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# INTELLIGENCE MANAGEMENT AND TERRITORY NOTION FOR AN INVESTIGATION OF TERRITORIAL INTELLIGENCE CONCEPTION

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**Summary:** Generally Territorial Intelligence is understood with a geographic referent. In this paper, we try to propose another alternative. It considers Territory as an intellectual construction which has a sense only in relation with others territories. These can be connected with it, affected it or superposed. In this manner, we present an interpretation of Territorial Intelligence Market in France with help of a comparison between Territorial Intelligence Devices and consulting company services in domain of Economic intelligence or Knowledge Management.

**Résumé :** En général l'Intelligence Territoriale est comprise à partir d'un référent géographique. Nous tentons dans cet article de proposer une alternative qui conçoit le territoire comme une construction intellectuelle qui n'a de réalité propre que vis-à-vis d'autres territoires qui le jouxte, influent sur lui ou se superposent. En ce sens nous présentons une interprétation du marché de l'Intelligence Territoriale en France en comparant les services proposées aux entreprises par des Dispositifs d'Intelligence Territoriale et des cabinets de consultants spécialisés en Intelligence Economique ou Gestion des Connaissances.

**Keywords:** territorial intelligence, territory, consulting company, cluster of competitiveness, enterprise cluster, knowledge management.

**Mots clés :** intelligence territoriale, territoire, cabinet de conseil, pôle de compétitivité, cluster d'entreprises, gestion des connaissances.

## 1. Introduction.

This presentation proposes a complementary interpretation of Territorial Intelligence from exploration of Territory concept. It has for basis an interest for Territorial Intelligence Device (TID) in Economic Intelligence (EI) and Knowledge Management (KM). The principal objective is to understand in terms of territories, the occupation of Territorial Intelligence Market in France with help of comparison between TID and consulting company services. This give us a support to propose a schema to consider territory and territoriality with a perception not only geographic. Also, we present in this paper, at first, what we define shortly a priori like TID with EI and KM notions. Secondly, we present shortly ours first works about French TID, what they are and their characteristics. From conclusions of these works, we present a manner to differentiate at the conceptual and functional level an EI or KM consulting company. Our principal question is about territory of a TID and its customers and we study some of them in parallel with some consulting companies. Because it seems that in sme' perspective, a TID and a consultant company are either competitors or collaborators. This is linked to our third point: the concept of territory with a non administrative point of view. For this, we refer to biological metaphor about territory and territoriality. We justify the possibility of this metaphorical transfer from biology to Territorial Intelligence with help of Economic Sciences and competitive strategy. In relation with military metaphor employed in Marketing Warfare, we propose two possibilities to consider a territory. It can be the space land where it evolves or just facet to understand its actions in terms of position or movement. Then fourthly, we present our investigation about territorial actions of a set of consulting companies working in France in domain of Economic Intelligence or Knowledge Management. Then, we make a comparison with some French TID. We show that in terms of functions, consulting companies are not really different from TID. We also present some connected functions that these companies propose. And at this level, we ask for what a TID is in terms of intelligent functions. Lastly, we pose the problem of territory definition with an intellectual point of view in order to differentiate and oppose one structure to the others. From this we take on a biological work a conceptual presentation of territory and territoriality. This affords us the possibilities to study territories from their "intelligence" functions.

## 2. A TERRITORIAL INTELLIGENCE CONCEPTION FOR A FIRST TID ANALYSIS.

In some precedent works, we have developed a conception that Territorial Intelligence can be understand as a combination of Economic Intelligence (EI) and Knowledge Management (KM) actions developed on a territory and for a territory. This conception has been elaborated in three steps. First, we have realized a state of the EI and KM definitions and observed some TID (Territorial Intelligence Device) (Goria, 2006a). We have proposed to define a TID as an organization which employs some people to realize some "intelligence functions" such as EI, KM or Innovation to assist others people (in general a decision makers) living on the same territory. Secondly we have analyzed from around two hundred definitions the evolution of EI and KM conceptions (Goria, 2006b). Third, we have study nine French TID in terms of functions (Goria and Knauf, 2007). In this context a Territorial Intelligence Device can be an enterprise cluster in Porter acceptation, a cluster of competitiveness (the French "*pôle de compétitivité*") or a EI or KM dispositives initiated by an institution (region, town, metropolitan, ...) and dedicated to a set of enterprises as for principal property to be on the same geographic or administrative land.

