

The contribution of digital marketing and marketing intelligence to the development of economic intelligence within service organizations: A case study of Algeria Post Corporation in the Wilaya of Tebessa

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Abstract---The study aimed to explore the relationship between digital marketing, economic intelligence, and marketing intelligence in improving the performance of Algeria Post Corporation. Digital marketing contributes to the creation of innovative electronic platforms for promoting and distributing products rapidly, providing direct feedback and accurate statistics that are used as core data in marketing intelligence systems. Through this integrated interaction, economic intelligence enhances strategic decision-making and increases the institution's competitive capability.

Keywords---Digital marketing, Marketing intelligence, Economic intelligence.

Introduction

The contemporary world is witnessing rapid and continuous developments, most notably the information and communication revolution, dynamic changes in customer needs and preferences, environmental uncertainty, intensified competition, and the expansion of digital marketing. These

How to Cite:

Abdelhalim, L., Abdelkayoum, D. A., Mohammed, L., Nacima, T. T., & Meriem, H. (2025). The contribution of digital marketing and marketing intelligence to the development of economic intelligence within service organizations: A case study of Algeria Post Corporation in the Wilaya of Tebessa. *The International Tax Journal*, 52(3), 1161–1177. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/548>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

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Submitted: 20 March 2025 | Revised: 04 April 2025 | Accepted: 18 May 2025

factors impose major challenges on organizations, making the use of economic intelligence mechanisms inevitable.

Achieving success, increasing market share, and attracting more customers represent the main objectives that organizations seek to accomplish. To reach these goals, it becomes essential to obtain accurate and useful information, which is referred to as *marketing intelligence*. This concept involves the collection and analysis of all data related to markets, including their structure, potential, the nature of supply and demand and their determinants, as well as competition, in an intelligent and systematic manner.

However, relying solely on marketing intelligence is not sufficient. It must be supported by advanced mechanisms that enable the rapid and efficient transfer of intelligent information. Here, the role of digital marketing emerges, as its diverse tools contribute to ensuring the rapid dissemination of products through innovative digital channels, allowing the delivery of attractive promotional offers that capture customers' attention. This transformation represents an entry into a new stage that goes beyond marketing intelligence, where innovative strategic decisions are made to support the organization in achieving creativity and innovation, ultimately leading to a sustainable competitive advantage.

Research Problem:

Based on the above, the following problem can be formulated:

How can marketing intelligence contribute to improving and developing the digital marketing mix within Algeria Post Corporation?

Objectives of the Study:

In addition to attempting to find solutions to the stated problem, this study aims to shed light on modern concepts related to marketing intelligence, with a focus on methods of its effective utilization, and to clarify the importance of electronic marketing and its components as a tool that ensures successful marketing for organizations.

To comprehensively address the topic, the study adopts the descriptive–analytical approach, with the aim of providing comprehensive answers to the main questions related to the research problem.

Study Plan:

The study is structured as follows to ensure full coverage of the topic:

- **Axis One:** Intelligence and marketing intelligence: between basic concepts and application systems.
- **Axis Two:** Digital marketing: its characteristics, features, and stages.
- **Axis Three:** A case study of the digital marketing mix at Algeria Post Corporation in the Wilaya of Tebessa.

Axis One: Intelligence and Marketing Intelligence: Between Basic Concepts and Application Systems

1. Theoretical Framework of Economic Intelligence:

The definition of economic intelligence has become a focal point of both theoretical and practical discussions and has generated wide debate due to its comprehensive nature and its connection to multiple fields. It encompasses aspects intersecting with concepts such as economic espionage, competitive intelligence, and business intelligence, among others. Therefore, it is necessary first to clarify the basic concept of intelligence, and then move on to define economic intelligence specifically.

1.1 Definition of Intelligence:

The concept of intelligence is among the most widely studied concepts in psychology, with numerous studies conducted and differing viewpoints presented. Some definitions include:

- Intelligence is defined as perfection in performance and perception, referring to the ability for complete understanding, rapid comprehension, and the flexible and accurate acceptance of ideas (2021).
- Hofstadter defines intelligence as “the ability to adapt flexibly to different circumstances, take advantage of available opportunities, and accurately assess the importance of environmental elements within a given context.”

1.2 Definitions of Economic Intelligence:

Research has varied and multiplied regarding the definition of economic intelligence. Several definitions by researchers are presented below:

Table (01): Concepts of Economic Intelligence

Definition	Year	Author
The term refers to a set of activities aimed at monitoring and analyzing political, geopolitical, and economic relations in order to understand their impact and guide decisions strategically.	1995	Dou
It is the ability to reach answers by analyzing and exploring the various links between available information.	1996	Besson et Possin
It is the ability to identify and accurately evaluate strategic opportunities to ensure the highest levels of quality.	1996	Marmuse
It is the organization's ability to integrate and exploit internal and external skills and capabilities efficiently in order to effectively solve production problems.	1997	Colletis
It is the ability to understand the surrounding environment, anticipate future changes, and control available information while producing new knowledge aimed at enhancing and improving decision-making.	2001	Levet

Source: Franck Bulinge, *Pour une culture de l'information dans les petites et moyennes organisations*, Doctoral Thesis, University of Toulon, France, 2002, p. 227.

