



Why to manage a CI/TI
activity??

New paradigms of our society

Avec la veille technologique,
M. Glonh n'aurait pas passé sa vie à inventer
quelque chose qui existe déjà.



With the CI/TI, Mr.
Glonh would not have
passed its life to invent
an object which already
exists ! !

The future

- *Any form of prediction of the future is an imposture, the future is not written, but, on the contrary, it is necessary to build it.*

◆ *Michel Godet - 1977*



Why? Learning paradigm To know, to understand, for action,

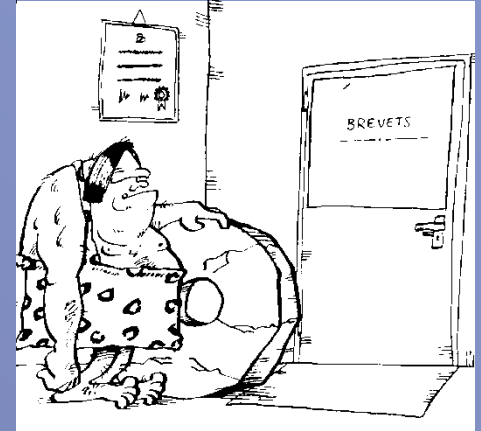
◆ «Learning by doing»

Significant effort for intern R&D

N.I.H. syndrome (Not Invented Here)

Rupture innovation, if information is used

Western countries



◆ «Learning by watching»

Less significant for R&D effort

Strong component information, observation

Nearer to the market

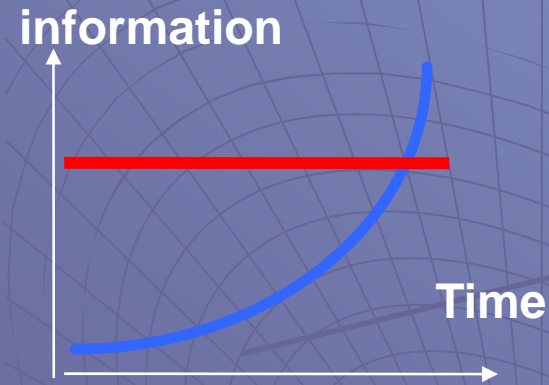
Incremental innovation

Asian countries



Why? Available information paradigm

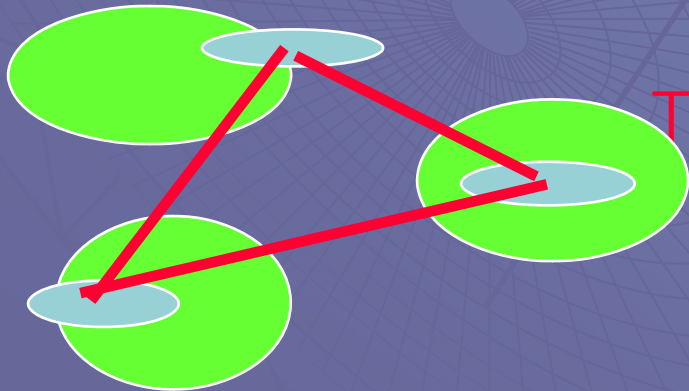
The quantity of available information ↗ !!!
Diversity of the supports (*PRICE 1950*)



But

A isolated person can absorb only a finished quantity of information. Almost constant quantity since centuries:

The «honnête homme» concept has been!!!

