

## The role of strategic intelligence to anticipate the future of the Organization – Case study of Ooredoo Algeria -

دور الذكاء الاستراتيجي في استشراف مستقبل المنظمة – دراسة حالة  
Ooredoo الجزائر –

Doctorante: MESSILITI ,Nabila  
Doctorante: BENZAAMA Salima  
Université de Mostaganem  
D TAGRARET Yazid  
Université d'Oum el Bouaqui

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**Résumé :** L'objectif de ce document de recherche est de mettre en évidence la réalité de l'intelligence stratégique dans la société Ooredoo Algérie, en s'appuyant sur les dimensions de l'intelligence stratégique basée sur : la prospective, l'intelligence économique, la gestion des connaissances et le benchmarking, pour anticiper l'avenir de l'organisation dans un environnement compétitif complexe et incertain et pour les aider à adopter les meilleures pratiques pour réaliser des performances exceptionnelles par rapport à ses concurrents.

**Mots-clés :** Intelligence stratégique ; prévoyance ; intelligence économique ; vigilance stratégique ; sécurité de l'information ; impact ; gestion des connaissances ; benchmarking.

**ملخص:** الهدف من هذه الدراسة هو التعرف على واقع الذكاء الاستراتيجي في شركة أوريدو " Ooredoo الجزائر، حيث تم الاعتماد على أبعاد الذكاء الاستراتيجي، إدارة المعرفة والمقارنة المرجعية، لاستشراف مستقبل المنظمة في بيئة تنافسية يسودها التعقيد وعدم التأكيد ومساعدتها على تبني أفضل الممارسات للوصول إلى الأداء المتميز مقارنة بمنافسيها.

**الكلمات المفتاح :** الذكاء الاستراتيجي، الاستشراف، الذكاء الاقتصادي، اليقظة الاستراتيجية، الأمن المعلوماتي، التأثير، إدارة المعرفة، المقارنة المرجعية.

**Abstract:** The objective of this research paper is to highlight in the reality of strategic intelligence in the company Ooredoo Algeria, by relying on the dimensions of strategic intelligence based on the: foresight, economic intelligence, knowledge management and benchmarking, to anticipate the future of the organization in a competitive environment that is complex and uncertainty and to help them adopt best practices to achieve outstanding performance compared to its competitors.

**Keywords:** Strategic intelligence; foresight; economic intelligence; knowledge management; benchmarking.

### **I- Introduction**

The acceleration of economic changes and power imbalances has led to an increase in the demand for information as the life of the products is shrinking, modern technologies are developing more rapidly, competition is becoming more intense in the global marketplace, and the information is becoming the core of everyday, personal and professional life. For companies, the difference between them and others is their ability to integrate and respond to external events and their ability to receive and analyze signals before others and these skills are the competitive value of them and therefore the institutions have to adopt a system of strategic intelligence to ensure the survival of their capabilities and continuity of competitiveness.

#### **The problem of the studying**

Given the need for strategic intelligence to achieve the goal of sustainable competitive excellence, the problematic features that can be formulated in the following question arise:

What role does strategic intelligence play in supporting competitive excellence in Ooredoo Algeria?

The main problem is the following sub-questions:

- What is strategic intelligence?
- What is the role of strategic intelligence dimensions in achieving the dimensions of sustainable competitive excellence?
- What is the reality of this in Ooredoo Algeria?

#### **Study hypotheses**

- Strategic intelligence plays an important role in achieving the enduring competitive excellence of Ooredoo Algeria;
- Foresight, economic intelligence and knowledge management contribute to the achievement of the dimensions of sustainable competitive excellence at Ooredoo company;
- Benchmark comparison does not contribute to the achievement of the dimensions of sustainable competitive excellence at Ooredoo Company.

#### **Objectives of the study**

This study aims to:

- Trying to challenge the relationship between strategic intelligence and sustainable competitive excellence;
- Knowledge of the reality of strategic intelligence in the company Ooredoo Algeria.