Martre defines economic intelligence as “a set of coordinated activities including the systematic search, processing, and dissemination of necessary information required by all management levels to support the decision-making process, with the aim of preparing and implementing strategies needed to achieve objectives and strengthen the organization's position within the competitive environment” (Martre, 1994).

Economic intelligence is also defined as the actual ability to manage information and produce high-quality knowledge. It is considered the art of discovering threats and opportunities through processes of collecting, storing, analyzing, and disseminating vital information to reach those who need it at the appropriate time (El-Houd, 2011). Based on this definition, producing high-quality knowledge can only be achieved within a strong knowledge economy, where knowledge constitutes the largest share of added value. This type of economy relies mainly on information technologies, which facilitate data collection, processing, and transformation into knowledge that supports innovation, enhances competitiveness, and improves communication (Others, 2019).

According to these definitions, economic intelligence can be considered an economic model based on monitoring the organization's internal and external environment and collecting and analyzing information using strategic analysis tools. This model aims to develop practical and technological solutions characterized by flexibility and adaptability to changes, with a focus on vigilance and anticipation to achieve a sustainable competitive advantage.

1.3 Characteristics of Economic Intelligence:

The main characteristics include:

- Effective use of strategic and technological information to support decisions that enhance competitive advantage.
- The presence of a coherent management structure that coordinates the efforts of economic actors in an organized manner.
- Building strong relationships between organizations, universities, and central and local administrative bodies.
- Formation of pressure and influence groups that support organizational interests.
- Integration of diverse scientific knowledge, including technical, economic, legal, and geopolitical aspects.
- Ensuring confidentiality in the collection and dissemination of information, while adhering to legal methods of obtaining it.

1.4 Elements of Economic Intelligence:

Economic intelligence consists of three main elements:

1.4.1 Strategic Vigilance:

François Jakobiak defines strategic vigilance as “the process of observing and analyzing the scientific, technical, technological, and economic environment in order to avoid risks and threats and to exploit available opportunities to achieve development” (Hajjaj, 2019). Strategic vigilance plays a central and integrated role in the economic intelligence system, summarized as follows:

- **Anticipation:** Predicting competitors’ activities or potential changes in the organization’s environment.
- **Detection:** Identifying new or potential competitors, as well as organizations that may be acquired or collaborated with to establish strategic partnerships, in addition to discovering new market opportunities.
- **Continuous monitoring:** Tracking developments in product and service offerings in the market on an ongoing basis to ensure rapid response to changes.
- **Learning:** Acquiring knowledge about the characteristics of new markets and benefiting from competitors’ mistakes, contributing to improved evaluation of future projects, the development of effective management methods, and the establishment of a unified vision among managers.

1.4.2 Protection (Security):

This involves providing advanced security systems to protect information related to material assets, ensuring its integrity and preventing unauthorized access, thereby maintaining operational continuity and protecting the organization’s competitive advantage.

1.4.3 Influence:

This refers to the strategic use of information that enables the organization to influence its environment and make it more aligned with achieving its objectives, while confronting potentially harmful challenges. This relies on various means, including think tanks, which are used as tools of influence through the development of strategic ideas and visions that serve the organization’s interests (Rafi’, 2015). The following figure further illustrates this concept:

