TOWARDS THE INTELLIGENT CORPORATION IN AN INTELLIGENT TERRITORY. GENERALIZED ATTRACTIVITY[1] AND COMPETITIVE INTELLIGENCE.

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Abstract :

Can we develop employment, wealth in a territory if we do not succeed in building attractive condition s of development. If we cannot create the necessary incentive we believe that it will not be possible to induce a development social, cultural and industrial sustainable for all the people living on this territory. This is why we I present this paper in two parts:

- One which deals mainly with the territory and its attractivity
- The second which is focused on enterprises and introduce some steps of Competitive Intelligence useful in both cases.

These two sections may be read separately according the interest of the lector. Bibliographic references will enable in both parts, to dig further into these subject according the specificity of the territory or of the company.

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[1] The author refers to the work led to Brazil on teaching and the attractivity which it developed amongst other things in Rio de Janeiro and Curitiba like in Indonesia Manado, Medan. The references will be indicated in the continuation of this presentation.

I - The Intelligent Territory

This presentation, voluntarily brief, of the territorial development takes into account the projections and recent research carried out in the field. The contribution of the TIC (Communication and Information Technologies), shortens the distances and time, makes it possible to create "windows", **but in no case is not sufficient to impel the development**. This one takes its roots in the creation of a territorial consensus, a "tacit expertise", in the emergence of a "local elite" carrying real projects and not being used as letter-box towards remote decision makers, in the creation of a territorial attractivity from which the international development can be realized..

1 - The context

Currently the work completed within the framework of the Territorial Intelligence makes it possible to define the best guidelines of what could be a global solution of the attractivity of an area. [2] These "guidelines" should be normally

used to pass from a passive attitude or slightly active one to a pro-active attitude making possible to go ahead with the questions and the intentions of the local actors, the investors, the promoters of economic, cultutral activities[3] Indeed, the regionalization, is a fact inescapable, in France, in Europe, in Indonesia (autonomy), in Brazil… The regionalization coincides with a loss of power of the Central State. One envisages more than 4.000 states by the end of this century. **It is obvious, that from this situation will rise an increase interregional competitiveness, where the immaterial assets and the attractivity will play a major role.**

Without going any further in the definition of the territories nor in the various aspects of the globalization and regionalization, one can say that:
The competition is international and develops by having the "anchored feet" somewhere, this gives all its dimension to the concept of regional development[4]. Let us quote some thoughts from te AFNET meeting:

" the competitive access to international markets takes place from an extreme localization
of the activities and the dynamic of company ".

A second aspect of the things appears completely fundamental: the territory must be think like a project, implementing a process of creation of new resources. It is a question of integrating a dynamics of creation of wealth, which is in the same
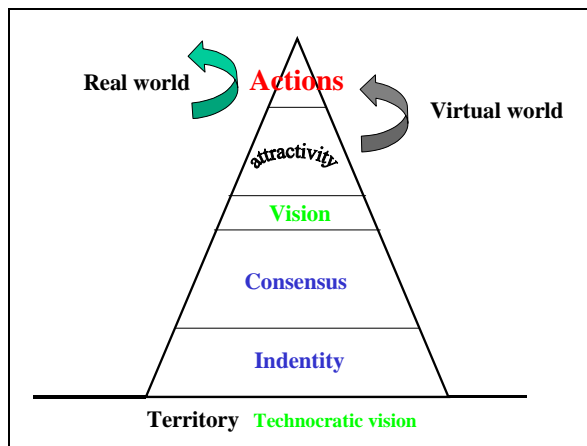
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[2] C Massa, thesis CRRM Marseilles, July 2002 - the Intelligents territories. Application to the territory "Costa Serena".
Y Bertachini, CRRM Marseilles, July 2002 - Information and Territorial Intelligence: representation of the local complex of emergence of a federator project.
Conference TIC & Territories, which developments, Saint Raphaël, June 5-6, 2003
Technology watch , Competitive Intelligence and regional development within the framework of autonomy in Indonesia.
Sri Manullang
Ile Rousse, Conference on elaborated information, October 2002

[3] One understands here by local actors, the whole of the local forces, including the population, associations, enterprises, etc.
[4] AFNET 2002, Net 2002 - Workshop ET2 territorial Intelligence: Identity, competitiveness, and attractivity of territories in the society network

time economic and cultural. It is a question of creation of innovation starting from the industrial history and the know-how already present, in order to mobilize the resource. In this direction, the logic of creation of resource, also play in favor of a cultural logic. "
I specify that 70 % of the territorial inheritance constitute an not-exploited common good. For this reason, the digitalization of the inheritance and its diffusion on Internet represents a need.

