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RESEARCH ARTICLE

WHY THE ENACTMENT OF AN ENVIRONMENTAL SCANNING PROJECT FAILS? CASE STUDY OF TUNISIAN INDUSTRIAL COMPANIES

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Abstract

This paper proposes to define the factors of failure of the environmental scanning(ES) project after its enactment by Tunisian industrial companies. It is based on an in-depth study of the ES through research based on an inductive approach that spanned several months. This enabled us to carry out 8 semi-structured interviews in the premises of seven companies with an average duration of one and a half hours. The analysis of these interviews in relation to the data specific to each company, allowed us not only to observe the behaviors, the operations and the exchanges of information within each device, but also to understand the factors of failure of the ES process. We were able to identify several factors that led to the malfunction and even to the abandonment of this project.

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Introduction:-

Today's businesses operate in a context marked by instability and informational myopia. To exist, they must protect themselves by an information strategy that can guarantee a place in the competition. For this reason they must be aware of the facts.

The companies operate in an environment where competition is quite stiff. To continue to exist, it is absolutely necessary to be well positioned in terms of technological innovation. Therefore, it is essential that they are present, and aware of what is happening in the world and mainly in the markets in terms of demand for new products, hence, precisely... that's why it is important to establish an ES project in the companies.

Indeed, the survival capacity of organizations depends on their ability to anticipate external changes and to adapt (Duncan, R. B., 1972). Alignment depends on the organization's ability to obtain "important information about the current and future environment" (Subramanian R., et al, 1993).

ES is therefore a technology that helps companies to evolve and to face competition by providing a rich information base. In a way, it presents the immune system to guarantee the survival of the company. The concept of ES then constitutes a framework for responding to this strategic desire to respond more quickly to market needs and to adapt to unforeseen changes. It is here that the aim of the ES is to allow the company to reduce the uncertainty of the environment by detecting the early warning signs or the "weak signals" within the meaning of I. Ansoff (1975) and to prepare for the event they are announcing.

For Boulifa T. and Ben Ammar M. (2009), the practice of strategic intelligence is a difficult and complex exercise and raises many problems stemming mainly from the diversity of variables that must intervene in the process of reflection of this collective intelligence of the 'environment'. For her part, Kourteli L., (2000) identified certain

problems linked to the practice of vigil. In the same context, Lesca. H (1997) presented the difficulties encountered when setting up an ES system.

Generally, the studies that have addressed the problems encountered after the enactment of the ES are rare and ambiguous at the same time. Indeed, several Tunisian companies have abandoned the ES system. We were curious to know the causes of this dysfunction at an early stage.

Research Findings And Issues:

In Tunisia, some industrial companies have benefited from training on the enactment of ES as part of the Support Program for Business Competitiveness and the Facilitation of Market Access (PBCMAF) which was developed with a view to contributing to improving the competitiveness of Tunisian companies and services related to industry, and facilitating their access to the international market, particularly the European Union, and their preparation for new requirements techniques and regulations resulting from the ACAA (Agreement on Conformity Assessment and Acceptance of Industrial Products).

It has often been mentioned by authors that business intelligence is a difficult activity to undertake. Ghoshal S. and Kim, S. K., (1986) have observed that many companies have set up ES units. In most cases, these have failed to achieve the desired level of performance. In addition, many works carried out in this field. Choo CW, (2002), Jain SC, (1984), Lesca H., (2003) Raymond et al (2001) were led to note that many ES projects, although completed, give rise to a device whose life is very short, considering the effort expended to put it in place.

At the level of its enactment in Tunisian companies, the ES raised many problems depending on the nature of the material presented during the training which is often general and does not allow the execution of the ES according to the needs of the 'business.

For our case study, the majority of companies failed to achieve the desired goal following the enactment of an ES system. It is therefore interesting to wonder about:

Would the standby training during the PBCMAF program have been done according to the needs of each company? And what are the failure factors for setting up an ES project?

The fact of working on the evaluation of the ES training followed during the PBCMAF program in relation to the factors of failure of the enactment of the ES process was not, to our knowledge, the subject of the investigations from researchers in the field.

Research question:

So that the enactment of Strategic scanning is done in two successive phases, namely initiation and sustainability and since we are interested in process after its enactment in Tunisian industrial companies that participated in the PBCMAF program, we are only interested in the sustainability phase.

According to WHO (2007), sustainability is an action "to denote both the character of what lasts and the action to be taken to achieve it, which creates some confusion. Sustainability is a process requiring a combination of different factors which includes the essential elements of the project and those of its enactment".

Our research question could be as follows:

What are the Critical Failure Factors that can be identified that may threaten the sustainability of the Strategic scanning process?

Our goal is then to examine the ES processes within industrial companies, which have taken the ES training during the PBCMAF program, in order to draw out the shortcomings and identify the dysfunctions.

