

Interdependencies and/or links between the territorial economic intelligence system and the development of tourism: an analytical perspective with an overview of the Algerian case

RAMDANI Lotfi

Badji Mokhtar Annaba University (Algeria), lotfi.ramdani@univ-annaba.dz

Received: 15/07/2022

Accepted: 22/09/2022

Published: 14/10/2022

Abstract:

This work aims to study the nature of the links and/or interdependencies existing between the territorial economic intelligence system and the development of the tourism sector, With reference to the case of Algeria. This work is intended to be analytical, with regard to the relationships that can be woven between tourism, territories and economic intelligence. The inventory relating to the adoption of economic intelligence in tourism, in Algeria, shows that the country is lagging behind, despite the efforts made and the resources allocated. The study resulted in identifying the nature of the relationship between the variables of the analysis but also the proposal to shed light on the elements hindering the establishment of economic intelligence systems for tourist territories.

Keywords Tourism, Economic intelligence, Tourism development, Territorial Intelligence, Digital Economy, Social capital.

JEL Classification Codes: D80, L83, O30, Z32.

Corresponding author: Lotfi RAMDANI, e-mail: lotfi.ramdani@univ-annaba.dz

1. INTRODUCTION

Economic intelligence developed during the 1990s under the impetus of public authorities (LeLièvre & Folléa, 2018). The aim of this approach was to provide the actors of economic development with tools and methods to promote competitiveness. Rivalry on a global scale on the one hand, the advent of digital technology and technological developments on the other hand, have allowed the association of economic intelligence with the development of companies, and more particularly service companies, in this case those of tourism. From the current moment, it is vital to master the contents resulting from the flow of information. This new challenge is not so much how to access information but how to choose the information to make the best strategic decisions in a competitive environment. It is in such a context that the notion of economic intelligence emerged, as a means of responding to these new informational challenges and an essential step for companies in order to obtain a competitive advantage (Pelissier, 2009, pp. 291-304). In 2021, the economic contribution of tourism (measured in tourism direct gross domestic product) was estimated at USD 1.9 trillion,

above the USD 1.6 trillion in 2020 (UNWTO Report, 2021). Algeria's share in this source of wealth remains atomic. Even reduced to the North African scale, the place of Algeria remains just as marginal in this matter. The contribution of this sector to the national economy is invaluable. The major challenge is to succeed in making Algeria one of the most requested destinations in the world. To do this, efforts are underway to set up a territorial economic intelligence system, capable of rationalizing the management methods of the sector, while establishing the spirit of sharing and exchange between the actors. Three fundamental reasons seem to us to be at the origin of this weakness. The first is that the tourist product is located downstream of the economic apparatus, it thus reflects the quality of the service provided by the sectors upstream. The second is that the vocation of the tourism industry is export, which requires it to comply with norms and standards to be accepted in a fiercely competitive sphere. The third is related to the weakness in terms of the economic intelligence system and the use of digital technology. This last element continues to penalize the players involved in the Algerian tourism sector. In this context, our problem will consist in asking ourselves about: **What links and/or interdependencies between the system of territorial economic intelligence and the development of the tourism sector? What analysis for the Algerian case?**

In order to better understand the subject and support the answers to the problem, we would like to make the following hypotheses:

- Territorial economic intelligence and the development of the tourism sector have a mutual impact;
- The unfavorable characteristics of the Algerian economy hinder the establishment of a system of territorial economic intelligence, digitization and therefore tourism development.

To answer our problem, this work will be subdivided as such: first, the study will focus on the presentation of the concepts of the tourism sector, economic intelligence and the system of tourism development. Then, the point will be focused on the study of the degree of interdependence between tourism and the territory. The study will also try to present the role of territorial intelligence in decision-making in the tourism sector. Idem, the modes of operation as well as the strategies of the actors and their efforts engaged in the establishment of an economic intelligence system, are on the agenda, based on the notion of social capital. In addition, we would like to present the reality of the adoption of the economic intelligence approach in Algeria. Finally, the work will attempt to raise the problems that have weakened this process.

2. Presentation of the concepts: Economic intelligence, development of tourist territories

For a long time, the tourism sector has been considered as a minor sector of the modern economy whose analysis was not a priority except in the case of developing countries, which are highly dependent on tourism receipts. The richness and complexity

of the relationship between tourism and the economy alone justifies a specific approach to the phenomenon (Demen-Meyer, 2005, pp. 7-25). In this section, we will develop the following concepts: Economic intelligence; Strategic watch; Development of tourist territories

2.1 Economic intelligence:

In our globalized environment, the various actors such as States and companies use the tool of economic intelligence, both to preserve their positions, but also to conquer new markets. Therefore, this concept of economic intelligence is not necessarily very precise, because it is a weapon, both to defend oneself, to attack, and this in a global, hyper-competitive context. The question that arises: what is this economic intelligence for?

Indeed, there are three methods of managing useful information: (1) economic intelligence, (2) the protection of heritage, whether intellectual or material, and (3) influence practices such as lobbying or commercial diplomacy. For the first mode, the set of practice methods aims to acquire the data and information. Formal and informal sources of information are therefore monitored by exploiting the accessible or restricted web, databases, conversations and even rumors on social networks, and others. After the writing and the possible analyses, the objective is to transmit the relevant data and strategic information to the service of the State, and to companies and those at the right time. It is therefore understood that the concept of economic intelligence necessarily includes the protection of information acquired or generated and that of material assets. The need for protection also covers intangible heritage, that is to say, ideas, concepts and inventions, and that some of these members file patents with the World Intellectual Property Organization. Thanks to patents, these companies can be commercially offensive and can also control or block the progress of competing companies. While the attempted influence approach takes the form of lobbying action with national parliaments or near the commission of countries forming regional unions such as the European Union. These commissions draw up a proposal for guidelines by gathering information and collecting opinions from different interest and pressure groups.

