

An effective vigilance for a competitive enterprise

The Vigilance and the Competitiveness reality in the Public Enterprise for Public Works (EPTP)

Nedjimi ouafa¹, Boudi abdelkader², Bouanini samiha³

¹ Tahri Mohamed University Bechar, Algeria, wafa.wdawned@gmail.com .

² Tahri Mohamed University Bechar, Algeria, abhicham1@yahoo.fr.

³ Tahri Mohamed University Bechar, Algeria, bs_miha@yahoo.com.

ARTICLE INFO

Article history:

Received: 05/05/2021

Accepted: 08/06/2021

Online: 11/06/2021

Keywords:

competitiveness;

effective vigilance;

EPTP;

information;

vigilance behavior;

JEL Code: L90, D80, D90,

H10

ABSTRACT

The major issue in management and strategic management is the ability of prospect opportunities and threats in the environment. As we know the most complex the environment, the more uncertainty will be, in this conditions only vigilant enterprises can survive and success. This study investigates the combination between the effective vigilance and the competitiveness by highlighting what is termed “vigilance behavior”, in order to build-up a theoretical construction, introduce what we termed “vigilance facets” and finding the most related scenarios that reach the competitiveness levels towards. For the sake of objectivity and to strengthening our arguments, we conduct an interview in the Public Enterprise for Public Works (EPTP) .

Together, the present findings confirm that only those vigilant (effective) enterprises can reached the highest competitiveness level due its abilities. And the findings clearly shown that the EPTP competitiveness is towards a normal level in the current time. But it seems that will be change soon!

1. Introduction

Throughout the literature in the classic and strategic management. Authors argue that one of the major roles to success is the executive to build a stable vision to future, the ability to the conquer competitors, and to build up a indestructible grasp towards the environment. The most adopted studies of the vigilance in this field are however focused on the classic distributions, even consider its types as: Environmental Vigilance, Technological Vigilance, Competitive Vigilance, Marketing Vigilance, vigilance...etc. that's little disappointed, because there is a promising aspect about “vigilance behavior” should be used to referre that the competitiveness improvement will achieve by a vigilant enterprise. Besides, the research on competitiveness has long tradition. So, it's clearly that the subject will provide several scenarios, the fact that the more complex the environment, the more competition fierce, the more environment uncertainty, the hardest information control will. And only the vigilant enterprises will survive in this conditions let alone improve the competitiveness under it.

A new approach is therefore needed for present the relation between “vigilant” and “competitive”. So, our study aims to highlight the basic to introduce that approach, identify the meaning behind “vigilance behavior” and its effects on the enterprise competitiveness.

1.1. The problematic

In the way to find out our aim, the main practical problem that confronts us is:

How could effective vigilance create a competitive enterprise?

And that leads to myriad problems such as:

- What's the effective vigilance?
- How could the vigilance improve the competitiveness?
- When we could admit that the EPTP is a vigilant enterprise?

1.2. *The hypotheses*

We can add the following assumptions as pre-answers:

- ① If the enterprise has the ability to control its informative environment, providing efficient information to decision-support in the right time, than the enterprise has an effective vigilance system;
- ② The acquaintance with the vigilance behavior would be a useful approach for determining and provide several scenarios to describe the levels of competitiveness;
- ③ Being a competitive enterprise can also considerate “being a vigilant enterprise”, so the competitive vigilant enterprise should have an effective vigilance system to monitoring and scanning its environment better than the competitors, therefore the vigilance process must be uninterrupted, and being more than normal competitive mean that the enterprise vigilance is both offensive and defensive;

1.3. *Methodology and Tools*

This study was organized to build an approach that combines effective vigilance and competitiveness by highlighting what termed "vigilance behavior".

The descriptive analytical approach was based on identifying basic concepts, terms of vigilance and levels of competitiveness. In addition, an interview was conducted at the Public Enterprise for Public Works (EPTP) in order to strengthen our vision with evidences from the field.

2. **Literature Review**

2.1. *Previous Studies*

Several studies suggest that the “**vigilance**” even in it narrowly concept as “**scanning**” is a competitive tool that allows to anticipate and superior to competitors. Maybe there is no study have shown a competition between a public and privet sector and take a “vigilance” as a competitive tool to win the race, but there is a basic said “there is no superiority in competition”.

