

# **Colloque International IEMA 4ème édition 17 & 18 Mai 2010 L'Intelligence Économique & le Knowledge Management**

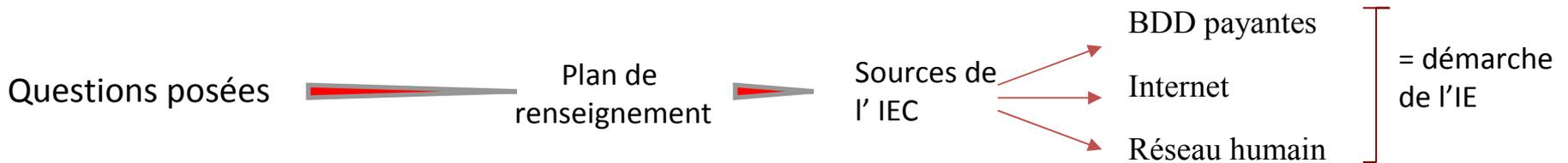
**De l'Information Commerciale à l'Intelligence Economique: comment l'Information économique et commerciale (les sources pertinentes) pourrait mieux aider la stratégie de l'entreprise /administration à la prise de décision, et optimiser la gestion d'une structure de veille et d'IE ?**

Guy DEBAUX – responsable Intelligence Economique COFACE - Direction des Ventes et du Développement.

# Plan

1. IE et IEC: quelle intention stratégique?
2. Les fournisseurs de l'IEC: qui, quoi, comment.
3. Exemple de recherche de prospects, avec Kompass
4. Les requêtes internet sur les risques et normes, réalités d'inquiétudes.
5. Nouvelles sources web:
  - a. les réseaux sociaux
  - b. Les Places de Marché
  - c. Les données douanières
6. Le projet détermine les sources et process d'IEC et d'IE (ex. Plasturgie et agriculture biologique en Algérie)
7. IEC-IE: stratégie et organisation

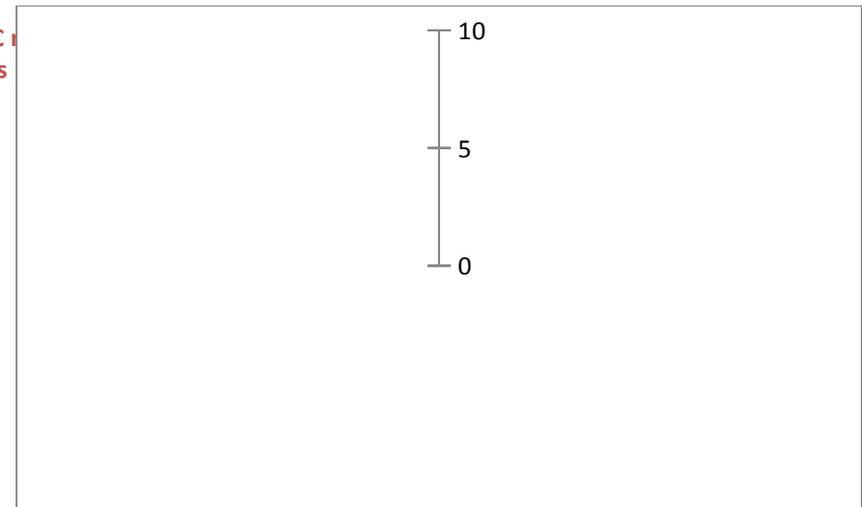
# 1. De l'Information Commerciale à l'Intelligence Economique: l'intention stratégique



Recherches par secteur d'activité, région, pays...

1. Cibles et marchés d'Investissement
2. Fusions-Acquisitions et partenariats
3. Risques financiers
4. Prospects et fournisseurs
5. Concurrents
6. Volumes et valeurs d'échanges entre acteurs/produits
7. Réglementation et normes
8. Climat des affaires
9. Parties prenantes: associations, institutions etc.
10. Projets, R&D en cours
11. Personnes: experts, influenceurs, facilitateurs, décideurs

Les fournisseurs d'IEC parties de ces besoins



Intention stratégique

Type et volume d'information

**فائض من أي شيء هو عدم وجود**  
 « le trop de quelque chose est un manque de quelque chose »

## 2. Les fournisseurs d'IEC: qui, quoi, comment

**L'IEC  
ouverte ou  
payante**

Infos non-structurée, ouvertes

Infos structurées, payantes

- > **Fournisseurs d'information**  
D&B Hoovers, Coface Creditalliance, Kompass, Creditreform, Bisnode, Experian, Teikoku DB, etc.
- > **Agrégateurs d'information**  
Factiva, Lexis-Nexis, Skyminder, BVD, etc.
- > **Etudes de marché**  
Ubifrance, Datamonitor, Marketresearch etc.