Thus the TIC (Communication and Information Technologies) can be used as lever to this development [5] but, it will imperatively be necessary to supplement the quotation above by moving away from the experiments, Internet windows, and processes of communication characterized by the blossoming of Internet sites, small newspapers, to go further and to look deeply for a way of thinking adapted to the territory.

The different steps

2 - A first lever: roots, identity

All the areas have an inheritance identity which must be used to facilitate the rooting of the actors, to make emerge a territorial entity from which one will be able to make emerge a consensus's prior to economic development.

It becomes necessary to have his "anchored feet" somewhere, to approach the international development (to produce a significant economic activity in the medium term). The competitive access to the markets of the world takes place from an extreme localization of the activities and the dynamic of companies. This resulted in placing upstream to the territorial development the concept of identity, of common inheritance that it will be necessary to reveal, and to make prehensile to all the territorial actors[6]. But, the concept of inheritance is far wider than that related to current perception. The talents of the women and the men of the territory, based on their expertise, on the tacit knowledge, the habits (for example at the agricultural or culinary level), also deserve to be exposed and revealed. The everyday life, the transportation problems, the incidents, also take part of the global identitity.

One leads then to the first brick of the action which must be built:

Let us analyze the inheritance, the talents the everyday life and let us imagine a simple way to restore them to highlight them "to monopolize them" to reinforce our territorial identity.
From this identity a vision of what we wish to become should emerge.

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[5] To consult on this subject the Yollin report, Ministry for Industry, particularly relevant document
http://www.evariste.org/yolin/1999 /:
http://www.esiee.fr/masteres/miste/articles/yolin.htm

[6] It is obvious that this inheritance will be also exploited with respect to external external activities such as the tourism, the cultural plan, the comfort of investors, etc… We will see that in the concept of generalized attractivity.

3 - A second lever: the consensus

Let us act together, let us unite our efforts, let us not pull in opposite directions. This appears simple, but in the universe of antagonism, dogmatism, truncated or modified truths, the territorial landscape is often made of contrasts and oppositions. Let us quote on this subject Marie Paule Verlaeten [7]

"In the cognitive universe, the determinism of the paradigms and explanatory models relating to it joins the determinism of the convictions and beliefs which, when they reign on a society, impose on all and each one the imperative force of crowned, the force of standardization of the dogma, the prohibitory force of the taboo. The dominant doctrines and ideologies also have the imperative force, which bring the obviousness to convinced, and the coercive force, which causes inhibiting fear at the others."

To create the broadest possible consensus on the territorial problems does not pass uniquely by a politic program, but by the provision of the citizens of the non profit associations, etc… of a recognized expertise, (tierce third party), from which the opinions will be able to be consolidated or changed. Often the questions are simple, but a "hermetic" body of experts, moves away the decision from the citizens. To break these practices, to level the concept of expert by widely opening information and by validating it, we will move to the main questions concerning the territory. The question however will be to bring closer the points of view and to keep firmly the feet on the ground. One cannot do everything, one cannot act beyond the available facilities. The analysis of the forces and the weaknesses must be public and without concession [8]. We suggest to reach this goal to use simple methods like the "SWOT analysis" (Strength, Weaknesses, Opportunities, Threats) as well as methods developed by the United Nations University.

One leads then to the second brick of the action which must be built:

Let us analyze the sources of information related to the current territorial questions, validate the necessary information, expose it in term of time, cost, necessary expertise (the one that we does not necessarily have) and the impacts of possible solutions or orientations. Let us support the debate.
From a more or less broad consensus's, let us consolidate the vision of our future.

4 - Assets and attractivity

We begin here with aspects related to the external perception of the territory. This perception will be stronger if a basic consensus has been established. One will speak then with the same voice.

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[7] The CRRM has a direct agreement with the Belgian State, in this framework Marie Paule Verlaeten (Federal Service of the Economy) works at the CRRM to develop a program of research on the place of the knowledge in the local and international development.