Even his primary attention is espionage and intelligence business, Green show an interest to the information issues in the organization in his research “**Business Intelligence and espionage**”, and even building up the concept of widespread awareness (Greene, 1966). As like Greene, Aguilar studies were a strengthener of the idea of the environmental scanning, he positionate his own approach in the top management in the companies in his papers “**Scanning the business environment**” (Aguilar, 1967). After that, Igor Ansoff study “**Managing Strategic Surprise by Response to Weak Signals**” was well documented. It is also well acknowledged that what could be an increasingly issues strategic planning systems (Ansoff , 1975). The Millennium studies shown an impartiality towards the subject, we can see how the researches of Choo entitled by “**The Art of Scanning the Environment**”, give a perception about the important to understand and expect the external forces of changes and challenges, so that a forgone conclusion to develop an effective responses that secure and improve the organization by suggest to implant the true conception of the “**Art Of Scanning**” (Choo, 1999). And then, there is Humbert and Nicolas Lesca the main authors in this chosen field. In his doctoral thesis, Nicolas Lesca give an understanding process of building the meaning of information, provide a visualization of the early warning signs and The construction of a theoretical framework for the meaning of the theory of decision-making, cognitive psychology and social psychology (Lesca, 2002). Humbert Lesca also in his book “**Veille stratégique: La méthode LESCanning**” emphasized the important of the vigilance and offers a complete and original way to create a strategic collective surveillance and intelligence apparatus, and create the “**LESCanning**”; the particularly forward-looking method; monitoring the weak signal to exploit the information to build up a create a collective meaning, Collective intelligence and group learning (Lesca H. , 2003). The Lesca duo in their article entitled by “**Les signaux faibles et la veille anticipative pour les décideurs -Méthodes et applications-**” They even examines the concept of weak signal, and provides concrete analysis of it. The authors cites several French institutions that represent realistic examples of what they are pursuing, addresses the understanding of proactive surveillance, proposes methodology and tools for research and creation of meaning, as well as interpreting weak signals (Lesca & Lesca, 2011). And there is one study we should add, “**Determinants of organizational vigilance: Leadership, foresight, and adaptation in three sectors**” Schoemaker and Day give us a flexible approach to incorporating uncertainty in their strategy processes and clear accountability and coordination for sharing information and acting on weak signals (Schoemaker & Day, 2020).

As far as we know, no previous research has investigated a subject as the current study. The term “vigilance behavior” was rarely shown in the literature, let alone the combination with “competitiveness”.

2.2. Vigilance, theoretical background

Since the end of the second worldwide war, the Anglo-Saxons have been using the term “business intelligence”, “competitive intelligence” and “Environmental scanning”. And by saying “intelligence” they mean inquiring, information, and even reforming information in order to conduct espionage for military objectives (Corine, 2000, p. 07_08). Indeed, the research in that part of business world has been deal with the previous content-up as a focus scanning studies in the enterprises environment (Harriet, 2014). While the survey of Francophone studies and research on the subject resulted that more used terms was “intelligence” according to the economic intelligence approach, and the term “vigilance” (Corine, 2000, p. 08_09). After that, in the mid-1990s the authors starts using the term “intelligence” instead of “vigilance”, the next format explains corine's point of view.

