

The Role of the Alliance and Partnership Strategies in Enhancing Economic Intelligence at Algerian Companies: a study on some companies in Algeria

دور استراتيجيات التحالف والشراكة في تعزيز الذكاء الاقتصادي في الشركات الجزائرية: دراسة عن بعض الشركات في الجزائر

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Abstract:

the many previous studies is Demonstrated that the Algerian companies do not interested by alliance and partnership strategy; Therefore of this study aims to know the reality of joint venture strategy in the Algerian companies and Also to awareness of Algerian companies the importance of this strategy in make economic intelligence; through a prospective study on a group of companies Algeria's economic, then through the statistical program SPSS statistical extraction results and translate them to see the prospects for alliance and partnership in the companies under study.

Keywords: Corporate strategy, alliance, partnership, economic intelligence

Jel Classification: M21

ملخص:

أثبتت العديد من الدراسات السابقة أن المؤسسات الجزائرية لا تولي لإستراتيجية التحالف والشراكة أهمية كبيرة؛ وعليه تهدف هذه الدراسة إلى معرفة واقع إستراتيجية التحالف والشراكة في المؤسسات والشركات الجزائرية وأيضاً إلى تحسيس المؤسسات الجزائرية بأهمية هذه الإستراتيجية في أحد أهم الميادين وهو الذكاء الاقتصادي؛ وذلك من خلال دراسة استطلاعية على مجموعة من المؤسسات الاقتصادية الجزائرية، ثم يتم من خلال برنامج الإحصائي SPSS استخلاص نتائج إحصائية وترجمتها لمعرفة دور إستراتيجية التحالف والشراكة في تعزيز الذكاء الاقتصادي في المؤسسات محل الدراسة.

كلمات مفتاحية: إستراتيجية المؤسسة، التحالف، الشراكة، الذكاء الاقتصادي

تصنيف JEL : M21

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1. Introduction

All companies are seeking to survive and continue its activity, for achieve this, it sought to earn a profit as the most important incentives for companies to survive; Thus emerged a lot of managerial methods and tools are that help companies achieve their profits. Where is the economic intelligence as one of the most important conditions for the survival of the company in the its market.

Companies tended to adopt a strategic alliance and partnership due to increased intensity of competition and to ensure continuity in the its activities and to face local foreign competition. Crystallize the problem of this study in the following main question: What the role of the adoption of the Alliance and partnership strategy in enhancing economic intelligence at the companies in this study?

This main problematic includes the following main hypothesis: the adoption of the Alliance and partnership strategy is very important in enhancing economic intelligence at the companies in this study.

Importance of the study: the study derives its importance through:

- economic intelligence is a pivot field for study and research in companies.
- induce the managers to the importance to adopt the strategy of alliance and partnership, and the role they can play in improving the competitive advantages of enterprises, especially that many studies and researches have proven the effectiveness of this strategies.
- This study can provide the studied company's by much more information about the levels of economic intelligence and the followed type of alliance and partnership strategy.

The objectives of the study are as follows:

- Determine the type of alliance and partnership strategies that most dependent in the studied companies;
- Identify the level of economic intelligence in the studied companies;
- Identify the role of alliance and partnership strategies in enhancing economic intelligence in the studied companies.

2. Concepts about economic intelligence

2.1 definition of the economic intelligence:

Economic intelligence is defined as follows: all monitoring activities of national and international environment for the collection, processing, analysis and dissemination of useful information for the agents economists and is integrate the protection of information obtained and produced and used in influence and lobbying.¹

According to Michael Porter the economic intelligence is: give the appropriate information at the right time and the right person to make the right decision.²

According to Alain Juillet the economic intelligence is: controlled while maintaining a useful strategic information to all decision makers.³

We conclude from these definitions are the basic elements of economic intelligence; namely:

The search for information;

Maintaining information;

The ability to use the information in the decision.

2.2 Economic intelligence strategies:

Researchers agree on the classification of economic intelligence strategies to offensive strategies and other defense.⁴

Economic intelligence offensive: is a set of measures that aim to get various useful information and use it in order to facilitate decision-making and the development of strategies.

Economic intelligence defensive: are sets of actions taken by the organization in order to protect the capital of knowledge and the preservation of information possessed by that.