Although, we have observed in addition that some of these TID has been developed in collaboration with a consulting company. In this case TID is a product proposed by the

consulting company. TID and consulting company can be considered as collaborators. But once the TID is in operation its team works like subcontractor in EI or KM for a set of customers. Then the TID and the EI or KM companies in the TID geographic zone are competitors. This remark can assist to show territory can be understood as competition and collaboration relations space. Ditto for Territorial Intelligence which can be understood in term of territoriality, ie. as manner for an organization or a set of organization to evolve on the territory on the bases of EI and KM actions.

### 3. THE TERRITORY CONCEPT AND THE BIOLOGICAL METAPHOR.

To respond to the question above, it is necessary to consider the territory definition in the context of collaboration and competition. Definitions about territory don't miss. So, (Champolion, 2006) proposed a review of this concept in Geography, Education Sciences, Information and Communication Sciences and Sociology. From these definitions and some others issued from a collective thinking, he presents five first key-elements about territory concept: "*territory is a set of resources, territory is a "construction", territory looks towards future, territory can produce specific effects, on the territory there are no tensions between the "local" and the "global" which produces multiple memberships*". In addition to these key-elements Dumas has proposed a sixth: "*a territory is a system can only be defined with the respect to point of view of the inquirer*" (Dumas et al, 2007). From ours precedent works and others reflexions about Territorial Intelligence, it seems to us that territory problematic, notably, asks the question of virtual worlds, scientific or sectorial activities shields and markets. These visions of territory are related to collaboration, cooperation and competition strategies on the territory. Then, we believed that biological metaphor could propose a solution to this problem.

Fortunately, the biological metaphor can be related without difficulties to Economic or Competitive Intelligence theories and consequently to theories of competitive strategy. In fact, to say that, we refer to work of (Hunt, Menon, 1995). These authors from another work (Arndt, 1985) keep five metaphors that don't present a priori a problem for the transfer knowledge from their original domain to competitive strategy domain. These five are: "warfare", "organism", "spaceship earth", "game" and "marriage". We can consider above definition of concept territory as related by their source of inspiration to "spaceship earth" (geography), "game" and "marriage" (sociology). We have chosen in this work as interest particularly to "organism" metaphor and its biological source and also, a little bit the warfare metaphor and its military science source.

In this point of view, we have found from the Harrap's Chambers dictionary that a territory can be defined as: "*an area which a bird or animal treats as its own and defends against others of the same species*". In biology sciences many others authors as (Klopfer, 1969), (Höllodber and Lumdsen, 1980), (Ridley, 1995), (Blondel, 1995) or (Schradin, 2004) propose a similar definition of it.

With this kind of definition, it is possible to consider a territory in opposition with others territories and using the notion of dominant species.

With the above notion of biological metaphor, in analogy with our TID, species are companies or other organizations. Territory is an intellectual building that it represents on the space of organization nutrition and development. In relation with territoriality strategies or conquest of territory, we can consider biological definition of territory as compatible with its definition in economics sciences and especially where military metaphor is employed. For example in Marketing, territory can be considered as customer's brain (Band, 1985), (Swiners, Briet, 1987), (Ries, Trout, 2000).

Thus, these elements of territory definition gives us two possibilities, but with different consequences in the representation of territory. In the first case, it is a space where an organization evolved and territoriality refers to the manner to use this space in function of component of its territory and adjacent territories. In the second case, an organization owns

several territories; each one is just a part of a set depending on all of organization action fields. Then territoriality is equivalent to strategy to conquer or preserve one of its territories.

#### **4. FUNCTIONAL TERRITORIES OF TID AND EI OR KM CONSULTING COMPANIES IN FRANCE.**

In the past, we have studied different devices of Territorial Intelligence in France (Goria, Knauf 2007). For this we supposed Territorial Intelligence could be founded on the acknowledgement of territory from geographic zone where a strategy of Economic Intelligence, Knowledge Management or Innovation is developed by or for a set of companies which are in the territory. With this hypothesis, we tried to understand what the principal functions of a Territorial Intelligence Device (TID) are. From this study, we posed the question of particular personnel required by them.