Theoretical positioning of research:

Globalization and the desire to be more competitive have made companies face an obligation to adapt to changes and seek the necessary measures to be aware of the facts. It is here that technological developments and the introduction of new working methods have significantly changed the vision of companies by introducing new

information resources which have contributed to slightly modifying information systems practices. However, these new technologies have remained limited when it comes to unstructured information (Vedder et al., 1999). For N. Lesca and Caron-Fasan (2008) “The collection, dissemination, memorization, exploitation and observation of the field, informal, human and sensory” have often remained heavy tasks requiring the integration of the ES (Lesca, 2003). However, like any IS project, the design of this device often remains a difficult task (Lesca and Chokron, 2002) which requires the definition of several criteria upstream of the IS process (N. Lesca and Caron-Fasan (2008).

Indeed, many authors have been interested in this kind of thinking when it comes to information systems with regard to RG Cooper (1999), A. Lancini (2003), RK Palitha et al (2002), S. Pellegrini and A. Duezert (2005) and JK Pinto (2002). Generally, the failure or dysfunction of an IS project comes down to several factors which have not been deeply addressed by researchers (Diffenbach, 1983; Engledow and Lenz, 1985; Ghoshal and Kim, 1986; Ghoshal and Westney, 1991; Herring, 1999; N. Lesca and Caron-Fasan, 2008).

It is therefore interesting to even briefly present a definition of the concept of failure of an IS project through a review of the literature.

Indeed Oz and Sosik (2000), Ewusi-Mensah and Przasnyski (1991) spoke of failure when the SI project is abandoned even before its completion. For Doherty and King, 2001; Robertson and Williams (2006), failure is mainly due to unforeseen complications leading to the dysfunction which can later lead to the suspension of the IS project.

In turn, failure has been presented in the work of Flowers (1996), Yeo (2002), Hartman and Ashrafi (2002) and Kappelman et al. (2006). Yeo (2002) was able to classify factors of failure into two groups: organizational and managerial factors and factors related to project management.

Table 1:- Observation grid of the failure factors of IS projects.

IS project failure factors grouped into two groups according to Yeo (2002)	Authors
Organizational and managerial factors:	
1. A hostile organizational culture	Flowers (1996), Yeo (2002)
2. An unsuitable information dissemination structure	Flowers (1996), Yeo (2002)
3. Strategic issues	Flowers (1996), Yeo (2002)
4. Existence of acquired rights	Flowers (1996), Yeo (2002)
5. Inappropriate management commitment	Flowers (1996), Yeo (2002), Kappelman and al. (2006)
6. Poor definition of expectations and objectives	Hartman and Ashrafi (2002), Kappelman and al. (2006)
7. Poor management of changes occurring during the project	Kappelman and al. (2006)
8. Lack of a business plan	Yeo (2002), Kappelman and al. (2006)
9. A lack of alignment between the project and the strategy	Flowers (1996), Yeo (2002)
Facteurs liés à la gestion de projet :	
1. Poor management of schedules and priorities	Flowers (1996), Yeo (2002)

2. A focus on the technical aspects of the project to the detriment of the human factor	Flowers (1996), Yeo (2002)
3. The underestimation of the complexity of the project	Flowers (1996), Yeo (2002)
4. A lack of communication	Flowers (1996), Yeo (2002), Hartman et Ashrafi (2002), Kappelman et al. (2006)
5. A search for a technical solution to managerial problems	Flowers (1996), Yeo (2002)
6. An opaque project repository	Hartman and Ashrafi (2002)
7. Experts unavailable because overloaded	Kappelman and al. (2006)
8. Low stakeholder mobilization	Kappelman and al. (2006)
9. Lack of competence of the project leader and the project team	Flowers (1996), Yeo (2002), Hartman and Ashrafi (2002), Kappelman and al. (2006)
10. An insufficient budget	Hartman and Ashrafi (2002)
11. Reallocated resources	Hartman and Ashrafi (2002), Kappelman and al. (2006)
12. Poor management of project leaders	Flowers (1996), Yeo (2002), Hartman and Ashrafi (2002), Kappelman and al. (2006)

What is interesting to say is that the literature has spoken deeply about the failure factors of an IS and has not clearly defined the information systems for ES. IS for ES has often been presented as being an information process with the objective of helping the company to know and understand the developments in its external environment and to support decisions (Choo, 1999). To another extent, we know very well that the watch issues have opted for a process of degree of formalization of the watch (Gilad, 1989) and this according to the preferences and the mode of operation of the companies. "The monitoring system should be tailor-made to take into account the specificities of each company" (Calori, 1989). The manager is therefore faced with a number of questions concerning, in particular, the way to organize his monitoring activities, the tools allocated and the services involved. At this level, the success or failure of setting up a business intelligence system depends on several factors internal or external to the company. The factors of failure of the anticipatory strategic watch process have been described in the work of N. Lesca et al. (2015) through the table below:

Table1:- Synthesis of the literature on the obstacles that are likely to hinder the pre-adoption of an ES.