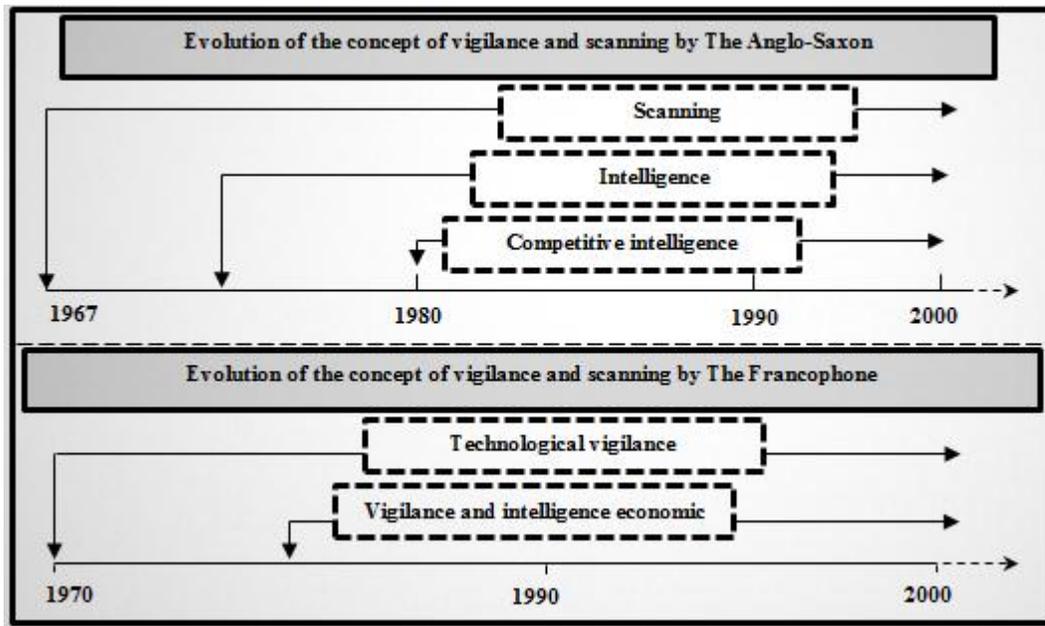


Figure 1: Evolution of the concepts “vigilance” and “scanning” by The Anglo-Saxon and Francophone
Source: inspire from Corine, 2000, p. 46.

The Japanese government has relied on vigilance to win the competition, and considered intelligence and monitoring as a collective resource. While the great companies start to apply the “vigilance” in the end of 19th century, except for France, where it appeared in the late 1980s; the concern that has given to vigilance in that time by USA and France in order to counter external threats, especially from Japan (Brouard, 2004, p. 29). Subsequently, the vigilance approach has been evolved by H.Lesca monographs to the topic. He develops the concept through his researches, and offering a dynamic definition to vigilance.

We note that there is a close link between the periods of vigilance throughout its history and the direction of the enterprise at that time.

For decades, one of the most popular ideas alongside “competition” was “vigilance”.

2.2.1. The definition

Among the definitions agreed by specialists and scholars about the topic, are:

- Vigilance is a comprehensive and intelligent monitoring of the enterprises environment by searching for real and future information (Harmel, 2017, p. 23).
- Vigilance has also been known in the media process by which the enterprise (or a part of it) pursues and absorbs information with the pre-advantage of changes in its social and economic environment, to add job creation and reducing risks associated with uncertainty, and act quickly and in a timely manner, among the information mentioned the weak signals (Janissek-Muniz, Freitas, & Lesca, 2006, p. 20).

○ Vigilance seen as an observation, analysis of the environment and then the good dissemination of selected information and its treatment for decision-making use (Jakobiak, 2001, p. 65).

In addition of being considered a structured management method, the concept of vigilance has been rise progressively from a simple work-done of gathering and analysis data and information by planning function, to an integrated information system by reliable provision for decision-making. Additionally, the association of the vigilant process with decision-making refers to an authentic concept which is “Environmental Intelligence (EI)” Proposed by H. Simon (Kamoun-chouk, 2009, p. 06).

2.2.2. The importance of the vigilance

Despites being a competitive tool, the vigilance importance can be described as the ability of build-up a stable vision to conquer the competitors. And from the short review above (Harmel, 2017) (Lesca N. , 2002) (Lesca H. , 2003) (Choo, 1999) (Harriet, 2014), we can easily highlight the importance role of vigilance; instance:

- ↳ Vigilance reflects the rational estimation of the managers, and the great significance towards the future, and that allow the decision-makers to expect the destiny demanding situations and challenges that the enterprises will face.
- ↳ Vigilance puts the enterprise in the confrontation, in order to: aware its weakness and strength, access the opportunities and options, increasing the ability of the enterprise and the speed of reaction to changes.
- ↳ Vigilance increasing the capability of the enterprise and therefore the speed of reaction to changes.
- ↳ Vigilance improves the enterprises innovative ability.
- ↳ Vigilance gives an in-depth view of markets and competition.
- ↳ Vigilance increase synergy within the group.
- ↳ Get a range of experience, knowledge and expertise.
- ↳ Vigilance helps issues to be addressed easily.

2.2.3. Towards an effective Vigilance ... vigilance behavior

This field of study often referred as a several well-known axes as: Environmental Vigilance, Competitive Vigilance, Technological Vigilance, Social vigilance, Legal vigilance and others similar types. But the present study aims to highlights other types of vigilance that Bulinge propose; the following table.