[8] One finds this aspect in many different situations. Refusing "to see reality of the things" when one works to build a future. A remarkable work on this subject on theory and methods was completed by the University of the United Nations. A part this methodology is implemented by the CRRM and IMCS (http://www.imcsline.com) in North Sulawesi, in Indonesia.
The United University Nations, 1999. The millenium project, version 1.0 ISBN 0-9657362-2-9 CD-Rom Future Projects, Future Research Methodology
American Council for the United University Nations
4421 Garrison Street, NW - Washington, D.C. 20016-4055 the USA
http://millennium-project.org Voice & Fax 202-686-5179
Manullang Sri, Oct. 2002. Technology Watch, Competitive Intelligence and regional development within the framework of autonomy in Indonesia. Conference on Elaborated information, Ile Rousse.
Mogel Robert, May-June 2002. Future Thinking, Competitive Intelligence Magazine, flight 5, n°3

Within this framework, many achievements were carried out, that are to describe the cities, the companies, the tourism offers, the activities of research, the assistance to the investors, etc… Within this frameworks various tools have been designed, such as web sites, databases, communication campaigns, promotion of buildings, industrial places, etc. But, the tools will be efficient only if the two former "bricks" have been fully developed and understood. If the various possible visions have been benchmarked with other competitive sites, if the consensus is sufficiently clear and if all the information is easily accessible via a focal point.

One leads then to third brick of the building which must be built:

Let us recapitulate the assets and the attractivity, mainly on the level of a gateway, but also let us reveal new assets such as the possible development of remote working, of virtual office via ADSL [9] (which means to reticulate the territory (the last kilometers as it is agreed to name it), the school support reinforced remotely [10], etc…
From these assets and from the attractivity one will consolidate the visions of the development of the territory.

5 - The generalized attractivity

It is from the preceding actions that a climate of development will result. One will be then in the new paradigm: **one can realize here what cannot be done elsewhere**. This generalized attractivity[11] must be conceived so as to be diffused on privileged targets so as to create: incentive to come "to see" on the spot, i.e. to take the first step, which will be able to lead to a final standpoint and a favorable final decision. It is a question of creating a strong "incentive" for the potential developers[12].

One leads then to fourth brick of the building which must be built:

To expose the general attractivity and to set up the regional, national, international "resonance" to ensure all the diffusion necessary and to achieve the goals laid down by the vision of the territorial development.

6 - The implementation

It will pass by successive stages of analysis, then of realization of models via the Internet, to validate all the stages and then to integrate the whole in a global service. It is quite obvious that we will not focus ourselves on the technical aspects

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[9] Working in the virtual office. Providing information and knowledge to remote workers
Claire R McInerney
Library and Information Research Science, flight 21, n°1, pp.69-89
Rethinking the corporate information center: With blue print for the 21 St Century, New York
FIND/SVP, 1995
Robert I Berkman
[10] The power of home work.
Linda Russell, Canadian Manager, 17, 2, pp. 23-25, 1992

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[11] Beyond the Competitive Intelligence: the attractivity
Henri Dou, Gilda Massari Coelho
ISDM (Information Science for Decision making)
Nov.. 1999, pp. 12-54
http://www.imcsline.com
[12] A form of incentive can be found in the passage of Forecast to Foresight, i.e. the simple technological prediction (vision primarily of hard sciences, such as it is used in France in the majority of the areas), to the technological foresight implying social satisfaction and a durable development. Henri Dou, member of Beijing Academy of Soft Technology, works amongst other things on this type of project within the framework of China 2020.
To pass from the representation of the present to the prospective vision of the futur."Technology Foresight"
Henri Dou, Jin Zhouying, Humanisme and Entreprise, n°54, p.24-46, 2002

(software, access, lodging…) which are practically solved. A special mention nevertheless will be made for the final design of the project, which will reinforce its external perception as well as the concept of identity. For each stage, it will be necessary to validate the sources of information at the same time as the processes of validation and actualization. Indeed, a system of creation of Territorial Intelligence must live permanently and not remain fixed, it must be mobile. It is thus obvious that the whole system, or at least selected parts of it could not all be carried out in at the same speed and by the same entity. Then, to maintain the efficiency of an intelligent territorial system, it will be necessary to set up a global integrated task force which will leave the classical "wait en see behavior" to shift to a more creative, innovative and locally recognized action.