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The Impact of Intelligence Economic on the Algerian Companies

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Abstract:

The competitive intelligence process (I.E) has become a major issue for both political institutions and for economic actors. Business intelligence is a new culture and a new practice for economic actors. It is based on the actions of intelligence, economic security and influence. It answers to profound changes in the overall business environment. It not only adapts quickly to technological developments but at the same time improve the ability of companies to innovate. This article proposes the study of the process of economic intelligence in the Algerian organizations to better understand the dynamics of its projects and identify best practices for better control. Through the survey, we tried to analyze the main reasons behind the failures encountered after using the process; the results provide useful information for the understanding of the latter. They validated the importance of contract negotiations as a key indicator influencing project dynamics and its ultimate success.

Keywords: Process monitoring, economic intelligence, failures, influence

1. Introduction

Today's business environment is characterized by the globalization of markets, technological development, the complexity of relationships, the multiplicity of actors, increased opportunities and multiplication of risks and uncertainties. This context has led to a significant increase in the volume of information, which poses the problem for the company to quickly obtain useful and relevant information to meet current situations, or to anticipate others.

The information appears as a raw material and a strategic tool increasingly essential for business competitiveness. The exponential growth of the wealth of information creates opportunities but simultaneously generates uncertainties. The company must adapt to this environment to maintain and develop. It is obvious for her to seek new ways to meet the challenges posed by the instability of its environment and abundance of information.

Under these constraints, the information must be collected, interpreted and made available to users who need it. The process of competitive intelligence can contribute from problem identification to the implementation of the indicators necessary for its resolution¹.

Furthermore, in this context, marked by alliances practices, mergers, competition and influences, the acquisition of relevant information has become difficult. And this is because any business or organization has to learn to control these 'information flows' before taking any strategic decision that business intelligence has become one of the rapidly developing activities in industrialized countries².

Business intelligence provides a detailed understanding of the business environment using internal and external information to which it has access. This understanding is intended to help managers make strategic decisions.

The interest we pay to the competitive intelligence process is explained by the importance of information and its interpretation in such an approach. Adopting the approach of economic intelligence, allows the company to solve decision problems and anticipate other based on information and communications technology (ranging from monitoring the environment to the dissemination of information)³. So, what is the impact of the economic intelligence on the Algerian companies?

1.1. The Economic Intelligence Systems

Many states have in the past and the world, set up intelligence devices or economic intelligence developed. In the context of the globalization of economic trends, it seems necessary to attach great importance to cultural, social and political reading of these national environments that can be very different from ours. Have knowledge of these models allows historically anchor and link to the origins our own practice of economic intelligence to give it meaning.

¹ROUACH D., "The Technology Watch and Competitive Intelligence, What do I know? "PUF, Paris, 5th ed., (2010), 127 p.

²ATCHARD P., BERNAT JP., "Economic L.'Intelligence: Manual", Paris: ADBS (1998).

³ACHARD P. "The human dimension of economic I.'intelligence" Paris: Hermes, p77-92, (2005).

1.2. The E.I. Japanese System

At the time, Japan was beginning its reconstruction after the war with a non-explicit strategic concept of "civilian power", that is to say, without military or territorial ambition. Thus, all the forces of the country were devoted to economic development and give rise to an original form of administrative organization and orderly political information gathering economic, industrial and technological.

Thus, the Japanese administrative organization is centered around the Ministry of International Trade and Industry (MITI)⁴, Whose main function to serve as a support to Japanese companies.

Around it, there are universities, sogo sos has - powerful trading companies - which fund think tanks in which are invited from researchers worldwide, employer associations and administrative bodies have a vocation for research and scientific information. The system is designed to benefit companies. Orderly management means allows a return on investment around a coherent sending Japanese student's abroad policy, receiving trainees from Japan and a strong obligation to "astonishment reports" missionaries. Japan is past, well before other major democracies, in a written culture period (writing "helpful") to leave traces and memory⁵.

Incidentally, in the years of reconstruction, a relatively systematic policy of cheap copies from stolen technology, but with own contribution of research and development efforts (R & D) Local - technology which is found in the newly industrialized countries (NICs) in the 1980s and wealth in China today, allowed a primitive accumulation of capital and technology.

It is important to remember that the Japanese example⁶ appeared at a time when almost all Western intelligence services working in the political and military intelligence to fight against the Secret Service is European and technologies against looting attempts by communist services.

Note in the diagram after the heart of the system revolves around the ministries (1st real head of government) and economic ministries; The business world is involved in defining the overall strategy and contributes by think Tanks (strategic thinking organizations in international relations, technological studies,)

1.3. The E.I. American System

The American shift in the field of IES born in the 1990s, following several international events. Economic development in Europe and Japan has gradually given rise to serious international competitors, competing and even beating the US companies. These are the Japanese automakers, Airbus against Boeing in the field of large carriers and ArianeSpace facing the National Aeronautics and Space Administration (NASA) in space.