Table 1: typological vigilance

	Vigilance		
Attitude	Passive	Semi-Active	Active
Activity	Gathering and selecting used information	Collecting and selecting appropriate information	Search for critical information
Domains	Unrestricted (Competitive, technological, legal...)		
Periodicity	Permanent	Periodical	Punctual
Actors	All	Observers	Specialists

Source: inspired from Smida & Ben Romdhane , 2004, p05.

The previous table illustrates some interesting facts about vigilance. Most early studies as well as current work focus when study vigilance and its types on: Environmental Vigilance, Competitive Vigilance, Technological Vigilance and beyond. While Bulinge studies was pertaining to a new typological vigilance; strongly suggests that there's specific characteristics provides other facets of vigilance is: Passive (Negative) vigilance, Semi-Active vigilance and Active vigilance (Smida & Ben Romdhane, 2004, p. 04_05). In regard to describe the newest facets of vigilance by attitude and Bulinge explain that:

- ↳ **Passive (Negative) vigilance:** It's a defensive (protective) vigilance. Interested in gathering pre-existing and used data, without any preliminary search for data. It is permanent and does not rule out any sort of vigilance. All employees in the enterprise are concerned with the process of vigilance, and depend on all information sources, and the protective vigilance aims to identify existing threats to the functioning of the enterprise.

↳ **Semi-Active vigilance:** Interested in gathering only information of relevance to the enterprise, whether from secondary or primary sources. Specific individuals (detectors) conduct active vigilance functions, based on advanced studies for all kinds of vigilance, semi-active vigilance coincides with the exploration of new opportunities.

↳ **Active vigilance:** it's in offensive vigilance. Interested in discovering dangerous and critical information, and useful in certain topics. Assigns the task of vigilance to experts. Linked to discover future opportunities, or transforming future threats into opportunities and seeking to take advantage of it.

In fact, since the authors have rarely studies vigilance behavior, the facets bellow may be more successful when it comes to decisive competitiveness, we can ask why? Therefore, the existing scenarios are more feasible and include all the terminology relating to vigilance as alert and intelligence. And this ensures the search strengthened.

Obviously, the solutions we are searching for to improve the competitiveness of companies and resolving competition; are those small details that most authors ignore. Simple but meaningful terms, approaches, tools, and definitions; such as vigilance behavior.

2.3. Competitiveness and Vigilance

In business there is no classification in competition, either in build-up or improve the enterprises competitiveness, as well as the competition between public and private sectors.

2.3.1. Why Competitiveness?

There is a multi-faceted, multidimensional notion of competitiveness. And many distinct qualitative concepts of competition. As we know, speaking about competitiveness evokes another terms as competitive status, competitive advantage and competition; which described as “the interaction of people who aim to obtain the advantages that others want at the same time and under the same conditions” (Grzebyk & Krynski, 2011, p. 108).

2.3.2. Defining competitiveness

Although, there are substantial differences of opinion in academic studies about the enterprise competitiveness. Several studies have emphasized that basic issue is the different view over the subject of competitiveness. Authors suggest that the competitiveness is “The ability of a nation or enterprise to create greater wealth on the global market than its competitors” (The World Competitiveness Report, 1994, p. 18).

Traditionally, the enterprise competitiveness defined as a “complex feature characterizing its ability to compete successfully in the field and obtain benefits relative to competitors, besides several strategic concepts”.

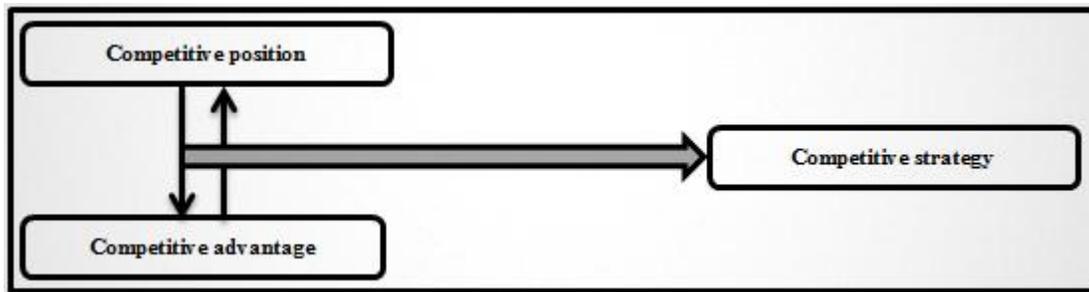


Figure 2: competitiveness and strategic approach

Source: By the authors.

