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The Practice of Information Watch as a Lever for Analyzer Strategic Behavior: The Case of High-Tech Companies

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Abstract

The impact of information watch on strategic behavior remains a complex topic, particularly in the context of Tunisian high-tech companies. Although research has been conducted on these concepts, the precise relationship between watch and analyzer-like strategic behavior has not been sufficiently explored. This study aims to fill this gap by analyzing the relationship between information watch and the strategic behavior of Tunisian high-tech companies based on a quantitative survey of 192 Tunisian companies. Our results show that information watch exerts a positive and significant effect on strategic behavior analyzer. This research has important theoretical and empirical implications. From a theoretical point of view, it proposes a conceptual model that clarifies the links between information watch and analyzing behavior. Empirically, the study has made it possible to test and adapt measurement scales for information watch and analyzer behavior, thus contributing to the enrichment of the literature on high-tech firms in an emerging context.

Keywords: Information Watch, Strategic Behavior, Behavior Analyzer

1. Introduction

At a time when globalization is redefining economic contours, managers are facing unprecedented challenges. In a context of intense international competition in open markets, they need to adopt specific strategic practices to ensure the sustainability and competitiveness of their organizations. Previous work (Fischer *et al.*, 2020; Sabherwal *et al.*, 2015; Madanoglu, 2011) ^[8] emphasizes the importance of assertive strategic behavior to effectively manage risk and make informed decisions in uncertain environments. Indeed, as Wang *et al.* (2020) ^[20] point out, a clearly defined strategy not only makes it possible to achieve organizational goals, but also to identify the most appropriate means of achieving them. Among the various strategic approaches, analytic behavior stands out for its ability to reconcile a proactive posture with a constant watch on market developments. Companies adopting this type of behavior invest in in-depth research to understand their customers' expectations, anticipate industry changes and stay ahead of their competitors (Fuertes *et al.*, 2020) ^[10]. This study focuses particularly on high-tech companies. For these organizations, the use of strategic analyzer behavior represents an essential lever for identifying new product and market opportunities (Chatterjee *et al.*, 2022) ^[5]. Some researchers (Olan *et al.*, 2019; Singh, 2020) advocate a revision of organizational structure to adapt to a constantly changing environment, while Bizaguet (1991) highlights the challenge of ensuring effective coordination of activities while stimulating innovation. At the same time, other theorists suggest that the implementation of advanced information gathering and sharing techniques (Wang, 2020) ^[20] is a relevant response to these challenges.

In addition, several studies (Manesh, 2020; Gorla, 2023) ^[11] demonstrate that the adoption of analyzer behavior in technological environments relies to a large extent on the rigorous practice of informational watch. In a world where information has become a strategic resource, the ability to anticipate market trends and make informed decisions is imperative for the survival and growth

of companies. However, despite the recognized importance of information watch, research on the relationship between this practice and analyzer strategic behavior remains scarce. It is within this context that the present study aims to address the following question: To what extent does the practice of information watch influence analyzer strategic behavior, given a constantly evolving environment and a theoretical framework that remains underexplored? This research offers both theoretical and empirical contributions. From a theoretical perspective, it seeks to deepen our understanding of the links between information watch and analyzer strategic behavior by proposing an innovative conceptual model. On the empirical side, the study aims to adapt and test specific measurement scales for these two dimensions, while also providing practical recommendations for companies seeking to adopt this type of strategic behavior. To answer the research question, this study is structured as follows: a first section dedicated to the theoretical framework, followed by a description of the research methodology, a presentation of the main findings from the statistical analysis, and finally, a discussion of the key conclusions.

2. Methods

This study uses a quantitative approach with a method based on a questionnaire. The instrument used in this study is a questionnaire administered by the author himself, which will be designed in line with the topic of the problem being studied. The subject of research in the writing of this article concerns surveys conducted from primary data collected through this questionnaire. The procedure for this study is as follows:

1. Problem formulation

This research focuses on the still underexplored relationship between information watch and analyzer strategic behavior. Although the importance of information watch is widely recognized, studies examining its influence on analyzer behavior remain scarce. This gap, combined with the complexity of an ever-evolving economic environment, motivates the following research question: To what extent does the practice of information watch influence analyzer strategic behavior? It provides both theoretical and empirical contributions. On the theoretical level, it proposes a conceptual model to clarify the links between information watch and analyzer behavior. On the empirical side, it adapts and tests measurement scales for both constructs, thereby enriching the literature on high-tech companies operating in emerging contexts.

2. Literature search

The aim of this paragraph is to detail information watch and analyzer behavior, while examining the nature of the interactions between these two concepts.

