



**2006 SCIP International
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Scholarly Research Conference



The Atelis concept:
A European diploma in
CI & Value Management

Plan


- Learning objective: What type of knowledge skills are covered by the CI concept?
 - Is CI an educational discipline?
 - The French approach
 - The origin of the Atelis project
- Atelis organization
 - A strong partnership
 - A specific program
 - Our organization
- Initial assessment of the experience
 - What have we learned?
 - Our project for the future



Objective

• **Is CI an educational “discipline”?**

- CI is actually in a sphere of interdisciplinary competencies
- There is no organized corpora of expert knowledge
- Many different educational and experience backgrounds for the French professors involved
- Experiences and practices are important to understand this concept



The French approach on CI education

Ten years of reflections...

- The Martre report (1994)
 - Mentioned the need to create a high level diploma
- The Carayon report (2003)
 - Education on CI should be a priority(2003)
- The Juillet commission (2004)
 - French authorities ordered a report on CI education by a team of experts to define an identifiable scientific corpus (syllabus?)
- Some professors are trying to set up a doctoral school (2005)

- 2006?
 - a lot of Msc on CI and its different approaches (30!)
 - a lot of students who can't find a job with this "specialty" !



Therefore, we must work differently...



The origin of the Atelis concept

We think that the type of "knowledge" and "know-how" needed for a CI approach are :

- Technical skills related to various academic fields (economics, marketing...)
- Methodology skills (information cycle, team working...)
- Good command of certain tools (collecting, processing, disseminating...)
- HR management (inside the group or networks)



Why Atelis? Our needs

We wanted to introduce a new teaching guide generating:

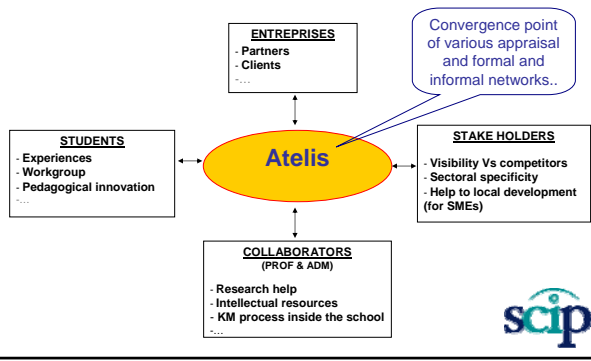
- competencies in cross-competency domains
- behavioral competencies (curiosity, adaptability...)
- consulting assignments (closer ties with the business world and research work opportunities for professors)
- partnerships to enhance our reputation

The following question was then raised :

How to unite all the school staff's energies, skills and knowledge in order to develop the educational solutions through fieldwork while maintaining a clear identity for the group?



Objective: to gather, learn, gain...



Which answer?

- **Scanning** : continuous surveillance of various economic aspects
- **Competitive Intelligence** : That affects a company's strategy
- **Knowledge Management** : aims to bring together "all" the knowledge
- **Value Management** : a way to manage innovation...

Four areas which could be the subject of field experimentation within the concept of a dedicated entity inside the school...



What is Atelis

A Competitive Intelligence training program created by the ESCEM School of Business and Management and its partners

- Three missions :
 - Education
 - Consulting
 - Communication (symposium, conferences...)



A strong partnership



One of the most important business schools in France



IT Club for French Large Businesses, an association created in 1970, groups 120 major firms using information technologies



Federation of French Chambers of Commerce and Industry



A Retrospective Research Centre from the university of Aix-Marseille. It has been involved for over fifteen years in teaching and researching Competitive Intelligence.



The Chamber of Commerce and Industry of Tours (Loire Valley) actively involved in business development



One of the French leading competitive intelligence consulting practices on the market.



Atelis organization

- **When** : End of first year of a Msc
- **For whom** : It is an elective
- **How**: It is split into 2 distinct parts :
 - **Theoretical** (60 hours of lessons)
 - providing the CI-related training modules and the value management training contents.
 - Evaluation : Multiple Choice Exam
 - **Practical** (five weeks)
 - a group-work section concerning an issue provided by a company
 - Evaluation : Oral presentation to a jury



Atelis program

- **Theoretical part** ("syllabus")
 - Introduction to CI and VM concepts
 - CI methodologies (information cycle, AFDIE* model...)
 - Value Management methodology
 - Technology Intelligence and Patent Rights
 - IT tools
 - Influencing strategies (*InfoWar* and lobbying)
 - Legal intelligence
 - Benchmarking Internet practices and geopolitics