2.2 Development of tourist territories:

The birth of the concept of development of tourist territories refers to multiple possible meanings of development and depends on various possible definitions of the territory. It is now accepted that it broadens, diversifies and deepens those of local development (Pequeur, 1990, pp. 53-55), regional development, land use planning, and even goes beyond them. (Baudelle, Catherine, & Mérenne-schoumaker, 2011, p. 246) Define the development of tourist territory as "a proactive process seeking to increase the competitiveness of tourist territories by involving the actors in the framework of concerted actions, generally transversal and often with a strong spatial dimension». For (Grefe, 2002, p. 97), "a developing territory is a collective strategy that anticipates problems and secretes the corresponding solutions, more than a territorialization productive system". As for Peemans, the development of tourist territory is "a

sustainable process of construction and management of a territory, through which the population of the latter defines, by means of a socio-political pact and the establishment of an institutional framework appropriate to the context, its relationship to nature and its way of life, consolidates social ties, improves its well-being and builds a cultural identity which has its material basis in the construction of this territory. (Peemans, 2008, p. 31). The development of tourist territories is the perpetual process guaranteeing the harmonization and beneficial interaction between the actors of these spaces, so that the rules of union are preserved allowing the improvement of lifestyles.

3. Tourism and territories: towards a concept promoting the “tourist territory”

The tourism sector is extremely sensitive to its economic environment. The study of tourism statistics shows that tourist markets remain concentrated in countries that have reached a certain level of development. However, if it tends to spread under the effect of the growing openness of national economies, tourism development remains relatively concentrated: it assumes a certain level of structural growth. Of course, even if it cannot be reduced to its economic dimension alone, the latter appears to be a condition that is difficult to circumvent for development.

Indeed, the history of the development of tourist territories accelerated in the mid-1990s when the regional planning policy became "Territorial Planning and Development", then when the European Union made it one of these privileged tools (Alvergne & Taulette, 2002, p. 71). Initially, in the 1990s, it was necessary to invent new-targeted intervention mechanisms for territorial public policies and organize competition for access to financial resources that were becoming scarce. The development of tourist territories was then directly associated with an intervention based on a "tourist territory project", supported by groups of actors in existing territories. What was targeted then (lower costs for as many effects) was just as much structural as organizational: the development of tourist territories had to accompany the transformation of State institutions (territorial reform, territorialization of public policies and decentralization) and the transformation of its instruments to act. However, the concept of development of tourist areas quickly extended to other dimensions, paying particular attention to the expectations, wishes, requirements and/or needs of “tourists”. Today, it is clear that the tourist territory is not only a driving sector of the economy but also that it is asserting itself as one of the most significant forms of the regionalization in progress (Botti, Peypoch, & Solonandrasana, 2013, p. 26). Thus, the tourist territory has known for several years a growth higher than the average economic growth of the industrialized countries. With the development of tourist territories, the diversity and multiplicity of territories is recognized. The territories are then endowed with a certain autonomy to define their own needs, the territorial actors with a competence to implement their own projects, the territorial organizations with a legitimacy to invent new solutions. We can guess, from the above elements, that the needs of tourists, users, citizens are considered as potential demands that the territories must formulate (diagnose) and participate in finding appropriate responses. The States must, for their

part, ensure that an offer of procedures, mechanisms, instruments, in short, frameworks and organizations, can be provided to these territories so that they can act. By accepting the development of tourist territories as a relevant intervention model, the State recognizes a certain legitimacy in the territories. As accepted collectives, these become both political institutions capable of representing a real social demand and satisfying its development.

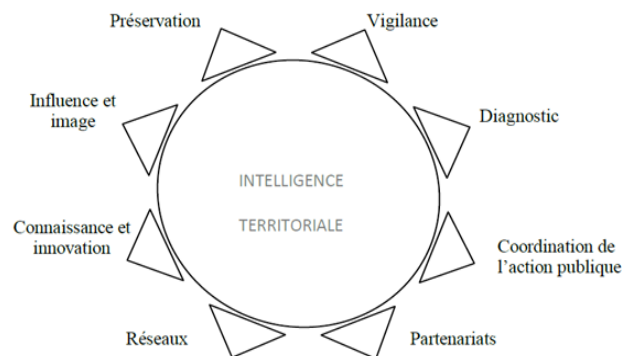
4. Territorial intelligence at the service of decision-making and action, in tourism

Territorial intelligence is a decision-making and action support tool for territorial actors. It is a territorial information system, dedicated to the territorial community to catalyze the development of certain sectors, among others, tourism. It is an approach that promotes knowledge of the territory in order to be able to develop it, based on information and ICT communication technologies.

4.1 Territorial intelligence: what definition?

Territorial intelligence, a complex notion: The debates are still open on the notion of territorial intelligence. Thus, territorial intelligence would not be reduced to "the territorialization of economic intelligence which is ultimately only the declination at the level of territorial divisions of the national policy of economic intelligence" (Bruté de Rémur, 2006, p. 88). Other authors define territorial intelligence as "the set of economic intelligence actions carried out in a coordinated manner by public and private actors (market and non-market) located in a territory, in order to strengthen its economic performance and, by this means, to improve the well-being of the local population" (Marcon & Moinet, 2008, p. 34).

Fig.1. The axes of territorial intelligence



Source: (Mallowan & Marcon, 2008, p. 156).

For other researchers, territorial intelligence specifically meets the needs of territorial organizations such as municipalities, administrations, organizations, etc. It is not the local version of national policy; it is not a device of collective private-public interest. It represents "the capacity for anticipation, the mastery of economic and technical intelligence and the organized use of networks of influence and actions for the benefit of a project of a local authority by elected officials and territorial executives. (Bruneau, 2007). The analysis of the areas of territorial intelligence identified below can

be used to identify the knowledge and know - how essential to the exercise of a territorial intelligence mission.