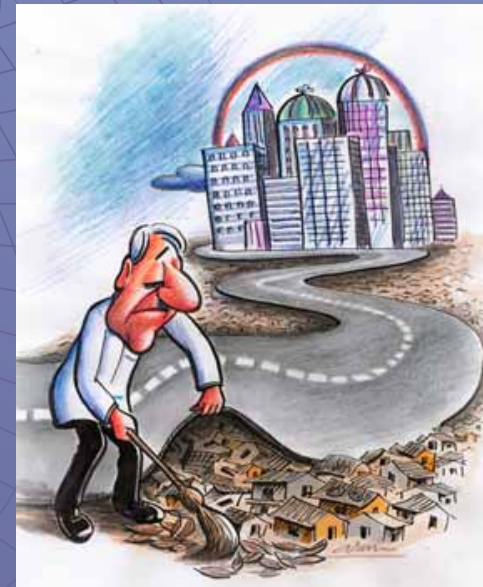


The network takes precedence over the isolated person

$$1+1+1 > 3$$

Why? Globalisation/Glocalization

- ◆ Sustainability
- ◆ Social responsibility
- ◆ Tangible to intangible

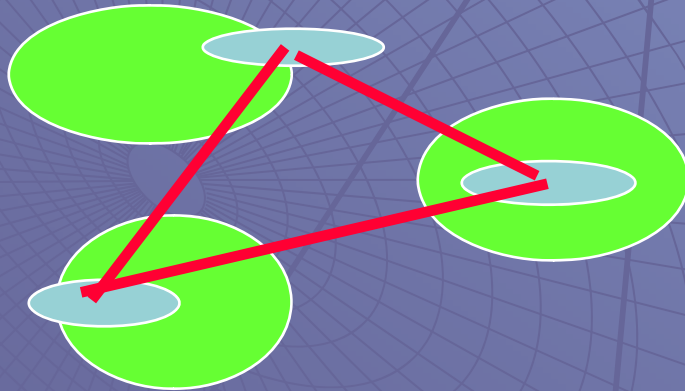


Why? Knowledge fragmentation

- ◆ Knowledge hyper specialisation + Information quantity = Knowledge fragmentation

But...

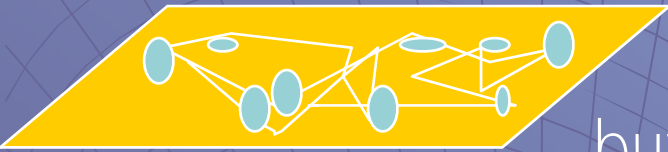
- ◆ Globalisation = > Strategies and decision are more complex and based on an holistic vision



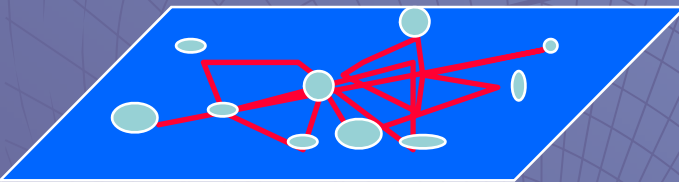
$$1+1+1 > 3$$

Why? Organization paradigm

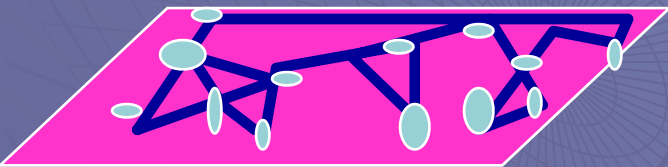
disjoined networks within the innovation chain