With the collapse of the communist countries, Washington has believed in the advent of a world without conflict in which the model of liberal democracy with a market economy would triumph, but the economic crisis has given the major international markets, a strategic dimension whole sections of the economy, thus giving birth to the concept of "global economic war"⁷.

The massive intelligence inherited from the Cold War are then looking for new missions such as the Anglo-Australian-American network Echelon shifted to listens to more economic and industrial vocation (plays rival industrial and policies ...).

The globalization of trade, coupled with the explosion of the Internet is transforming the information both in content and in the methods. In a few years, accessible information has become more important than the closed information for number of players required to lead a global strategy. This new situation also upsets business intelligence. The concept of the information society was formalized in think tanks working for either the Pentagon or businesses. The military form of it is the concept of information dominance "We must hold the superiority in the field of information, that is to say the ability to collect, process and disseminate continuous flow of information and at the same time prevent the opponent to gain this ability.

The superiority in information will require means both in the offensive and defensive information warfare. "⁸ In this regard, it is significant that this revolution in military affairs (Revolution in Military Affairs, RMA), which focuses on information superiority for the mastery of the battlefield, has been implemented at the same time under the same Administration that gave birth around the White House, at an IES device based on the centralization of information, intelligence and public support action.

Thus, the new mission of the state is helping companies in important markets at strategic dimension and, in general, all US companies, whether exporting or just compete with foreign firms. The full description is too long to do here, but it is interesting to remember the great organizational axes.

The US system is centered around the White House and the National Security Council, and on each of the markets identified as strategic, a form of War Room that centralizes and distributes useful information between public and private stakeholders.

We also note in the attached diagram a US specificity that are private intelligence agencies like Kroll, Pinkerton

⁴Delorme P., "How to be effective using Japanese methods" Paris: Jacques Grancher Ed, p90-91, (1991)..

⁵FALIGOT R., Naisho "investigation c.oeur Japanese secret services," Paris: La Découverte, (1997).

⁶Mishima Y., "Japan and the modern samurai ethics: the way hagakure" al. NRF, Paris: Gallimard, (1989).

⁷Bernard Esambert "The global economic war," Paris, Editions Olivier Orban, (1991).

⁸US Department of Defense, "Joint Vision 2010", which sets out strategic objectives Americans insist on coordination of public and private stakeholders on the Internet at the following address: www.nsa.gov

1.4. The E.I.French System

According to HARBULOT⁹, Laidi and Lanvaux¹⁰ The French culture of information, at the opposite of the American and Japanese cultures is very individualistic origin. The information is the property and power: its value is assigned according to its "secret" and therefore open source does have little.

The French model was first developed in certain high-tech sectors and boasting scientific databases, such as petroleum and chemical sectors. Long characterized by a certain mistrust of the collective management of information, the French culture of information has resulted in significant loss of knowledge and skills caused by such a vision and the ambiguity prevailing around the concept of information "gray", confusing too often strategic information and confidential information. Gold has the first value if it circulates and is operated, whereas the second on the contrary loses its effectiveness since it comes out of a predetermined restricted group. This vision has spawned a number of reservations have even determined the choice of the term "intelligence" that, in the minds of many individuals certainly included the notion of understanding, but also the Anglo-Saxon meanings of intelligence, or even 'spying.

From the creation in 2004 of the General Delegation of Competitive Intelligence at the Ministry of Economy, Finance and Industry (MINEFI) followed in 2005 by the training manual, and the creation of the Federation of professional EI (FEPIE), a huge work is done so that all the economic environment, the multinational to small and medium enterprises is aware of the need to use technical intelligence and protection against "new vulnerabilities"¹¹. The goal is obviously not to turn the whole country into a huge network standby as in Japan, but to know where and how to ensure efficient manner in order not to restrict economic intelligence a fad that would fall into oblivion in less time than it took to emerge and to accept this concept. In France, business intelligence is "a public policy in the service of business competitiveness"¹²: "A policy of competitiveness that promotes research and provides support for companies in the conquest of world markets; accompaniment by the joint identification of strategic issues and the pooling of expertise and public and private information; A policy of economic security that protects the strategic scope of the national economy; A political influence, particularly among organizations which now develop standards which regulate economic life"¹³.

Its scope concerns more particularly the markets not only create value but also generators of influence and power, such as for example aerospace and armaments, pharmaceuticals and genetics, information and communications technology, energy and all those related to economic security. As emphasized by B. Carayon, "in these markets' Strategic', it is not the quality or price of goods and services that make the difference but the political support of states that can conquer"¹⁴.