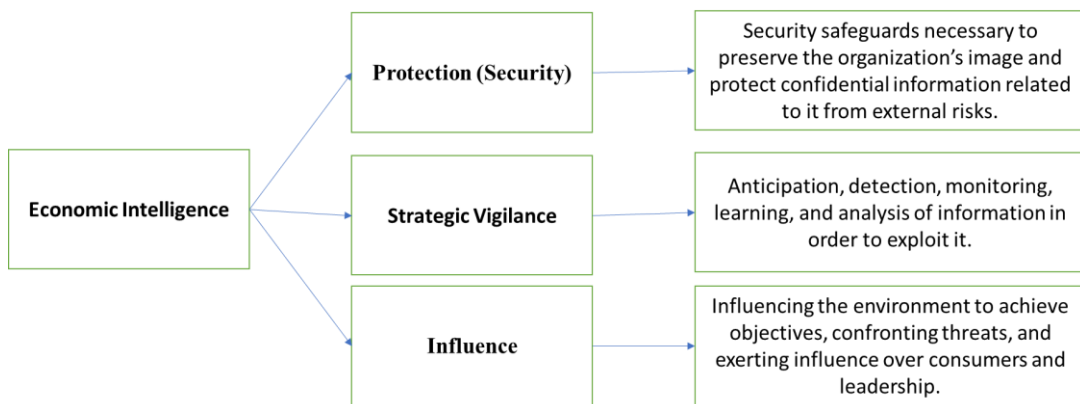


Figure (01): Elements of Economic Intelligence

Source: Prepared by the researcher

1.5 Stages of Economic Intelligence:

The success of the economic intelligence process depends primarily on the choices made at each stage, as these choices contribute to determining the quality of the expected outcomes. The stages of this process can be explained as follows (Bouzeddaoui, 2017):

1. Identifying the problem and the level of threat or risk associated with it.
2. Transforming the decision-related problem into a search for accurate information.
3. Identifying the sources related to collecting information relevant to the problem.
4. Ensuring the reliability and accuracy of information sources.
5. Collecting the required information and verifying its validity and relevance.
6. Processing the collected data and using it to calculate relevant indicators.
7. Interpreting and analyzing the indicators to better understand the situation.
8. Making the appropriate decision based on the interpreted results to solve the problem.
9. Ensuring the protection of information throughout the entire process to preserve its confidentiality and strategic importance.

The main stages of economic intelligence can be presented as follows:

a. Identifying data and information:

This is the process of accurately identifying the required information by asking appropriate questions and providing the necessary tools and means to obtain it. For example, questions such as: “What information do we need to collect?” and “How can we obtain it effectively and accurately?” The objective is to direct efforts toward collecting useful information that supports strategic decisions.

b. Information collection:

The information collection stage begins after completing a comprehensive and accurate assessment of the organization’s needs. At this stage, the focus is on gathering information that is appropriate and aligned with the organization’s needs, ensuring that the collected data supports defined objectives and effective decision-making (Khalafawi, 2013).

Information varies in terms of classification, measurement systems, content, and sources. It may come from official sources such as the press, media, databases, and official reports, or from informal sources such as competitors, suppliers, field missions, study trips, and even students. This diversity requires different strategies for collecting and analyzing information according to the nature of the source and its level of reliability (Al-Baroudi, 2014).

c. Information processing:

Information processing is a fundamental and central step in the economic intelligence process, as its effectiveness depends on the value of the available information. This is achieved by collecting relevant data and analyzing it in a consistent manner. The process includes evaluating data, sorting useful

information, conducting in-depth analysis, and then transforming it into a suitable form that facilitates its use in supporting strategic decisions (Knoush N., 2016).

d. Dissemination of information for decision-making:

The dissemination of information represents the final stage in the economic intelligence cycle, where information is given its real value through internal distribution within the organization. This stage aims to ensure that information reaches relevant stakeholders, thereby supporting decision-making and enhancing the organization's ability to create added value and achieve its strategic objectives accurately (Knoush M.).

1.6 Functions of Economic Intelligence:

The main functions performed by economic intelligence in an economic organization include:

1.6.1 Strategic knowledge creation function:

Economic intelligence is an integrated methodology for managing strategic information, aiming to produce high value-added knowledge that supports strategic decision-making. Strategic knowledge is defined as achieving a balance between knowledge-based resources and available capabilities, along with the knowledge necessary to develop and deliver the best products and services in innovative and diverse ways that meet market needs (Al-Kawaz, 2021).

1.6.2. Anticipating potential threats and opportunities:

The role of economic intelligence is reflected in its ability to anticipate and analyze uncertainty by identifying and studying potential opportunities and threats. This is due to the nature of the external environment, which is often full of surprises, whether negative or positive. Therefore, it becomes essential for organizations to develop appropriate strategies that enable rapid adaptation and effective response to changes, ensuring business continuity and achieving a competitive advantage.

1.6.3. Decision-making control function:

Decision-making is considered one of the core tasks of any leadership, as a manager's ability to make sound decisions distinguishes them from other members of the administrative organization (Yamina, 2020). Controlling access to information—especially strategic information—represents a major challenge for economic intelligence programs, particularly in obtaining it in a timely manner. Therefore, economic intelligence, through its various techniques, should focus on helping decision-makers interact quickly with competitors' reactions. This is achieved by accurately studying strategic opportunities in the shortest possible time, classifying and evaluating them to select the most appropriate ones, forming the basis for effective and appropriate decisions.