#### **Importance of the study**

- Strategic intelligence and sustainable competitive excellence is a modern topic;
- Trying to figure out how to achieve strategic intelligence excellence for telecom sector organizations, this is a sensitive sector as a result of technological developments.

### **Previous studies**

Magister thesis “The impact of strategic intelligence on the decision-making process” Souad Harb, 2011-2012, which addressed the human dimension of strategic intelligence and reached its influence in the decision-making process for the managers of the Gaza regional Office.

#### **1.1. Concept of strategic Intelligence**

"According to MC DOWELL, 2007, p. 32 is a management tool that assists in making decisions on important and cross-cutting issues." (Souad Harb Qasim, 2011, P11)

"According to Maccoby p32, 2011 is an integrated system of leadership qualities, used in the face of the challenges facing leaders and the lingering between leaders and their people."

"According to Yasiri and al-Shamri 2015 P 253 Strategic Intelligence is the cornerstone of effective strategic thinking that enables leaders of organizations to have the knowledge to make critical decisions that will determine the future of organizations." (Tamer Hamdan Abdel Qader Muslim, 2015, p17)

On the other hand, it is the intelligence of the leaders who have insight, vision, high-level thinking and the ability to raise creativity from focusing on an information system that allows them to survey, process and analyze it so that they can use their ideas in the resolutions and strategies with a high level of intelligence and ability to work. (Nidal Abdul Hadi Omran, p8)

As a comprehensive definition, it is a system that helps decision-making in observation and analysis of the practical environment, technical and economic effects present and future in order to exploit opportunities and avoid threats and it is mainly based on strategic information means all actions aimed at monitoring the continuous or others Continuous, no matter how powerful or weak it is to be able to contain meaningful information for the institution in a particular strategic field, it is the whole concept of economic intelligence, which is the management of the external information of the Organization and its viruses and the knowledge management and it is generally known as information management Of the organization's interior.(Haji Mohammed, Borbabh Ahmed, Strategic intelligence, viewed:21/03/2019, web site:

<https://www.slideshare.net/widadd19921992/ss-37804575> )

#### **1.2. Highlighting the reality of strategic intelligence at Ooredoo**

This axis attempts to highlight the reality of strategic intelligence in the company under study by dropping its theoretical dimensions on the reality of strategic practices.

### **1.2.1.Foresight**

"Ooredoo seeks to achieve the vision of the parent organization through the distinguished leadership where he is Executive Director: " Joseph Gud "who manages the Ooredoo branch in Algeria since 2007, which began to work in the Organization in 2004 as Director of Technology and then Director of employment," Joseph Gade " He holds a degree in management from the Massachusetts Institute of Technology, BOSTON, United States of America, and a masters degree in Applied Sciences, majoring in communications from the University of Monterial in Canada, and holds a Bachelor of Communications Engineering from the American University in BEIRUT, Lebanon. " (Sané Zaidi, Sabrieh Dreeri, 2016, P114)

### **1.1.2.Economic intelligence at Ooredoo organization**

The availability of economic intelligence can be measured in the Ooredoo branch of Algeria through the reality of strategic vigilance, information security and impact.

#### **A. Strategic vigilance**

Ooredoo works in a competitive environment characterized by the competition of the few, and began this type of competition in the Algerian telecom market after Ooredoo "previously starred" the Activity license in 2004 where the competition is based on the quality of coverage and network services on the one hand and to take various ways to distinguish Offers, especially after the entry of Ooredoo at very well-thought-out prices, and in the framework of the liberalization of the postal and transport market, the authority for postal and telecommunications "ARPT" was established by law 03 -2000 of 05/08/2000, which defines the general rules concerning postal and communications, and aims to:

- Separating postal and transport activities and enshrining the principle of competition through the legislation of the general rules;
- To provide all the appropriate conditions for making investments in order to develop quality telecommunications services in objective and transparent conditions and without distinction in a competitive environment;
- Freedom of investment through the establishment of the legal system and the granting of fiscal and customs benefits to investors, as well as the free transfer of their capital and revenues to their countries of origin and the guarantee of equality.

