledge

The knowledge has passed through stages and the first stage of the agricultural economy, which depended on the land, and then followed by the industrial economy, which relied on capital and machinery and continued this stage for a long time, Then came the stage of computer wealth and interest in information and then emerged a knowledge-based economy that relied on innovation and creativity in generating knowledge¹⁵.

Knowledge Is Power This is certain not only for individuals but also institutions, because institutions are much like a living organism. The researcher believes that knowledge is a set of experiences, skills, facts, beliefs, values, concepts, data, and information that are organized and processed, and can be used to solve the problems facing the institution through the formulation of plans and their implementation¹⁶.

II. Second: the importance of knowledge

The importance of knowledge in the value added that to the institution as it represents the basis on which the institutions in the face of the conditions that they live at the present time through which they can survive and grow, through investment in intellectual capital, based on knowledge is composed of the following points¹⁷:

¹⁵بوزيان عثمان: "اقتصاد المعرفة -مناهج و اتجاهات"، الملتقى الدولي حول: التنمية البشرية وفرص الاندماج في اقتصاد المعرفة والكفاءات البشرية، يومي 10/9 مارس 2004، كلية الحقوق والعلوم الاقتصادية، جامعة ورقلة، ص240-241.

¹⁶ Abell, A., & Oxbrow, N. (2006). Competing with knowledge : the information professional in the knowledge management age. London: Facet.Pp52-54.

¹⁷ناهدة إسماعيل عبدالله: " دور عمليات إدارة المعرفة في تعزيز الميزة التنافسية- دراسة تحليلية لآراء عينة من المديرين في عدد من المنظمات الصناعية، مجلة بحوث مستقبلية، العدد(13)، 2006، ص38.

¹⁷ Awad, E. M., & Ghaziri, H. M. (2007). Knowledge management. Delhi: Dorling Kindersley, licensees of Pearson Education in South Asia. Pp65-67.

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- Increased market penetration and increased innovations and new discoveries.
- The increase in the number of workers in institutions with distinct knowledge and should be attracted.
- Reducing employment harms the emergence of technological knowledge.
- Change in strategies and attitudes leads to the management of this knowledge well.
- Knowledge allowed to focus on the most creative and innovative sections.

Briefly, Knowledge has become an important resource for institutions and a source of growth and survival through the knowledge of the variables surrounding it, whether on the national and international borders, creativity, invention and the basis of its development through the development of the capabilities of individuals.

III. Knowledge management levels

The requirements for the use and application of knowledge management provide some levels that lead to the proper application of management techniques and this success is achieved by institutions. We can include levels of knowledge management as follows ¹⁸:

- ❖ **Knowledge – What** : This level provides expertise resulting from the collection of information in terms of numbers and personal data, in addition to information on staff in the organization such as experience, Scientific qualification, information on material resources and equipment, and skills and ability to do things.
- ❖ **Knowledge – How** : Knowledge is related to implementation, by transforming information into procedures and results, by increasing the value added in the knowledge management strategy to raise the level of knowledge of employees in support of broad debates and debates.
- ❖ **Knowledge – Why** : This level represents deep knowledge of the study and analysis of the cause and effect relationship that enables individuals to progress. Knowledge also includes facts and basic skills that bring the highest experience.

¹⁸ Burton, R. T. (1998). Definition of Knowledge Management: A Working Perspective. Process Renewal Group Inc. Retrieved from <http://www.processrenewal.com/other.html>

- ❖ **Care – Why:** At this level, the Foundation is looking at the reasons for problems and finding strategic solutions by looking ahead and predicting problems.

IV. Knowledge Management Classifications

As knowledge management depends on how it manages to serve the institution, and as the work of management knowledge through the number of classifications that are integrated among them, which can be classified knowledge management into four types are as follows¹⁹:

- ✓ **Cognitive Knowledge:** This knowledge relates to general principles, laws, rules, theory, principles and standards.
- ✓ **Technical knowledge:** This knowledge is related to technical skills and ability to accomplish things with great skill.
- ✓ **Knowledge of wisdom:** This knowledge relates to social practices.

Hybrid knowledge: This knowledge relates to a combination of trends and abilities.

Management classifications can also be defined as follows²⁰:

- ✓ **Core Knowledge :** the minimum type of knowledge to complete the learning process.
- ✓ **Advanced Knowledge :** it is the kind of intermediate knowledge that makes institutions have the viability of possessing special knowledge.
- ✓ **Innovation Knowledge:** it is the kind of knowledge that enables organizations to lead their competitors and distinguish them.

Fourth: the relationship of management knowledge and economic intelligence

Uses and applications of knowledge management and economic intelligence in many areas extend to each of the different disciplines, where economic intelligence focuses on the overall collection of competitive information from all sources imaginable, data analysis, decision making. The knowledge management concerns are identified, collected and documented, and the knowledge assets of the institution are shared So they both seek to gain advantage through the best applications of information or knowledge, In addition, each relies on the same resources, namely, human resources,

¹⁹صالح عبد الرضا رشيد، هناء جاسم: " اختبار العلاقة بين عمليات إدارة المعرفة الجوهرية والفاعلية التنظيمية للمؤسسات التعليم العالي – دراسة تحليلية في كليات جامعات القدس، مجلة القادسية للعلوم الإدارية والإقتصادية، المجلد (13)، العدد(04)، 2014، ص 182-183.

²⁰ http://www.artechhouse.com/uploads/public/documents/chapters/waltz_ch1.pdf visité le 15/10/2017.

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financial resources and technological resources; information resources²¹. The following table illustrates this by comparing economic intelligence with knowledge management.

