

CI in France

Yves-Michel Marti, www.egideria.com

Tel Aviv, 22nd May 2005

Goals of this presentation

- Present the French attitude, experience and practice of CI.
- Show how a nation administrative, social and business structures and policies can be geared towards national interest
- Learn from others' experience and mistakes

The thinkers

- PORTER. The 5 forces model
 - DEDIJER. Intelligence is more than black ops
 - GILAD. Blind Spots
 - STEELE. Open Sources
- *HARBULOT. Economic warfare*
 - *BESSON. Memory and Networks*
 - *MARTI / MARTINET. Business applications*
 - *JAKOBIAK. Patents and technology intelligence*
 - *BAUMARD. State intelligence systems*
 - *ROUACH. Technology Transfer*

History

- 1600. Henri IV's "labourage et pâturage" vs Elizabeth I's "Intelligence and Commerce".
- 1990. ESAMBERT a banker in the Lagardere Group and HARBULOT a former maoist formulate the economic warfare doctrine.
- 1992. GUILLAUMOT, MARTINET and MARTI launch SCIP France.
- 1994.
 - MARTRE, President of Aerospatiale makes a report to the President.
 - Civil Servant POTRAT creates the "Competitive Committee of CEOs".
 - AFDIE launched as a "SCIP France killer".
 - Creation of EGIDERIA.

History (2)

- 1995. IHEDN national government approved CI trainings.
- 1997. HARBULOT launches the "War School of Economic War"
- 1998. HASSID launches regional state funded CI programs focussed to small companies
- *After a lot of talk and media attention, things seem to slow down. Public interest focusses on the internet bubble. In fact, grassroots action in companies is building up. Professionnals learn from their mistakes.*

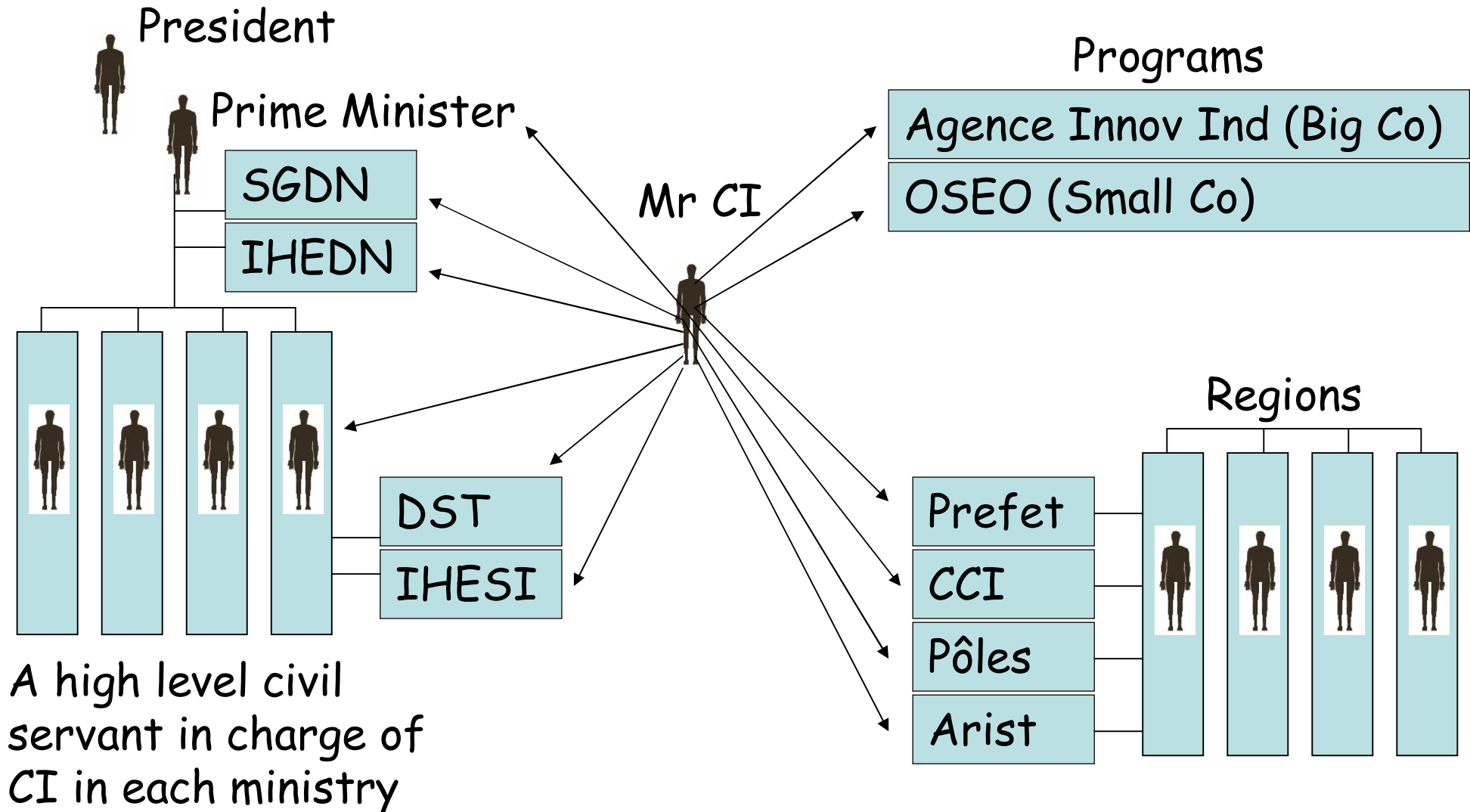
History (3)

- 2000. IHEDN's market survey of 1200 French companies show that over half of them do some CI effort.
- 2001. Most major French groups have an organized cell.
- 2002. Government takes real action
 - Alain JUILLET nominated as "Mr CI" (Stanford Business School, Mark & Spencer, DGSE)
 - Bernard CARAYON an opportunistic Member of Parliament takes on CI as a springboard in order to get notoriety
- 2003. GEMPLUS scandal
- 2004. Systematic State Support System

Business examples

- MICHELIN. Information security
- L'OREAL. Client intelligence
- CARREFOUR. Country intelligence
- AEROSPATIALE. Technology intelligence
- SANOFI. Political intelligence
- AIRBUS. Competitor intelligence
- SNCF (national railroads). Workforce intelligence

The French CI state system



The French CI state system (2)

- From the defensive:
 - focussing on job preservation and national technology control
- To the offensive:
 - supporting innovation

Strengths & Weaknesses

WEAKNESSES

- Languages
- Social skills
- State has deaf ear to private suppliers and wants excessive controls
- State funds public structures that distort market competition

STRENGTHS

- Analysis (philosophy in High School)
- Ethnic Dispora (African, Arab, Vietnamese)
- Good in Software development

The future

- Suppliers try to negotiate with the government the application norms of the National Security Law
- Big consulting and PR companies want to come in
- EGIDERIA: the McKinsey of CI