1.7 Importance of Economic Intelligence:

Its importance is manifested in the following (Al-Nusour, 2021):

- Effective information management.
- Protection of the intangible heritage of individuals and the organization.
- Proactive behavior to adapt to the surrounding environment.
- Enhancing operational efficiency.
- Making well-considered decisions in a timely and effective manner.
- Improving sales processes and increasing their effectiveness.
- Achieving a sustainable competitive advantage.
- Analyzing interaction and coordination across all organizational levels.
- Managing knowledge and expertise through secure information storage in databases.
- Enhancing creativity and increasing idea productivity within organizations, while strengthening knowledge communication and idea exchange among members.

2. Concept of Marketing Intelligence:

Marketing intelligence (according to the economic dictionary):

Marketing intelligence includes a set of information collected from internal and external sources about the target consumer segment. This type of information is of great importance to the marketing department, as it aims to provide vital data including information about current customers, targeted consumption habits, products, market trends, and competitors' activities.

It is also defined as (Mohamed, 2012):

“An organized and systematic set of integrated procedures implemented across all departments of the organization, aimed at collecting, evaluating, and distributing marketing information to support decision-making and enhance marketing performance.”

It is further defined by (Al-Salam, 1996) as:

“The approach or method that enables the marketing manager to monitor and understand continuous and evolving changes in the marketing environment—whether general or specific external environments—in order to make effective strategic decisions and keep pace with market developments.”

According to Kotler and Armstrong, marketing intelligence is defined as: “An organizational process aimed at collecting and analyzing publicly available information about competitors and changes occurring in the market.” Meanwhile, (W.G., 2000) defines it as:

“A data collection system based on a network of sources and regular procedures to obtain daily information related to the external marketing environment and its development.”

Metscher (2005) adds that marketing intelligence represents:

“A process of systematically collecting and organizing data, focusing on information that meets marketers' needs and supports their decisions.”

Accordingly, marketing intelligence can be defined as:

“A set of internal and external data collected and analyzed by business organizations to understand markets and make strategic decisions. Marketing intelligence is used to evaluate market entry opportunities, monitor current and potential threats, identify strengths and weaknesses, and exploit available resources and tools to improve competitive performance.”

Marketing intelligence is considered a modern concept in organizational management. Michael Porter was among the first to use this concept and highlight its meaning. Porter discussed this term in his book *Competitive Strategy*, where he focused on strategic methods for collecting and using marketing information in a way that enhances the competitive position of business organizations. He emphasized that marketing intelligence involves the intelligent use of marketing intelligence to deal with the competitive environment surrounding the organization.

Porter points out in his book *Choix stratégique et concurrence* that marketing intelligence includes an in-depth interpretation of what are known as “market signals.” He defines these signals as: “The actions taken by a competitor that provide direct or indirect indications of its intentions, motives, objectives, or its assessment of its organization's internal situation.” These signals are an important tool for understanding competitors' strategic moves and anticipating their impact on the competitive environment.

Porter indicates that market signals perform two different functions (W.G., 2000):

1. **Truthful information:**

These provide genuine signals that directly and explicitly reflect competitors' intentions, motives, or objectives, helping organizations understand market movements objectively.

2. **Misleading signals:**

These aim to deceive other organizations in order to influence their decisions and push them to take or avoid certain actions in favor of the signaling party, through carefully designed deception strategies.

Porter calls for dealing with market signals cautiously and intelligently, emphasizing the importance of conducting accurate evaluations to distinguish genuine signals from misleading ones. He also added major classifications of what are known as the main forms of market signals, enabling organizations to better understand their nature and motivations.

These signals can be summarized in the following table:

Marketing-Recognized Market Signals	Possible Interpretations
Early announcement of operations	<ul style="list-style-type: none"> • May be misleading signals. • Preparation for short-term maneuvering with other competitors.
Advertising battles	<ul style="list-style-type: none"> • Readiness to take actions that threaten competitors to implement specific plans. • Testing competitors' sentiments and reactions. • Expressing dissatisfaction with the competitive situation in the sector. • Limiting provocation in line with upcoming strategy. • Avoiding costly simultaneous moves. • Informing the financial community to support maneuvering.
Statements after actual results	<ul style="list-style-type: none"> • Readiness to exchange information with other firms to change behavior in line with public or strategic interest.
Offers made by competitors in the public sector (comments on the sector's situation)	<ul style="list-style-type: none"> • Assuming that the competing organization has built its strategy on clear foundations. • Implicit invitation to adjust prices. • Implicit promises of cooperation. • Expression of dissatisfaction or satisfaction with competitors' policies.
Special introductions and explanations; competitor maneuvers	<ul style="list-style-type: none"> • Seeking to clarify the rationale behind firm actions. • Taking short-term actions. • Indicating determination to implement planned actions.

Source: Olivier Sola – Adapted from the French translation of *Competitive Strategy* by Michael Porter, Oxford University Press (1990, p. 15 of the article).