All activities of the postal and telecommunication sector are subject to the control of the State, represented in the authority of the postal and transportation control. Ooredoo is monitoring and tracking the movements of its competitors in the sector, namely:

### ***Optimum Telecom***

"Orascom Telecom Egypt is the largest contact organization in Africa and the Middle East, the first foreign dealer to receive the mobile license in Algeria under the name" Jeezy "on 11 July 2001, and in 2014 Algeria received a 51% stake from Jeezy and the remaining part of the industrial complex is owned Food (cévital). (Sané Zaidi, Sabrieh Dreeri, 2016, P114)

#### **- *ATM Mobilis Algeria:***

"Established in 2003 as a branch of the public organization" Etisalat Algeria ", the second mobile network in Algeria established by law 03 - 2000, it was announced in 2003, an organization with equity capital of 100 million GE, comprising a network covering 97% of the country and its social headquarters in Algiers."( Web site: <http://www.mobilis.dz/>, viewed: 24/03/2018).

Ooredoo is active in a highly developed field at the technological level and in a relatively variable competitive environment, the external environment poses a threat to the organization, which has a significant impact on its strategic decisions, so Ooredoo monitors and tracks all the variables that occur in its external environment through Strategic vigilance within the interest of strategies through an information and communication technology (ICT) track that begins by collecting information about competing organizations, suppliers and customers of interest to the organization, and then tracking the information that has been identified and the information collected is subject to Processing and analysis, sorting and extracting strategic information and then disseminating and distributing it to its users to feed strategic decisions.

#### ***B. Impact***

"Ooredoo seeks to control pressure groups by embracing social responsibility, among other aspects, by doing:

- " partnership between the public and private sectors with the National Agency for the development of small and medium enterprises to keep abreast of it technologies Tic and overcome structural difficulties That hinder the realization of the dreams of entrepreneurs and reduce the level of unemployment among the youth group. Through the Tstart program, this partnership has helped to develop the ideas of youth technology projects, and this program has assisted in the development of the most intelligent applications for smartphones as well as the Piste program that promotes the adoption of it in small enterprises And Mediterranean in Algeria ";
- " participation in various local social activities such as the celebration of International Women's Day and sponsorship of their participation in athletics for the ninth consecutive year ";
- "Support literacy efforts";
- "partnership with the Algerian Red Crescent and the organization Leomisi, which culminated in the Mobile medical Clinic". (Official

annual report of Wataniya Telecom Ooredoo Kuwait web site: <http://www.ooredoo.com.kw/Frontend/Reports/Annual%20Report-2015-Ar.pdf> , viewed: 24/03/2018).

### **1.1.3. Knowledge management**

As part of its commitment to its employees, Ooredoo Algeria has invested in its human resources, whether at the senior management or middle management level through the organization of various training courses for qualified managers in prestigious institutes in Algeria and France, and this initiative is a continuation Training courses started since 2012

Two senior executives from the Ooredoo administration of Algeria were selected to participate in the second LDP Leadership Program, which was funded by the Ooredoo group.( Sané Zaidi, Sabrieh Dreeri, 2016, P114).

### **1.1.4. Reference comparison**

The organization's leaders are keen to abide by the practices that the parent organization seeks to settle in all its branches throughout the world, which has begun to unify the new brand "Ooredoo" and to track performance in Algeria's branches through electronic questionnaires conducted by On a regular basis. By exploring the availability of strategic intelligence dimensions, Ooredoo, through its practices, aims to achieve the organization's parent vision of customer service excellence, which reflects positively on the results of financial performance.

### **1.3. The role of strategic intelligence in supporting competitive excellence of Ooredoo Algeria**

This theme will illustrate the impact of strategic intelligence on outstanding performance and the customer's perceived value.