Barriers	Description	Literature
Difficulty organizing the process	lack of a standard method, organizations have difficulty organizing the different stages of the ES process	Calorie, 1988; Yasai-Ardekani and Nystrom, 1996
Lack of inputs	management does not make the decision to initiate and stimulate an ES dynamic	Lesca and Caron-Fasan, 2008
Poor flow of information	-The interest of sharing information from ES is not understood -The structures for disseminating information are insufficient	Englewod et Lenz, 1985; Ghosal et Westney, 1991; Lesca et Caron-Fasan, 2008
Hostile organizational culture	An organizational culture	Diffenbach, 1983; Englewod and Lenz,

	hostile or unwilling to share and disseminate information	1985; Ghosal and Westney, 1991; Babbar and Rai, 1993; Lesca and Caron-Fasan, 2008
Inappropriate management engagement	Lack of support and interest from management to legitimize ES	Lesca and Caron-Fasan, 2008
Poor access to information	Right of access to relevant information: - or because the sources used are not suitable - or because the information is buried in a mass of data	EL Sawy, 1985; Yoon, 2012
Lack of outside help	Achieving ES is difficult without outside help	Lesca and Caron-Fasan, 2008
Difficulty calculating the ROI	Lack of methods to calculate ROI of ES	Prescott, 1999
Lack of financial resources	An insufficient budget to mobilize internally or externally the necessary resources for ES	Ghosal and Westney, 1991; Lesca and Caron-Fasan, 2008
Lack of time	Lack of motivation of the actors which results in the inability to create time	Diffenbach, 1983; Lesca and Caron-Fasan, 2008
Poor alignment	Poor alignment of the ES with the organization's strategy	Lesca and Caron-Fasan, 2008
Project complexity	Underestimating the complexity of ES Overestimation of the range of ES	Lesca and Caron-Fasan, 2008
Lack of clear objectives	Lack of a clear and shared definition of ES objectives	Lesca and Caron-Fasan, 2008
Outside the organization's priorities	ES is not part of the organization's strategic priorities	Lesca and Caron-Fasan, 2008

In the light of the preliminary ideas, many ES projects are experiencing difficulties in terms of cost, profit, objectives to be achieved... (N. Lesca and Caron-Fasan, 2008). All this comes down mainly to organizational, strategic and behavioral factors (Ezusi-Mensah and Przasnyski, 1991). These factors are often presented in general terms in the literature and are often ambiguous. Our contribution therefore remains in an attempt to clearly define the said factors by examining concrete cases through Tunisian industrial companies which have undergone monitoring training during the PBCMAF program and which have already set up an ES system.

Positioning of research applications:

In the Tunisian context, the ES process was in particular the subject of the Industrial Promotion Agency (API). In fact, despite the encouragement granted by the State on the one hand and companies on the other hand to the involvement of members of the ES units, the failure of the ES system after its enactment prevails entrepreneurial environment. The goal of our research is therefore to offer an overview of the factors of failure of the ES process of Tunisian industrial companies and to understand the internal mechanisms of each company from the information tracking phase to the collective construction of the meaning. All this, with the aim of clearing the obstacles in order to avoid them and succeed in the project of setting up ES.

Research Methodology:-

Our research mainly aims to understand the factors of failure of the ES process within Tunisian industrial companies that have benefited from standby training supported by the Tunisian State and supported by the API. To do this, we

adopted a methodology of a qualitative nature in order to study the factors of failure in depth. We are only interested in what the actor "does" (Orlikowski, 2002). Our approach therefore consists in studying the ES systems of said companies. This leads us directly to examining the behaviors, operations and exchanges of information within each device. The concern to understand the dynamics requires the investigations (HladyRispa, 2009) which give access to such a large volume of information. At this level we have explored several methods to collect the information. With the analysis of the data specific to each company (report, newsletter, etc.), we conducted semi-structured interviews with various managers. This enabled us to carry out 20 semi-structured interviews in the premises of each company with an average duration of one and a half hours. The transition to the interview is done in two stages: first, the appointment will be made either by telephone if we have the contact details of the company, or face to face. Once the appointment is fixed, we move on to the interview. The interviews carried out are the subject of an audio recording.

Our sample is made up of three companies belonging to the chemical industry sector namely MPC PROKIM, SOGIP and TMM, two companies belonging to the mechanical industry sector such as RECOPNEU and SIA, a company belonging to the agrifood sector namely FTIFEN FRUIT, and finally a company belonging to the electrical industry sector, namely SOMEF.