3. Importance of Marketing Intelligence and Its Components:

The importance of marketing intelligence stems from the value of the information it provides to decision-makers, especially in light of the intense competition in the market. It aims to seize appropriate marketing opportunities and reduce the risks resulting from competitors' moves.

Its importance as a fundamental system in business organizations can be summarized as follows (Bouzeddaoui, 2017):

1. **Supporting strategic decision-making:** It provides decision-makers with accurate and up-to-date information that helps them make informed and effective decisions.
2. **Market and competition monitoring:** It enables the identification of market trends and competitors' movements in order to anticipate their impact and take appropriate actions.
3. **Identifying opportunities and threats:** It helps exploit available marketing opportunities and proactively address potential threats.
4. **Enhancing competitive advantage:** It enables organizations to develop innovative marketing strategies that ensure superiority over competitors.

5. **Improving operational efficiency:** By better understanding the market, organizations can optimize the use of available resources and capabilities.
6. **Facilitating innovation:** It provides insights into customer needs and market trends, encouraging the development of new products and services that meet those needs.
7. **Enhancing customer satisfaction:** It allows the delivery of customized offerings and services that meet customer expectations, thereby increasing customer loyalty.

Sources of Marketing Intelligence:

The sources of marketing intelligence vary according to researchers' perspectives. Information is collected from the following sources (Others, 2019; A., 2021; Al-Baroudi, 2014):

1. **Company employees:** Managers, engineers, researchers, and other employees are important channels for providing continuous and accurate information about the surrounding environment and competitors' movements, as well as the practices of executive authorities.
2. **Competitors:** Sources include annual reports, speeches, press releases, products, trademarks, advertisements, and other marketing communications.
3. **Government sources:** These include demographic statistics, theses, research reports, academic journals, mass media (television, radio, newspapers, magazines), and retail audit services.
4. **Electronic databases:** These include CD-ROM archives, linked databases, the Internet, search mechanisms, and network coverage that provide comprehensive and up-to-date information.
5. **Other parties:** Such as suppliers, resellers, customers, and business partners, who can be important sources of useful information for the company.
6. **Distributors, intermediaries, and retailers:** They can contribute important data through incentive-based procedures that enhance their interaction and cooperation with the company.
7. **Specialized consulting offices:** Information centers, research centers, and the Internet are considered diverse sources for providing required information at financial costs commensurate with the value of the information provided.
8. **Marketing department staff:** They maintain direct and indirect relationships with customers and shoppers, giving them the ability to provide accurate data related to marketing events that require analysis.

4. Components of Marketing Intelligence:

Marketing intelligence consists of four sub-components that work together to collect information about the marketing environment and present it to marketing management within the organization. These components are (Khalafawi, 2013):

5.1. Customer Understanding:

In today's highly competitive business environment, traditional methods of attracting customers have become ineffective. Therefore, a deep understanding of customers' behaviors, motivations, costs, and profitability has become essential for improving company performance. This understanding is a fundamental step toward adapting to a changing business environment and capitalizing on available opportunities.

With the development of information and communication technologies, especially the Internet, companies have been able to build stronger and more interactive relationships with customers compared to the past, when environments were not digitally connected. These technologies enable companies to respond directly, quickly, and effectively to customer needs, allowing them to establish long-term relationships and provide continuous support. Companies have also increasingly focused on studying customer segmentation to understand the nature of each segment and its purchasing habits, thereby improving customer interaction.

Customer types vary—such as friendly, talkative, harsh, stable, hesitant, positive, and arrogant—making customer understanding even more important, particularly in direct interactions with customers at different levels (Al-Salam, 1996).

5.2. Market Understanding:

Markets are the arena in which the product or marketer interacts with the parties involved in the marketing process, which is often complex and diverse. However, the dynamic nature of markets, influenced by multiple variables, must be taken into account when developing marketing strategies.

Key variables to consider when understanding the market include (Al-Salam, 1996):

- Market growth.
- Market share.
- Market size.
- Nature of potential customers.

Under intense competition, prices are sometimes reduced as part of companies' readiness to enter new product lines and capture valuable market share. However, the value of this market segment must be verified. This requires comprehensive market analysis, including secondary data, trends, market shares, and other indicators.

Market understanding requires:

- Determining whether this segment will attract competitors or lead to a drain on the company's resources.
- Providing a marketing study that offers insights into customer requirements and their loyalty to current suppliers.
- Identifying other factors affecting the company, such as administrative and operational support, to ensure success in new markets.

5.3. Product Intelligence (Yamina, 2020):

The product plays a central role in guiding a company's strategic decisions and operational processes, given its significant impact on determining the industry to which the company belongs, the nature of markets, and their scope. Moreover, the product is the primary tool through which a company meets customer needs and desires.