In light, speaking about competitiveness evokes other concepts observe a strategic approach; from the competitive position which define as “a multidimensional category, a determined by a combination of factors” (Grzebyk & Krynski, 2011, p. 114). And that was relevant to competitive advantage, which Ansoff was the first who sought as “the independent characteristics or properties of individuals, which provide the enterprise a strong competitive position”. Then, Porter claims that the competitive advantage is the heart of the enterprise”; and by saying the enterprise has a competitive advantage; that mean it's able to create several values and benefits than the marginal competitors (Peteraf & Barney, 2003, p. 314). This leads to build-up a decisiveness ability to create and develop successful competitive strategic.

2.3.3. Another types of competitiveness?

According to (Stankiewicz, 2005, p. 44); the most effective method to assess the level of competitiveness of the enterprise is to compare the actual results with the expected ones the authors propose three types of competitiveness may be differentiated depend on the results of the comparison; are:

↳ **Less than normal competitiveness:** when the results are less than what was expected; that clearly mean that the enterprise has been marginalized in its environment, in fact that would related to: The faint positioning of the enterprise in its environment, Inability to prospect the opportunities, subjecting to threats, and it's clear that enterprise is unable to control its resources, including its information resources.

↳ **Normal competitiveness:** when the results are equal to what was expected; mean that the enterprises goods, or services are as the expectation, or the enterprise has been Achieve the projects as was planned.

↳ **More than normal competitiveness:** when the results are better than expectation. The reasons have been shown in a large number of existing studies; as: The effectiveness and the influence of the enterprise in its environment, an effective information systems, prospect opportunities, avoid threats, the effective vigilance systems.

2.3.4. What does vigilance mean to competitiveness?

According to what we noticed before about the “Vigilance being a tool for competition”, the amount of information on this topic (Ansoff , 1975) (Aguilar, 1967) (Choo, 1999)(Grzebyk & Krynski, 2011) (Harriet, 2014) (Lesca & Lesca, 2011) (Schoemaker & Day, 2020) can clearly inference that:

↳ Based on ansoff's studies, the Vigilance plays an important role in improving the competitiveness of enterprises. Because, having an efficient and effective vigilant system mean that the enterprise the enterprise has influence over its environment.

- ↳ Develop the anticipation factors in the enterprise than the competitors.
- ↳ Develop a leadership approach and the ability to monitor and guide situations in favor of the enterprise.
- ↳ Build up the technical and cognitional systems to improve the methods to deal with weak signals.
- ↳ Reducing uncertainty in the environment; which negatively affecting the decision-making process.
- ↳ Build a efficient control system, due the ability to provide multidimensional information about the environment, the enterprise, humans resource, the level of competitiveness, the competitors... etc.

2.3.5. Vigilance role to improve enterprises competitiveness

Actually, since the evidence was not validated yet, we can only propose a several axes we have concluded its effectiveness in linking vigilance and competitiveness through previous studies and literatures; for instance:

- ↳ Activating the policy of excellence in competitiveness by showing the importance of competitive information.
- ↳ The role of vigilance in building defensive and offensive strategies to enhance the competitive position of the organization, thereby improving its competitiveness.
- ↳ Providing radar to detect weak signals, and prospect opportunities in environment.
- ↳ Create an effective base of information about the competitors; its strength, weakness, their informative cycle.
- ↳ Improving the mechanism for resolving regulatory problems.
- ↳ Openness to behavioral knowledge.

3. The Vigilance and the Competitiveness reality in the Public Enterprise for Public Works

The Public Enterprise for Public Works abbreviated under EPTP for its French reference “Entreprise Publique des Travaux Publics”. One of the basic enterprises in the field of public works and infrastructure completion in the country. Due its important and financials gain; in this sector, competition is increasing among the EPTP and the privet similar enterprises.