During our interviews we were curious to link the business market with the enactment of ES. Indeed, two companies are only on the national market namely: RECOPNEU and SOGIP, two companies are totally exporters namely: STIFEN FRUIT and TMM, and three companies work on the national and international market namely MPC PROKIM, SIA and SOMEF.

We can say that our interviewees are young: age range varies between [28, 48] thus presenting an average age of 38 years. They occupy different positions: Head of the quality and safety of food fertilizers, Director of operations, Technical purchasing director, General manager, Sales and marketing manager, Industrial director, Director of studies and development, and finally Director of purchasing of the company.

Main Results:-

Our main objective was to clarify the choice of an ES training of the PBCMAF program, to evaluate and examine the objectives of the enactment of this process. We thus analyzed the speeches of interviewed members of the ES unit to borrow the legitimacy of the choice ES.

The choice of ES training:

The Support Program for Business Competitiveness and Market Access Facilitation (PBCMAF) was developed to help improve the competitiveness of Tunisian businesses and services related to industry, and to facilitate their access to the international market, in particular the European Union, and to prepare them for new technical and regulatory requirements arising from the ACAA (Agreement on Conformity Assessment and Acceptance of Industrial Products). As part of the PBCMAF program, the short-term experts recruited will work in close collaboration with the API / Task-Force INNOV1 to carry out actions, in particular that of ES.

The extracts from the members of the ES unit expressed their choice for this training during the PBCMAF program. In fact, 87.5% of the interviewees chose this training for reasons linked to the imminent role of the ES system in the diagnosis.

Also, 50% of those interviewed referred this choice to the need to follow the evolution of the sector and face the competitive intensity.

Compared to our activity, the ES project is at a level of skills development since we are in a sector that is changing very quickly. If you have a management vision to develop your business, the ES project will help you a lot to detect opportunities and move in the right directions and therefore to avoid dead ends.

We had a proposal from PBCMAF for standby training so we took the opportunity.

Finally, 25% expressed that the choice is due to a need to set up the ES process, a motivation and a willingness to do research in raw materials.

We have received encouragement from the Ministry of Industry to join the PBCMAF program and benefit from free training as needed.

From our first diagnosis, we were able to understand the need to set up an ES project.

Training evaluation on ES:

The majority of our interviewees are satisfied with this training. However, only one company unsatisfied.

This training did not add much. I was hungry for what I'm waiting for

Examination of the accounts revealed that, for some interviewees, the PBCMAF training was superficial and requires further training cycles. A few companies have mentioned their desire to take other actions during the next year to redo the enactment of ES system.

The manager offered us several themes and we chose the ES project because it was interesting and especially since it is a new concept. Personally, I like research especially in raw materials which can be possible thanks to the enactment of the ES project

Honestly, the training in the theoretical framework is perfect. This is what needs to be put in place in terms of organization and structure. However, each area has its own specificities. So, I had a long discussion with the expert on the time of the process and we talked about other companies where he trained, among other things, in several sectors. It was beneficial and for some others it was a little less. Why ? Because our sector is very technical and very detailed: we should not allow ourselves to put something very generic to adapt it to something very specific. Overall, the approach, the structure, the tools, everything was perfect

Composition of ES units:

We will make a diagnosis of the standby activity and we will work again with the previous day. All of this is already planned. We are aware of the problem and that it did not work out as planned.

Amos and Knauf, (2004) divided the members of the ES cell into three categories namely: trackers, facilitator and decision-maker and each of these members must acquire specific skills. Our interviewees gave us an idea of the size of a ES unit in Tunisian companies. Indeed, the number of participants in the ES cell varies between 2 and 20. In each cell all the members are trackers. As for the decision-maker, he can be one or more people. Usually he is the person requesting the information.

Each time one of the members issues a request for information and each of us tracks down and we send him the information and it's up to him to sort it out.

The presence of the facilitator in these cells is not as obvious and depends on the degree of involvement of the organization in this process.

Difficulties encountered by ESactors:

Our investigations have shown the importance of STRATEGIC SCANNING enactment training in the industrial companies already mentioned. However, the sustainability of the ESproject is not guaranteed. This is where our thinking seeks to uncover the causes of the abandonment or failure of the STRATEGIC SCANNINGprocess.

In fact, I am an animator; I am the “key user” of the ES process, so anyone who enters the scanning process necessarily went through me to explain the process, the approach and the axes. I am also responsible for indicators and even sales indicators. For example, I have to ensure that the person is collecting information, sharing information or seeking information. The ES process is linked to the organizational process. So, I am the pilot of the process from the ES project. I am the one who comes into contact with all the stakeholders to try to collect information that we share within the steering committee.