**Production de  
l'IEC par  
les fournisseur s**

sources ouvertes (Internet, presse, greffes...)

sources fermées (entreprises, banques...)

utilisateurs (User Generated Content)

**Exclusivité de ces données**

- > **Rapports d'information:**
  - > finances (bilan, CA, ratios...)
  - > structures de groupes
- > **Listes marketing (multicritères)**
- > **Scores et ratings** (Coface agence de Notation)



menaces  
opportunités

**RISQU  
ES**  
financiers

Faillite  
Non- paiement

**Autres risques**

Législation et normes,  
réputation, effet domino etc.

**Rassurer**

labels, ERM, RSE, Normes  
ISO 14001, 22000, 26000 ...

# 3. Recherche de prospects: ex.Kompass

The screenshot shows the Kompass search results page. A red circle highlights the word "critère" (criteria) in the search bar area. A red arrow points from this circle to the search criteria dropdown menu, which is annotated with "Tri de la liste par pays/région/dépt." (Sort the list by country/region/dept.). Another red arrow points from the search criteria menu to the search results, which are annotated with "Volume du résultat de la recherche" (Volume of the search result). A third red arrow points from the search results to the "Envoyer un appel d'offres" (Send tender) button, which is annotated with "Envoi de demandes de devis, impression de fiches et exportation des listes vers excel." (Sending requests for quotes, printing cards and exporting lists to excel.).

**critère**

**Volume du résultat de la recherche**

**Tri de la liste par pays/région/dépt.**

**Envoi de demandes de devis, impression de fiches et exportation des listes vers excel.**

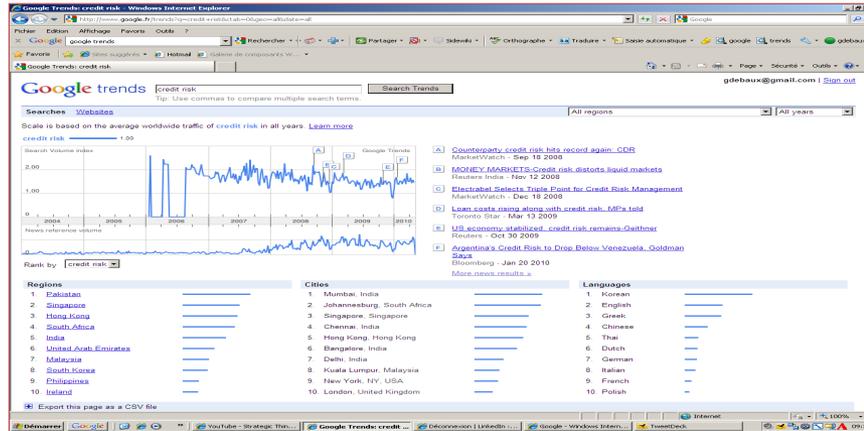
**Abonnement monde entier: 1245€ / 1 an**

Vers la gestion des business process:



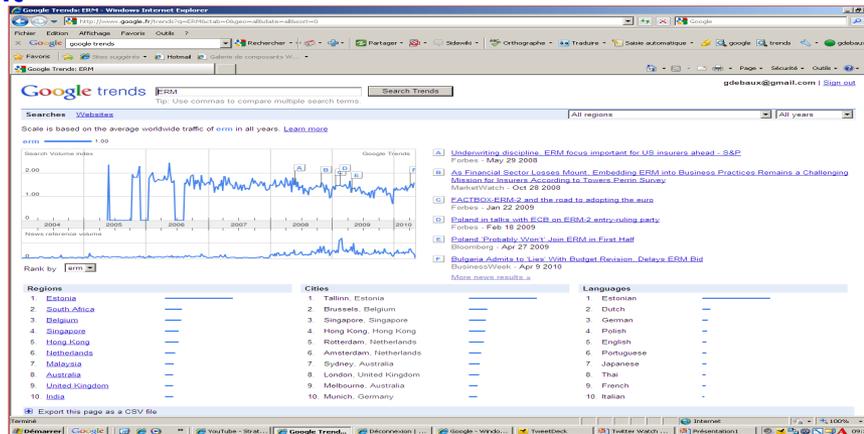
# 4. Les requêtes internet sur les risques et normes, réalités d'inquiétudes (1)