4.2 Territorial intelligence: method and principles

Territorial intelligence is inspired by the ethics of sustainable development, which highlights three principles: participation, a global and balanced approach to territories and partnership (Girardot, 2004, p. 2):

a- Participation: a method, which consists in formulating concrete proposals for action in concrete contexts, territorial development, presupposes the participation of local actors in decision-making, as well as in the design, administration and stock valuation. Territorial development considers the “actor” as users or beneficiaries of an action, the operators who carry out this action and all those who indirectly contribute to its implementation: decision-makers, experts, researchers, etc. It is undeniable that participation is necessarily based on communication, therefore on information in an interactive form, under the aegis of information and communication technologies; intended to promote access to information.

b- Global and balanced approach: territorial development is based on an integrated management approach. The analysis is global in the sense that the situation of a territory depends on global logics but also, if it integrates all the dimensions of the territorial action (all the sectors resulting from the traditional administration). Territorial intelligence thus involves, more generally, many sectors of knowledge and action: tourism, environment, economy, communication, history, law, culture, etc.

c- Partnership: the partnership stems from the integrated approach, which requires not only the participation, but also the cooperation of the operators of the territorial action. Territorial intelligence is characterized by the need to develop methods and tools to facilitate the networking of partnerships of actors, the sharing of information and cooperation.

d- Territory, space for action: territorial governance gives particular interest to the concept of intelligence. Sustainable development, through its axioms, adopts the slogan “think globally, act locally”. The latter illustrates the fact that the principle of global approach designates the territory as the space of action.

e- Accessibility to information and information technologies: like the spread of the use of ICTs, on a global scale, territorial development must imperatively integrate the dissemination of information technologies. Information, the production and publishing of digital information as activities to be developed, as a crosscutting sector, likely to boost all activities. Territorial intelligence is thus based on an information system, which inseparably combines immaterial digitized information and IT tools, hardware and software (soft & hard), essential for digitizing, storing, consulting, exchanging and producing information (Girardot, 2004, p. 10). In a context of territorial intelligence, information does not become an end in itself, nor the system supporting it. The actors unite to produce knowledge relating to territorial development or to develop action projects.

4.3 Axes to increase territorial competitiveness:

According to the European Commission, regional competitiveness indicators include institutions, macroeconomic stability, infrastructure, quality of primary and secondary education, higher education and/or training and lifelong learning, labor market efficiency, market size, technological capability and business sophistication (Annoni & Kozovaska, 2010, p. 5). The basis of competitive advantage rests on specific elements, which are knowledge/creative capital, productive capital and human capital. Institutional social capital, cultural capital and infrastructure capital. The combination of all these elements in a certain region improves regional productivity, employment and standard of living (Kitson, Martin, & Tyler, 2004, pp. 991-999).

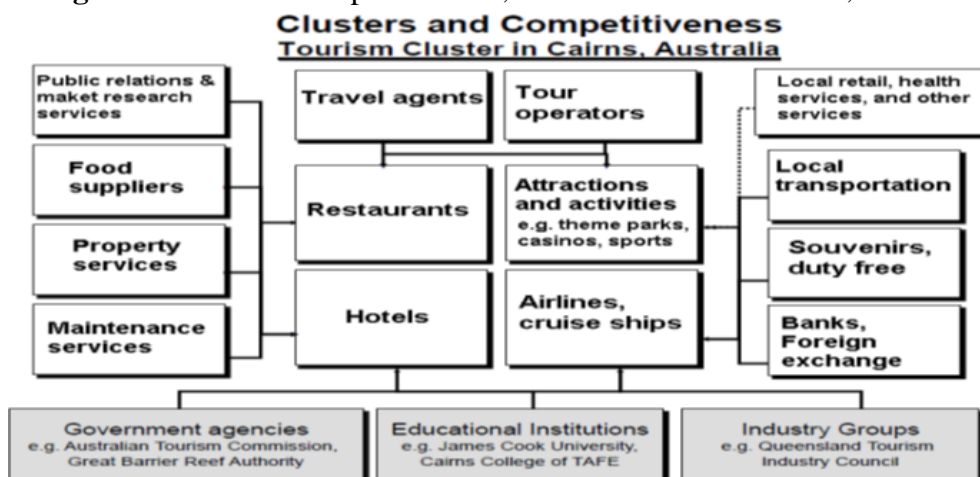
Michael Porter considers that "clusters and competitiveness" constitute an appropriate framework for the implementation of public policies and for the organization of public-private collaboration in order to improve competitiveness. The competitiveness indicators used by Porter are: education and quality of workforce, training, business attraction, export promotion, availability of market information, physical infrastructure, natural resource protection, environmental management, science and technology, innovation and investment (in university departments) (Porter, 2008). The review of the literature concerning the indicators of territorial competitiveness shows that these could be summarized in four main axes, which are (Nasser, 2011, p. 25):

- The social capital axis: represented by all kinds of social interactions; communication networks, information management, public-private relations, standards, etc.
- The axis of innovation: including the development of infrastructure, the strengthening of human capital and training, research and development, education, etc.
- The financial axis: strategic planning, financial management, economic growth, standard of living, financial incentives/taxes, loans, investment grants.
- Sustainability: environmental responsibility, preservation and protection of territorial resources and health awareness.

These four axes form the basis of an effective strategy for competitiveness and territorial development. Among these pillars, the particular importance of social capital in determining the level of development and territorial competitiveness stands out. Social capital is the link that unites all the actions carried out at the territorial level in order to improve competitiveness. The Sierra Business Council, USA, to determine strategies that could help improve regional competitiveness in regions of the United States, conducted a study. It concludes that the long-term creation of social capital is one of the most important objectives that should be put in place in any strategy aimed at increasing regional competitiveness, not only by capitalizing on existing assets, but also by boosting community partnerships and enhancing innovation and economic diversity (Horn, 2002).

Michael Porter (2001) focuses primarily on innovation and the creation of partnerships and networks to boost competitiveness. In his book, entitled *Clusters and Innovation: The Foundations of Regional Competitiveness in the United States*, Porter asserts that "if national fiscal and monetary policies are intended to stimulate the level of economic activity, it is innovation at the regional level that provides the economy with new ideas, products, services and technologies that improve its competitiveness. Strong and competitive clusters of interrelated industries in a region are the driving force for regional innovation and increased productivity. They are very essential for a high and growing standard of living of the residents of the region" (Porter, 2001, p. 8).