3. Basics about the alliance and partnership strategic

3.1 Definition of the alliance and partnership strategy:

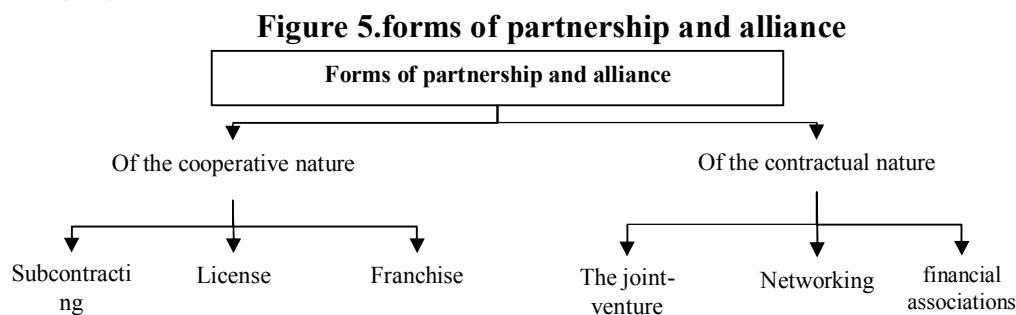
The strategy defines the Alliance and partnership, as: "**an attempt by the company, to achieve its objectives through cooperation with other companies, rather than rival**".⁵

Also known as: "The relations of cooperation between the companies that belong to the same sector (the Alliance), or belong to different sectors of the competitive (partnership), in order to complete the project or activity specific to how common, and that their activities outside of that agreement remain independent." ⁶

The essential difference between the alliance and partnership; is:

- That the alliance is a collaboration between two rival companies⁷; As an example: an agreement between the two companies together produce cars, to cooperate with each other, for the manufacture of a common motor;
- The partnership, cooperation between the two companies are not rivals⁸; As an example: an agreement between the hotel and the Foundation for the distribution of pizza, pizza on the distribution of hotel customers.

3.2 Forms of partnership and alliance: partnerships take many forms, or several ways; which are contractual in nature, and some are collaborative in nature; as shown in the following figure 5:



3.2.1 Forms of partnership and alliance of the cooperative nature:⁹

- **Financial associations:** including an agreement between two enterprises or more, in the form of a joint venture focused on a specific project.
- **Networking:** a less formal agreement, with companies seeking to obtain a competitive advantage, without the formulation of a joint ownership entity, and without recourse to contracts.

- **the joint venture:** a situation in which one or more companies, contribute to the establishment of a new joint between them, without a loss of company all autonomy partners.

And differs from the monetary union, as it is established, that the company, does not tied to a specific project, and does not end once the project is also underway in the monetary union.

3.2.2 Forms of alliance and partnership of contractual nature:

- **License:** is an agreement by the company, which have a goods or a patent or mark ..., to grant to another company the right to use for a specific period against the Royalties.¹⁰

- **Franchise:** the franchise agreement allows for granted a concession by the other company is the concessionaire has the right to use its fame and / or brand, skills, market their products and services with the help of trade, technical, and in return he must grant a financial contribution and respect the terms of the contract.¹¹ The difference between him and the license contract is that the concessionaire, give up "completely" granted to him about the product or service.

- **Subcontracting:** Subcontracting is a type of work contract that seeks to outsource certain types of work to other companies.

4 The Empirical Study

4.2 Methodology

4.2.1 Sample Of The Study

we preferred to select a sample study in a non-probability (non-random), and therefore the sample volume, consists in its entirety from 16 companies; that size that allows us to conduct several tests of statistical, we have been selected this group of companies in the state of Setif from both the public and private sectors, we have tried to focus on the major companies in the various activities, for two reasons:

- provide managerial capacity in the following companies;
- Some known features about these companies as quality their products, and their long experience.

4.2.2 The limits of the study

A. Spatial domain: we were selected for the study is Setif state, and for the following reasons:

- Limit the field of study to avoid variations due to the site;
- Setif state contains large number of economic companies, whether public or private.

B. Time domain: The time domain for this study was in the period from the date of field work until the completion of data collection, analysis, interpretation, and then come out with results and answers to posed questions for confirm or deny hypotheses of the study.

In general, this period lasted more than two months. From March 2015 to May 2015.

4.2.3 Questionnaire:

A. Measure: Responses were given on two-point duet scales (0=NO to 1 = YES). The most important reason for us to adopt this measure is that the items of the questionnaire are questions of information and not opinion questions (where opinion questions are good for her five-point measure as Eckert scale).