#### **1.2.1. The performance of the Ooredoo organization in the Algerian telecom market**

"The technological developments in the telecom sector in Algeria and the effort of Ooredoo to achieve excellence on its competitors in the sector have forced the need to monitor their external environment in order to be able to know the opportunities. That must be seized and threatened by competitors, which need to be monitored and prepared to confront them. "( Official Annual Report of Ooredoo Kuwait, web: <http://www.ooredoo.com.kw/Frontend/Reports/Annual%20Report-2015-Ar.pdf> , viewed: 24/03/2018)

The ability of Ooredoo to adapt to this environment and to seize its opportunities will be assessed by evaluating its financial performance, as illustrated by the following figure(1)

#### **Analyze shapes**

Through Figure 1, 2, 3 and 4, we note through the results achieved by Ooredoo, which reflect the financial and operational performance of the Organization since its entry into the market has achieved rapid results in its financial and operational operations and can be found here the best results achieved

In 2013, Ooredoo's revenues rose by 6.8 percent to QR 3.9 billion, where it

was Qar 3.5 million in fiscal year 2012, and the profits increased before the deduction of high waste, the uncertainty, the fire and firefighting to QR 6.1 billion, which is 15, 3% higher than It was so that it was 377 million Qatari riyals in fiscal year 2012 and culminated in the launch of the latest 3g networks in December, which are provided to the country by 2g network tariffs, to help provide the benefits of mobile broadband to the Algerian customers, and the brand was adopted Global Ooredoo during the year.

The increase in revenues during 2014 is due to the achievement of the Ooredoo Algeria new sources of income through the promotion of data service, and also succeeded in launching 3g services, and enhanced its technological leadership and expanded the coverage of the third generation, where more than 1500 km of fiber optic was published and linked The main network elements across the country and the development and strengthening of the network to become more efficient and flexible in 2015 Ooredoo Algeria achieved an 8% growth in revenue and profits before deducting interest, tax, consumption and extinguishing the debt by 26% in the local currency, and when it is converted to Qatari Riyal We find that these increases were affected by the devaluation of the Algerian dinar by 19% compared to that achieved in 2014 where in 2015 the income amounted to 4,023 million riyals, represented a decrease of 13% from the revenues of 2014 which amounted to 4,623 million riyals, and the profits reached before the deduction of interest and tax Consumption and extinguishing of debt in 2015 to SR 1,474 million compared to SAR 1,148 million in 2014.

### **1.3.2.The role of strategic intelligence in achieving the perceived value of Ooredoo customers**

"in order to activate its strategy aimed at improving customer service in the first degree, Ooredoo Algeria has launched several programs including conducting analytical studies for the market to know the interests of customers and identify the services that They are satisfied with the main characteristics of the brand that attracts them, and these programs focused on the interest of customers in the brand stores first and followed their comments and opinions resulting in significant improvements in the key indicators of the customer experience, and Ooredoo Algeria continuously work to launch services Which reflects its strong familiarity with the segments of the customers of different ages and sectors and also works to secure and strengthen its leadership in the field of technology and business, all of this resulted in the organization of " Ooredoo " a commercial services portfolio including services and offers new and innovative where creativity and uniqueness in meeting the desires And the requirements of the Algerian customer, which reflects its strategy based on building a lasting relationship and mutual trust with him and making it and in its brand, and the most important customer services that are in the way of the " Ooredoo " of where innovation and exclusive offer ":( Official

Annual Report of Ooredoo Kuwait 2014, web: [ooredoo.com/uploads/pdf/Ooredoo\\_Annual\\_Report\\_2014\\_ar3.pdf](http://ooredoo.com/uploads/pdf/Ooredoo_Annual_Report_2014_ar3.pdf), viewed :24/03/2018)

***National communications organization Ooredoo offers:***

Ooredoo provides outstanding offers that are the competitive products of the organization, through which it seeks to attract the customer and try to satisfy him and earn his loyalty, the most important of which are the following: Table (1)

***The advanced technologies provided by Ooredoo***

Ooredoo provides a unique range of technologies that will help its clients manage their tasks easily and quickly, including the following: Table (2)

***Free additional services for Ooredoo***

"In support of its competitive products, Ooredoo provides additional services, most of which are free to its customers, whether prepaid or postpaid, which can be summarized in the following table: Table (3)