Credit Risk



X 10

Enterprise Risk management



X 5

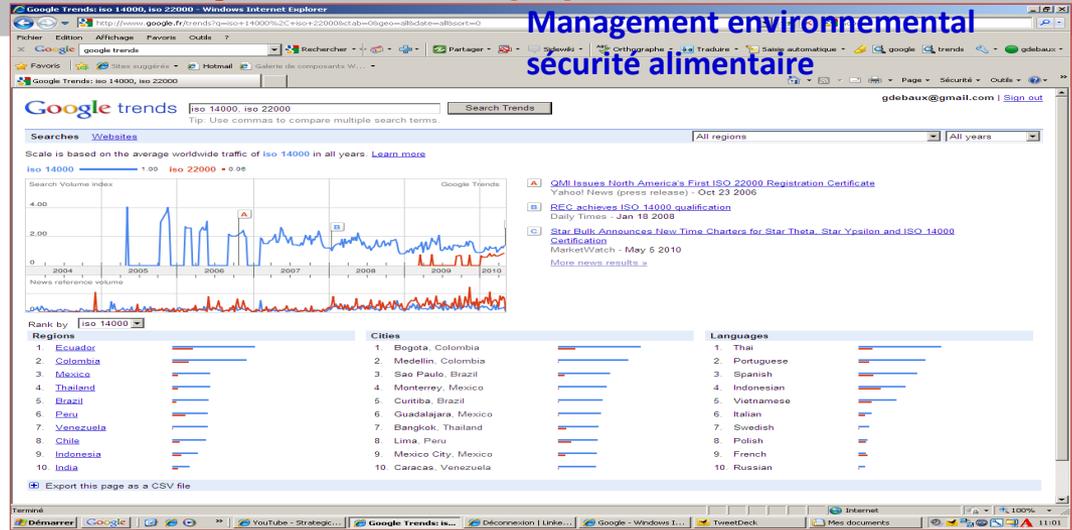
01/06/2010

# 4. Les requêtes internet sur les risques et normes, réalités d'inquiétudes(2)

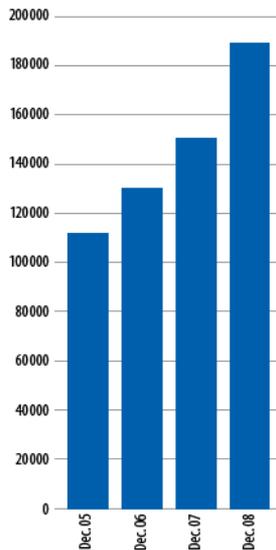
« Notre méthodologie conduit à des audits internes et externes de nos sous-traitants reposant sur sept fondamentaux sociaux et des critères environnementaux.

On va choisir nos fournisseurs en prenant également en compte ces éléments de développement durable »

J.C. Laugée (Danone) 11/12/08

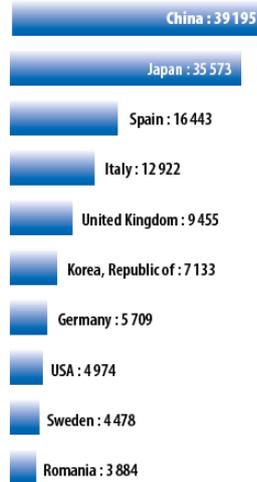


Worldwide total of ISO 14001:2004 certificates December 2005 to December 2008



01,

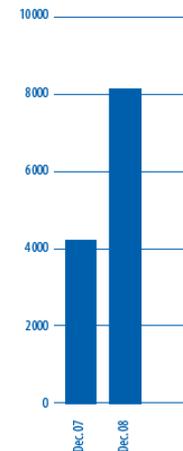
Top 10 countries for ISO 14001:2004 certificates



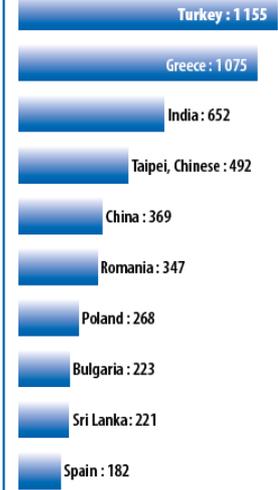
en 2008

Algérie	24	1
Maroc	35	37
Tunisie	102	47

Worldwide total of ISO 22000:2005 certificates December 2007 to December 2008



Top 10 countries for ISO 22000:2005 certificates



# 5a. Les nouvelles sources web: LinkedIn et Twitter



Requête « agriculture biologique »

expert

The screenshot shows the LinkedIn search results for the query "agriculture biologique". The search bar at the top is circled in orange. The results list several profiles, with the top one being Vanessa Brayer, an Analyste sectorielle de marché at ILACAD Gaudier. Other profiles include an Etudiant à Université Panthéon Sorbonne (Paris I), an auditeur/contrôleur, a Chargée de développement de filières agricoles, a Chef d'exploitation Biologique, and an Ingénieur responsable administratif. The interface is in French and shows various filters and options for each profile.