Difficulties encountered by ES actors:

Our investigations have shown the importance of ESenactment training in the industrial companies already mentioned. However, the sustainability of the ES project is not guaranteed. This is where our thinking seeks to uncover the causes of the abandonment or failure of this process.

We know very well that the failure and dysfunction of the ES system always comes down to organizational, strategic and behavioral factors (Ewusi-Mensah.K and Przasnyski.Z, 1991). So although the key failure factors are not covered too much in the literature, the majority of interviewees gave us rich information about the abandonment or weakness of the ES process.

Lack of strategic vision:

The examination of the data was able to show the absence of a strategic vision which essentially comes down to the time factor of which seven companies surveyed mentioned this vision and that due to lack of 'Time', the ES system is down and does not work as they wished.

Each cell member occupies a position other than tracker. Suddenly the scanning is an overload that we can no longer manage. We are often pressed for time until we are unable to consult the monitoring tools.

ES is then a secondary task and can only be exercised when members find free time. This is where Miaux. J.F (2010) argues that "the literature often recommends focusing ES on elements to which the company is most sensitive. Furthermore, when resources or time are limited, it is necessary to prioritize these factors to establish ES priorities".

If there is a workload we no longer take care of the ES and as soon as we find the time we invest it in ES

Along with the time factor is added another, namely the absence of an ES man. It is here that 25% of those interviewed said that the absence of this position directly results in the failure of the ES process.

The CEO asks you to do the ES and he closes the recruitment doors. For him recruiting is just an additional burden and that does not interest him. He prefers that you take care of everything that is impossible. This is why our s. scanning process is down. There is not one person taking care of this process.

asymmetry information and the hardware problem.

Lack of will and organizational involvement:

It was operated on from five interviewees. They argued that as a result of this lack there was a failure in the ES process. Indeed, the absence of managerial will and the lack of involvement of managers can hamper research and the monitoring process in general. It was necessary from the start to put in a structure that avoids this kind of problem.

After three years of experience in the BI, I think that we must always put an independent structure that takes care of the collection of information, analysis, storage, processing i.e. an organized structure.

Lack of collaboration and group work:

According to one company surveyed, the lack of collaboration and group work is the main cause of the failure of the ES process. The problem persists in the dissemination and collective analysis of information. It is a problem of collective creation of meaning. Collective work is still absent as well as collective analysis of data.

In the missing of this collective analysis, each, for his part, does his analysis individually. So we are not disseminating information to salespeople, financiers, or production as it was intended. We do the analysis at the level of our service and we make the decision in collaboration with the technical direction and general management.

Difficulty of the selection phase:

The selection phase is the most important and the most difficult phase, especially if you don't have time to read and see the whole flow.

The evaluation of the selection phase question reveals some respondents found this phase to be "painful". It's is the source of all the groundwork which is quite painful.

Half of interviewees found it to be a 'tracker-related' task. For them, the tracker tries to make its own choice to select the information and dig deeper to seek the information. Others said that in the selection phase they have to deal with a 'gigantic amount of information'. For some interviewees the selection phase depends on "reliability of resources" and requires time.

We receive a gigantic amount of information and we can no longer manage the flow and sort it out. So the selection phase is the most important and the most difficult phase, especially if you don't have time to read and see the whole flow.

We are pressed for time and since it is a burden, a burden therefore we risk losing important information in this quantity

In the same context of analysis, two companies mentioned that during the selection phase there is a risk of losing relevant information '.

The sources of information are too varied. We sometimes find ourselves with very relevant information but the sources are unreliable.

Information asymmetry

For the sustainability of the ES project, the sharing of information often seems a primordial step. Its absence may result in termination or abandonment of the project. At the level of the companies surveyed, the sharing is not

carried out to all members of the ES unit. This can lead to conflicts of information asymmetry. Indeed, two interviewees argued that the information will only be shared with those concerned.

The ES is monopolized by me as I'm the manager, and I really do not share my standby sources. So, I ensure by myself the process as a coordinator and even as an actor

Unavailability of desired tools

Finally, we find the unavailability of the desired tools as an indicator of identification of the failure of the ES process which an interviewee confessed that while using the process, he encountered problems at the level of the server and the 'installation. It insisted on the need to put an ES structure.

We have encountered hardware and rather software problems. It is the collection and dissemination mechanism that is not functional. The system is down which requires follow-up. It is open source software so tracking is not guaranteed and checks must be done with Nuxeo.

Organizational culture:

Analysis of the survey results showed that the causes of abandonment of the ES also lie with the hierarchy which makes employees work on the defensive when the climate of trust is absent and there is no communication. Indeed, 12.5% of the interviewees expressed this attitude.

There are several aspects that encourage individualism and lack of confidence

This climate of hostility fed a kind of refusal on the part of the other. This attitude can hamper the proper functioning of the system. The processing of the results showed that 12.5% of the respondents affirmed that among the problems encountered when setting up the strategic scanning was the refusal of the other.