2.1 Presentation of key research variables

Strategic analyzer behavior has been widely studied, notably through Miles and Snow's (1978) typology, which integrates varied elements such as organizational strategies, structures and process variables, thus offering a rich and diverse approach. Cancellier *et al.* (2014) ^[3] explain that organizations adopting this behavior are both innovative and selective, diversifying their activities and implementing multiple planning processes as well as rigorous evaluation of new opportunities. Fuertes *et al.* (2020) ^[10] place these

companies between prospectors and defenders, while Miles and Snow's theory suggests that proper implementation of strategies leads to significant improvements in performance. Thus, adopting an analyzer's strategic behavior is an essential step for any organization wishing to stand out in a competitive market, by analyzing its environment, identifying opportunities and threats, and assessing its internal resources.

At the same time, information watch is defined as continuous monitoring of the environment to proactively capture weak signals. Otmani (2023) ^[15] describes it as an essential practice for ensuring a company's competitiveness in a constantly changing economic context. Bouroubi *et al.* (2023) ^[1] specify that it consists in collecting, analyzing and disseminating relevant information concerning the market, competition, technological innovations, as well as current trends and regulations. Researchers such as (Ansoff 1975, Baumard 1991 and Chartrand 2003) introduced the concept of strategic watch, which enables a company to project itself into the future, detect new opportunities and reduce uncertainty. Jakobiak (1999) adds that watch activities facilitate strategic decision-making, competitor monitoring, and strategy planning and implementation. However, several studies stress the importance of differentiating between the various forms of watch in their practical application.

Goria (2023) ^[11] points out that, by effectively implementing watch, companies can anticipate market developments, mitigate potential risks and identify new opportunities for growth. Far from being merely passive observation, watch is a proactive approach, often referred to as "Environmental Scanning" or "Competitive Intelligence" (Bournois, 2000). Hélène (2000, p.7) specifies that it encompasses all activities involving observation and anticipatory analysis of the environment, followed by targeted dissemination of the information essential to strategic decision-making. Whether this practice is reactive or anticipatory, it is based on the production of reliable, relevant information, enabling the company to keep abreast of developments in its sector, avoid risks and identify new avenues for development.

2.2 When watch practice influences the way analyzers behave in the marketplace

The results of Goria's (2023) ^[11] research show that watch practice enhances managers' attention and curiosity. Constantly exposed to new information and updates in their field, watch practitioners develop a strong interest in exploration and in-depth analysis, leading them to adopt more analytical behavior in order to understand the constant evolution of their competitors.

However, the work of Oesterreich *et al.* (2022) ^[14] suggests that the relationship between watch and strategic analytic behavior is indirect. They show that the practice of watch often involves the active collection and synthesis of information from a variety of sources, requiring rigorous management of the skills needed to sort and organize this data effectively. When these skills are integrated into a company's day-to-day operations, it is better equipped to adopt a strategic analytic approach to environmental challenges.

Furthermore, Rajiv and Yolande's (2001) study indicates that watch can sometimes lead to information overload, reducing the capacity for in-depth analysis and, consequently, the propensity to adopt strategic analytic behavior. Nevertheless, the use of decision-support tools as part of the watch process can mitigate these negative effects, facilitating the search for

new markets, the choice between different development options and the reorientation of strategic behavior. In addition, the study by Stefanikova *et al.* (2015) aimed to demonstrate the positive effect of watch on strategic behavior through an empirical survey conducted in Slovak companies in 2014. The results confirmed that a well-structured watch helps companies refine their strategic planning process by assessing their competitors' intent and capability, as well as the scale of potential risks. However, this requires the implementation of a knowledge management system capable of meeting strategic requirements and providing a dynamic view of the environment.

In view of the discrepancies observed in the literature concerning the relationship between watch practice and analyzer behavior, we posit the following hypothesis: Information watch practice has a positive and significant

effect on strategic analyzer behavior.

3. Data evaluation

First, we will discuss the selection of the sample and the method used to conduct the study. Next, we will focus on the evaluation of variables, explaining the different approaches used to analyze relationships and test hypotheses. As part of our research, we began data collection by distributing a questionnaire to 13 general managers, thus establishing an initial non-random sampling approach. The sample size was chosen according to the requirements of the planned statistical analyses, thus guaranteeing the relevance and robustness of the results. Our study is thus based on a sample of 192 companies in the high-tech sector, whose detailed characteristics are presented in the table below.

Table 1: Sample distribution

Gender		
	Number	Percentage
Male	123	64.1
Female	96	35.9
Total	192	100

The sample studied comprises 192 individuals, divided between 123 men (64.1%) and 69 women (35.9%). These figures show a male dominance within the sample, which may reflect a structural reality of the high-tech business sector, often characterized by a stronger presence of men in management or positions of responsibility. However, with 35.9% women, the representation of women remains significant, enabling analysis results that take account of the diversity of profiles. This breakdown could also be used to explore possible gender differences in strategic decision-making and the adoption of watch practices.