3.1. Defining the EPTP

In 10th November 1979, the Public Enterprise for Public Works was founded under the resolution 216/79. In 6th 1989 the EPTP moved toward independence during the efforts of the government to restructure the public sector. In

1997, the EPTP have become a subsidiary of General Public Holding Companies for Achievement. After the last one was liquidated in 2002, the EPTP became a subsidiary of the Public Works Contribution Management Company.

The EPTP is located in the industrial zone, Kenadsa Road.

The EPTP legal form is stock company (SPA), with capital of 702000000 DZD.

3.2. The interview

Using an interview for certain articles and research projects can be an effective primary source.

3.2.1. Build-up the questions

It turns out through our study that the topic has never been studied in the EPTP. Therefore, when building up the questions there was no experience we might use. So we relied on the theoretical side that we had previously built. By use the broad and open-ended questions, the subject could be expressed extensively (Giorgi, 1997, p. 245).

3.2.2. The interview script

The interviewee for this study is the General Director of the EPTP of Bechar.

Duration: 1h 30min

Date: 30/12/2020 at 8:30 a.m.

Interviewer: What is the EPTP?

Interviewee: the EPTP is a public enterprise; its legal entity is SPA with an estimated capital 702000000 DZD. The EPTP has a mission to do towards the community as Transportation infrastructure works, Construction and maintenance of roads, pavements, roads, Construction and maintenance of highways, Auxiliary works for public works and beyond.

Interviewer: What is the EPTP work scope?

Interviewee: due its important, the EPTP has a basic role to play in the local development of the state. Along with the necessity imposed by the current phase, The EPTP seeks to build a competitive efficient structure that will enable it to strengthen its position in the society, as you can see the competition in that field has been increasingly grown.

Interviewer: What do you see is hindering the EPTP from achieving its goal?

Interviewee: is the "Unfair competition".

Interviewer: What do you mean?

Interviewee: The competition has negatively affected the EPTP, the comparison is going to be difficult. Since it is a real entity, EPTP carries a high costs, whereas private enterprises can only be on paper. Most public enterprises are highly centralized, and the EPTP is not an exception. Besides the relatively old methods and practices in management doesn't help at all, the EPTP have a very complex organizational structure; and that leads to a range of problems like the difficulties of slowing down decision-making. The resistance of human capital to change. In the other side the privet competition enterprise has less and easiest.

Interviewer: You're aware that your position in the competition is threatened?

Interviewee: We are well aware of the importance of positioning in the environment. And we realize that there are some things that need to be fixed, and things that must be built and developed, besides even if it's hard to deal with the highly centralized we must find solutions. This institution relies heavily on experience in dealing with any situation it faces.

Interviewer: What do you consider as strengths of the EPTP?

Interviewee: The fact that EPTP is a public enterprise, means that it has a responsibility and a commitment towards the society, the EPTP don't aim to make profits, but to create value unlike its competitors. Due its scale and diversity, it's hard to face or marginalize it in the sector.

The EPTP has a long experience in project completion, so it is more experienced than competitors. And the culture we set up is (competition – work).

Interviewer: what about its weaknesses?

Interviewee: it's true that the centralized constraints inhibit the competitiveness of the enterprise. There is also the inability of the human resource to use the technology event; several techniques have been adoption to control the progress of project completion and were eventually abandoned because of the inability of the human resource to use

them. The employee's mentality is difficult. That's why I use all the surveillance methods myself to make sure the work goes as planned.

Interviewer: Is the information considered as a strategic resource by the EPTP?

Interviewee: yes, the primary factor of the activity is the information, so it's undoubtedly a strategic resource. We noticed that within recent years the value of the information has increased more than in the previous era. We have project cells and Cells to control the exploitation of gear that provide several information about Work process.

Interviewer: At some point did the EPTP asked for the government intervention to give preference to public enterprises?

Interviewee: The government has vague laws, and that causes a lot of difficulties. We suggest that administrative and field procedures be prepared in advance. And it must be rationalized management practices.

Interviewer: What about vigilance? are there any accreditation for the vigilance systems instead an Information Unit?

Interviewee: Several studies Show up the importance of this concept in achieving competitive gain. We understand that vigilance principally is the ability to gather and provide decision makers with data and information. The several cells in the EPTP organizational structure has an important role in providing several information when projects are released.

Interviewer: Don't you think that the accreditation of an independent vigilance function within the EPTP is inevitable?