A company's success depends heavily on its product management strategy. Decisions related to the product mix contribute to:

- Determining the company's market position.
- Increasing market share.
- Achieving better satisfaction of customer needs and expectations.

The importance of product decisions includes:

- Defining the main product type.
- Introducing new products.
- Discontinuing ineffective products.
- Developing existing products to enhance their attractiveness.

Every product-related decision directly affects the company's overall strategy, from operational activities to market positioning. Therefore, careful planning of the product mix is considered a vital strategic tool for achieving success and sustainable growth (Bouzeddaoui, 2017).

Achieving quality requires focusing on product design quality so that it includes superior performance characteristics, greater durability, safety and security in use, cost efficiency, suitability, user-friendliness, and ease of access to service locations.

5.4. Competitor Intelligence:

This refers to providing accurate and timely information about competitors and stakeholders in the competitive environment, as well as about the company itself. Such information aims to add value and support strategic decision-making.

As a process, competitive intelligence includes the following steps (Rafe', 2015):

1. **Identifying intelligence needs:** Recognizing the information the company needs to enhance its competitive advantage.
2. **Generating and analyzing information:** Collecting available data and analyzing it systematically to produce valuable insights.
3. **Building competitive advantages:** Using analysis to support strategies aimed at improving profitability and strengthening competitive advantage.
4. **Systematic and continuous operation:** Applying legal and ethical processes on an ongoing basis to examine the company's internal and external environments, with a focus on the competitive environment.
5. **Using information for decision-making:** In the final step, analyzed information is employed to support the company's strategic and operational decisions.

Second Axis: Digital Marketing

1. Concept of Digital Marketing:

There are several definitions of digital (electronic) marketing, including:

- Digital marketing is the process of promoting products or services using digital channels such as websites, social media, email, and search engines, with the aim of reaching the target audience and enhancing interaction with them (Awad, 2007).
- Digital marketing is marketing through digital technology, aiming to enhance efficiency and focus in marketing strategies by leveraging innovation to create new business models. These models help increase customer value or improve company profitability through the use of advanced digital tools and technologies (Others, 2002).

As a comprehensive definition, digital marketing is defined as the application of marketing strategies using modern digital technologies to identify customer needs and deliver added value through continuous interaction and communication across various digital media.

Digital marketing is the use of digital tools to reach potential customers and build long-term relationships with them, with a focus on measuring and analyzing performance to improve results (Youssef, 2007).

2. Stages of Developing a Digital Marketing Model:

Developing a digital marketing model requires comprehensive strategic planning to ensure the successful achievement of marketing objectives. The main steps are as follows (Awad, 2007):

- **Defining marketing objectives:** Determine what you want to achieve through digital marketing (e.g., increasing sales, enhancing brand awareness, or improving customer engagement). Ensure that objectives are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).
- **Analyzing the target audience:** Understand the characteristics of the target customers (demographics, interests, purchasing behavior). Use tools such as Google Analytics or Facebook Insights to analyze audience data.
- **Studying the market and competition:** Analyze the market to understand current trends, and monitor competitors' strategies to identify their strengths and weaknesses using tools such as SEMrush or Ahrefs.
- **Selecting appropriate digital channels:** Identify channels that suit your audience and objectives, such as social media (Facebook, Instagram, LinkedIn), email, search engines (SEO, SEM), e-commerce websites, and mobile applications.

- **Developing a content plan:** Create valuable and engaging content that meets the needs of your target audience, such as articles and blogs, educational videos, infographics, and product presentations. Establish a publishing schedule.
- **Creating a budget:** Determine how much to spend on each digital channel (social media ads, search engine ads, email, etc.), and allocate part of the budget for testing and adjusting strategies.
- **Using analytical tools:** Rely on analytical tools to track performance, such as Google Analytics for website traffic analysis, Hootsuite for social media management, and Mailchimp for email campaign analysis.
- **Implementing digital campaigns:** Begin applying strategies according to the established plan, and use paid advertising techniques such as Google Ads or Facebook Ads to reach a wider audience.
- **Monitoring performance and analyzing results:** Monitor campaign performance using key performance indicators (KPIs) such as click-through rate (CTR), cost per acquisition (CPA), and conversion rate. Compare results with predefined objectives and make necessary adjustments.
- **Continuous strategy optimization:** Based on analysis, modify marketing strategies to improve performance. Test new ideas and innovate continuously to remain competitive.

3. Characteristics and Advantages of Digital Marketing:

Digital marketing is characterized by several key features (Al-Salam, 1996):

- Direct interaction with the audience.
- Measurability and precise analysis.
- Personalization according to customer needs.
- Cost efficiency compared to traditional marketing.
- Broad reach to a global audience.
- Speed and flexibility in adjusting campaigns.
- Use of data to improve performance and target audiences.
- Multi-channel capability (search engines, social media, email, etc.).
- Ability to precisely target specific segments.
- Real-time interaction with customers.
- Flexibility in creating diverse and engaging content.
- Sustainability through building enduring and effective content.

