

## Competitive Intelligence Innovation and Development



Part IV (Henri Dou 2009)

The example of the French policy in Competitive Intelligence  
The role of the State, the program and its development,  
The development of the French Poles of Competitiveness

## Competitive Intelligence in France

- Competitive Intelligence is called in France Economic Intelligence (EI).
- In the nineties Economic Intelligence was not very successful
- The globalization and the weak performances (export) of our industries lead to:
  - The Carrayon report (EI and Social Cohesion)
  - 2003 Alain Juillet was appointed by the President of the French Republic as Senior Director in charge of Competitive Intelligence

## Objectives of the French national Program of Economic Intelligence

Administration, social business structures education and research should work together to promote the French Competitiveness and Attractiveness.

From 1990 to 2002 the French program of Competitive Intelligence was not successful for several reasons:

- we believe that providing information to small and middle size industries will be sufficient (it was a mistake)
- the decision makers at the top of the Nation were not involved in the program
- same for the top CEO of large French enterprises
- there were no educational structures devoted to the promotion and education of Economic Intelligence.
- no global policy for the development of industrial regional clusters was available
- the French administration was not concerned by the development of EI
- The Economic push and incentive was not sufficient – there was a lack of nation wide accepted scenario (impact of the globalization)
- **Result: during more than 10 years the output of the EI French system was weak and a large amount of money and TIME were lost.**

## French program of EI

- Carrayon's report (Intelligence Economique et Cohésion Nationale)
- Appointment of the HRIE by the President of the Republic, near the Prime Minister
- Development of a National CI program for the decisions makers
- Creation of the ANR (National Research Agency)
- Call for proposal for the creation of poles of competitiveness
- Governance and activities of the poles
- EI is applied to new territories (social, finance, sport, culture, ..)

## A Key Issue, the program for the development of a national Competitive Intelligence

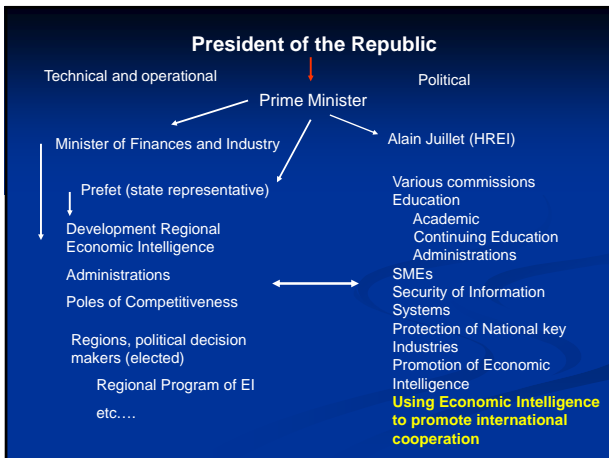
*Definition from Alain Juillet in Charge of Competitive Intelligence near the Prime Minister*

“...to set up a mode of governance whose object is the control of the strategic **information** which has as a finality the competitiveness and the safety of the **national** economy and of the **national** companies”.

“développer un mode de gouvernance dont l'objet est la maîtrise de l'information stratégique qui a pour finalité la compétitivité et la sécurité de l'économie (nationale) et des entreprises (nationales)”.



<http://www.intelligence-economique.gouv.fr/>

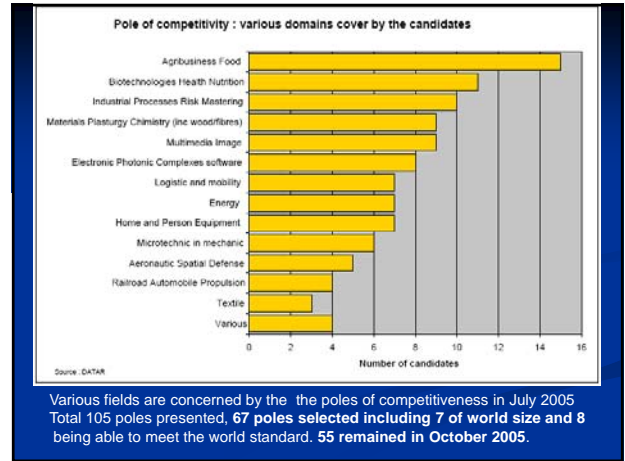
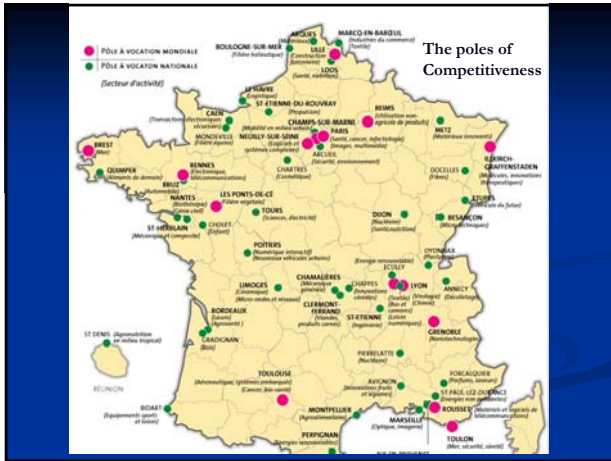


## Why should we create clusters?

The central idea is that the **innovation** does not correspond solely to only what isolated companies can carry out; it also concerns interactions between companies and, **more widely, the context , sociological, socio economic and technological** in which they operate. **Triple Helix Model** (StratinC, European Union)

**However, one should not be naive.** If one wants to accelerate the development of Clusters it is necessary to analyze the constraints, the levers and the brakes in order to equip these potential groups of the necessary governance. This objective can be achieved by the support of the **Competitive Intelligence** which allows to collect information, to analyze it, to understand it and to create an actionable knowledge..

The challenge is to create a collective dynamics without forgetting that **the companies must above all sell products and services** to realize the benefit necessary to their survival.



Various fields are concerned by the the poles of competitiveness in July 2005  
 Total 105 poles presented, **67 poles selected including 7 of world size and 8**  
 being able to meet the world standard. **55** remained in **October 2005**.



### The evaluation of the Poles of Competitiveness

An evaluation of the poles of competitiveness was conducted last year by KPMG. This evaluation pointed some problems linked to the development of the poles.

- The difficulty for the SMEs to find their right place in the poles
- The difficulty to share strategic information among the stakeholders of the poles
- The difficulty to develop short term products or even global projects
- A tendency to move the activities of the poles to long term (5 years) research projects
- The necessity to open the pole to the international level
- A certain difficulty to follow the initial road map (lack of governance)
- ...

This means, that like in all human activities, some of the poles will disappear, and some of them will be restructured, etc... Now, with the autonomy of the universities, the partnership of the regions and the partnership of the industry, the poles should help to develop a revival in the industrial development of France and should be able to set up a new mind set among the stakeholders.