The support of the state is one of the particularities of the French model. By initiating a public policy major, he promoted the development of infrastructure, driving closely partnerships with the Regions and has capacity of innovation in the industrial competitiveness of key success factor. This will result in the creation of "clusters"¹⁵ and the development of territorial intelligence (or economic intelligence in region) that is currently attracting many works¹⁶. For Girardot, territorial intelligence is defined as "the set of multidisciplinary knowledge that improve the understanding of the structure and dynamics of territories. It mobilizes information and communications technology to help actors to plan, define, animate and evaluate policies and actions of sustainable territorial development".

2. The Specific Characteristics of Economic Intelligence: Analytical Models

Through the different definitions and general characteristics of E.I., we identify four important dimensions to consider in defining a model of analysis.

The environmental dimension of a company that combines the elements that influence directly or indirectly the strategic development of a business. It is characterized by partners, competitors, markets, customers...

The human dimension that encompasses the actors involved in an EI approach, whether internal or external to the company. It is characterized by collaboration networks of interaction and communication between the different actors involved in this process.

- The strategic dimension corresponding to different models of analysis for the development of a business strategy for the identification of objectives to the decision and the definition of shares.
- The technological dimension, brings together all the methods, tools and techniques used to meet the information needs in an E.I. approach, by the search procedures, collection, processing and dissemination of information.

The inclusion of one or more of these dimensions can design various models for analysis (conceptual or practical) of E.I. We selected four models built on these dimensions: the model presented by F. JACOBIAK the AFDIE model, the model of P. Achard and finally analysis method of Halls. We will find in shading in these models.

⁹ HARBULOT C., "The invisible hand of power: Europeans cope with the economic war," Paris: Ellipses, p77-78. (2005).

¹⁰ Ministry of the Interior, Internal Security and Local Freedoms, Economic defense Circular of 14 February 2002, Paris: The French Documentation, 2002.

¹¹ ADEC-HL, Intelligence, Public Policy at the service of business competitiveness, Conference organized by the Agency for Economic Development and Cultural North-South, Toulouse, February 16 2006. [Online: adecns.free.fr (accessed in May 2013)]

¹² CARAYON B., "Economic intelligence, competitiveness and social cohesion", speech delivered at the meeting of prefects organized the initiative of Dominique de Villepin, Minister of the Interior Place Beauvau (Paris), December 9, 2004. [Online [http : //www.bcarayon-ie.com/fichiers/20041209_Prefets.pdf](http://www.bcarayon-ie.com/fichiers/20041209_Prefets.pdf) (accessed May 2013)]

¹³ DIGITIP, "Regions and key technologies: What strategies?" Paris (2004).

¹⁴ Datar, "France, industrial power: a new industrial policy in the territories," Paris: The French literature (2004).

¹⁵ Sophie Larivet, " Economic Intelligence survey hundred SMEs ", Paris: Ellipses, 245P (2009).

¹⁶ marten H. (1994), op.cit., P17-18.

2.1. The Model Jakobiak

Encompassing the monitoring process presented above, JAKOBIAK¹⁷ proposes a model of economic intelligence in five main points.

A doctrine which consists of the definition of the concept E.I. accepted by the whole group;

- A composite approach;
- A master plan for moving from the doctrine to method (which feed information to whom and for what needs, which actors will intervene (project leader, observers analyzers makers ...) in order to develop and implement the coherent strategy);
- A master plan to develop this method and having the structure, mode of control, the problem of cost and schedule;
- A federated structure around two networks: the network of information centers concerned (the selected monitoring areas) and network analyzers (panels and selection of critical success factors (CSF));
- An experiment which defines the general terms of the functioning of economic intelligence within organization'. Analyzers' the degree of freedom of each group, the recommendations and guidelines to the networks of observers' and the media and technical equipment (software, hardware ...), data storage (types of information to be considered); Control or control mode on both quantitative (measures of diffusion rates, computing statistics on the data stored and used, and estimate the financial costs) and qualitatively (awareness and mobilizing leadership, training seminars, organization workgroups).

For Jacobiak, the cornerstone of business intelligence project is the network analyzers experts: this is where the raw information transmitted by the observers turned into elaborate information readable and interpretable by policymakers. We see a model that separate observation of the analysis decontextualizes both the demand and the different actors of the problem being treated. The many intermediaries cannot relay only partially the needs identified by the maker and the stakes will therefore never disclose.

2.2. The Model of AFDIE

For AFDIE¹⁸ Economic intelligence is means which organized management system by knowledge, product information useful for decision making, from the perspective of performance and value creation for all parties stakeholder¹⁹. It is from this perspective that AFDIE outlined five basic principles of economic intelligence leading to sustainable performance:

Integration and inclusion of environments in a logic of anticipation;

A design company from the knowledge and skills for the implementation of dynamic management of information and knowledge, creating value for all stakeholders, mobilization of collective intelligence;

- An organization built around systems and networks;
- A combination of a managerial logic and an entrepreneurial logic;
- Adherence to ethics, a code of ethics.