The screenshot shows the Twitter search results for the query "agriculture biologique". The search bar at the top is circled in orange. The results are displayed in a grid format, showing tweets from various users. Several tweets are circled in yellow, highlighting specific content related to the search query. The interface is in French and shows various filters and options for each tweet.

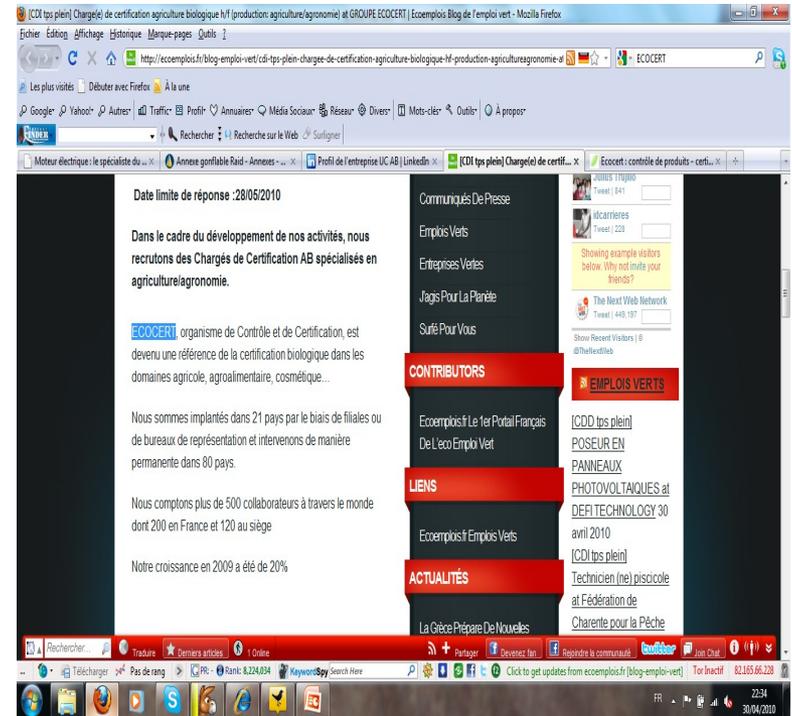
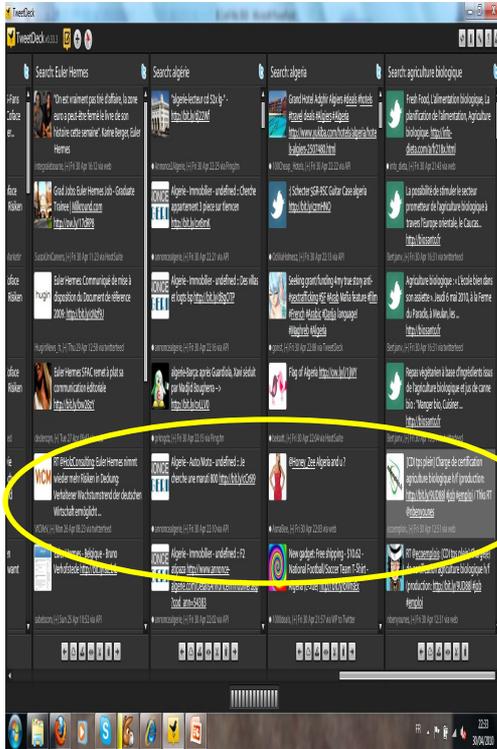
marché

santé

Benchmark  
pays

Logo CE

# Twitter: ex. de veille emplois et acteurs



01/06/2010

# 5b. Nouvelles sources web: les Places de Marché (1)

**ELEMICA**  
CONNECT ONCE - CONNECT TO ALL

Home About Supply Chain Sourcing Customers Resources

Quick Links

- Fact Sheet
- Contact
- Case Studies
- Events
- Collateral

Customer Highlights

**Supply Chain Integration**

**Sourcing**

**GET CONNECTED**  
Sign up for the latest information from Elemica

Follow Elemica on Twitter.

**Latest Events**

- Logichem Asia 2010
- Fusion 2010
- North American Conference - REGISTER NOW
- LogiChem EU 2010
- Essential2Life 5K
- 2010 Indirect Spend China Summit

**Transforming The Way Your Company Does Business**

Do you want to lower costs while improving the performance of your supply chain? If so, we are supply chain experts who partner with manufacturers to accelerate revenues through innovative and effective solutions. The Elemica difference is our dedication to replacing obsolete supply chain structures with operational efficiency, allowing a collection of companies to operate as a whole.