Fig.2. Clusters and competitiveness, tourism clusters in Cairns, Australia



Source: (Porter, Delgado, & Ketels, 2007, p. 56).

Porter indicates that the characteristics of clusters apply practically to all sectors of the economy, and not only to knowledge-intensive industries, such as life sciences or information technology, as we sometimes think so. He gives an example of how clusters can exist in the tourism sector, outlining the main constituents of the tourism cluster in northwest Cairns Australia, where there are natural attractions such as the proximity to the Great Barrier Reef and tropical rainforest. Productivity and daily tourist expenditure are very high in this cluster, not only because of the existence of natural attractions, but especially because there is a cluster of high quality hotels, restaurants, tourist guides and many other supporting activities, which are important in providing an excellent visitor experience (Porter, Delgado, & Ketels, 2007, p. 56).

4.4 Territorial intelligence tourism: what projection of the concept of “tourism cluster”?

The cluster, whether touristic or not, has been clearly defined as “a network associating different actors of a territory who work in the same economic field” (Bacclus & Coltier, 2013, pp. 10-14). The cluster comes from the industrial sector. Its aim is to pool resources and strategies in a common vision: to improve the competitiveness of a sector or an economic sector, to invest in new markets or to promote economic intelligence and innovation (Thibault, 2014). We will see that in recent years the notion

of cluster, after having developed in the scientific sector, then in the human sciences sector, is also adaptable to the tourism sector (Bacclus & Coltier, 2013, p. 11).

In the *Procterian* approach, a cluster is a territorial network made up of SMEs and VSEs, belonging to the same sector (here tourism). In this economic context, the organization of tourism VSEs-SMEs in clusters represents a decisive way to recover the competitiveness of companies, but also the attractiveness of the territories (CREG-Versailles, 2014). Tourist destinations have every interest in following a territorial intelligence approach. The tourism sector is also a very competitive sector, which makes it necessary to optimize competitiveness and which therefore encourages the players to work together and no longer in isolation. For Françoise (Thibault, 2014), a tourist cluster is “the observation that the different tourist activities do not rub shoulders or only a little” (Pautrizel, 2013, pp. 25-33). “The cluster responds to the need for synergy of an attractive destination” (Fabry, 2009, pp. 55-66). Thus, the cluster can be defined as “an open system of co-production of the tourist experience” (Clergeau & Violier, 2013, pp. 15-24).

By integrating the cluster, each actor must accept the principle of “Coopetition”, that is to say simultaneous cooperation and competition (Cerveaux & Goazen, 2013, pp. 25-33). However, a tourism cluster can be difficult to define. “It is a synergy of territorial assets [...] and these specific assets, well they are specific to each territory. I was a little scared in fact, because everyone wants to make a cluster but not everyone has the potential or the assets that carry, which can carry a territory”. Faced with an unstable environment and constantly changing competitive activity, the tourism cluster is probably one solution among others for organizing actors in a territory. “The cluster is the cement of the information value chain, the support for the competitiveness of players and the attractiveness of destinations. (Fabry & Zeghni, 2013, pp. 43-48). The cluster thus becomes a stakeholder in territorial management since it works alongside the public tourist organization system and thus develops repercussions on the policies and strategies of the territory (Cerveaux & Goazen, 2013). A tourism cluster is a new approach to tourism activity relating to consultation and permanent cooperation between the various players concerned.

5. The notion of Social Capital as strategic issues of Territorial Intelligence, for the development of Tourism

Through the reading grids carried out, in the field of economic and territorial intelligence, several issues can be distinguished and on which decision-makers but also companies will have to be very vigilant. We are content, in this work, to focus on the concept of social capital being a vector of territorial economic intelligence. This can have a positive effect on the tourism sector, in Algeria and elsewhere.

5.1 Social capital: what definition?

Loury (1978) spoke of the resources that exist in family and community relationships that play a role in the development of human capital, especially for adolescents. But authors such as Pierre Bourdieu, James Coleman and Robert Putnam

have built the real basis for explaining this concept (Nasser, 2011, p. 34). Bourdieu (1980) and Lin (1982) initiated the theorization of the concept of social capital as such from the beginning of the 1980s. Bourdieu (1980) defines “Social capital is the set of actual or potential resources that are linked to the possession of a lasting network of more or less institutionalized relationships of mutual knowledge and mutual recognition” (Bourdieu, 1980, p. 2).

In his book *Bowling Alone*, Putnam (2001) distinguishes between two forms of social capital: bonding social capital, which represents strong informal relationships such as those between family members and close friends, and bridging social capital. Bridging, which involves more formal relationships that exist between more distant people.

Michael Woolcock has made a great contribution to the social capital literature. He added to the two forms of social capital, bridging and bonding, a new third type that is linking. The latter is the form of social capital that binds together people in different hierarchical positions. According to him, this form of social capital gives individuals access to certain forms of resources (notably financial) that are important for their progress (Woolcock, 2001, pp. 1-17).

As for international institutions, the concept of social capital is on the agenda of the OECD and the World Bank. The OECD defines social capital as the networks, as well as the shared norms, values and beliefs that facilitate cooperation within or between groups (Field, 2001). The World Bank defines it as the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions.

Ultimately, we can define social capital as a resource that generates good relations and creates networks between the actors of a territory. The development of this territory is based on social capital, which has economic intelligence as its pillar.

5.2 Social capital, a resource for the economic development of territories:

The territorial development paradigm is intended to be inclusive: it aims to integrate the multiple dimensions of development: economic, social, cultural, political, spatial, etc. He emphasizes the importance of social relations understood “as the set of rules, norms, networks mobilized by agents in the context of their non-market exchanges” (Angeon & Callois, 2004). In 2003, Putnam noticed that the difference in levels of development between northern and southern Italian regions was due to a difference in social capital. This supports the idea that social capital presents an indispensable ingredient for territorial development. Teisserenc considers that territorial development is based on a process of transformation of the social system (through the adoption of new practices, in relational and informational matters, to ensure a certain efficiency) of this territory according to principles which aim at the revaluation and diversification of resources, and especially the mobilization of actors around a project).