The model of AFDIE includes eleven factors (seven factors of actions and results four factors) all having the same relative importance and without any prioritization relative to each other, neither logically nor on practice. This is perceived as a system where performance and the overall balance depend on the level of interactions between all its parts, and not only the excellence of two or three of them. Therefore, it is the weakest link that will determine the overall fragility of the business or organization and which will disrupt the level of adjustment of the set.

Two aspects seem important in this model: a prominent place is given to human networks; the model defined as such is characterized in terms of consistency, legibility and traceability:

- Consistency is developed by taking into account the reality of the situations of the observed field, regardless of their diversity and variety; by the need to link and coordinate all the information
- The company has or is about to collect; by creating a link between the unity of the organization (the body in the biological sense of the word) and the variety of situations encountered in the field, in daily practice;
- Readability is facilitated by giving sufficient visibility and transparency displayed each company actor;
- Finally, traceability is facilitated by the monitoring and control of all treatments regardless of the actor, the place and time.

As for the networks recognized and those not yet recognized by the company, they are an integral part of its intangible capital. They are an often-invisible wealth to identify²⁰ and to be managed carefully. The networks they are both acquisition and broadcast network information as management networks, production, subcontracting and innovation are both the engine and the essence of the system 'Economic intelligence.

2.3. The Model Achard

The establishment of an economic system depends mainly of intelligence according to Achard, of the "real conviction and not merely displayed policymakers"²¹. It must allow an increase in line with the internal acceptance of the process by

¹⁷JAKOBIAK F., "Economic intelligence: understand it, implement it, use it," Paris: Editions d'Organization, (2004).

¹⁸JL LEVET French Association for the Development of Economic I.'Intelligence. the AFDIE, (1996).

¹⁹BESSION B., FONVIELLE D., Mr FOUREZ, LEVET JL, LIONNET JP, "The performance of organizations," AFDIE, (2001)

²⁰BLOUIN M., C. BERGERON, Dictionary rehabilitation, Volume 2 "terms of intervention and technical aids" Québec: Les Publications du Québec, pp 69-70, (1997).

²¹ACHARD P. "The human dimension of economic I.'intelligence" Paris: Hermes, p77-92, (2005).

decision makers while remaining proportional to the degree of freedom that allows the company. Achard analysis model is in the form of five successive phases:

- A planning phase for defining what are the expectations of economic intelligence unit. This unit is not set up as "a catchphrase turnkey" but thanks to a thoughtful adaptation of the "type146" economic intelligence whose leaders would need;
- A federation phase by looking "people need, skills that are needed." This step raises the question of watchman job and skills that must be put into perspective by the culture of the company and according to expectations;
- A phase of economic intelligence positioning in the heart of the company as an internal service provider system accompanying missions and decision goals while participating in obtaining useful information at all levels
- A phase of developing the business intelligence process as defined monitoring axes, the terms of collection, processing and dissemination of information in line with the objectives set decision;
- An evaluation phase with a question and a measure of model performance using qualitative and quantitative criteria of appreciation.

In the model Achard, the watchman (for interactivity) is the E.I. engine system ensuring the animation and coordination of the system in a logical complicity with the decision maker. Versatile and rather general, the watcher is a producer of ideas, "even those he disagrees" with expertise in information research, expert skills and "read" in the targeted areas and know-be facilitating communication and reporting poly exchanges.

2.4. Rooms Analysis Method

Economic intelligence approach proposed by SALLES²² is built on the method MEDESIIE²³ needs analysis of the decision maker. The conceptual architecture of this method is based on the definition proposed by SELIGMANN²⁴ on the characterization of methods for designing information systems. According to this author, any method must be based on four components (or "way of"): a paradigm (a viewpoint or way of thinking), one or more models (formalized representations) to build an organizing approach to follow (steps, success factors) and finally a support gathering tools and practical implementations.

Model Salles is a 'mégamodèle' consists of five units of analysis:

- A business model established by its various functions (productive, economic, financial and innovation);
- A model of the environment congruent with the model of Porter (characterization of competitors, markets, supply conditions,) that highlights the internal and external factors of the relationship the company has with it;
- A model of the strategy to identify the company's competence heart and define issues and main tasks (search of independence, business growth, increase profits, etc.);
- A model for the collection, analysis and validation of the need. The collection begins with the realization of a state of need for different processes (control, decision making, informational). First expressed orally without formal setting because, as Hall says, "policy makers are not always able to explain how they make their decision, and thus determine what information they would be required to make these more effective decisions"²⁵ The formulation is then systematized needs. The next step is to prioritize them, categorize them by type and search for those who were not fully expressed.
- A sample definition of business intelligence products, which consists of a mock performed as needed collected to define the cost, scope and power to assess a priori the effects.
- The approach proposed by Hall follows the order of presentation of these models in four main phases, the presentation of the mission to the business intelligence product design (analysis of the company and its environment are grouped together in the same step). This method of analysis seems very interesting because it is very close to our senses and our motivations. It aims to bring a dual perspective on the decision and on the informational inherent need: one being that of the company seen through its various management levels, the other being the decision maker on the process individual decision. This design is complementary to ours where we add the perspective of the watchman on these processes. Also, according to this model, business intelligence is seen as a cognitive process whose primary aim to provide both a piloting assistance and produce representations of the environment that can help decision-making by implementation of knowledge, and their emergence in a problem-solving approach.

2.5. The Economic Intelligence in Algeria

2005-2007 : Introduction to Business Intelligence

It was in 2005 that was organized the first major conference on Intelligence in Algiers. In just two years, there have been four international events on EI in Algiers. This demonstrates the interest that is worn to this notion. They were organized either by VIP Consulting Group LODGE.

²²ROOMS M., "Strategies for SMEs and economic intelligence: a method of analysis of need," Paris: Economica (2003).

²³ROOMS M., ALQUIER AM, "economic intelligence systems design considered as decision support systems," Symposium on Ile Rouse developed information systems, p14-16 May 1997, (1997).

ROOMS M., "Project MEDESIIE: MEDESIIE method of defining requirements in Economic Intelligence for SMEs," University of Toulouse I, December (2002).

²⁴SELIGMANN PS, WIJERS GM SOL HG., "Analyzing the structure of IS methodologies, an alternative approach, In Proceedings of the 1st Dutch Conference in Information Systems ", Amersfoort, The Netherlands (1989).

²⁵ROOMS M(2003), op.cit.

These various events have helped to better understand E.I. and to set up vocational training cycles for business executives.

At the University training, a first master was created at the University of Continuing Education (CEU) in Algiers during this period. But what marked the two years is the creation of the Directorate General of Intelligence at the Ministry of Industry, Small and Medium Enterprise and Investment Promotion.

Its role is to help Algerian companies in their approach Watch and Intelligence as well as be proactive on issues related to training. At the same time large Algerian companies equip themselves with discretion (competitive forces) system E.I. to face international competition and to sustain and protect their investments. To name a few: SAIDAL pharmaceutical companies, or the group Sonatrach, the oil company²⁶.

2008-2012:E.I. at the highest state level It was in 2008 that the presidency of the Algerian Republic sponsored an international conference on the Governance Institutions and Economic Intelligence. This conference has indeed obtained the patronage of the President of the Algerian Republic, Abdelaziz Bouteflika. Work and workshops had been organized with the participation of international experts to set global actions to be taken in terms of I.E.

In September 2010, Directorate General of Intelligence, Studies and Planning of the Ministry of Industry, Small and Medium Enterprise and Investment Promotion launched the first manual business intelligence training in Algeria. This document responds to the desire to contribute to the framing of training actions in a new field in Algeria. This same branch of the Ministry recently launched a support program of 11 Algerian public companies for the development of economic intelligence.

In 2011, and as part of the first edition of the Challenge organized by Francophone SLEEP the first French magazine dedicated to Sleep "Sleep Magazine", the jury selected an Algerian candidacy. He thus is winning the Algerian Mohammed Fawzi Boucheloukh for Sleep System, strategic approach in FERTIAL, group production of ammonia and fertilizers (Algeria). In terms of training, the National School of Management - ENSM - launched in 2012 a professional Master of Business Intelligence with national and international experts.

Finally, Algeria has opted instead for a centralization of I.E. within the Directorate General of Intelligence of the Ministry of Industry.

3. Methodology

This study AIMS to Identify problems and failures-have Arisen That partner after the transfer and integration of the technology of supervising the electricity grid SCADA system by the Canadian firm AREVA to SONELGAZ. The sample Consists of 60 people affected by the process spread over Oran, Tlemcen, Mascara, SBA, Ain Temouchent, and Algiers through a survey (survey attached).

The survey Consists of 39 questions closed & open; the measurement scales are used Nominal & Ordinal (treatment tables are SPSS 21.0 statistical software attached).

Questionnaire data Were Analyzed by a specific template:

- The Univariate analysis
- The Bivariate analysis
- The Multivariate analysis

4. Results and Discussion

The technology used in the multivariate analysis is the ACP: this is an exploratory factor analysis; the results of the analysis will be new hypotheses to expand and better Understand the problem Studied. The diagram of the components by hand (attached) Helped us to review all the results.

The results of the interpretations-have shown That partner after the transfer and integration of technology: supervising the electricity grid system SCADA by ALSTOM AREVA in SONELGAZ there-have-been Many failures Such as the Lack of Maintenance of Some positions That Fail and Unable to find replacement parts Such as data cards, relay protection ...