* French Association for the Development of Competitive Intelligence

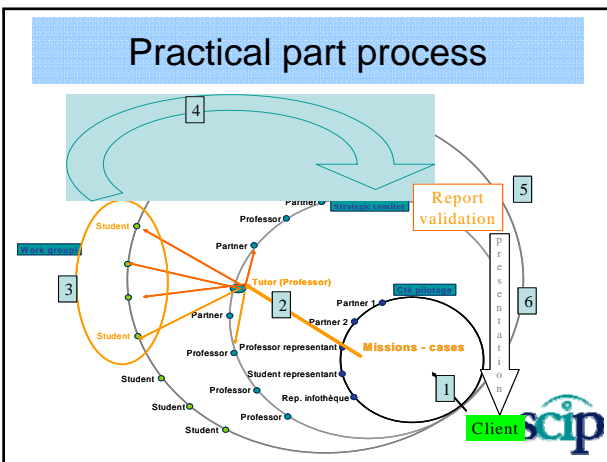


Atelis program

- Practical part
 - Before being submitted to each student group, every case has first been selected as part of a quality process against the following criteria:
 - precise results targets. (results-oriented culture)
 - technical feasibility (these are students)
 - achievable in the time allocated (5 weeks)
 - After agreement, signature of the contract and the confidentiality agreement between Atelis, the customer and the students.
 - The sharing out of proposed subjects to each group of student regarding different criteria.
 - By the end of this "fieldwork"
 - Validation of the work by a strategic committee
 - Presentation to the client



Practical part process



Possible topics

- To identify a commercial partner for ...
- To adapt the production tool to...
- To monitor the competition
- To find new market for a product or a service
- To follow the progress of the regulations in a given business sector
- To define an argument that makes it possible to position a given region in...



Some cases completed

- **Case 1:** Search for commercial partners to distribute a product in Poland and Romania
 - Conditions:
 - financial feasibility
 - not interested in vertical integration with the subsidiary
 - not working with the competition
- **Case 2 :** Patent search regarding a manufacturing process, identifying possible competitors and markets for this technology (food-processing field)
- **Case 3 :** Choosing an area in which to set up a production site
 - Position of customers, prospective customers and competitors (GIS)
 - Current and future logistics infrastructures
 - Identifying key players per region
 - Installation assistance (legal and financial)



What is the assessment

- From a practical standpoint

From:	Positive aspects	Negative aspects
Student' side	<ul style="list-style-type: none"> • Real-life cases • Practical skills • Professional contact 	<ul style="list-style-type: none"> • A lots of pressure sometimes hard to manage...(maturity?) • Only 56% have got the European Certificate...
Customer' side	<ul style="list-style-type: none"> • "Professional work " • Fills a gap in internal capacity • Ok to assign us new studies 	<ul style="list-style-type: none"> • The period is too restrictive
Partners' side	<ul style="list-style-type: none"> • Better visibility and image to student • Better reputation to the business area 	<ul style="list-style-type: none"> • Need to go "outside France"!
School' side	<ul style="list-style-type: none"> • Expanded network • Enhanced topics pool • Potential income source 	<ul style="list-style-type: none"> • The time needed for tutoring



What is the assessment

- From the academic standpoint

- It is by fieldwork that students achieve full awareness of the contribution of CI approach.
- To understand the discipline it's important to mix tools and formalized process (VM & CI)
- It is not easy for students to execute the interaction between all the different scopes affected by CI
- The people dimension is very important. Motivation and maturity are two key success factors behind such assignments.



Next steps

- How can we adapt our pedagogy to make it better for all of our students?
 - We have decided to incorporate several ideas, such as:
 - Interest, motivation, degree of maturity, experiences
 - Capacity for teamwork and handling conflict
 - Languages skills
 - ...
- Target for the future:
 - To open this certificate up to other universities (outside France) and invite student work via a collaborative work platform...



In conclusion

Our aim is to **unite** all the knowledge skills in this field of Strategic Competitive Intelligence (SCI) to offer our future executives a better education and satisfy what are, for the most part, local company needs.


We would also like to enable all our partners to pool their knowledge skills and experiences related to this field of competencies.

For it is by sharing in this way that we shall succeed in advancing the fact that **information management is truly a source of value** (in the economic sense of the word) and can **provide a real competitive edge to those who know how to control it.**



The Atelis European Certificate





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Thank you for your attention



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