Now, we take a new look at this question from functions of TID to better understand the term “territorial” in this expression. We ask the question: are there some differences in terms of functions between a TID and an EI or KM consulting company?

In fact, fundamentally, all TID leans on a team of specialists to pilot and applies the device’s functions. In addition, some TID<sup>1</sup> were having consulting company as project manager. The gain of this question assists to extend the potential functions of Territorial Intelligence. In fact, we try to recognize what are the functions shared by consulting company having participated or not in a TID foundation and functioning of TID. With this questioning, we consider the territory from a biology point of view.

##### **4.1 Investigation methodology and data panel.**

To limit the shield of our investigations, we consider only the French space as plan to identify the territory differentiation. Our method is composed of three steps. First, from an a priori classification of TID coming from previous works, we proposed a survey of a panel of these TIDs and their functions. These functions are a functions presented like fundamental element of Economic Intelligence or Knowledge Management. Indeed, from a glance through the definitions of EI and KM, we could observe for EI these functions: “Watch” (and others kind of systematic or recurrent information retrieval), “Protection and Security”, “Influence and Networking”. For KM, we have also noted these functions: “Knowledge Mapping”, “Knowledge Capitalization”, “Communities of practice development”, “Training” (and others kind of interpersonal knowledge transfer). Second on the base of functions identified, we look for a set of Economic Intelligence or Knowledge Management consulting company and observe what their functions with some others not very present in the first panel of TIDs. These others principal functions are: “Crisis management” (including crisis communication), “E-learning”, “Innovation help” and “Prospective”. At last we dispose of eleven functions to characterize a functional space to understand Territorial Intelligence in its French TID applications.

On this basis, we looked for a panel of EI companies. For this we have chosen to take the set of consulting companies identified by (Intelligence Online, 2006) excluding just three companies are too much physical security oriented. Then we have kept eighteen societies interested in EI French market.

For KM consulting company panel, without a tool like above, we use google to look for eighteen companies of an equivalent panel as in EI. These companies must highlight KM (or a French synonym of “*gestion des connaissances*”) in their abilities.

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<sup>1</sup> For example, CEIS (<http://www.ceis-strat.com/>) was been project manager of DECiLOR device (<http://www.decilor.org/>).

For the TID, we have kept our first panel of nine and added nine others that we could obtain some information about their EI or KM assistances and for which we can easily associate to a geographic territory. For this, geographic territory of TID has a meaning close to (Knauf, 2007): a geographic zone with a size between town and nation which has a reality historical, cultural and if possible administrative. Thus, the TID panel includes in “italics” the French administrative regions associated to it:

- 6 Regional Economic Intelligence Devices: Bourgogne Réseau / Innovation (Network / Innovation Bourgogne) - *Bourgogne*, COGITO - *Alsace*, DECiLOR - *Lorraine*, IAAT<sup>2</sup> - *Poitou-Charente*, Limousin expansion – *Limousin*, Réseau IE Basse Normandie (Basse Normandie EI Network) – *Basse Normandie*.
- 8 clusters of competitiveness: Aérospacé-Valley - *Midi-Pyrénées & Aquitaine*, IAR<sup>3</sup> - *Champagne-Ardenne & Picardie*, Imaginove - *Rhône Alpes*, iTrans - *Nord Pas de Calais & Picardie*, Pôle productique - *Rhône Alpes*, Pôle SCS<sup>4</sup> – *Nord Pas de Calais*, System@tic – *Ile de France*, Véhicule du futur – *Alsace*.
- 4 entreprise clusters: Aériades - *Lorraine*, Cluster Beaujolais for Beaujolais wine territory, Cluster bois lorrain (lorrain wood cluster) - *Lorraine*, Organics cluster - *Rhône Alpes*.