Table (01) Comparison between knowledge management and economic intelligence

economic intelligence	knowledge management
-External -Proactive -based- source -driven environment	-Internal -Reactive -technology -Depend on employee willingness

Reference: Khairul Mizan, Saiful Farik, Abdul Rahman, Ahmad Nazri:" **Knowledge Management and Competitive Intelligence: A Synergy for Organizational Competitiveness in the K-Economy** ' Communications of the IBIMA, Vol(06), 2008, Pp 30.

As shown in the previous table, there are significant differences around the focus and activities of both economic intelligence and knowledge management so we will try to highlight them in the following points²²:

- ❖ Management focuses knowledge on the internal sources of information and knowledge of the institution, while economic intelligence focuses on external sources of information.
- ❖ Knowledge tends to be more interactive in the nature of the organization, on the other hand, economic intelligence tends to be more active in predicting competitors.
- ❖ Knowledge management will be more interesting to accompany the IT application of software databases, economic intelligence is more concerned with sources of information from primary sources and secondary sources for strategic decision-making.

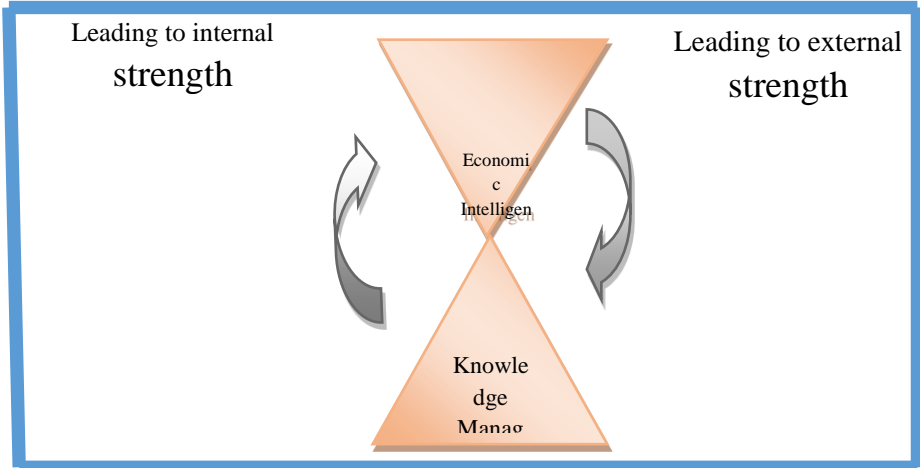
It also relies on economic intelligence on a strategy that combines the effectiveness of management knowledge to reach the right mix of right information to the right decision-making in a timely manner, while the right decision is based on a decision maker, an integrated approach must make the results more useful. The following figure illustrates the

²¹ Najibeh Abbasi Rostam :"**Integration of Business Intelligence and Knowledge Management – A literature review** Journal of Intelligence Studies in Business Vol(04), No(02) , 2014,Pp35-36.

²² Khairul Mizan, Saiful Farik, Abdul Rahman, Ahmad Nazri, "Knowledge Management and Competitive Intelligence: A Synergy for Organizational Competitiveness in the K-Economy" Communications of the IBIMA, Vol(06), 2008,Pp30-31.

relationship between economic intelligence and knowledge management²³.

Figure (03) Relationship between knowledge management and economic intelligence



Reference :Khairul Mizan, Saiful Farik, Abdul Rahman, Ahmad Nazri , "Knowledge Management and Competitive Intelligence: A Synergy for Organizational Competitiveness in the K-Economy" , Communications of the IBIMA, Vol(06), 2008, Pp 31.

As shown in the previous figure that both the economic intelligence and knowledge management has functions that support each other, Information is the primary material for each of them, through which priorities and challenges are prioritized. There is a great value to be gained through²⁴ this integrated model so it can provide all the information needed by the appropriate decision maker and strategic, so the purpose of knowledge management is to add value to the information of the enterprise, leading to knowledge that would be strategic use of the enterprise despite the specifics, as is economic intelligence in the collection and analysis of information on

²³ Najibeh Abbasi Rostam : "**Integration of Business Intelligence and Knowledge Management – A literature review** Journal of Intelligence Studies in Business Vol(04), No(02) , 2014,Pp38.

²⁴ Gul Muhammad, Jamaludin Ibrahim, Zeeshan Bhatti, Ahmad Waqas **Intelligence as a Knowledge Management Tool in Providing Financial Consultancy Services**, American Journal of Information Systems, Vol(02), No(02), 2014, Pp27.

capabilities and vulnerabilities, and the intentions of competitors using open sources²⁵.

Conclusion:

The economic intelligence is really a bet cannot be ignored and abandoned, given what both the institution and the State can achieve, especially in light of what the environment knows of change and conflict. The concept of economic intelligence since the end of the last century and the beginning of the twenty-first century has been widely used in many fields, As it is applied by international companies and many that have demonstrated its benefits and importance for them in achieving huge returns, which led to investment in this field.

Economic intelligence is one of the most effective tools at the present time to improve the competitive environment for institutions, which is the strongest and most modern means of knowledge available at the disposal of institutions on the one hand and countries on the other. Also economic intelligence makes plans, strategies, and application in practice through the use of information technology, And it works by knowing the changes that occur in the features and characteristics of competitors and the detection of threats faced by the institution and avoid the weaknesses and gain and turn them into strengths and opportunities for the institution.

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²⁵ Khairul Mizan, Saiful Farik, Abdul Rahman, Ahmad Nazri, "Knowledge Management and Competitive Intelligence: A Synergy for Organizational Competitiveness in the K-Economy", Communications of the IBIMA, Vol(06), 2008,Pp31-32.

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