Elemica integrates our customer's supply chain by replacing manual and complex

+ e-Business Benchmark Study For Peer-to-Peer Assessments & Competitive Analysis

Volume de transactions traitées 2009 ~ 60 bn \$, 2500 entreprises

01/06/2010

# Nouvelles sources web: les Places de Marché (2)

The screenshot shows the Polymerupdate.com website interface. At the top, the browser address bar displays the URL <http://www.polymerupdate.com/>. The search bar contains the text "ChemConnect 2009". The main navigation menu includes "News Online", "News Archive", "Asian Price Section", "European Section", "Weekly Scan", "Newswire", "Monthly Reports", "Press Releases", and "Directory".

The "Breaking News" section is highlighted with a red box and labeled "Rapports sur prix et marchés". It lists several news items, such as "Higher ethylene feedstock rates in the US prompt a price hike in LLDPE" and "Production capacity expansion planned by PTT Phenol". A link "In order to purchase a single news item kindly click here" is also present.

The "Price Prediction" widget is highlighted with a red box and labeled "Norme RSE". It features a "Live Chat Offline" button and a "Leave a message..." field.

The "Advertisements" section includes banners for "SARSWATI POLYMER INDUSTRIES", "EPC", "Propylene & Derivatives Markets SINGAPORE", and "TASC".

The footer of the page displays the text "Internet | Mode protégé : activé" and the time "18:19".

Norme RSE

01/06/2010

# Nouvelles sources web: les Places de Marché (3)

The screenshot displays the Alibaba.com website in a Microsoft Internet Explorer browser window. The address bar shows the URL <http://www.alibaba.com/>. The page features a search bar with a dropdown menu for 'Select Country/Region' and a 'Search' button. Below the search bar, there are navigation tabs for 'Selling Leads', 'Products', 'Suppliers', 'Buyers', and 'Trade Shows'. A 'Popular Searches' section lists items like paper, Christmas gifts, and lingerie. The main content area is divided into 'Browse by Category' on the left and 'Trade with the World' in the center. The 'Trade with the World' section includes 'Latest Buying Leads' and 'Latest Selling Leads' with various product listings such as Polo Shirts, Chaise Loungers, Jewellery Sets, Piston Rings, T-Light Holders, Copper Bathtubs, Herb Grinders, 925 Silver Ring, Peanuts, and Slate. On the right side, there are sections for 'Sign In', 'Join Now!', 'Display Your Products', 'Check Trade Leads', 'Premium Memberships', and 'Trade with the Big Buyers' featuring KINGFSHER.

*labels de certification (# ratings), online contact, business leads, paiement (Mai 2010)*

01/06/2010

# Nouvelles sources web: les Places de Marché (4)

Ex. acheteurs de jus d'orange sur Alibaba.com

Global orange juice Importers - long-term purchase - Windows Internet Explorer

http://importer.alibaba.com/buyeroffers?Type=BUY&SearchText=orange\_juice&IndexArea=offer\_en

Fichier Edition Affichage Favoris Outils ?

Google  Go

Bookmarks 578 blocked Check AutoLink AutoFill Send to Settings

Page Outils

**JUICE** Last Updated: May 07, 2010  
we need fruit juice :grape orange apple...  
Tianjin Wide Career International Trade Co., Ltd. [Verified Member]  
Gold Supplier Company Video  
China (Mainland) Offline  
[Contact Now](#)

**New Buyer** [orange cell concentrate juice](#) Last Updated: May 07, 2010  
buy orange cell and orange concentrate juice...  
Algeria Offline  
[Contact Now](#)

**New Buyer** ["Orange & Apple 100% juices"](#) Last Updated: Apr 06, 2010  
Orange and apple 100% juices...  
Malta Offline  
[Contact Now](#)

[Buy Juices: apple, grape, orange, pineapple and mixed fruit](#) Last Updated: Feb 03, 2010  
Want to buy Juice: apple, grape, pineapple, orange and mixed fruit. Other flavours welcomed, mixed container, qty 2-3x20 FCL/mth...  
This buyer would like not to disclose his contact information.  
Thailand Offline  
[Contact Now](#)

[Juice Oranges Wanted](#) Last Updated: Mar 23, 2010  
I am looking for 5 metric tons of oranges to be delivered to Germany. It is important that they can be delivered 12months a year...  
Germany Offline  
[Contact Now](#)