Ooredoo has successfully deployed its network to establish its presence in the local market throughout the country through more than 1,200 locations within 18 months, and has succeeded in increasing the organization's client base from 3 million subscribers to more than 9 million, to increase its market share from 15% to 30% and with an annual growth rate of 30%, as The organization returned to its leading position after it faltered to achieve rapid growth rates, the second largest in the Algerian telecom market, after it was the third organization. Ooredoo Algeria is working to maintain its position in the market by maximizing profitable opportunities and the survey and questionnaire studies for its customers 2014 confirms the superiority of the services network of the Ooredoo Algeria 3g far away on its competitors benefiting from innovative services of value Added associated with the third generation ecosystem. "(Official Annual Report of Ooredoo Kuwait, web site: <http://www.ooredoo.com.kw/Frontend/Reports/Annual%20Report-2015-Ar.pdf> , viewed: 24/03/2018)

**III- Conclusion:**

Based on the achievement of Ooredoo and the desire to transfer successful experiences at the global level to upgrade the national sectors, including the telecommunications sector, it is possible to propose the application of benchmarking in the National Organization for Communications of Algeria and follow its steps to reach the world.

Algerian organizations that have started applying the comprehensive quality approach should adopt the European model of excellence for the benefits they offer to organizations and all stakeholders.

Establish strategic foresight units whose task is to read external environmental indicators so that they can be dealt with and interact

with their variables before they occur or are employed for the benefit of the organization if it occurs.

In the course of this study, a number of topics that are modern and need to be studied are identified through research and knowledge:

- The role of strategic foresight in sustaining the competitive excellence of business organizations;
- The role of benchmarking in the application of the European model of excellence for business organizations;
- The importance of knowledge management in achieving the client's perceived value;
- The extent to which information security contributes to maintaining the outstanding performance of business organizations;
- The role of economic intelligence in influencing lobbyists.

#### **IV-Annexes :**

• **Table (1): Ooredoo competitive offers**

Display	Display feature
Prepayment offers	You have to pay in advance with a recharge card exemple : feature Nedjma plus2000 and The star Hala
Payment term offers	One : it is offered on the basis of the balance charge for rewards represented by: balance every month valid with national and international networks, minutes towards the preferred number of Ooredoo and invalid SMS messages 24h/24h and 7/7 days and internet display 2G:facebook unlimited and internet 3G: 500Mc
	One 4000 open tincture : is an offer that allows free communication without the need to renew the recharge package for calls, and to pay the call bill enough to recharge the balance electronically by recharge card eStorm
Internet offers	Ooredoo's internet offers three varieties : Internet via key(key connect), via electronic panel and over the phone.

The source prepared by the researchers based on the web: <http://www.ooredoo.dz>

• **Table (2): Advanced technologies provided by Ooredoo**

Service	Role
The third generation: 3G and 3G++	High flow technology and fast internet connection
"Ooredoo business "and "Perso & Pro	Geared to business organizations, to better control the budget of calls
Ocloud Solutions	For business organizations, to obtain multiple online software and protect them and is the first customer in Algeria to provide this service.

Ocloud web	Create and publish a customer's website without installing or downloading any software.
"Ocloud E-mail	Provides the employees of the organizations with an email and provides protection for their communications
Ocloud Video Collaboration	Enables to work remotely and organize meetings easily and quickly
McAfee	This technology provides anti-virus and optimum protection for computers
emBlue	Conducting advertising and marketing campaigns for customers and evaluating their results
Ooredoo BNP Paribas	It is the first exclusive service to recharge the balance through the bank distributors