As for the advantages of digital marketing, they can be summarized as follows (Mohamed, 2012):

- **Global reach:** The ability to target audiences worldwide without geographical limitations.
- **Low cost:** Lower cost compared to traditional marketing, with flexible budget allocation options.
- **Measurability:** Provides analytical tools to accurately measure campaign performance, such as conversion rates and clicks.
- **Personalization:** Allows the delivery of customized marketing messages based on customer needs and behaviors.
- **Precise targeting:** Enables targeting based on age, gender, location, and interests.
- **Direct interaction:** Allows companies to communicate instantly with customers and strengthen relationships.
- **Flexibility:** Ease of modifying campaigns and advertisements based on real-time results and analysis.
- **Multi-channel use:** The ability to use various channels such as search engines, social media, and email.

- **Sustainability:** Building evergreen content (such as articles and blogs) that provides long-term returns.
- **Speed:** Rapid campaign execution and immediate access to results.
- **Brand enhancement:** Helps increase brand awareness and positive engagement with the audience.
- **Continuous communication:** Enables ongoing contact with customers through notifications, email, and messaging.

Axis Three: Case Study of Algeria Post Corporation

Algeria Post Corporation is a public service institution established in 2002 as part of the reform program of the postal and telecommunications sector, enacted under Law No. 2000/03 dated August 5, 2000, which aimed at modernizing the postal sector. This law was based on separating the postal sector from the telecommunications sector by establishing the postal service as a public industrial and commercial enterprise, while telecommunications became a joint-stock company.

The most important pillars of the postal sector reform consisted of upgrading postal services by strengthening them with the necessary structures and surrounding them with an appropriate legal and legislative framework, in order to provide a range of high-quality services and products that keep pace with developments.

1. The Digital Marketing Mix of Algeria Post – Tebessa Branch

1.1 The Digital Product

Algeria Post Corporation offers a range of services, including:

A. Direct Postal Services:

These include the following:

- **Postal Checking Account (CCP):**
This service is one of the most important and widely used services by customers of Algeria Post, holding a prominent position among the services provided. It is considered essential for every Algerian working in a public institution, as it cannot be dispensed with. The postal checking account allows customers to withdraw specified amounts from their balances or inquire about them from any post office within the extensive national network that links all post offices across the country. The service also includes various types of money orders to meet diverse customer needs.
- **Card-based Money Orders (Code 1406):**
This type of transfer allows customers to send unlimited amounts of money to another person anywhere within the national territory.
- **Telegraphic Money Orders (Code 1412):**
This type of transfer is now rarely used, as it allows customers to send money via telegraph.
- **Card-based Transfers for Funding Postal Checking Accounts (Code 1418):**
This service allows customers to add unlimited amounts to their own postal checking account or to another person's account. There are two types: one sent by mail, and the other sent rapidly through a network known as VAC.
- **Electronic Money Transfers:**
These transfers are similar to card-based transfers but are distinguished by the electronic transfer of funds from one post office to another without the need for a media network.

B. Postal Operations:

These are diversified services that include:

- **Parcel Services:**
All post offices across the national territory contribute to the exchange of parcels domestically and internationally.

- **Postal Box Rental and Postal Services:**

This service provides customers with postal boxes for rent in exchange for an annual subscription fee at the post office responsible for distribution. It includes individuals and institutions residing within the postal district. The subscription fee is 800 DZD for individuals and 1,600 DZD for institutions.

C. Services Provided on Behalf of Third Parties:

Algeria Post carries out collection and payment operations on behalf of various public administrations and services, including:

- **Ministry of Finance:**

Payment of pensions for Algerians and foreigners, sale of tax and criminal stamps, and sale of vehicle vouchers.

- **Collection for Major Clients:**

The institution participates in collecting bills on behalf of major companies such as Orascom, Algérie Télécom, Mobilis, SEAAL, Société Générale, Stellantis Algeria, and Al Baraka Bank.

- **Racimo Service:**

An electronic recharge service that provides customers with prepaid payments for Mobilis, known as automatic top-up.

- **Arsili Service:**

This service allows Mobilis mobile line users to recharge their phone credit without paying any fees.

2. Indirect Services

These services include:

2.1 Balance Inquiry Services:

The Internet provides electronic services for all individuals and clients dealing with Algeria Post who hold a postal checking account, allowing them to view their account balance. To benefit from these services, each client must possess a secret code generated based on their CCP account number.