4. Data analysis and interpretation

For the “strategic behavior analyzer” variable, we referred to the scale used by Avci *et al.* (2011) in their study of Miles and Snow's (1978) strategic archetypes. To measure analyzer

behavior, we opted for a 9-item Likert scale for item analyzers, ranging from 1 (strongly disagree) to 5 (strongly agree). This measure has a cronbach's alpha of 0.892. This demonstrates good internal consistency between items. In order to measure the “information watch” variable, this study refers to the measurement scale used by Degan *et al.* (2018). The Likert scale used ranged from “strongly disagree” to “strongly agree”. Three items were selected to measure the “watch” variable, with a Cronbach's alpha coefficient of 0.846.

3. Results and Discussion

3.1 Results

The exploratory factorial analysis was carried out using SPSS 22 software. The following table3 summarizes the main results.

Table 2: Exploratory analysis results

Dimensions	KMO et Test de Bartlett	Selected items and QR	VP	α	
Analyzer behavior	Test de Bartlett = 0.000 KMO = 0,943	Analy2=0,838	1.788	0,892	
		Analy3=0,854			
		Analy4=0,786			
		Analy5=0,845			
		Analy6=0,882			
		Analy7=0,777			
Information watch	KMO = 0,852 Test de Bartlett = 0.000	veille. 1	1.045	0,846	
		0,789			
		veille.2			0,684
		veille.3			0,788
		Partag.3			0,833
		Partag.4			0,865
		Partag.6			0,944
		Partag.7			0,833
Partag.8	0,767				

Note: RQ: Representation Quality, EV: Eigenvalues, α : Cronbach's Alpha

The KMO values for the three study variables indicate that the items are suitable for factor analysis (coefficients greater than 0.7). In addition, it is emphasized that the data can be factorized. It is also important to note that the quality of the

representation of the various items is higher than 0.5. The eigenvalues for each variable are all well above 1 (1.788 for analyzing behavior and 1.045 for information watch). In addition, Cronbach's alpha for each variable exceeds the

critical threshold of 0.7 (0.892 for analyzing behavior and 0.846 for watch). These results indicate a satisfactory internal consistency of the measurement scale used for the three study variables.

3.2. Validation of dimensions obtained in confirmatory analysis

The Smart PLS3 (Partial Least Squares) software is used in the confirmatory analysis, enabling us to validate the measurements. There are several reasons for this choice. PLS 3 is intended to be a more robust method whose application does not require a large sample size and supports, at the same time, a low number of measurement scales and minimal residual distribution (Fernandes, 2012). Added to these

advantages is the relevance of applying this method in the initial phase of theory development and verification (Roussel *et al.*2002).

In the context of the external measurement model, the aim is to represent the relationships between the latent and manifest variables of the model. The evaluation of this measurement model is based on the analysis of two main criteria: convergent validity and discriminant validity. Santos and Cirillo (2023) state that, to confirm convergent validity, the threshold for AVE - the Average Variance Extracted (AVE) index, also known as the average community - is 0.5.

In the table below, we present the AVE values of our latent variables relative to the measurement model.

Table 6: Convergent validity

Latent variable	Type	Mean (Manifest variables)	R ²	Adjusted R ²	Mean Communalities (AVE)	Mean Redundancies	Rho of D.G.
Watch	Exogenous	0,0000			0,8547		0,9464
Analyzer	Exogenous	0,0000	0,6763	0,6658	0,6942	0,4695	0,9407
Average			0,3663		0,7697	0,5791	

We find that the AVEs for the different variables are above the 0.5 threshold. Thus, convergent validity is confirmed, with good correlation between items of the same construct. To test discriminant validity, Alarcón *et al.* (2015) argue that we need to use the Average Variance Extracted (AVE), the

variance shared between a construct and its measures. The authors consider AVE to be a tool for assessing discriminant validity; its value must be >0.5, and this validity is confirmed when the AVE value of each construct is greater than the squares of the correlation with the other constructs.

Table 7: Discriminant validity

	Protection	Creation	Analyzer	Average Communalities (AVE)
Watch	1	0,3475	0,4522	0,8547
Analyzer	0,4522	0,3957	1	0,6942
Average Community (AVE)	0,8547	0,7601	0,6942	0

We note that the AVE of each latent variable is greater than 0.5, and that this value is greater than the correlation squares when compared with the other variables. Discriminant validity is well confirmed and verified for the measurement model, and the latent variable shares more variance with its manifest variables than it does with the other constructs. In order to evaluate the structural model, we need to analyze the multiple R²s, so we study the predictive validity and Path Coefficients.