Interviewee: of course, we are trying to adopt the latest methods and techniques now. The management control system we began to implement this year is the best proof, the human resource has Modest capacity in dealing with the newest approaches, they are afraid of making mistakes.

Interviewer: We can see that the efforts of the general director and the accompanying teams focus on internal control.

Interviewee: As a general director, I'm in charge of public finances. I have to be administratively competent, In addition to the accompanying team as well. And the workers have no self-censorship. On the other side of the EPTP has a responsibility to the international community. And that's the challenge, we must have the ability to deal with it, and without forgetting that there is also a challenge of another sort is to the mindset of the people here.

Interviewer: When did the EPTP achieve its best results? Is there any factor you consider as an inflection point?

Interviewee: The fierce competition was a great motivation to reactivate and improve the competitiveness of the EPTP. Besides there have always been impressive results from the cheerleading policy, You'll start losing when your employees start to lose trust, the culture we set up is (competition - work).

4. Results & Discussion

Based on the theoretical structure and the interview above, key findings emerge:

4.1. From the theoretical structure

- ✓ The term "Vigilance" can be used as a leading idea and as a promising theory.
- ✓ Vigilance is an uninterrupted process to ensure the survival of the enterprises by managing information and decision-support. In order to enhance and develop the enterprises and stay remained fully briefed on the changes in the sector.
- ✓ Vigilance has three facets: Passive vigilance, Semi-Active vigilance and Active vigilance reverse the relation between the enterprise and its environment.
- ✓ The vigilance is a competitive tool.
- ✓ Achieving a competitive position consider also as a competitive advantage for the organization.
- ✓ Vigilance has multiples roles towards the enterprise competitiveness.
- ✓ Vigilant enterprises better at developing the foresight systems than their competitors.

4.2. From the interview

- ✓ The competition in the public works field has been increased.
- ✓ The EPTP suffering from unfair competition.
- ✓ The EPTP aims to build-up a competitive structure to enable its competitive position.
- ✓ The EPTP is aware about its informative weaknesses.
- ✓ The EPTP has several human resources problems, such as resistance to change.
- ✓ There are a lot of internal issues facing the EPTP.
- ✓ The shift from inquiry to vigilance is inevitable.
- ✓ The EPTP effort focuses on the process of work since the workers are not self-censored
- ✓ The interview above found that there is a positive effect between the EPTP competitiveness and the vigilance

5. Assumptions

❶ The results demonstrate several evidences for our hypotheses, some of the interesting facts revealed by highlight the missing tool in the EPTP process.

❷ We showed that the effective vigilance and vigilance system related several basics; as: the awareness of the information important, the ability to monitoring and scanning the environment, the ability to support all the process of decision making.

❸ Basic findings in theoretical side consistent that improve the enterprise competitiveness can be achieved by aware some mechanisms about vigilance behavior to reached the competitive level we desire. Our study describes seven of those vigilance behavior findings three facets of vigilance: Passive vigilance, Semi-Active vigilance and Active vigilance the previous compilation explores several levels: from the less competitiveness to the normal competitiveness and could reach to the more than normal competitiveness level.

❹ This study confirmed some findings about the EPTP competitiveness. The interview shown that the EPTP has a defensive vigilance; the facet vigilance which aims to identify existing threats to the functioning of the enterprise. Which mean that the EPTP only reacts towards the environments. And most likely that it monitoring and scanning system is above average; there is no innovation on it process. That coasts the EPTP several. so it would be clear that enterprise competitiveness is towards a normal level in the current time. But it seems that present will change soon! The study highlight three points will show a revolution and the EPTP, are: **a)** the awareness about the weakness is the first step to success, and the EPTP has an objective view about it. **b)** the awareness about small details in the environments could solve the difficulties it suffer from, like the importance of the term “information strategic management”. **c)** the awareness about the (changes-challenges) steps.

6. Conclusion

As a public enterprise in given uncertainty environment, surviving, discounts the competition and became competitive enterprise includes being a vigilant enterprise as well. The above discussion has shown that the previous goals could be reached by aware the meaning and the aims of vigilance behavior, and the vigilant enterprise is the one which can highly control its environment. In fact the study highlights some difficulties the public enterprise suffers from; some are those classic difficulties like the highly centralized problems and the sluggishness decision-make...etc. and the main conclusion that can be drawn is that towards Improving the enterprise competitiveness go through three competitiveness levels; are: a) the less competitiveness; b) the normal competitiveness; and c) the more than normal competitiveness, the improved levels we desires are beyond the third one.