Production



R & D



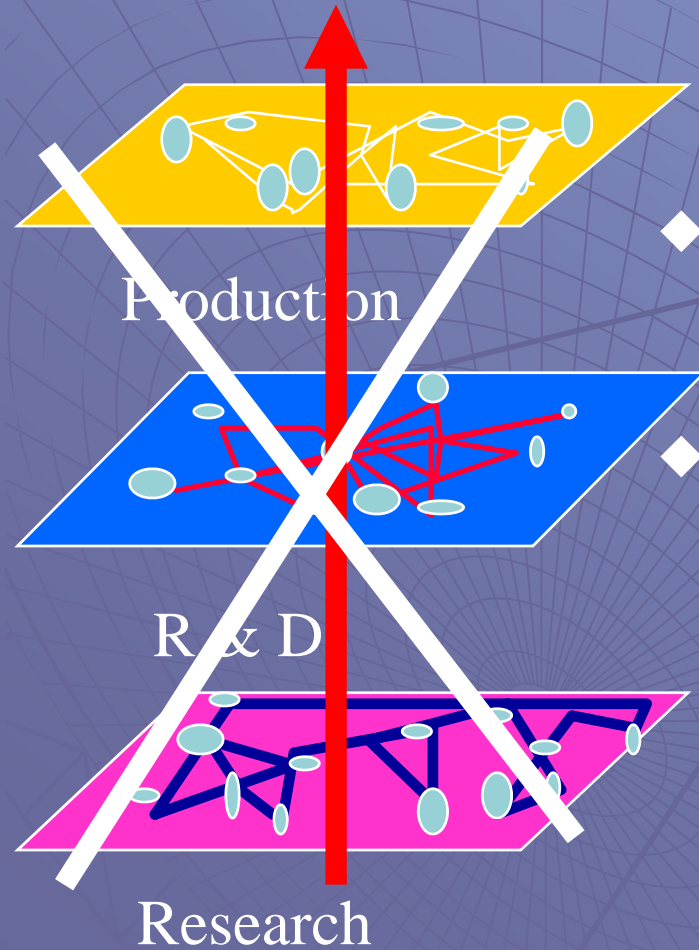
Research

but also within:
organization
treated Information...

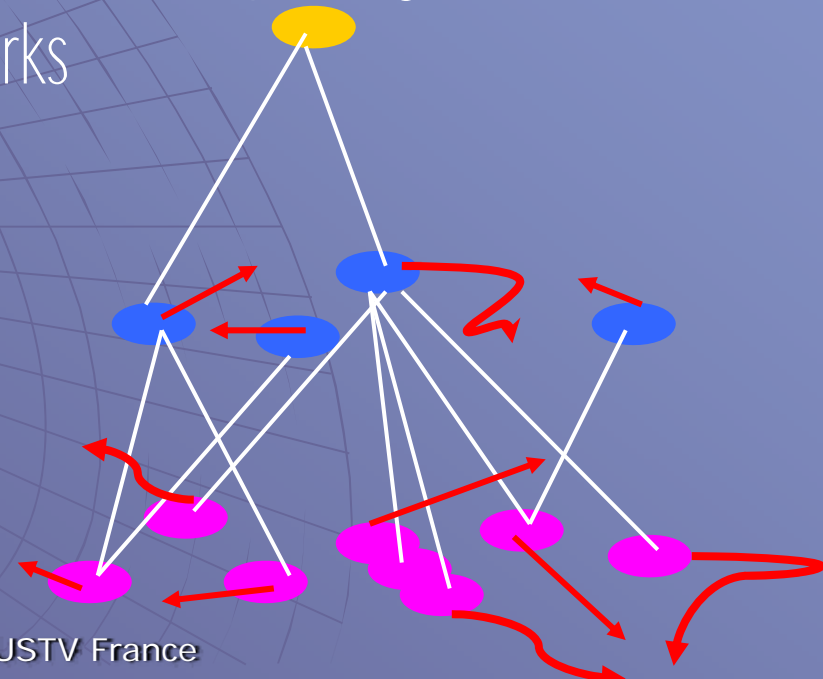
One of the CI/TI goals:
creation of transversals between the already
existing networks

Why? Organization paradigm (2)

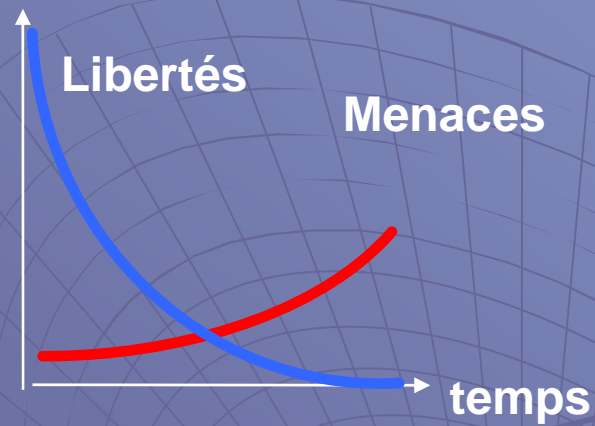
- ◆ The innovation process is not linear, but a complex, turbulent one



- ◆ Moving points with specific directions and speeds
- ◆ Need of a nonlinear passage between these networks