B. Axes of the questionnaire: the questionnaire included items were distributed on three axes; as follows:

- **Axis I:** general data of the studied company: the organization name, address, number of employees, ownership of the company and sector of activity;
- **Axis II:** alliance and partnership strategy: it has included the items from 01 to 06;
- **Axis III:** level of economic intelligence: it has included the items from 07 to 11.

4.2.4 True of the study instrument: (Validity of questionnaire)

we intended by the validity test of the tool to verify that the measuring instrument suitable for measure, in addition to the clarity of its items and vocabulary.

by using the correlation coefficient Kendall's Tau_b to find out the correlation between each item with the axis that belongs to it; as explained in the following tables:

Table 1. correlation coefficient Kendall's Tau_b

Item	Coefficient	Signification	Item	Coefficient	Signification	Item	Coeffic	Signif
1	0.590	0.001	2	0.689	0.000	3	0.647	0.000
4	0.757	0.000	5	0.667	0.000	6	0.746	0.000
7	0.588	0.000	8	0.475	0.005	9	0.673	0.000
10	0.495	0.003	11	0.538	0.001			

Source: depend output SPSS ibm 19

Is clear from the previous tables that the values of correlation coefficient Kendall's tau_b to each the item of positive and centered with statistically significant at the level of (0.05) or less.

Test of Reliability

To measure the stability of the questionnaire, was calculated Cronbach's Alpha coefficient using the program SPSS, and the results was as shown in Table 2.

Table 2. the value of reliability coefficient (Cronbach Alpha)

Variable	questionnaire
Cronbach's Alpha	0.793

We note from Table 2 that the stability coefficient for all variables of the study is acceptable, and it is largest from the standard percentage: 0.60, where reaching a reliability coefficient for all the items of questionnaire to 0.793.

4.3 Results of characteristics the study sample:

This study is based on a number of identifiable variables concerning the characteristics of the studied enterprises, the (property and economic classification), and through these variables we can describe the study sample as follows:

4.3.1 Distribution of study sample according to the variable property:

Table 3. Distribution of study sample according to the variable property

the variable	Category	Frequency	Percentage%
	public	06	37.5
	private	10	62.5
Total		16	100

Source: depend output SPSS ibm 19

It is clear from Table 3 that the distribution of private enterprises in the sample amounted 10 enterprises and the ratio 62.5% of the total enterprises in the study, while the number of public enterprises amounted 06 enterprises and the ratio of 37.5% of the total sample examined.

4.3.2 Distribution of study sample according to economic classification variable:

Table 4. Distribution of study sample according to the changing economic classification

the variable	Category	Frequency	Percentage%
	Large Enterprises	11	31.25
	Small and Medium Enterprises	05	68.75
		16	100

Source: depend output SPSS ibm 19

Table 4 shows that 11 companies at a rate of 68.75% of the enterprises studied are large enterprises (more than 250 workers), because of the type of companies is include high management and face high competition. We also note from the above table that the 05 companies which 31.25% of the enterprises under study are the small and medium enterprises (the number of workers is less than 249).

4.4 Analysis of the relationship between economic intelligence and alliance strategies

4.4.1 Analysis the Alliance and partnership strategy

Table 5: results of analysis the Alliance and partnership strategy

Number Item	Item	Mean	Standard Deviation	Level
3	Cooperation with rival companies for creation of joint ventures	0.07	0.25	Low
4	Cooperation with non-competing companies to establish joint ventures	0.23	0.43	Low
5	Obtain a license from other companies	0.13	0.35	Low
6	Get hold of the sub-contractor from other companies	0.53	0.51	Average
	Alliance and partnership strategy	0.24	0.22	Low

Source: depend output SPSS ibm 19

Table 5 contains results the analysis of the **Axis of Alliance and partnership in the studied companies**, which was measured by four items; Where reached the mean for this axis (0.24) with std deviation (0.22); Which means that the **Alliance and partnership strategy**, was practiced a low level in the companies under study, and this is due to the following factors:

- The companies under study Suffer From Leaks Their Information To Competitors, where the mean of item number (3) "Cooperation with rival companies for creation of joint ventures" reached (0.07) its means his level is very low. Despite the weakness of this percentage rate, it signifies the beginning of opening up of national companies on the global market.

- The companies under study doesn't Regular Research On The Situation Of Its Market, where the mean of item number (5) "Obtain a license from other companies" reached (0.13) its means his level is very low.
- The companies under study doesn't Allocates Budget To Gather Information About Competitors, where the mean of item number (4) "Cooperation with non-competing companies to establish joint ventures" reached (0.23) its means his level is low.