Through this research we found either that the term of technology transfer which has been traded is not well service contracts that are critical to the system Followed by the (spare parts, research laboratory, a laboratory services with this advanced technology ...).

There is no preventative Maintenance plan , a number of staff is not Sufficiently qualified to acquire the knowledge and control Relating to technology transfer which Implies a Lack of skills and the wrong choice of negotiator to different operations (Telecom, SAP , OCR, ...) and finallythe training by the technology holders (ALSTOM, AREVA) to stakeholders (Sonelgaz) are not 100% effective.

5. Conclusion

The economic intelligence approach through the prism of the strategic analysis enables better understanding of the constraints of companies acting on different areas characterizing their environment. Hence the need for the establishment of an oriented information system on the competitive environment to ensure the company timely, relevant information on:

- Its main competitors, their allies, determine how they may affect the current interest of the company,
- The technological system, political, economic, affecting the competitive position and their evolution.

²⁶Mounir ROCHDI, "Analysis of approaches Maghreb" magazine Standby • May / June 2012, p19.

It is therefore necessary to understand the mechanisms of formation and evolution of these networks. Knowing at any time the environment of a company and analyzing its dynamics should also enable the company to adapt its strategy in order to control its position in the network²⁷.

Most of the electronic information relevant to the decision is still in textual form and often in the form of free text. The analysis of the texts remains the key to economic intelligence approach.

Despite the importance of the role of economic intelligence in solving strategic problems, it is undeveloped and less integrated into Algerian companies.

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Appendix

Nom	Type	Largeur	Décimales	Étiquette	Valeurs	Manquant	Colonnes	Align	Mesure	Rôle	
25	TT_mat	Nomérique	8	0	transfert technologique du matériel	(0, NON)	Aucun	5	Centre	Normales	Entrée
26	exp_TT_mat	Nomérique	8	0	expérience de transfert technologique du matériel	(0, NON)	Aucun	7	Centre	Normales	Entrée
27	mat_exp	Nomérique	8	0	note expériences du TT	(1, NOT 10)	Aucun	6	Centre	Ordinales	Entrée
28	Pro_TT	Nomérique	8	0	problèmes du transfert technologique	(0, non)	Aucun	5	Centre	Normales	Entrée
29	pro2	Nomérique	8	0	manque de ressources	(0, non)	Aucun	4	Centre	Normales	Entrée
30	pro3	Nomérique	8	0	manque de pièces de rechange	(0, non)	Aucun	3	Centre	Normales	Entrée
31	pro4	Nomérique	8	0	pas de liste de maintenance	(0, non)	Aucun	3	Centre	Normales	Entrée
32	pro5	Nomérique	8	0	manque de compétences	(0, non)	Aucun	3	Centre	Normales	Entrée
33	pro6	Nomérique	8	0	contrat mal négocié	(0, non)	Aucun	3	Centre	Normales	Entrée
34	Dem_TTmat	Nomérique	8	0	demande par l'entreprise d'IT du matériel	(0, NON)	Aucun	8	Centre	Normales	Entrée
35	Faq_TT	Nomérique	8	0	faq préfilé du TT	(0, non)	Aucun	6	Centre	Ordinales	Entrée
36	faq2	Nomérique	8	0	conseil technologique, expertise	(0, non)	Aucun	4	Centre	Normales	Entrée
37	faq3	Nomérique	8	0	ressources (équipement, laboratoires)	(0, non)	Aucun	4	Centre	Normales	Entrée
38	faq4	Nomérique	8	0	capital	(0, non)	Aucun	4	Centre	Normales	Entrée
39	faq5	Nomérique	8	0	finances, prototypes, développement pilot à marcher	(0, non)	Aucun	3	Centre	Normales	Entrée
40	faq6	Nomérique	8	0	recherche sur demande	(0, non)	Aucun	4	Centre	Normales	Entrée
41	faq7	Nomérique	8	0	formations	(0, non)	Aucun	3	Centre	Normales	Entrée
42	faq8	Nomérique	8	0	contact informel	(0, non)	Aucun	4	Centre	Normales	Entrée
43	Pro_TTmat	Nomérique	8	0	problème dans le domaine du TT de matériel	(0, NON)	Aucun	7	Centre	Ordinales	Entrée
44	sign_ei	Nomérique	8	0	signification de l'intelligence économique	(1, un moyen)	Aucun	5	Centre	Ordinales	Entrée
45	inf_util	Nomérique	8	0	informé utilement	(0, NON)	Aucun	5	Centre	Normales	Entrée
46	rech_info	Nomérique	8	0	surcharge d'information	(0, NON)	Aucun	7	Centre	Normales	Entrée
47	part_inf	Nomérique	8	0	partage de l'information	(0, NON)	Aucun	8	Centre	Normales	Entrée
48	rech_act	Nomérique	8	0	sont des principaux acteurs de l'innovation	(0, NON)	Aucun	6	Centre	Normales	Entrée
49	TT_mat	Nomérique	8	0	transfert technologique du matériel	(0, NON)	Aucun	4	Centre	Normales	Entrée