5.3 Social capital and territorial intelligence of tourism: the virtuous effect of digital:

The purpose of this subsection is to report on the effect that economic intelligence can have on tourist territories, while establishing the axioms of social capital, driven by the lively relationship between the different actors in the tourism sector. An approach that draws its support and impetus from the virtues of digital, a necessary step to develop the sector in the era of the new economy.

5.3.1 The influence of digital on Tourism:

Tourism has been one of the sectors most receptive to the digital boom for the past twenty years, and to account for this phenomenon, we regularly refer to the generic term “e-tourism”. The latter refers to the emergence of new online players who have “taken by storm” the traditional tourism sector, but also the term more generally characterizes the new age of tourism in which the digital revolution has tipped it. Digital is a profound lever of transformation for the tourism sector, even if the latter has already experienced significant changes in the past, using new techniques. Baudet and Weill consider that tourism is an economic sector in which the irruption of digital technology has already produced considerable systemic effects: changes in tourist practices and expectations, installation in the landscape of new actors such as online booking platforms, etc. Digital has disrupted the tourism ecosystem. It is considered a strong element to boost and involve awareness and mobilization of all stakeholders to face this challenge. The task is not easy; players in the tourism sector must appropriate new tools and methods to take advantage of this trend (Baudet & Weil, 2017, p. 17).

5.3.2 The role of the electronic management system and digital platforms in Tourism:

According to figures from the World Tourism Organization (UNWTO), the sector reached a new record in 2017, with more than 1.3 billion international tourist arrivals. That is uninterrupted growth for eight consecutive years. Tourism accounts for 10.4% of global GDP and in 2017, 313 million jobs depended on it (corresponding to one in ten jobs). Remember: it is the digital sector that seems to directly influence the tourism economy. Apps to help individuals travel are also on the rise. Nevertheless, some have been elevated above others by their popularity, and have become almost unavoidable today.

Today, digital technologies and platforms are changing the way the tourism sector operates. The platforms allow consumers to access the world and service providers to develop this sector and raise standards of competitiveness. Many low-income countries can potentially benefit from this digital transformation, while others risk being left behind if they do not seize the boat (World Bank, 2018).

Digital technologies and platforms can help developing economies overcome traditional challenges in managing tourist destinations and increase their competitiveness. They can also enable women and rural populations to better access markets and increase their financial inclusion. To fully exploit these platforms, it is

essential to promote collaboration, and in particular, to forge partnerships that bring companies closer to governments and international organizations (World Bank, 2018). To consolidate our support, digital is disrupting models and "traditional" players are adapting to face this wave and stay on the podium. To cope with the aggressiveness of OTAs (Online Travel Agencies), mainly booking and Expedia, the Accor group launched its Market Place, a booking platform for independent hotels. From the summer of 2015, Accor has already begun to market offers from independent hotels, which are not part of its group. The commission would be much lower than that of OTAs, between 30 to 50% less. Independent hoteliers will also have the possibility of allowing their customers to benefit from the Accor loyalty program. This decision demonstrates a proactive approach on the part of Accor, which is trying to recover shares in the e-tourism market (Combalbert, 2015).

5.3.3 Digital as a strategic tool for the intelligent management of tourist territories:

By definition, tourism is the set of activities related to the travel of tourists. We are thus dealing with two different but complementary situations. The preparation of the trip of tourists and their movements or the consumption of the services offered by the host establishments, in this case hotels and restaurants, etc. In the first situation, we tend to seek the best destinations having optimized the price/quality ratio. This phase requires a set of tools and actors who should be in collaboration to meet the demand at this level. Territorial intelligence, has its contribution, which remains in the synchronization of efforts and the facilitation of tasks, this can be achieved through the coordination of the roles of these actors, active, in this process. Digital technology makes this quest easy for all players. Whether public or private, access to useful and relevant information remains the most crucial expectation in this entire process. The same thing, for the second situation, where we have the provision of services and consumption, on the part of tourists. This phase uses artificial intelligence to facilitate visitor stays.

This intelligent data management presupposes the definition of common standards (and therefore partnership work to be undertaken with data operators), and the ability to use the data collected. The first step is to ensure the quality of the data collected (harmonization of input criteria, use of enriched data to facilitate their referencing): the finer and more relevant the information, the more it will make it possible to design targeted campaigns and therefore efficient. To meet this challenge of harmonizing data, the use of information systems is a first response. They make it possible to provide technological solutions for standardization: correction of faults, standardization, deletion of errors and duplicates... As for data enrichment, different solutions are possible. Data Mining (or "data exploration") allows, among other things, to analyze data, extract information and process it. At the same time, it is possible to enrich the data through qualitative data (to be cross-referenced with socio-demographic information) or quantitative data such as the opening rate of emails, the click rate, etc.

This tourism 2.0, also called e-tourism, is a reality that must be absolutely integrated into the strategy of tourism players, to develop their notoriety and above all

to stay one-step ahead of the competition (Neff, 2018). As for the local public sector, the benefits of digital technology must be at the forefront of public reflection, particularly with regard to the infrastructures required to ensure the proper functioning of the tourism ecosystem. Digital is, therefore, a godsend. It is therefore necessary to take advantage of it in the public interest.

6. The reality of the economic intelligence approach in tourism in Algeria

Prepare your trip with just one click. This is now the rule in almost every country in the world. The digital revolution has profoundly transformed tourism in all areas: production, marketing, sales, consumption, customer relations, etc.