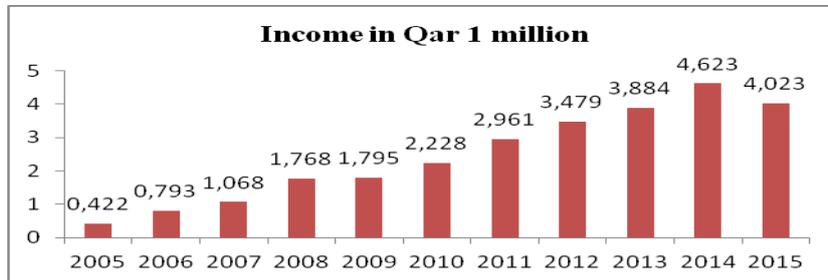
The source prepared by the researchers based on the web: <http://www.ooredoo.dz>

• Table (3): Represents additional and free services of Ooredoo

Service	Service role	code	Service	Service role	code
changed	Send your new number Ooredoo to anyone who calls you on your old number	133	Storm mastor	Storm mastor	229
Service portal	View Ooredoo services (bill payment, phone settings)	113	stromelli	Send credit to anyone	115
Mobile internet	Internet connection on the mobile phone	151	Aawedly	Send an SMS when needed	444
Ranini	Ringtone waiting	5353	Convert currency	Convert major currencies	232
khalasli	To ensure my family calls	404	Prayer times	Knowing prayer times for my state	5252
filter	Put an end to annoying calls	388	Display conversion	Move from one view to another	114

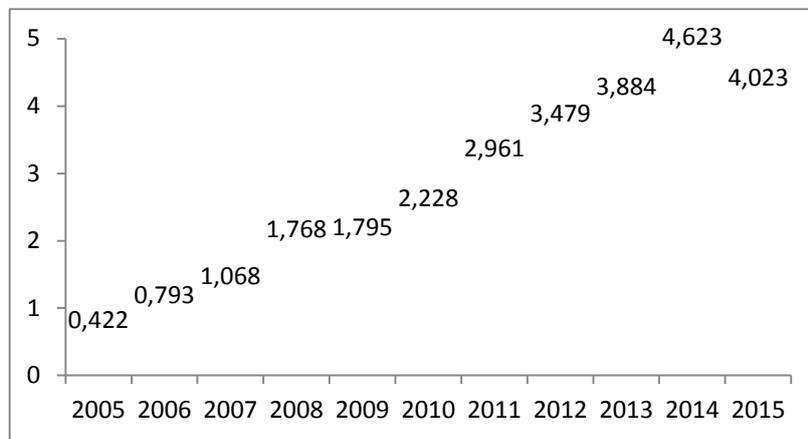
The source prepared by the researchers based on the web: <http://www.ooredoo.dz>

**Figure (1): Represents the evolution of revenues from Ooredoo Algeria from 2005 to 2015**



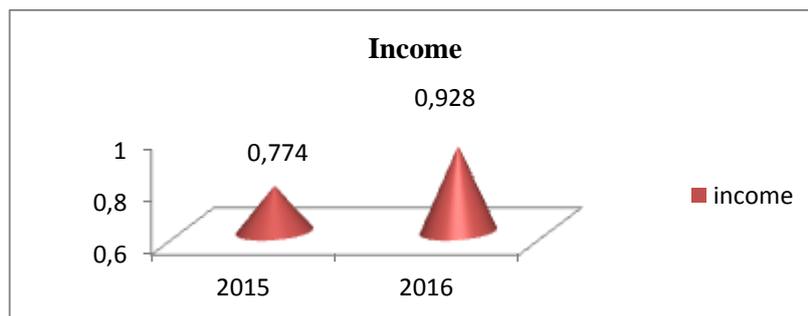
The source: prepared by the researchers based on the financial reports of the Qtel Group, Qatar Joint Stock Company and the Arpt Control authority.

**Figure (2): Profits before interest, taxes, fire and depreciation EBITDA from 2005, the value of Qar 1 million.**



The source: prepared by the researchers based on the financial reports of the Qtel Group, Qatar Joint Stock Company and the Arpt Control authority.

- **Figure 3: Income for the first quarter of the year Ooredoo Algeria (comparison of first quarter performance for 2015 and 2016)**



The source prepared by the researchers based on the financial reports of Qatar Joint stock company OOREDOO

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<http://www.mobilis.dz/>, viewed: 24/03/2018.

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