2.2 Services for Requesting Postal Checkbooks:

Customer information is filled out electronically via an online form. To improve services after recurring issues related to non-receipt of check notifications, the Directorate began requesting the customer's phone number when submitting a checkbook request. Once the check is issued, the institution sends an SMS to notify the customer to collect it.

2.3 Services for Obtaining Account Statements:

This is done by requesting a review of all withdrawal and electronic payment transactions carried out on a specific postal checking account.

2.4 The Edahabia Card (Carte Edahabia):

Algeria Post launched a new magnetic smart card operating under the EMV system. It allows cardholders to withdraw and pay money online, pay utility bills such as electricity and gas, pay for fuel through the Naftal application, and purchase airline tickets in the future. The institution plans to install 50,000 electronic payment terminals (TPE) in major cities. Cardholders can also withdraw funds from ATMs (GAB) or counters inside post offices. The card provides a high level of security for user identity verification. To respond to citizens' inquiries, the institution provides a 24/7 call center operating in three languages.

3. Pricing of the Digital Product

Digital marketing gives consumers and customers the opportunity to learn about product prices, while allowing producers to compare their product costs with those of competitors. One of the recent

developments in digital pricing strategies is the use of digital payment methods, where customers can enter their account number and allocate a specific amount to benefit from certain services. Thanks to the Internet, this approach has become feasible.

- Reducing billing costs by directly processing financial transfers.
- Rationalizing operating costs related to communications, leading to price reductions and increased sales.
- Analyzing the feasibility of promotional offers and identifying competitors' prices.
- Determining appropriate prices for consumers, as well as discounts and profit margins granted to intermediaries.
- Using digital payment methods such as telepayment.

4. Distribution of the Digital Product

Distribution is considered a fundamental element in digital marketing. The distribution structure has undergone major changes due to the possibility of eliminating intermediaries and establishing direct communication between producers and consumers. This has led to what is known as digital distribution channels, which, through the use of the Internet and extranets, allow smart companies to integrate their partners—suppliers, manufacturers, and retailers—into information-sharing processes. This helps eliminate errors, delays, and duplication of work during future forecasting and production planning.

5. Promotion of the Digital Product

The Internet is considered the largest means of communication and dissemination in digital marketing, characterized by its low cost and its reverse pattern, whereby the customer actively searches for information. It also enables interaction as a two-way communication medium, enhancing the effectiveness of digital marketing. A website address can be considered an electronic brand, often matching the brand used in reality. Digital commercial advertising receives great attention on the Internet due to the massive number of users worldwide, which continues to grow rapidly. Advertising in digital marketing varies between banner ads, free email newsletters, and other forms of online advertising.

Conclusion

Marketing intelligence is considered one of the modern and effective mechanisms for intelligently processing information within marketing intelligence systems, which focus on the most important elements of marketing environment problems, such as understanding the market, understanding customers, studying competition, and analyzing products. In this advanced and intelligent information context, a more sophisticated mechanism is required to increase the value and status of information, achieved through activating digital marketing and using its mix. This enables the creation of electronic platforms that distribute, promote, and sell products in record time, while obtaining direct feedback and statistics. These mechanisms contribute to the application of economic intelligence, where updated data are used to improve economic decision-making and achieve greater competitive success.

This was observed at Algeria Post Corporation, which initiated the use of digital marketing and marketing intelligence to promote its products, attempting to persuade customers in line with the latest economic intelligence strategies. Among the most important findings are:

- The use of digital marketing and its marketing mix represents a qualitative shift in service marketing within the current marketing environment, which relies heavily on the Internet. Digital marketing allows direct interaction with a large customer base, providing rapid feedback and immediate responses that enhance reassurance, strengthen loyalty, and encourage repeat service usage.
- Algeria Post Corporation seeks to build strong relationships with customers through diversification of postal services and the activation of an integrated digital marketing mix. It

also works on the strict application of laws and the protection of customer rights, which enhances trust and long-term engagement.

Recommendations

Based on the above, the following recommendations are proposed:

- **Focus on Human Resources:**
It is essential to invest in human resources and re-motivate them by promoting a culture of marketing intelligence, which enhances vitality, innovation, and institutional loyalty.
- **Adoption of Digital Marketing:**
Digital marketing should be adopted and its mix developed in line with current conditions, as it significantly brings customers closer to the institution and its products and enhances interaction.
- **Development of the Institution's Marketing Mix:**
Algeria Post is a strategic and sensitive institution that contributes to development; therefore, it is necessary to develop its marketing mix according to international standards, such as issuing the Edahabia card and providing advanced, high-quality services.
- **Establishing Marketing Intelligence Structures:**
Specialized marketing intelligence units should be established to monitor, analyze, and update information related to customers and competitors, and to track them using digital marketing mechanisms.

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