[Fresh Oranges 58 Tons per Week](#) Last Updated: May 08, 2010  
 We are interested in Fresh oranges...  
This buyer would like not to disclose his contact information.  
Germany Offline  
[Contact Now](#)

Diapositive 23 sur 33

Internet 100%

Démarrer Yammer 5 Micr... 4 Exp... Silk - S... Microso... 6 Int... Note in... Microso... 15:06

01/06/2010



# 5c. Nouvelles sources web: données douanières-1

ex. Zepol

Zepol - TradeIQ - Find a Company's Import Shipments

http://www.zepol.com/TradeIQ/Top.aspx

TradeIQ™ TradeView™ District Port zepol

Save My Searches Export Screen Reset Chat Trend Period Show Help Show IQtips Help Center Logout

Hide Bill of Lading Hide List House Master House + Master View By: Consignee Notify Notify 2 Carrier Intl Port US Port Arrival

Desc. / Marks: ALL Carrier: ALL  
 ALL Company: ALL Intl Port: ALL  
 Shipper: ALL US Port: ALL  
 Consignee: ALL Custom Selection for: masterwork Bill of Lading: ALL  
 Notify: ALL Container: ALL  
 Notify 2: ALL Vessel: ALL  
 ALL Text: ALL Arrival: ALL 2009 Shipments as of: August 13

1 Of 17 PDF HTML Export ALL Fields: 1Row1BL 1Row1Container HTML Export Company Fields: Shipper Consignee Notify Notify 2 ALL Company

Bill of Lading: UNQLULSHKG12387 (Master B/L: MSCUYA550733)	House/Master: House	Estimated Arrival: 090105	Actual Arrival: 1/06/2009
Arrival: 1/06/2009	Carrier: UNQL	Vessel: Pacific Link	Mode of Trans: 11
Shipper Eternity (h.k.) Company. Rm 28, B/L, Bk B, Wah Lok Ind. Centre, 37-41 Shan Mei St., Po Tsang Shatin, N.T., Hong Kong Port: 57578 - Yantian, China Place Receipt: Yantian, China	Consignee Masterworks Decor, Inc. Db a Signature Designs Int'l. 541 Buffalo West Springs Hwy. Union, Sc 29379 U.s.a.	Notify Masterworks Decor, Inc. Db a Signature Designs Int'l. 541 Buffalo West Springs Hwy. Union, Sc 29379 U.s.a.	Notify 2
InBond:	Weight: 2191 (KG)	US Dist Port:	Quantity: 264 (CTN)
Foreign Port:	Measurement: 0 ( )		TEU: 1.0
Container	Qty	Product Description	Marks & Numbers
MEDU2778795	264	Artificial Polyester Greenery	From No Win T

Copyright 2002-2009 Zepol Corporation. All Rights Reserved. Privacy Policy

Done Internet | Protected Mode: On 100%

01/06/2010



# Nouvelles sources: données douanières-2

## ex. Panjiva (1)

Search for shipments of  from D.M.Chaipongse Corporation Ltd.  (show all)

Show full customs records options

Customer Name	Date	Details	Commodity	Marks Description
<b>Acheteur d'alternateurs</b> Automotive Supply Co.	08/07/2009	16,190 Kg From port: Hong Kong, Hong Kong To port: The Port of Los Angeles, Los Angeles, California	<b>Origine, tonnage</b> Export Reference: 200923 & 924/07/2009 Autoparts (Rebuilt); <b>Alternator</b> = 3 Cartons (5 10 Pcs) Starter = 4 Cartons (720 Pcs) Axle = 7 Cartons (1050 Pcs)	A.S. A.
Automotive Supply Co.	07/03/2009	16,650 Kg From port: Hong Kong, Hong Kong To port: The Port of Los Angeles, Los Angeles, California	Export Reference: 200919 & 920/06/2009 Autoparts (Rebuilt); <b>Alternator</b> = 5 Cartons ( 850 Pcs) Starter = 5 Cartons (900 Pcs) Ax Le = 5 Cartons (750 Pcs)	A.S.
		16,650 Kg From port: Hong Kong	Export Reference: 200913 &	



03:03



menu



01/06/2010

# Nouvelles sources: données douanières-3

## ex. Panjiva (2)

Tonnages et nombres d'envois du fournisseur chinois aux USA, par mois



### Shipments By Month

This chart shows the number of shipments D.M.Chaipongse Corporation Ltd. sent to the United States each month since July 01, 2007.