In Algeria, things are a bit more complicated. Admittedly, nearly 50% of them planned their trip and stay on the internet (SITEV- International Tourism and Travel Fair, Algiers). However, with the weakness of e-payment which tends, on the contrary, to curb the ardor of “*Startups*” and operators. Therefore, tourists who wish to plan their holidays on the internet resort to a few tricks to achieve this. They use the bankcard of his relatives living abroad to carry out payment transactions, and to reimburse them in cash immediately afterwards. This is much cheaper than going through an agency since, for lack of an efficient e-payment system. It should also be noted that many travel agencies are closely following the digital evolution of the sector, in particular strengthening their presence on social networks and competing with tempting offers and promotions. Without doubt, digital tourism marketing makes it possible to do good communication and promotion in a short and inexpensive period. On the other hand, in some dynamic and responsive private travel agencies in Algeria, digital tourism or e-tourism is already well mastered and well exploited. It should however be noted that at the level of the Ministry of Tourism, the National Tourist Office and the 58 tourism departments, there is sometimes not even a portal or website! In addition, to continue: The practice of economic intelligence in tourism and tourist digitalization is not on the agenda. Overall, this initiative is still at a standstill. This is due to several factors, for lack of suitable budget, skills for the application and lack of conviction! In fact, some efforts have been made in the summer to develop "e-tourism", to acquire more than 60 hotel structures with databases in a first phase before generalizing this action for all establishments, between 2019-2020. An initiative called “Cluster Tourism”, bringing together a good number of Algerian start-ups, was to give a boost to the digital tourism development program. Among them is the Algerian company specializing in engineering, *Ayrade*, which has set up a platform for booking hotels and plane tickets online. This platform, known as Cyber Leo, is a web application (www.cyberleo.services), which makes it possible to search for hotels as well as flights throughout the world, mainly in Algeria, in order to facilitate the selection for the internet user. It also allows you to validate and book the hotel, as well as the appropriate flight. You should know that this platform is operational, except that electronic payment leaves something to be desired, we are waiting for the release of e-payment for other sectors of the economy, in order to put it on this platform and benefit Algerian tourists.

as well as foreigners to make reservations and payments through this platform. It should however be noted that among the stumbling blocks to the development of this sector, we can mention the lack of infrastructure in Algeria, in particular hotels, to attract more foreign and Algerian tourists. Similarly, the local tourist culture is not included or generalized, difficulty in obtaining the Algerian visa for foreign tourists as well as the national air fleets, which are not very rich or competitive.

Table 1. Tourism indicators in Algeria: Evolution

Years	Hotel establishments	Bed capacity	Tourist arrivals	Tourism receipts*	Tourism expenditure*
2000	827	77 242	866 000	102	193
2005	1 105	83 895	1 443 090	184,6	370
2010	1 152	92 377	2 070 496	324	716
2015	1 195	102 244	1 709 994	347	762
2018	1 289	112 264	2 000 875	178	641

*in million USD Source: World Tourism Barometer

<http://www.unwto.org//reports.aspx?source=2&series=ST.INT.ARVL&country=DZA>

We note, according to *Tabl*, that despite the efforts made by the public authorities, there has not been a remarkable evolution in terms of reception capacity. The number of hotel establishments has not evolved in a convincing way; it still lags behind in the realization of the projects supposed to be launched by the State. From 2000 to 2018, only 461 establishments created. Logically speaking, the same remark for the evolution of the number of beds.

In summary, even if the Algeria destination is not visible enough internationally, it is because it is not sufficiently "branded" and valued in international circuits. It is not only a question of being able to facilitate the stay of tourists, but also of encouraging them to return. This reasoning also explains that in fact, that the sector, which has always had difficulty in acquiring, even a website worthy of the name and the presence of the Algeria destination on the internet is often reduced to static pages with a few images. Landscapes and, above all, very little practical information for tourists. We observe, moreover, that the difficulties are primarily structural: the lack of attention paid by the public authorities to this sector and the lack of concern for Algeria's image mean that tourism has always been the parent poor of the Algerian economy. It is just as remarkable that clicking on the "book" button on the ONAT website leads to receiving an estimate for your stay. A little effort has been made, but you will still have to travel to pay, unfortunately!

7. The development of the tourism sector in Algeria, in the light of the territorial economic intelligence system: what challenges?

Barely fifteen years of official existence in Algeria, is economic intelligence a discipline that is still obsolete, by academics and neglected by practitioners. Some

“pompous” projects are initiated by Algerian companies following the “fad” wave without any clear strategy on what is expected as benefit and return on investment. Other “timid” projects initiated without the involvement of critical business stakeholders (Baaziz, Quoniam, & Reymond, 2014).

Despite the need expressed at all levels of companies for strategic and useful information for development and competitiveness, some studies have revealed alarming results (Fekir, 2008, p. 49) and have shown that IE activity has not been able to emerge lack of mastery of concepts, adequate training, dedicated resources, effective support in the conduct of change and the non-existence of an institutional framework favoring its development. These results can be explained by the absence of an inciting institutional framework on the one hand and the popularization trainings of the EI too theoretical far from the concrete action on the ground, on the other hand, which contributed to convey a false idea and disillusion about Economic Intelligence. In the current context, the tourism industry is faced with a number of challenges that determine not only its development and long-term prosperity, but also the orientations to be adopted for public action:

7.1 The difficult transition: traditional players in Algerian tourism facing the transition to digital:

Algerian tourism stakeholders are aware that the movement is inevitable but many are struggling to adapt to it. Given the constitution of the Algerian tourist fabric, which is made up of very many VSEs and SMEs, which cannot impose themselves, alone in the new balance of power. Traditional intermediaries, travel agencies and tour operators, are also suffering and must revisit their economic model in the face of new forms of intermediation. Finally, institutional players in tourism, at both regional and national level, must also adapt to the digital age. The local offer is largely redirected to Internet players. In terms of reception and promotion, traditional structures, based on a partnership between territories and local businesses, are led to transform their methods of action if they want to maintain their legitimacy and not be completely short-circuited.

7.2 The revival of Algerian Tourism: a belated political response...

The Algerian State, through the economic policies and strategies developed in the near past, has not given tourism the place it deserves. The oil windfall and the income have delayed the promotion of high-potential sectors. This is the existence of a real political will that can commit the necessary means to materialize the projects defined, in theory. This leads us to discuss the effectiveness of a tourism strategy, latecomer, in relation to the context in which it was developed. Concretely, it is a question of taking charge of the problems of land and loans, while fighting against administrative delays. As it is a question of improving the business climate in general, with a view to attracting national and foreign investors, while targeting the criteria adopted in the Davos meetings, with a view to improving the position of Algeria, which remains behind in the rankings (Amnache, 2017, p. 165). In addition, the State should invest in human resources, as in infrastructure, particularly in urban infrastructure (transport, developed

cities, etc.), by encouraging private investment. It should also multiply the number of tourism schools throughout the national territory.