At last, we have questioned these three sets of potential service providers in EI or KM on a regional geographic zone to realize a mapping of their respective action territory (fig. 1 and 2). Moreover, a data was added for the representation and comparison of KM and EI territories of consulting companies (fig. 2). It is about the positioning of consulting companies to propose a help to TID development. This information can be presented as a specific service proposed or deduced from previous customers as TID, Cluster of competitiveness or enterprises clusters.

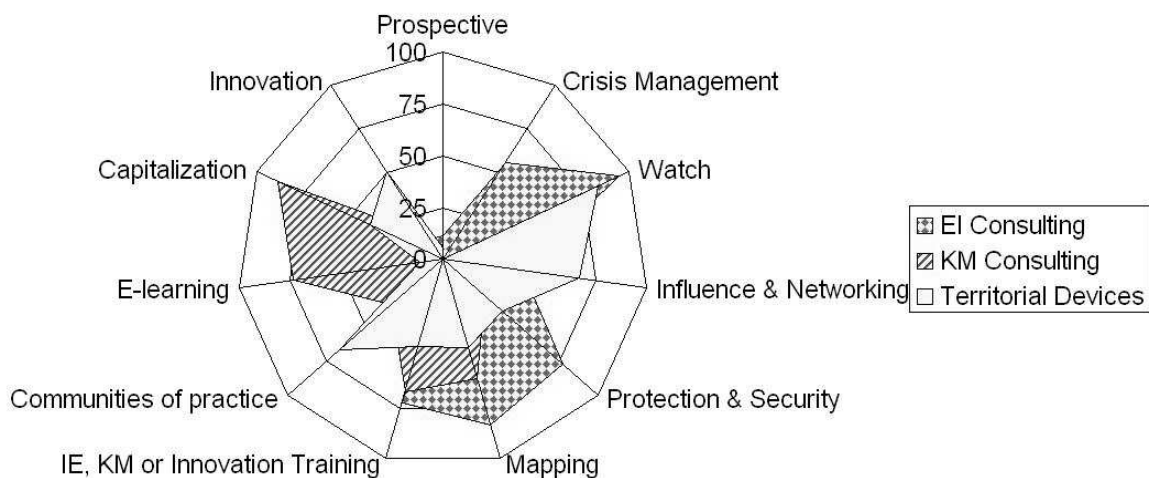


Fig. 1 Territorial intelligence functional territories in France.

<sup>2</sup> Institut Atlantique d’Aménagement du Territoire (<http://www.iaat.org>)

<sup>3</sup> Industries et Agro-Ressources (<http://www.iar-pole.com>)

<sup>4</sup> Solutions Communicantes Sécurisées (<http://www.pole-scs.org>)

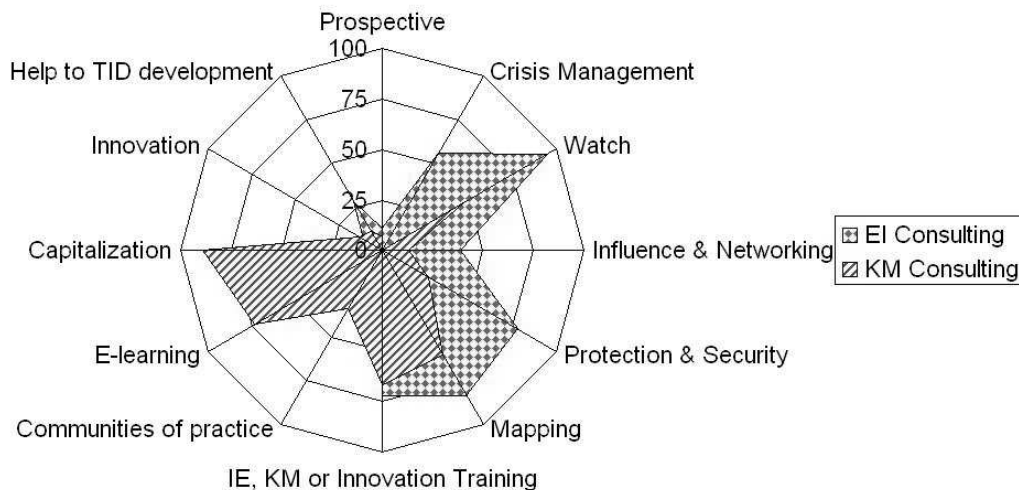


Fig. 2 Functional complementarities between EI and KM consulting companies on the French territory.