### Shipments by Port



# Nouvelles sources: données douanières-4

## ex. Panjiva (3)

Fournisseurs d'IKEA, tonnages/dates

Ikea Wholesale Inc. SUMMARY SUPPLIERS ORDERS SHIPMENT STATS

mypanjiva save profile Feedback? Help us improve

1206 Suppliers - showing top 200

1206 Suppliers - showing top 200

Bank	Supplier Name	Supplier Address	Country	Total Shipments	Panjiva Rating	Last Shipment	Last
							14.4
							Last
							Fro
							Gdy
							Edi
							For
							Egy
							Rat
							Tr
							384
							888
							Aut
							14.7
							32v
							Egy
							Gdy

03:46 menu

01/06/2010

# Nouvelles sources: données douanières-5

## ex. Panjiva (4)

Les nouveaux fournisseurs d'IKEA: produits, tonnages/dates

The screenshot shows the Panjiva website interface. At the top, there is a blue header with the Panjiva logo. Below it, the page title is "panjiva Chris's Competitive Alerts". On the left side, there is a navigation menu with items like "Dashboard Home", "Alerts", "Flag Alerts", "Competitive Activity", "Product Alerts", "Alerts Settings", "Intelligence", "Watch", "Alerts", "Alerts", "Write Profiles", "Alert Searches", and "Alerts Settings". The main content area is titled "Buyers With New Suppliers Since Jan 28th". It lists three buyers: "Ikea Wholesale Inc. has 1 new supplier see details", "Rooms To Go has 4 new suppliers see details", and "Haining Mengnu Group Co., Ltd.". Each entry includes a play button icon and a "View custom profile" link. The "Most Recent Shipment" information is provided for each supplier. At the bottom of the screenshot, there is a video player interface with a play button, a progress bar showing 05:05, and a menu icon.

panjiva

panjiva Chris's Competitive Alerts

Dashboard Home

Alerts new

Flag Alerts

Competitive Activity

Product Alerts

Alerts Settings

Intelligence

Watch

Alerts

Alerts

Write Profiles

Alert Searches

Alerts Settings

Buyers With New Suppliers Since Jan 28th

Ikea Wholesale Inc. has 1 new supplier [see details](#)

Rooms To Go has 4 new suppliers [see details](#)

Haining Mengnu Group Co., Ltd.

Sent 1 shipment to Rooms To Go on 01/30/2010

[View custom profile](#) detailing the relationship between Rooms To Go and Haining Mengnu Group Co., Ltd.

**Most Recent Shipment (01/31/2010)** contained Dining Table #530754 Mpi Made In Chin A Country Of Origin China No Wood Pac King Materials Was S/C9572 FI Hx940161 N/M

Jilin City Senyu Wood Industry Co.,

Sent 1 shipment to Rooms To Go on 01/30/2010

[View custom profile](#) detailing the relationship between Rooms To Go and Jilin City Senyu Wood Industry Co.,

**Most Recent Shipment (01/30/2010)** contained Furniture(China Wood) Terms: F. O. B H. S. Co De: 9403609990 9403400090 9401619000 P.O.No.28252 Mfa

Kind Light International Ltd.

Sent 2 shipments to Rooms To Go, starting on 02/02/2010

05:05

menu

01/06/2010

# 6. Le projet détermine les sources et process IEC-IE

## ex. projets agricoles (exports) et plasturgie (substitution d'imports)

### Plasturgie

### Ex. Algérie

### Agriculture biologique

**ENJEU** 1 million de T de plastiques transformés par an, dont la moitié importée. 600 entreprises, 10000 emplois.

**ENJEU** Le marché européen, en forte croissance

Maghreb	Pays	Superficie totale	Pro-ducteurs	Législation nationale	Politique à soutien du secteur		Organismes de contrôle et certification	Association des producteurs	Marché	
		Ha	N°		Soutien financier	Plan d'action			Local	Export
	Algérie	2.400	61	Draft	Oui	Non	2 étrangers	2	Inexistant	Limité
	Maroc	104.216	n. d.	Draft	Non	Non	2 étrangers	2	Inexistant	Développé
	Tunisie	220.476	515	Oui	Oui	Oui	4 étrangers	4	Limite	Développé

**OBJET** Substitution imports; partage connaissances techniques, groupement d'offres dans appels d'offre, partage d'informations, Création de centres techniques plasturgie et caoutchouc

**OBJET** substitution imports et développement des exports « programme de développement des industries agroalimentaires » pour la période 2010-14 (€535m),

- ACTEURS**
- Ministère (Djamel Eddine Labeled)
  - Cabinet d'expertise industrielle Halfaoui
  - CACI
  - Réseau des Entreprises Maghrébines pour le dévt.
  - 600 entreprises
  - Coopération Technique Allemande (GTZ)
- NORMES**
- Protection de la santé et sécurité du consommateur (Sandra Fort, experte toxicologie) ISO 14001 et 22000.