7.3 Uberisation or the collaborative economy....where is Algeria?

A great challenge to take up, for Algeria, the challenge of Uberisation or the collaborative economy, which affects several sectors of activity, and trades, related to tourism. In particular, Algeria cannot evolve on the sidelines of this transformation that is taking place in the world. We cite the new digital players who have revolutionized the tourism professions such as Airbnb, the homestay accommodation platform or Uber, the platform for putting users in contact with drivers and their equivalent in Algeria, image of Nbatou and Yassir. Players in the collaborative economy, whose main advantage is to provide a service at a lower cost, are serious competitors for hotel establishments (3 and 4 stars). Faced with this new phenomenon, traditional tourism players must pay close attention to their digitization. Algeria is lagging behind in this area; the problem of speed arises even with the launch of the 4th generation and the establishment of fiber optics and broadband. Electronic payment remains confined to a few services provided by large companies, in particular public ones. Disruptions affecting access to the post and telecommunications networks remain frequent. An e-commerce that remains mediocre. All these conditions do not go hand in hand with the installation of uberization and the establishment of the collective economy, which hardly does without access to the Internet. Efforts remain, therefore, to be deployed on the part of the actors of the tourist territories and who should invest massively in digital technology. The implementation of a real digital approach at all levels of the tourism industry value chain has fallen far behind, while 60% of the sector's global turnover goes through the Internet.

7.4 Algerian tourism ...a problem of territorial competitiveness.

Let's start from the literature concerning the indicators of territorial competitiveness, which shows that these could be summarized in four main axes, which are the axis linked to social capital, the innovation axis, the financial axis and the sustainability (Nasser, 2011, p. 25).

Algerian tourism is downstream of the economic apparatus. It is supposed to be dependent on certain variables, which are outputs of other sectors; placed upstream of the device. Regarding the aspect relating to social interactions, between territorial and national actors, the sector is struggling to interconnect and network, via reliable digital platforms. A glaring gap relating to electronic coordination between public institutions, organizations, specialized agencies, etc.

The country suffers until then from a failure in the national innovation system, this does not only concern the tourism sector but the problem is general. We are witnessing a divorce between the actors of the national innovation system such as the nuance between the research sphere (represented by universities and research laboratories) and the productive sphere (of goods and/or services). In the same context, the striking fact is that the training does not meet the needs of the market; learning is thus a victim of the distortion of the process.

Another concern is added to the list, resulting from the absence of a vision and a realistic strategy that can meet the challenge of launching the sector. Non-harmonization of the legal system; namely: organizing the different sectors linked to tourism and tourist areas. Take the example of the disparity between the coastal areas and the highlands or those in the south. This does not omit the effort provided by the State via the SDAT plan (master plan for tourism development), a promising program through major involvement, supposed to associate a large number of actors, both for the local plan than national. This project is therefore intended as a benchmark to boost and promote tourism by 2030.

The environmental clause is on the agenda, among the criteria of competitiveness of the territories, unfortunately, our country is significantly behind in this matter. The link of the sustainability of Algerian tourism poses a problem, for example, tourist establishments have difficulty in saving resources (water/energy); minimizing the production of waste and the protection of the natural heritage. The State must support these companies to comply with international tourism standards. For all these and other reasons, and in the absence of these axes of competitiveness, the destination 'Algeria' remains hidden to give way to other neighboring destinations less attractive than Algeria.

8. CONCLUSION

Economic intelligence is now considered as one of the components of the economic policy of the State. The emergence of technologies related to tourism has revolutionized the way of living the tourist experience. The tourism sector accounted for almost 10% of global GDP, and almost one in ten jobs, before the pandemic. The major challenge, in an international sphere, is therefore to promote methods and tools that make it possible to sustain and strengthen the place of tourism players. Digital technologies are certainly part of this and bring added value to this sector. The new rising values of tourism and access to knowledge have resulted in a rise in power of collective intelligence and network collaboration. The Internet and social networks create greater proximity by promoting social ties. We clearly see, through this work, that the economic intelligence of the territories is the first quest of the public authorities. This approach helps to put in place the four axes constituting the bases of an effective strategy in favor of competitiveness and territorial development. The latter will undoubtedly allow the establishment of investments, particularly in tourism, more particularly for areas rich in historical and cultural heritage. For all that has been developed above, we consider that the first hypothesis "Territorial economic intelligence and the development of the tourism sector have a mutual impact"; is wrong. This work has tried to show the impact of the territorial economic intelligence composition on the development of tourism, in a salt sense. He focused on the role played by territorial intelligence (interconnection of actors and access to information to support decision-making, which is supposed to be unanimous) in the competitiveness of the tourism sector. The Algerian case has confirmed our postulate that our territories lack economic

intelligence, which influences the degree of attractiveness of these spaces. As for the second hypothesis, which was deemed valid. Absolutely, the structure of the Algerian economy, particularly in terms of digital reform, is lagging significantly behind and this influences the proper functioning of the innovation system and therefore hinders the actors from investing and taking digital initiatives across all sectors. The collaborative aspect, supposed to mark the economy, in this perspective, is relatively absent, where the Algerian economy still suffers from a weak Uberization. The education and training systems lack agility in supporting players in the tourism sector to ensure a successful digital transformation. The Algerian Tourism sector should imperatively take this obligatory step, if there is a desire to give a boost to the Algerian destination, give greater visibility to Algeria's tourist potential on an international scale, and catch up thus the cumulative delay. In the end, we will say that the impact of new technologies on the success of the tourism strategy is well established. This is a subject of the utmost importance at a time when Algeria has chosen to put more emphasis on its tourism. To do this, it is vital to invest massively in digital technology and overcome the obstacles that weigh down this process.