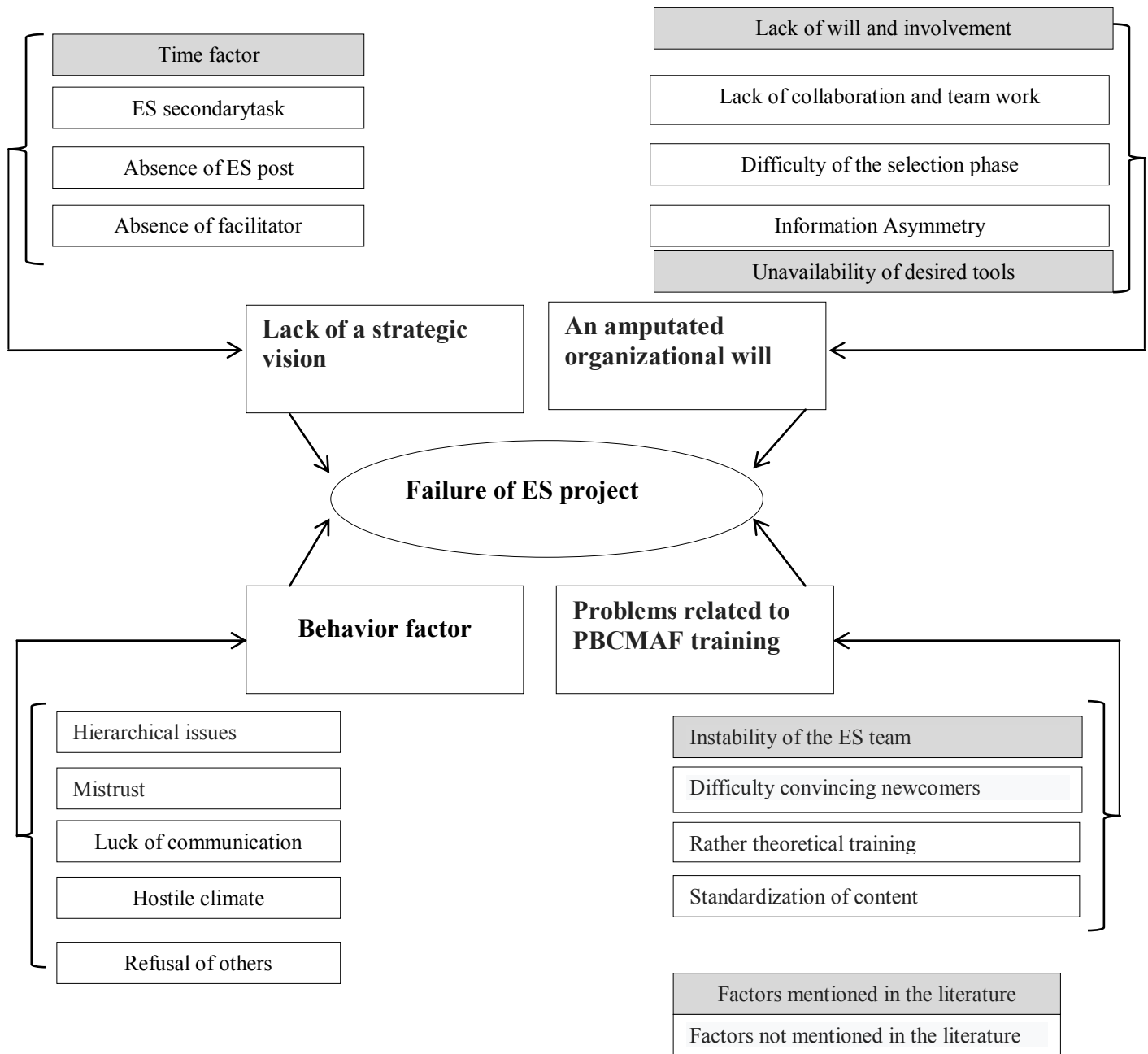
I am too young compared to the other members of the company and suddenly when I proposed this ES project and I encouraged its enactment, the majority of the members refused my proposal on the pretext that a young graduate comes to impose his vision on them. I had to convince them that investing in standby will allow us to coordinate together and meet our information needs to deal with unforeseen changes.

PBCMAF training: from state encouragement to system malfunction:

Undoubtedly, the participation of Tunisian industrial companies was dictated by a desire to achieve development and progress. It is true that the behavioral factors, the absence of a strategic vision and the amputated organizational will, influenced the dysfunction and the abandonment of the ES project. But, it would be interesting to talk about the training itself since the data emerging from the survey showed that this dysfunction and this abandonment can be originated from the PBCMAF training. It is interesting to mention that the fact of embarking on training requires the composition of a stable team dedicated to the ES. The case of the companies surveyed shows us that the members of the monitoring unit are not always permanent since there are members who leave the company and the latter would be obliged to recruit other people who are generally lacking in knowledge standby. Suddenly, there are enormous difficulties in convincing new entrants to practice the ES.