Table 8: Predictive validity of the model

Latent variables	Type	R ²
Watch	Exogenous	-
Analyzer	Endogenous	0,6763
Average		0,5496

The table shows the coefficient of determination (R²) values for the dependent variables in the model, which are greater than 0.1. The average explained variance in our model is 0.5496. This is a relatively average value. This is a relatively average value, and these results allow us to conclude that the model has predictive validity.

With regard to the relationship between watch practice and analyzing behavior, the results obtained show that information watch has no positive and significant effect on analyzing behavior (reg=0.652; p=0.000). This allows us to validate the research hypothesis (H) which states that the practice of information watch has a positive and significant effect on analyzing behavior.

4. Discussion

The results of this study confirm that information watch exerts a positive and significant effect on the analyzer-like strategic behavior of Tunisian high-tech companies. This result is consistent with previous work (Goria, 2023; Ganguly, 2019; Singh *et al.*, 2021) ^[11, 18] which suggests that strategic watch enables companies to better understand their environment and anticipate changes, thus facilitating proactive management of opportunities and threats. In the context of high-tech companies, where innovation and rapid adaptation are essential to competitiveness, information watch appears to be an indispensable strategic lever for monitoring technological developments, market trends and competitors' actions.

The positive impact of watch on analytic behavior is particularly marked in companies which, like those in the technology sector, must constantly adjust their strategies in response to a rapidly changing environment. Analyzer behavior is characterized by an ability to actively monitor the environment, while maintaining a balanced approach between exploiting existing knowledge and exploring new opportunities. This research highlights the key role that watch plays in this process, providing the information needed to continually adapt organizational strategies to an ever-changing environment.

This study provided a better understanding of the impact of information watch on the strategic behavior of Tunisian high-tech companies, an area that had not been sufficiently explored in the literature. The results clearly show that

information watch is a key element in fostering analyzer-like strategic behavior, particularly in technology sectors where innovation and responsiveness are paramount. Furthermore, this research proposes a conceptual model that links these two concepts and enriches the understanding of their interaction in the Tunisian context. The theoretical implications of this study lie in the expansion of knowledge about the relationship between information watch and strategic behaviors, particularly in high-tech companies from an emerging country. From an empirical perspective, the adaptation and validation of measurement scales for information watch and analyzer behavior constitute important contributions to the existing literature. However, future research could further explore the analysis of contextual variables that influence this relationship, including cultural, organizational, and technological factors that vary from one company to another.

5. Conclusion

In conclusion, this study underscores the crucial role that strategic information watch plays in reinforcing analyzer strategic behavior, particularly within high-tech sectors where agility, responsiveness, and anticipation are essential to maintaining competitiveness. In rapidly changing environments characterized by technological breakthroughs and intensified market dynamics, the ability to monitor, interpret, and act upon relevant information becomes a decisive advantage. For Tunisian high-tech companies, enhancing their information watch capabilities not only facilitates informed decision-making but also fosters a proactive orientation toward innovation and risk management. In this respect, information watch emerges as both a strategic asset and a managerial lever for sustaining long-term performance. However, several limitations must be acknowledged. First, while significant efforts were made to ensure methodological rigor in the quantitative phase, the sample size and selection method do not allow for the generalization of findings across the entire population of high-tech firms in Tunisia. This limitation calls for caution in interpreting the results and encourages future studies to rely on broader and more diversified samples.

Furthermore, the present study primarily adopts a quantitative perspective, which, while effective for identifying trends and correlations, may not fully capture the complexity and depth of organizational practices related to information watch and strategic behavior. Future research would therefore benefit from incorporating qualitative approaches, such as semi-structured interviews, participant observations, or case studies, to shed light on the tacit knowledge, cognitive processes, and organizational dynamics that shape these practices. Such an approach would enrich our understanding of how information is actually gathered, shared, and utilized within firms. Finally, additional research should explore mediating and moderating variables that may influence the relationship between information watch and analyzer behavior. For instance, the processes of knowledge creation, storage, transfer, and application — as conceptualized in the knowledge management literature — could play a pivotal role in enhancing the effectiveness of information-based strategies. Investigating these dimensions would allow for the development of more comprehensive theoretical models and provide practical insights for managers seeking to optimize their strategic information systems.

6. Thank-You Note

The author wishes to express gratitude to the previous researchers for their valuable contributions to the study of the relationship between information watch practices and analyzer strategic behavior. Thanks to their work, both I and other readers have been able to access comprehensive information on the evolution of this field. These findings will undoubtedly be very useful in guiding future research aimed at designing innovative and relevant strategic approaches. I hope the conclusions of this article will deepen the understanding of this relationship and shed light on the strategic practices of companies.

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