“If you don’t plan for the future, you won’t have one!”

(Wayne Rozenkrans)

In order to explain why and how, as French, we have chosen a national competitive intelligence strategy to try to solve our cultural and structural difficulties to enter the globalized world, I shall pinpoint the following items:

- The specific transformation of the world
- How to strategize in such a fastly moving world environment?
- Presentation of the bases of the French CI school
- The building and content of the French Strategy « for a new future »
- Illustrations
If you happen to hear that France is in advance in this field, be sure that the only privilege that this position awards is for us, French to be able to analyse our mistakes and blind spots… before others.

I - Our changing world or what are the specific transformation of our world?

Today the world we are living in enters in high speed cycles of changes (innovation, information technologies…).

Four major new characteristics and transformation occur with the information and knowledge society: an explanation for "the intelligence revolution".
Economic Intelligence: the French way

Competitive Intelligence: the French Experience

The first one is the key role of actors (stakeholders) such as numerous networks, States and non State organizations (NGO, criminal organizations...) playing a growing influence in the management of the economic, cultural, social issues.

The second is illustrated by the emergence of new competitive organizations such as territorial network organisations composed of SMEs, CCI, national and regional organizations, research centres, university experts, professional associations exchanging and sharing information and intelligence to be more competitive collectively.

"Michael Porter"’s paradox: to be competitive in a global economy, you need to be rooted in local clusters, local or regional knowledge networks.

The power is not anymore exclusively measured by the capacity of a Nation to mobilize army forces or industry and services worldwide, but also by the capacity to "shape the world" with ideas and culture.

The fourth concerns economic security and information security systems, that have become essential part of information or knowledge national strategies.

What about France and the vision it has about its power of influence

France since many centuries has always worked to build its power and influence on culture but also on technological excellency.

For us French,
- The battle to develop the cultural industries is a major one for us.
- research and development, technology and innovation have always constituted a strategic assets in order to guaranty independance, power and influence. This means today the mastering of high tech sectors such as software, microelectronics, cryptology, biotechnology, telecommunication technologies or aeronautics...
The national and territorial CI French strategy is based on this vision. In France, competitive intelligence is officially understood as the mastering of strategic open source information through legal means to better strategize.

Like in the United States « competitive intelligence » is considered as well as,
- a strategic public policy to develop industrial competitiveness,
- as a process and tools used for the management of decision through an information intensive organization.

II - How to read the world and how to strategize in such circumstances ?

Are the classical analysis and planning approaches still efficient ? We French as other Nations think that their are not sufficient any more and that competitive intelligence opens new operational ways in order to face these challenges.

Why ?

It offers an essential process to interpret the complex and rapid evolution of the environment moves, for a better management of our organizations and strategies.
Economic Intelligence: the French way

Competitive Intelligence: the French Experience

Mastering the time access to information or to knowledge brings a Nation or an organization a competitive, social or cultural advantages in a national or territorial development project.

Strategy

It offers the capacity to catch early warning signals to anticipate manoeuvres during negotiations, moves on the markets or in technological, social or commercial environments.

Anticipation and creativity

Competitive intelligence creates innovative perception of the environment based on specific strategic cultures (such as the Latin, Chinese, Asian, Anglo-Saxon one) and interpretative skills.

III- Grounds of the French CI School

1- The doctrine

a) The inspirers

Harold Wilensky – Public-private strategies

Inspire of the modern acceptance of business intelligence (1960)

The competitive advantages are generated by collective strategies and is founded on cooperation between government bodies and firms.

Knowledge generation constitutes the engine of such strategies.

The strategic advantage is based on « organizational intelligence », transversality and on interpretational skills.
The Swedish School of social intelligence

The professor Stevan Dedijer has introduced the notion of « social intelligence » applied to developing countries in the 1970.

Social intelligence is "the capability to adapt/answer to changing circumstances of the environment in order to achieve decided development objectives and strategies."

Effectiveness of a Nation’s or a Province social intelligence consists in the size of its knowledge industry and the density and quality of its information and expertise networks, but also in its capacity to mobilize cultural assets as competitiveness and efficiency factors.

The efficiency of this major school stresses on the culture factor and on the importance of CI in cooperative dynamics.

b) Founding texts of the French Competitive Intelligence School

Major role of government


Context in the 80’s and 90’s
Bipolar world and beginning of globalization. Few competing Nations. Economic confrontation between Japan, Europe and the United States: Car industry, cultural industry...

In this report we produce a benchmark of different national Competitive Intelligence System: strategic advantage is founded on the coordination of CI capacities of enterprises and governmental bodies.

France in comparison with other country was late.

Decision of the Government.

The Prime minister M. Balladur decided in 1994 to launch the first French CI national public policy and manage a new Committee for Competitiveness and Economic Security
Competitive Intelligence: the French Experience


Context in 2003

The world becomes multipolar. Confrontation of different forms of capitalism and emergence of numerous competing nations (BRICs) and new threats.

France is loosing market and technology positions: it is exposed to a risk of strategic dependency in many technological key areas.

Decision of the Government

The Prime minister, M. Raffarin launched a new CI strategical public policy and appointed a Senior coordinating official for the CI national strategy.

Competitive Intelligence: the French Experience

Major other Reports

Economic and Social Council (national consultative and constitutional assembly representing the civil society)

2006 - « CI and SMEs ».

Assembly of the French Chambers of Commerce and Industry

1997 - « Competitive Intelligence: the role of the CCI ».