#### 4.2 Observations and first hypothesis.

EI and KM consulting companies propose a set of actions are relatively distinct and complementary. Only watch action is a little redundant. With regard to Training and Mapping actions, it seems that their interpretation is very dependent to application domain (KM or EI). Three actions proposed by consulting companies are not or rarely employed by TID. There is Prospective (but we can suppose this action is developed before the TID creation at a macro territorial level). We have E-learning that is sub employed by TID. For Crisis management action, this function seems not to be a present need for TID.

We can note that, Information Protection and Security and Knowledge Capitalization functions are a little bit neglected by most of TID. To make durable is possibly not the principal current preoccupation of TID.

Innovation and Communities of practice development are two actions present in TID but lesser proposed by consulting companies. This can imply that other consulting companies could be take place in the market of TID development.

At the level of help to TID development, we can remark that density of consulting present on this particular sector is not very important. On a total of 36 companies studied, only 7 propose an experience in this activity sector.

### 5. TERRITORIAL INTELLIGENCE AND TERRITORIALITY.

Territorial Intelligence can be understood in term of process (Bertacchini, 2004), (Girardot, 2004), but with our perspective, we consider it as a zone that can be identified, delimited (more or less precisely) and on which EI, KM, Innovation and others connected action can be understood in terms of positioning or strategy. With the Territory definition of (Dumas et al, 2007), Territory respond principally to a question. With Biological metaphor, we can respond to a question in term of evolution, population density, competition, defence and aggressiveness. From military metaphor, Territorial Intelligence comporments can be understood in terms of conquest, best position, movement and alliances. Then, the manner to evolve on a territory is to us synonymous to territoriality which defines a kind of occupation strategy of territory. It is also a question of occupation variation into a territory between two moments. As all others concept we can consider the Territory, with three perspectives: a temporal perspective because a territory has

a reality only for a limited period, an objective perspective that we can linked to (Dumas et al, 2007) territory definition, a space perspective because this dimension is intrinsically included in territory conception and, a perception scale perspective because measure scale affects on thing perception. Therefore, we can propose a schema inspired by one in biological sciences (Brown, 1964) and ours works on concept representation (Goria, 2006a) which is presented in figure 3. With the schema of fig. 3, we consider a Territory as a point of an inquirer which depends of four conceptual dimensions: objective, time, space and perception scale. With regards to biological works, Territory can be represented by two factors: requisites for development and population density. In function of characteristics of these two factors the degree of competition varies. If population density increase or resources requisites for development turn down, competition increase and three elementary comporment strategies can be employed. In fact, combination of two or three strategies can generated many types of territorialities.