**ACTEURS**

Producteurs, coopératives, logistique, centres R&D, associations, Institutions, Ministères, traders, exportateurs, banques

**Recherches**

Prospects, benchmark programmes étrangers(organisation, logos et noms de marque, Marketing), veille légale et normes Europe,

**NORMES**

RSE, ISO 22000, labels qualités (ex CGEM Maroc)

**NEWS**

un atelier IE dans l'industrie du plastique le 19 mai à Sétif à l'initiative du ministère de l'Industrie et de la promotion de l'investissement

**NEWS**

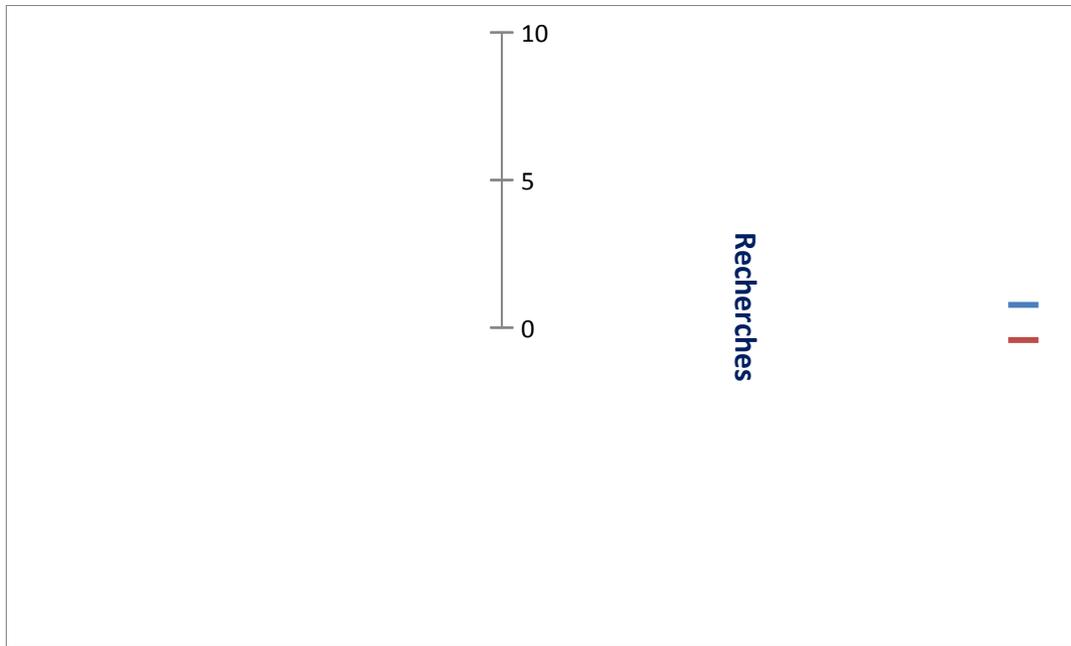
Programme agriculture bio en Tunisie: semaine du produit bio10-16 Mai



01/06/2010

# Mapping des recherches IEC-IE

ex. agriculture biologique et plasturgie



duits des fournisseurs d'IEC  
s sur le programme agricole

Forte différenciation {  
Des plans de renseignement  
Des réseaux d'interactions entre parties prenantes

## 7. IEC & IE: stratégie et organisation

- L'art de (se) poser les bonnes questions (S. Dedijer)
- Partager une vision, établir et conduire des plans de renseignement adaptés au projet.
- Traiter une question dans son contexte: secteur d'activité, territoire, historique (leçons apprises), liens existants avec partenaires étrangers
- Mutualiser les moyens: clusters, CCI, Associations régionales, Centres techniques...
- Organiser les interactions et échanges
- Osmose entre les services d'Etat et les entreprises

### • Une stratégie en management

- Évaluer les résultats de l'IE (mail, tel, entretien)
- Reconnaître le responsable de l'IE par un positionnement hiérarchique « visible »
- Des objectifs ne confondant pas le moyen et le but (ex. mise en place d'une solution de veille, en oubliant ses objectifs et indicateurs de performance)
- Règles de sécurité informationnelle (ex. réseaux sociaux, fichiers etc)
- Rôle-clé de la **DRH et managers** pour encourager (=reconnaitre+récompenser):
  - L'intelligence collective الذكاء الجمعي
  - Les process collaboratifs de recherche-analyse-diffusion de l'information
  - La fixation d'objectifs, des recrutements intégrant la dimension collaborative