Figure 1: Treatment Questionnaire Data Were SPSS 21.0

Nom	Type	Largeur	Décimales	Étiquette	Valeurs	Manquant	Colonnes	Align	Mesure	Rôle	
1	Post_occup	Nomérique	8	0	poste occupé	(1, directeur)	Aucun	7	Centre	Normales	Entrée
2	Fil_Sonegaz	Nomérique	8	0	filiale SONEGAZ	(1, SOG)	Aucun	8	Centre	Normales	Entrée
3	Org_TT	Nomérique	8	0	organisation du transfert technologique	(0, non)	Aucun	5	Centre	Normales	Entrée
4	org1	Nomérique	8	0	ALSTOM, AREVA	(0, non)	Aucun	3	Centre	Normales	Entrée
5	org2	Nomérique	8	0	MATELEC	(0, non)	Aucun	3	Centre	Normales	Entrée
6	org3	Nomérique	8	0	ABB	(0, non)	Aucun	3	Centre	Normales	Entrée
7	org4	Nomérique	8	0	ENERCONVEST	(0, non)	Aucun	3	Centre	Normales	Entrée
8	org5	Nomérique	8	0	G E	(0, non)	Aucun	4	Centre	Normales	Entrée
9	org6	Nomérique	8	0	SIEMENS	(0, non)	Aucun	3	Centre	Normales	Entrée
10	org7	Nomérique	8	0	NOVEGA	(0, non)	Aucun	3	Centre	Normales	Entrée
11	org8	Nomérique	8	0	SHWEDER	(0, non)	Aucun	3	Centre	Normales	Entrée
12	org10	Nomérique	8	0	AAC	(0, non)	Aucun	4	Centre	Normales	Entrée
13	Contact_Org	Nomérique	8	0	Contact avec les organisations	(1, OUI)	Aucun	8	Centre	Ordinales	Entrée
14	Manr_contact	Nomérique	8	0	nom de contact	(1, on est s...)	Aucun	9	Centre	Ordinales	Entrée
15	Motiv_TT	Nomérique	8	0	motivation de participation au projet de TT	(1, centre d...)	Aucun	6	Centre	Ordinales	Entrée
16	Contr_TT	Nomérique	8	0	les contraintes majeures du TT à SONEGAZ	(0, non)	Aucun	6	Centre	Normales	Entrée
17	cont2	Nomérique	8	0	manque de formation spécialisée	(0, non)	Aucun	4	Centre	Normales	Entrée
18	cont3	Nomérique	8	0	problèmes de confidentialité, aspects légaux & droit de propriété intellect.	(0, non)	Aucun	4	Centre	Normales	Entrée
19	cont4	Nomérique	8	0	aucun partenaire de recherche adéquat connu	(0, non)	Aucun	4	Centre	Normales	Entrée
20	cont5	Nomérique	8	0	haut niveau de bureaucratie dans l'entreprise	(0, non)	Aucun	4	Centre	Normales	Entrée
21	cont6	Nomérique	8	0	questions financières	(0, non)	Aucun	4	Centre	Normales	Entrée
22	cont7	Nomérique	8	0	compétence insuffisante de partenaires de recherche	(0, non)	Aucun	4	Centre	Normales	Entrée
23	cont8	Nomérique	8	0	les conditions du TT ne sont pas bien négociées sur les contrats	(0, non)	Aucun	4	Centre	Normales	Entrée
24	EI_R0	Nomérique	8	0	les effets dans R&D	(0, NON)	Aucun	5	Centre	Normales	Entrée
25	TT_mat	Nomérique	8	0	transfert technologique du matériel	(0, NON)	Aucun	4	Centre	Normales	Entrée