9. Bibliography List:

Books :

- Alvergne, C. and Taulelle, F. (2002), from local to European. The new spatial planning policies, ed. PUF, Coll. Major, Paris.
- Baudelle, G., Catherine, G. and Mérenne-Schoumaker. B. (2011), Territorial development in Europe: Concepts, issues and debates, Rennes University Press.
- Botti L., Peypoch, N. and Solonandrasana, B. (2013), Economics of tourism, Dunod, Paris.
- Bourdieu, P. (1980), Social capital. Provisional notes. Proceedings of Social Science Research, vol. 31, p. 2-3.
- Bruté de Rémur, D. (2006), what economic intelligence means. Organization Editions, Paris.
- Greffe, X. (2002), Local development, ed. de l'Aube, coll. Territories library,
- Marcon, C. and Moinet, N. (2008), Teach network strategy. Editions de L'Harmattan, Paris.
- Peemans, J-P. (2008), Territoires, globalisation and développement, Paris/Louvain-la-Neuve, Alternatives Sud, 15-1, Editions Syllepse/Centre Tricontinental.
- Porter, M. (2001), Clusters of innovation initiative: regional foundations of U.S. competitions. Harvard university press.
- Horn, F. (2002), the paradoxes of productivity in software production”, in Djellal, F. and Gallouj, F. Nouvelle Économie des services et innovation, Editions L'Harmattan, p. 69-99.

Theses:

- Bruneau, J-M. (2007), Territorial intelligence: from the theoretical approach to strategic implementation. Doctoral thesis, University of Poitiers, France.
- Fekir, S. (2008), "Economic intelligence and business strategy: State of the question and practice in Algeria". Master's thesis in Commercial Management, National Institute of Commerce (INC), Algiers- Algeria

- Nasser, W. (2011), Local Development, Territorial Construction and Tourism: the Case of Lebanon. Thesis publicly defended on "December 5, 2011", University of Grenoble, France.
- Thibault, A. (2014), Tourism, territorial attractiveness and cluster. Master's thesis in Tourism & Hospitality, University of Toulouse II, France.

Journal article:

- Cerveaux, B. and Goazen, J. (2013), Basque Country tourism cluster. ESPACES Journal, May-June 2013, n°312, p. 25-33.
- Clergeau, C. and Violier, P. (2013), the particular challenges of tourism clusters. ESPACES Journal, May-June 2013, n°312, p.15-24.
- Demen-Meyer, C. (2005), Tourism: an attempt at definition. Management & Future, vol.1 (3), p.7-25.
- Fabry, N. (2009), Tourism clusters, competitiveness of actors and attractiveness of territories. International Review of Economic Intelligence, 2009/1 Vol 1, p.55-66.
- Fabry, N. and Zeghni, S. (2013), Val d'Europe tourism cluster: the ambition of excellence. ESPACES Journal, May-June 2013, n°312, 43-48.
- Kitson, M. and Martin, R. and Tyler, P. (2004), Regional Competitiveness: an elusive yet key concept. Regional Studies, Vol. 38(9), p. 991-999.
- Pautrizel, F. (2013), Testimony. Managing Director of Biarritz Ocean, former member of the GOAZEN management committee. ESPACES Journal, May-June 2013, n°312, 25-33.
- Pequeur, B. (1990), Local development, Rural Economy Review, No.197, p. 53-55.
- Pelissier, M. (2009), Study on the origin and foundations of territorial intelligence: territorial intelligence as a simple variation of economic intelligence at the territorial level? International Review of Economic Intelligence, No.1, p. 291-304.
- Porter, M. (2008), The five competitive forces that shape strategy. Harvard Business Review, 86, No. 1.
- Woolcock, M. (2001), The place of social capital in understanding social and economic outcomes. Canadian Journal of Policy Research, p. 1-17.

Seminar article:

- Angeon, V. and Callois, J-M. (2004), On the importance of social factors in development. 1st day of GRES development, The concept of development under debate, Montesquieu University – Bordeaux IV, September 16 and 17, 2004.
- Baaziz, A., and Quoniam, L. and Reymond, D. (2014), What models of Economic Intelligence for Algeria? A few lines of thought. International seminar on economic intelligence: a major issue of competitiveness. HEC Algiers, 21 & 22 May 2014. Retrieved from: <https://hal.archives-ouvertes.fr/hal-00995776/document>
- Girardot, J-J. (2004), Territorial intelligence and participation. Third Meeting 'ICT & Territory: what development?' 'University of Lille, ISDM n°16, May 2004, Article n°161.

Internet websites:

- Combalbert, E. (2015), E-tourism: the accelerated digital transformation of a traditional economy. Interview granted to Mr. Eric Combalbert, founding president of the Graduate School of Commerce and Digital Economy, retrieved from the site www.Objectifaquitaine.latribune.fr, published on 02/07/2015, Bordeaux.
- LeLièvre, S and Folléa, G. (2018), Economic intelligence in Normandy, an approach by the practices of the actors. Retrieved from: http://www.profilinfo.fr/doc_num.php?explnum_id=16366
- Mallowan, M. and Marcon, C. (2008), Economic and territorial intelligence at the service of a regional development strategy: the delicate question of the training of actors. RCSR

(online), Vol. 33, p. 149-162. Retrieved from: <http://www.cjrs-rcsr.org/V33/15-CJRS-33-ARTICLE-10-MALLOWAN-MARCON.pdf>

- Neff, Ch. (2014), E-Tourism: the interest of a digital strategy for tourism players. Sight in the electronic Journal 'Markentive', 07/18/2018, <https://www.markentive.com/fr/blog/e-tourisme-linteret-dune-strategie-digitale-pour-les-acteurs-touristiques>.
- Putnam, R.D. (2000), Bowling alone: The collapse and revival of the American community. Touchstone Books/Simon & Schuster. <https://doi.org/10.1145/358916.361990>
- Porter, M. and Delgado, M. and Ketels, C. (2007), The Microeconomic Foundations of Prosperity: Findings from the Business Competitiveness Index. In M. Porter, Global Competitiveness Report 2007.