Our study provides additional information about vigilance behavior, and argued through facets and forms seen as the competitive tools to achieve the goal.

To our knowledge, this is the first arguing in the vigilance behavior and the enterprise competitiveness that way. As we argued elsewhere, the cognitive structure we build-up and the Interview we did provide several evidences to test the hypothesis we propose, and the results considered promising aspect.

Importantly, the findings suggest that subject we study still have a long way.

References

- [1] Aguilar, F. (1967). *Scanning the business environment*. New-York: McMillan.
- [2] Ansoff, H. I. (1975). *Managing strategic surprise by response to weak signals*. *California management review*(18(2)).
- [3] Brouard, F. (2004). *Développement d'un outil diagnostique des pratiques existantes de la veille stratégique auprès des PME*. Université du Québec, France.
- [4] Choo, C. W. (1999, february- march). *The art of scanning the environment*. (25(3)), pp. 21-24.

- [5] Corine, C. (2000). *la surveillance de l'environnement de l'entreprise, la veille stratégique et l'intelligence stratégique: des concepts différents mais complémentaires*. université de droit, d'économie et des sciences d'Aix –Marseille institut d'administration des entreprises centre d'études et de recherche sur les organisations et la gestion.
- [6] Giorgi, A. (1997). *The theory, practice, and evaluation of phenomenological method as a qualitative research practice*. *Journal of Phenomenological Psychology*, 235–260.
- [7] Greene, R. (1966). *Business Intelligence and espionage*. (E. D., Ed.) Homewood.
- [8] Grzebyk, M., & Krynski, Z. (2011). *Competition and competitiveness of enterprises: The theoretical approach. The theoretical approach, Social inequality and economic growth*. Rzeszow, University of Rzeszow.
- [9] Harmel, L. (2017). *veille stratégique et intelligence économique* (éd. 2ème). paris, France.
- [10] Harriet, L. (2014). *L'intelligence économique à la lumière des concepts managériaux: l'étude de cas d'une entreprise du secteur énergétique*. Bordeaux, Université de Bordeaux, france.
- [11] Jakobiak, F. (2001, January). *L'intelligence économique en pratique: Comment bâtir son propre système d'intelligence économique*. French.
- [12] Janissek-Muniz, R., Freitas, H., & Lesca, H. (2006, mars-avril). *Veille Anticipative Stratégique. Intelligence Collective (VAS-IC): Usage innovant du site Web pour la provocation d'informations d'origine terrain*. *La Revue des Sciences de Gestion*, 2(2), p. 19_30.
- [13] Kamoun-chouk, S. (2009). *Comment convaincre de l'utilité de la veille stratégique ? Cas d'une PMI Tunisienne*. *La Revue des Sciences de Gestion*(3), pp. 195-205.
- [14] Lesca, H. (2003). *Veille stratégique: La méthode L.E. SCAnning*. (E. EMS, Éd.) france.
- [15] Lesca, H., & Lesca, N. (2011). *Les signaux faibles et la veille anticipative pour les décideurs - Méthodes et applications* -. H. Lavoisier.
- [16] Lesca, N. (2002). *Construction du sens: le cas de la veille stratégique et de l'exploitation collective des signes d'alerte précoce*. Université Pierre Mendès France Grenoble 2, France.
- [17] Peteraf, M., & Barney, J. (2003). *Unraveling the resource based tangle*. *Managerial and Decision Economics*(24(4)), pp. 309-323.
- [18] Schoemaker, P. J., & Day, G. S. (2020). *Determinants of organizational vigilance: Leadership, foresight, and adaptation in three sectors*. 2(1)(e24).
- [19] Smida, A., & Ben Romdhane, E. (2004, October). *Les déterminants culturels des pratiques de veille stratégique*. (I. C. CIDEGEF, Éd.) *Filemanagement face à l'environnement socio-culturel*, pp. 28-29.
- [20] Stankiewicz, M. (2005). *The competitiveness of businesses. Building competitiveness companies in the conditions of globalization*. Torun: Home Organizer.
- [21] *The World Competitiveness Report*. (1994). *Lausanne: World Economic Forum*.