Figure 2: Treatment Questionnaire Data Were SPSS 21.0

Nom	Type	Largeur	Décimales	Étiquette	Valeurs	Manquant	Colonnes	Align	Mesure	Rôle	
49	recouv_inf	Nomérique	8	0	capacité à récupérer l'information utile	(0, NON)	Aucun	6	Centre	Normales	Entrée
50	acc_inf	Nomérique	8	0	accès de recherche d'information	(0, NON)	Aucun	6	Centre	Normales	Entrée
51	acc_inf2	Nomérique	8	0	accès de recherche d'information communiqué aux collaborateurs	(0, NON)	Aucun	7	Centre	Normales	Entrée
52	dis_inf	Nomérique	8	0	utilisation de documents spécifiques pour remettre l'info	(0, NON)	Aucun	6	Centre	Normales	Entrée
53	car_inf	Nomérique	8	0	canalis pour les infos normalisées	(0, NON)	Aucun	5	Centre	Normales	Entrée
54	analy_inf	Nomérique	8	0	analyse systématique de l'info	(0, NON)	Aucun	6	Centre	Normales	Entrée
55	diff_inf	Nomérique	8	0	manière de diffusion de l'info	(0, non)	Aucun	6	Centre	Normales	Entrée
56	manr_diff	Nomérique	8	0	interven	(0, non)	Aucun	7	Centre	Ordinales	Entrée
57	man2	Nomérique	8	0	messagerie instantanée	(0, non)	Aucun	4	Centre	Normales	Entrée
58	man3	Nomérique	8	0	processus formulaires, rajoutés	(0, non)	Aucun	5	Centre	Normales	Entrée
59	man4	Nomérique	8	0	diffusion ciblée (par service, niveau hiérarchique)	(0, non)	Aucun	4	Centre	Normales	Entrée
60	man5	Nomérique	8	0	format (écrit)	(0, non)	Aucun	4	Centre	Normales	Entrée
61	man6	Nomérique	8	0	informel (oral)	(0, non)	Aucun	4	Centre	Normales	Entrée
62	man7	Nomérique	8	0	réunions	(0, non)	Aucun	4	Centre	Normales	Entrée
63	man8	Nomérique	8	0	autres	(0, non)	Aucun	4	Centre	Normales	Entrée
64	stock_inf	Nomérique	8	0	stockage de l'info dans des bases de données exploitables	(0, non)	Aucun	6	Centre	Ordinales	Entrée
65	protect_inf	Nomérique	8	0	procédure de protection des systèmes d'information	(0, NON)	Aucun	7	Centre	Normales	Entrée
66	strategie_inf	Nomérique	8	0	formation des collaborateurs au caractère stratégique de l'info	(0, NON)	Aucun	8	Centre	Normales	Entrée
67	practica_ei	Nomérique	8	0	l'entreprise pratique l'intelligence économique	(0, NON)	Aucun	8	Centre	Normales	Entrée
68	meth_ei	Nomérique	8	0	initié au méthode de l'intelligence économique	(0, NON)	Aucun	7	Centre	Normales	Entrée
69	format_ei	Nomérique	8	0	formation à l'intelligence économique	(0, NON)	Aucun	7	Centre	Normales	Entrée
70	market_concu	Nomérique	8	0	l'entreprise sur un marché concurrentiel	(0, NON)	Aucun	8	Centre	Normales	Entrée
71	concu_m	Nomérique	8	0	des concurrents à l'échelle mondiale	(0, NON)	Aucun	7	Centre	Normales	Entrée
72	market_mon	Nomérique	8	0	l'entreprise sur un marché innovant	(0, NON)	Aucun	8	Centre	Normales	Entrée
73	act_innov	Nomérique	8	0	l'entreprise innovante dans l'innovation	(1, oui)	Aucun	8	Centre	Ordinales	Entrée

Figure 3: Treatment Questionnaire Data Were SPSS 21.0

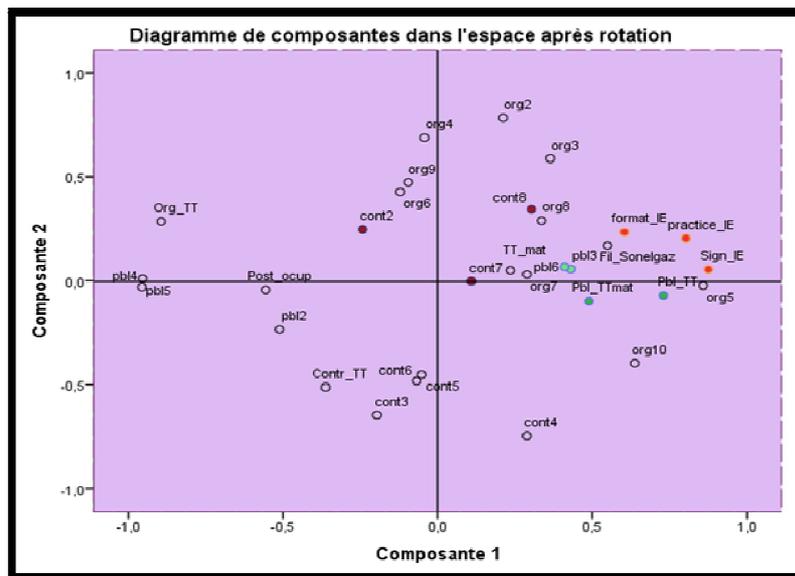


Figure 4: ACP the Main Component Diagram