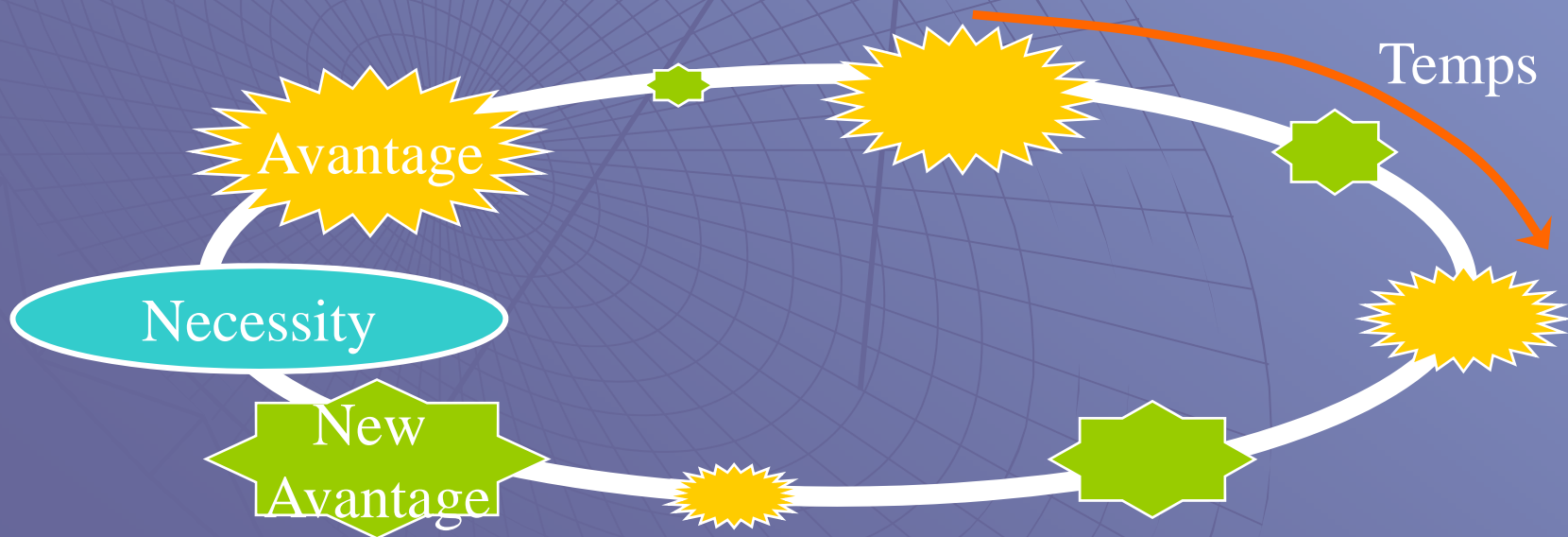
Why? Forced innovation paradigm



The liberty of action ↘, the threats ↗

Measurements at $T, T + dt \dots$ give a good idea of the tendencies and allow the passage to

a cyclic process



Why? Time Saving paradigm...

- ◆ Be ready before your competitors:
- ◆ seek information allowing you to anticipate.
- ◆ Then, the present and the future will interest you more than the past
- ◆ Information must be obtained and exploited as fast as possible
- ◆ It is the only means of saving time on its competitors

Available information



Temps (jours ou semaines)

Space and Time

"Strategy is the science of space and timetable. I am less miserly about space than time. For space, we can always regain it. Wasted time, never"

Napoleon



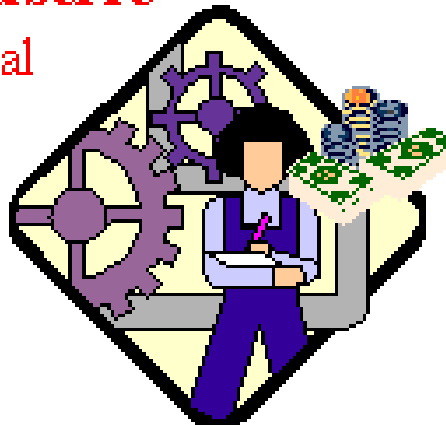
Why? immaterial society paradigm

Immatériel et virtuel

**Services et
produits intégrés**



Industrie
Capital



Agriculture



Au fil du temps



CRRM

Why? Product value

Sector	Value US\$/kg
Agricultural	0,3
Car	10
Electronics (Audio and Video)	100
Defense (Rocket)	200
Commercial aeronautics	1000
Defense (missiles) and mobile telephony	2000
Military aeronautics	2000 to 8000
Space	50 000

Associação dos Exportadores Brasileiros – AEB - 2001 MDIC-SECEX - 2001