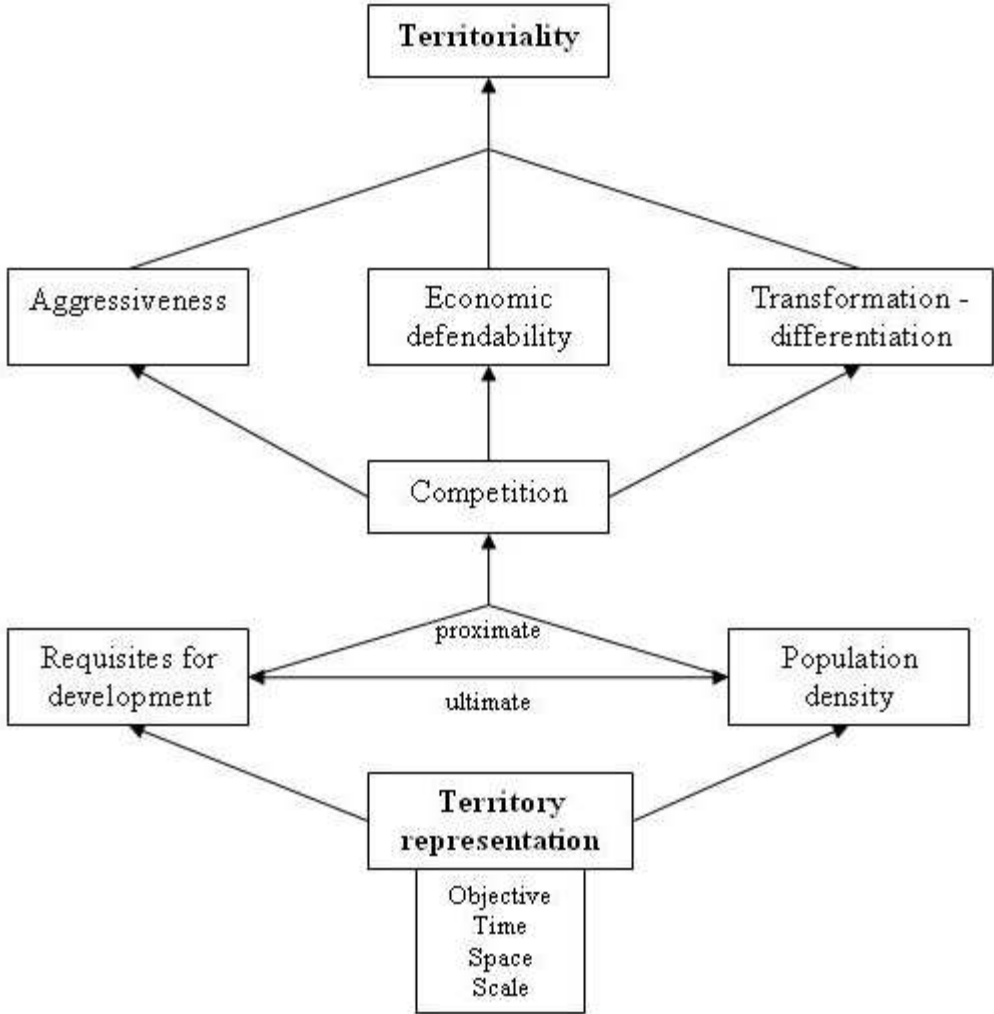


Fig. 3 Form Territory representation to Territoriality interpretation

In relation with the study of Territorial intelligence territory of TID and consulting companies, we can interpret, for example, help to TID development has not a big population density in France. Ditto for aggressiveness which seems not very hard interpretation in terms of territories. Consulting companies share themselves repartition of Territorial Intelligence functionalities. For economic defendability, it can be translated in term of cluster strategy for classical companies or in terms of cooperation between some consulting companies and/or TID for some extraterritorial intervention. We can exemplify this solution with the European STRATINC



project (Passas et al, 2006). Transformation or differentiation strategies refer to need to innovate for companies in international context. In this point of view the French national strategy of cluster of competitiveness development can be understand as a combination of economic defendability and transformation-differentiation strategies.

## 6. CONCLUSION AND PERSPECTIVES.

If TID can depend on a territory like a geographic zone with a physical reality, territories of consulting companies have a fuzzier outline. However, a territory can be interpreted as an action shield with which we can mark the limits. With this notion and from biological metaphor we can try to understand strategies of territoriality chosen by set of actors on a particular perception space. In this work, considering from the basis French territory of EI, KM and TID, we have proposed a study of respective functional territories of TID and consulting companies in the domain of Territorial Intelligence. Finally, we have developed a schema to understand Territoriality from a territorial question. This proposition and study can be extended to understand, for example, the European territory of Territorial Intelligence or to make a comparison between country practices of it. Another element in this work is about Innovation help function. Indeed, we have seen that this action is proposed by half of TID, but very little by consulting companies. This has led us to suppose that this action is the speciality of others consulting companies. In fact, from a little bit of investigation on Innovation help, we can imagine that others functions are included into Territorial Intelligence considerations. Among them, for the moment, we can advance some helps to: Creativity, Technology transfer, Elaboration of Business plan. It seems this kind of consulting to be considered as EI and KM consulting companies. In addition, this analysis could extend our perception of intelligence territorial TID territory itself. Thus, Territorial Intelligence as a research object could concern new KM and EI territories or, application of usual territorial intelligence functions to other kinds of territories as new territories of art (Fortin, 2000).

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