4.4.2 analysis of Axis of economic intelligence in the studied companies

Table 6: results of analysis the Economic Intelligent

Number Of Item	Item	Mean	Standard Deviation	Level
7	In The Company Department Collects Information About Its Competitors	0.53	0.51	Average
8	The Company Does Not Suffer From Leaks Their Information To Competitors	0.10	0.19	Low
9	The Company Got Useful Information About Its Competitors	0.37	0.49	Average
10	The Company Is Conducting Regular Research On The Situation Of Its Market	0.27	0.45	Low
11	The Company Allocates Budget To Gather Information About Competitors	0.31	0.38	Low
Economic Intelligent		0.32	0.41	Low

Source: depend output SPSS ibm 19

Table 6 contains results the analysis of the **Axis of economic intelligence in the studied companies**, which was measured by five items; Where reached the mean for this axis (0.32) with std deviation (0.41); Which means that the **Economic Intelligent**, was practiced a low level in the companies under study, and this is due to the following factors:

- The companies under study Suffer From Leaks Their Information To Competitors, where the mean of item number (8) "The Company Does Not Suffer From Leaks Their Information To Competitors" reached (0.10) its means his level is very low.
- The companies under study doesn't Regular Research On The Situation Of Its Market, where the mean of item number (10) "The Company Is Conducting Regular Research On The Situation Of Its Market" reached (0.27) its means his level is low.
- The companies under study doesn't Allocates Budget To Gather Information About Competitors, where the mean of item number (11) "The Company Allocates Budget To Gather Information About Competitors" reached (0.31) its means his level is low.

4.4.3 Effect the Alliance and partnership strategy in enhancing level of economic intelligence

After making the necessary tests we come to the results shown in the following table:

Table 7. Results of significant testing the simple regression coefficients of the variable's economic intelligence

	regression coefficient		Test (t)		Test (f)		Coefficient of determination R^2
	Coefficient B	Standard error	t	Significance Sig	F	Sig	
Aliance and partnership strategy	0.728	0.0451	9.542	0.000	91.05	0.000	63.7%

Source: depend output SPSS ibm 19

We note from Table 7 that the results of this model statistically acceptable at a value hitting $F = (91.05)$, the largest of its value at the indexed level of significance ($\alpha \leq 0.05$), and the level of significance (0.000) is less than the approved level of significance (0.05). It is clear from the statistical results showed in Table 7, there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the independent variable (Aliance and partnership strategy) on the dependent variable (economic intelligence) in the studied companies, Reaching The value of (t) calculated (9.542), the largest of its value indexed at the level of significance ($\alpha \leq 0.05$), and the level of significance (0.000) less than the significance level adopted (0.05), and indicate the value of coefficient (B) that the change in the value of the independent variable (Aliance and partnership strategy) as one unit, corresponding to a change in the dependent variable 0.728 (economic intelligence). Through Table 7 we note that the coefficient of determination (R^2) of this model has reached (% 63.7) and this means that the independent variable (Aliance and partnership strategy) explains what amount of 63.7% of the variance in the dependent variable (economic intelligence); or in other words, that 63.7% of the changes on the level of the dependent variable (economic intelligence) caused by changes at the level of the independent variable (Aliance and partnership strategy), which is very strong evidence that the Aliance and partnership strategy of a major role in enhancing the level of economic intelligence.

5. Conclusion

Increase the interest of Algerian companies the Alliance and partnership strategies despite the weakness of the approved forms, but it gives optimistic given that this type of strategies was not acceptable in the Algerian companies, despite its importance in the face of international competition;

Lack of interest in Algerian companies scientific methods of economic intelligence, economic intelligence in the Algerian institutions practiced primitive ways;

Despite the weakness of both variables (the Alliance, partnership and variable economic intelligence strategy) The study confirmed the presence of the impact of the strategic the Alliance and partnership in enhancing economic intelligence in companies under study.

-Suggestions:

Encourage the cooperation between the companies and the consultancy offices for adoption of the principles of economic intelligence in the Algerian companies;

When companies adopt the Alliance and partnership strategies it will achieve growth at the lowest cost.

Establishment of joint ventures between the company and its competitors is part of economic intelligence; where will also gain information from them; where many studies have confirmed the possibility of obtaining competencies through joint ventures with leading companies.

6. Références

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