The analysis of the verbatim allowed us to conclude that the volume of the theoretical part is much more present than the practical part. To this imbalance between theory and practice, has been added the standardization of the content of training which is no longer in line with the specificities of each company.

It is true that the trainers on standby, appointed by PBCMAF, wanted to refer to the French experience by making companies aware of the importance of standby, but they forgot to study the Tunisian industrial fabric and especially after the revolution to found a training program that meets the needs of businesses. A company surveyed has already requested a change in the trainer because it presents theoretical generalities through a lecture.



Discussion:-

The study of the factors of failure of the ES process in Tunisian industrial companies that have followed PBCMAF training in ES, has enabled us to identify several indicators that intervene to define the causes of the malfunction or even the abandonment of the project. This study made it possible to construct a list of twenty-eight factors of failure of ES projects in industrial companies in Tunisia. These factors are grouped into four groups of factors.

Some indicators confirm some aspects that are already presented in the literature such as the time factor, the absence of managerial will, the lack of involvement of managers, the unavailability of the desired tools, and the composition

of the project team does not succeed, not to stabilize. Others are 'emerging', such as monitoring is a secondary task, the absence of a monitoring position, the absence of a facilitator position, the absence of collaboration and group work (problem of collective analysis of information and problem of collective creation of meaning), arduousness of the selection phase (phase relating to the tracker, depends on the reliability of resources, gigantic quantity of information and the risk of losing relevant information), information asymmetry (monopolization of the day before and the problem of distribution), hierarchical problem, mistrust, lack of communication, hostile climate, refusal of the other, difficulties in convincing new entrants to do the ES, volume of the theoretical part of the training is much more present than the practical aspect and the standardization of the content of the training. We propose to discuss its results using three approaches: the usefulness of a global strategic vision, the importance of an organizational culture and the strengthening of the participatory action of the actors of the ES.

The usefulness of a global strategic vision:

Our study has shown us that ES cell members complain about a lack of time devoted to ES activity already suggested in several works and studies (Miaux. J.F, 2010). In the same spirit, our work suggested the need to promote the post of strategic scanning man, which is almost absent in the majority of the companies surveyed. By examining the composition of the ES cells, we noticed the absence of an animator (facilitator) which may somehow explain the shortcomings encountered during the performance of the strategic scanning. Its importance remains vital for the sustainability of the ES process as emphasized by Medhaffer and Lesca (2010). Therefore, the identification of participants in the ES activity remains important so that the manager of the ES unit composes his team according to his vision and objectives. This identification must go hand in hand with a global reflection, both on the functions and status of employees but also on the organizational objectives of the company, as Guyot said. B (2010)

The amputated composition of the ES cell with the lack of time devoted to exercise the ES somehow explains the dysfunction of the ES process which in turn participates with other factors to explain the abandonment of the system.

The importance of an organizational culture:

Our work has shown the inconsistency between the objectives drawn up upstream of the ES process and organizational involvement. Indeed, the enactment of the ES process was made following an opportunity offered by the State. This has encouraged companies to take standby training for free and no longer to invest in the long term.

It is therefore inadmissible to let companies evolve spontaneously without having built an entire organizational culture (Guechtouli.M, et al, 2014) open to the outside which can only be based on the notion of strategic scanning.

The Tunisian case clearly reveals this trend since the ES process faces three organizational shortcomings.

First, our study underlined the presence of a lack of will and organizational involvement and this is due to the myopia of a managerial vision that seeks to generate short-term benefits instead of investing in ES which is a project whose fruits will be reaped in the long term.

Then, we were able to identify that the absence of collaboration and group work often seems to be among the factors of abandonment. All this was presented in the work of Lesca and Caron (2008) who pointed out that the absence of sharing and collaboration were identified among the factors of failure.

Finally, we have found that the lack of tools works together with the lack of sharing and willingness to disrupt the process. This is a lack that was identified according to our study following the inconsistency between the tools put in place and the needs of users. In addition to being incomprehensible, these tools often fail and require external intervention, which presents an unwanted overhead for the company.

Strengthening the involvement action of stakeholders in the ES:

The survey carried out among Tunisian industrial companies showed us the need to promote the strengthening of the involvement of the ES' actors. Involvement culture often seems to be the keystone of the sustainability of the ES process. This is where the "ES cell coordinator" must put the subject or issue on the table. It equivocates the problem and makes the first diagnosis to say that here it works or it doesn't work or else... With the team, this coordinator tries to confirm, review or define the objectives and they start to work according to a plan of work.