2006 - « CI and Innovation strategic Plans ».

MEDEF (National Employers Organization)

2004 - « CI national strategic Plan »

2 – Practitioners communities

The community of the firms (SMEs and multinationals) - the practitioners

The Employers representative Organizations: le MEDEF, CGPME.

The community of Universities, Business and Engineers Schools: education, training and research. Ex. the Economic War School.

The BI market: consulting companies and experts and an organization of BI professionals.
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Associations and Think tanks
- SCIP France
- The French Association for the Development of Competitive Intelligence (AFDIE)
- The Competitive Intelligence Academy

Public and governmental organizations
- Institute for Higher National Defense Studies (Prime minister)
- Institute for Higher Security Studies (Ministry for Security)
- The network of the 175 Chambers of Commerce and Industry and its Assembly

Competitive Intelligence: the French Experience

IV – The building of the French CI strategy or how to “to plan a new future” in a globalized world.

1- The reason why for a new industrial strategy based on CI...

2003 – Decision-makers became aware of a major risk of strategic and technological dependency because of a lack of real innovation strategy and a weakness of the national economic intelligence organization:

- weakness of France’s vision of its strengths and weaknesses in key technology sectors;
- lack of systematic identification of technological assets (enterprises, strategic know how and competences…)
- lack of an efficient –coordinated– economic security policy and alert system.
Alert signal
An American investment Fund takes the control of GEMPLUS, a French leader in the strategic sectors of smart cards and information security.
Experienced like a « painful wake-up call » Nobody anticipates the attack.

Governmental decision
The Prime Minstre, Jean-Pierre Raffarin decides to launch a national and territorial Competitive intelligence strategy in order to recover,
- technological, but also commercial and cultural positions on the world markets,
- power of influence and attractiveness.

Various instruments are available for action and used in order to protect and promote the national interest and to support enterprises:
- Foreign investment control concerning key technological strategic assets (12)
- Financing organization for start-up in key sectors through dedicated investment funds.
- Policy of general dissemination of CI tools and methodologies for SMEs managers.
- Conception of CI content for a standard training course.
3 - The « territorial intelligence » strategy
The objective is to set up in each Region a Regional Competitive Intelligence strategy with a dedicated organization.

Governance
Under the national authority of the Ministry for Internal Affairs and the local authority of the representant of the State in the Region
Strategic steering committee (Economic, social and technological decision-makers of the Region)

Missions
- Definition of the economic intelligence strategy of each region (strategic projects)
- Mobilizing the strategic watch and intelligence capacities of the region to serve individual and collective strategies (SME, cluster, pole of competitiveness...) in the global competitive environment;
- Organising economic security for the identification, promotion and protection of key assets of the region (technological know-how, firms, research centres, universities...)
- Promoting the competitive and cultural advantage of the territory to compete and cooperate in a better position (sphere of influence, cooperation...)

4 - This public policy or national and local CI strategy has been fostered by prospective
In 2006 the Ministry of industry published a report entitled « Key Technologies for 2010 ».
What are the key technologies that France must master in 2010 to stay « in the race »?
83 key technologies have been identified and analysed.
Economic Intelligence: the French way

Three main trends:
2. Major role of technologies in industries concerned by sustainable development: energy transport, food.
3. France has to invest in excellence in complex IT systems (software...) in order to stay among the world leaders in these fields.

IV – Illustrations of the French national strategy.

1 - The national cluster strategy

Governmental decision and strategy (2005)

Aim: to foster French innovation capacities through networking between big firms, SMEs, universities, R&D laboratories at a local scale in advanced sectors (regional, national, international qualification)

Procedure: Call for proposals. Public and private fundings.

Result: 66 clusters with CI strategies, including economic security.
2. The French Chambers of commerce and industry network.

- 2 million entreprises
- 155 local Chambers (CCI)
- 20 regional Chambers (RCCI)
- 1 CCI Assembly (AFCCI)
- 112 CCI abroad (international network)
- More than 500 training organizations
- Management of ports and airports
- 30,000 men and women
- 5,000 elected firms managers
- Annual budget: 4 Mds €
Competitive Intelligence: the French Experience

A key actor in the CI national and territorial system

Know-how and networking organisation characterized by:

- a public-private relationship experience: AFCCI and CCI are bridges between the two spheres.
- Its very important role in the academic and education sphere.
- Its intimate knowledge about the entreprise world.

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Competitive Intelligence: the French Experience

How to find new routes to value added cooperation through CI and social intelligence? The FACCI’s experience.

- New approach: cooperation versus economic assistance
- Action: decision to build an international CI network in order to produce added value cooperation.
- Colombia: exchange of strategic analysis on the caribbean zones economic, cultural and social issues. Training.
- Indonésie: CI and clusters in North Sulawesi. Cooperation in a national CI institute.
- Morocco: a territorial intelligence project in the Province L’Oriental.

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As a conclusion

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With the new President Nicolas Sarkozy who is one of the founders of the national CI strategy a new organization is being setting up to managed national security questions under the authority of the President.

**Question:** will the new National Security Council be in charge of the CI national strategy?

**As a conclusion**

Development strategies urge mobilizing knowledge on the key problem of the world:
- how to get access to the information on the world?
- how to catch and understand the context and the Global?

**Forsight, prospective and strategic watch and intelligence** bring us a way to match these challenges.

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  [http://www.ciworldwide.org](http://www.ciworldwide.org) (see papers and books rubric)
Thank You for Your warm welcome and attention

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