The studies we have carried out have enabled us to identify this trend through two main concepts, namely the refusal of others and mistrust. For the first, the refusal can be released on the pretext of age. The organization does not position itself in favour of innovative ideas presented by young people. ES requires an environment of sharing and innovation that is on the way to the development of the company.

For the second, mistrust, the causes fall mainly to the hierarchy which makes employees work on the defensive. Because if the climate of mistrust, there is no communication which leads to the enactment of a conflictual climate and the abandonment of the ES system

Identify training between basic business needs and development needs:

The increased discrepancies between what was planned during training and what was achieved within companies, allows us to focus on raising awareness of the importance of identifying training between the basic needs of the business and development needs. Identifying needs is a crucial phase for the success of the training because it helps to position the company on the path to progress. The analysis of the interviews allowed us to identify this trend through four situations, namely: the instability of the composition of the ES project team, the difficulties in convincing new entrants to do the ES, the volume the theoretical part which goes far beyond the practical part and the standardization of content. These are situations that caused the failure and abandonment of the ES project. For the instability of the ES project team, it can be explained by the lack of involvement of the organization which involuntarily crushes the ES cell. As a result, the members of the cell do not feel concerned by the project or do not see its usefulness.

As for the difficulty of convincing new entrants to practice the ES, it essentially comes down to the lack of skills and knowledge on standby. The volume of work given to new entrants prevents any type of knowledge development. For the success of the ES project, the company must create a climate conducive to improving the skills and knowledge of the members of the ES cell to guarantee the participation of each member and succeed in the actions already planned. Finally, the standardization of the content with the volume of the theoretical part which goes beyond the practical part during the training, depend on the material presented which is extremely based on examples drawn from Western countries. What must be done to succeed in the training and improve the monitoring units, is to present concrete cases of Tunisian industrial companies, and especially after the revolution, to take advantage of the mistakes, already made, so as not to commit them anymore ES in Tunisia.

Conclusion:-

The results obtained during the analysis of the survey data made it possible to put into perspective several “emerging” aspects which can be significant in the understanding of the dysfunction and sometimes even the abandonment of the process of ES at the level of the Tunisian industrial companies. These aspects were grouped into four sections, testifying to the absence of a strategic vision, the presence of an amputated organizational will, behavioral factors and problems related to PBCMAF training. These results allowed us to put forward some recommendations that can be very beneficial for companies after setting up the ES process.

First, we emphasized the usefulness of a comprehensive strategic vision. In fact, for reasons related to the lack of time, the absence of watchman and facilitator positions and the fact of considering the day before as a secondary task, that the company, in terms of organization of the ES, must formalize the ES process. Then, we took advantage of presenting the importance of an organizational culture based on organizational involvement for the sustainability of ES within each company. The inconsistency between the objectives drawn up upstream of ES process and the organizational involvement can be of great importance in understanding the factors of failure linked to the lack of managerial will and the lack of involvement of managers; the lack of collaboration and group work which amounts to problems of collective analysis of information and problems of collective creation of meaning; the arduousness of the selection phase since it is a phase relating to the tracker, depends on the reliability of the resources and the gigantic amount of information to be managed which can generate a risk of loss of relevant information; the information asymmetry that has been released by the monopolization of the ES and the problems of dissemination; and the unavailability of the desired tools. The success of the ES project depends on the will of the company and above all of the top management to lead and support these action plans. You have to allocate the necessary time to people and trust each other. This desire of top management can derail people who seek information, collect it, store it: we are talking about information sharing which is a first step.

Likewise, we have mentioned the importance of strengthening the ES team so that behavioral factors can be indicative of the failure and abandonment of the project. The lack of trust between cell members leads directly to the lack of communication which subsequently creates a hostile climate fueled by hierarchical problems. With all of this comes the refusal of the other on the pretext of age. Our suggestions consist in rethinking the ES process in a global and functional way. In fact, the operationalization and functioning of ES requires the support of management, which, for its part, should encourage the team of ES to work in collaboration under the guise of "sharing". To succeed in the strategic anticipatory watch project, the administration must create an environment conducive to innovation and learning by promoting knowledge and relevance to the detriment of the mistrust and isolation of the members of the ES cell.

Finally, we stressed the need to define PBCMAF training between the basic needs of the company and the needs of development. Indeed, problems related to training can be of great importance in defining the factors of failure and abandonment of the ES project. The instability of the composition of the project team, the difficulties in convincing new entrants, the volume of the theoretical part of PBCMAF training which is much more present than the practical part and the standardization of the content, can be significant in the understanding of the failure and abandonment of the ES project. To succeed in the training, our suggestions tend towards the need to identify the projects and challenges of industrial companies in Tunisia.

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