

Navigating the Challenges of Economic Intelligence: An In-Depth Analysis of Morocco's Landscape

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Abstract

Economic intelligence has established itself in several countries around the world as a powerful means of developing competitiveness and performance. It aims to align strategy with environmental requirements. It has become clear that for any organization, identifying and exploiting relevant information relating to its specific environment is a permanent challenge. Therefore, our communication aims to answer the following problem : What are the challenges of economic intelligence in Morocco? A classification of the challenges will be presented, as well as avenues for reflection for to surpass them .

Keywords:

Economic intelligence, environmental requirements, communication

1. Introduction

The economic war is in full swing, setting up a system for monitoring the international environment has become essential for the survival of any organization through the strengthening of its competitiveness. It is quite clear that competitiveness and economic intelligence are well correlated, and that the most competitive economies have all adopted an appropriate economic intelligence policy .

Information has become a determining factor of competitiveness, competitive advantage and innovation; it is the new element that makes the difference today.

In such an approach, the research, collection, processing and dissemination of information to support decision-making are the nerves of war. Beyond the quality of the information, the time variable is crucial, it is necessary to provide the right information (quality) at the right time (time dimension) to the right destination (decision-maker or requester of the information). The purpose is a decision materialized by action.

Business ethics is reduced to an exercise in optimization between respect for the legitimate interests of the organization and the limits that morality sets for its action. It must be specified that economic intelligence is not espionage, it is done within a legal framework with full compliance in terms of legality and legitimacy.

Economic intelligence is perceived as "a tool for economic performance , a factor of competitiveness and consolidation of Morocco's influence within the concert of modern nations", a tool of influence. " The establishment of surveillance systems , providing reliable information, enabling the scrutiny of competitors , business opportunities, technologies and new processes has in no way given in to a passing fad , but rather corresponds to a key imperative for players exposed to global competition" 1 .

Morocco has integrated well into globalization, this double- edged choice gives rise to opportunities but also threats that Morocco is led to pierce, analyze and especially to have a well-founded action strategy to overcome any attack on its interests. The objective is not to undergo globalization, but to be a full-fledged actor .

Thus, as an example with the global financial crisis, Morocco has equipped itself with a strategic monitoring committee established with the services of the Prime Minister's office, its action is part of the national strategy of economic intelligence. Its mission is to observe the movements of capital resulting from foreign direct investments (FDI) throughout the world in relation to Morocco, by focusing on certain specific sectors. It is with a view to national and international competitiveness that economic intelligence appeared in Morocco; initiatives at both the private and public sector levels emerged in the 1980s in this area. It remains to qualify the quality of these steps undertaken by an objective and above all constructive evaluation . This evaluation is also

measured by highlighting the challenges faced by economic intelligence in Morocco, perceived as a lever of competitiveness and development and even social cohesion . It is in this dynamic that our article tries to identify the challenges faced by economic intelligence in Morocco, especially in its declination at the territorial level.

2. The global context

The current global context is marked by complexity and the multiplicity of risks. The economic crisis has become almost cyclical. Beyond the current financial crisis, it is clear that since the beginning of the seventies, with the first oil shock, the difficulties of national economies, the worsening of Third World debt and the American budget deficit, the increase in unemployment and stock market upheavals, the business world has entered an era of turbulence.

This complexity of the economic world is due in large part to a certain lack of knowledge of the environment. Faced with this situation, managers are confronted with a problem of over or under information.

decision - making process , and therefore the survival of the company. Thus, any organization (Country, Bank, Region, Large Company or SME) wishing to survive, must submit to the requirement of adapting its strategies and policies to the requirements of the new environment, and this in order to be able to respond to the new competitiveness criteria imposed on a global scale.

In this context, business intelligence intervenes with three

process, namely :

- Anticipation through monitoring which can take different forms (environmental, legal, competitive, technological, commercial, accounting and financial), but which always serves a strategy;
- The protection of information and, more broadly, of all the know-how and strategic assets belonging to an organization. It is the ability to protect its intangible assets (protection of information capital, know-how, defense of image, etc.);
- Lobbying and influence communication .

Fig · 1 - Business intelligence process 2

Faced with such a situation, the reactions of organizations can be divided into four types: passive, reactive, pre-active, proactive, illustrated in the following diagram:

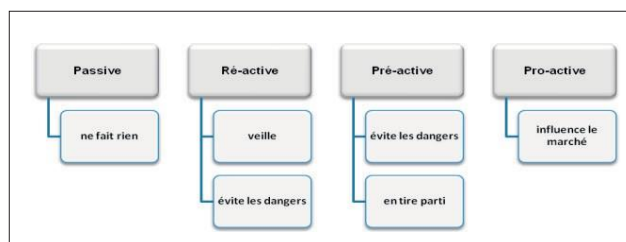


Fig. 2 - Types of reactions of organizations towards the environment

Thus, we currently notice that deciding in the face of the overabundance of information raises new problems for decision - makers .

The sources and volumes of information have increasingly developed thanks to information and communication technologies (ICT), information has become an essential or even vital element in decision-making, it is in this sense that economic intelligence has become a determining issue of the relevance of the

¹ Excerpt from the speech by Rachid Talbi El Alami, former Moroccan Minister of Economic and General Affairs, International Meetings of Tetouan, “ Economic intelligence and strategic monitoring, challenges and strategies for emerging economies”, November 25-26-27, 2004, Tetouan, Morocco.

3. The Moroccan context

Opening up to the outside world is a strategic choice for Morocco , it is seen as a path to development. This choice translates into gradual integration into the global economy . This process was crowned by its adherence to the GATT agreement in May 1987, the signing of the treaty establishing the World Trade Organization in April 1994, the association agreement with the European Union in 1996, the free trade agreement with the European Free Trade Association in 1999, as well as the signing of the Agadir Declaration and the conclusion of free trade agreements with the United States and Turkey in 2004. Table No. 1 below confirms this trend through the openness coefficient.

Table 1. Indicators of integration of the Moroccan economy (in %).

Year	ure			
	15.76	1.86	1.58	31.50
	25.22	2.47	5.94	50.66
	20.03	1.89	5.60	40.35
	27.30	4.03	7.51	55.51
Exports	26.64	4.92	8.34	56.31
	25.86	5.24	7.91	53.29
/GDP	34.88	6.19	7.31	70.88
	39.39	8.94	10.21	79.15
	47.98	8.43	8.01	87.39

Imports / GDP

Tourism / GDP

MRE / GDP funds

Open coefficient

competitors , business opportunities , technologies and new processes » ³ .

According to Abdelmalek Alaoui ⁴ , "Morocco cannot escape economic intelligence", a practice according to him which consists of "monitoring its environment on three levels: geostrategic, competitive, societal to help with strategic decision-making". He sets out the avenues to be favored to establish a national approach to economic intelligence that is adapted to the Kingdom's development model

A national economic intelligence strategy would provide a framework of coherence for the major projects launched in recent years, define an economic security perimeter, strengthen competitiveness, support Moroccan companies in their international development and identify information risks. Abdelmalek Alaoui sees economic intelligence as the ambition of an approach that would allow the Kingdom of Morocco to strengthen its competitiveness, while allowing national solidarity to be expressed serenely .

The need to maintain a level of growth pushes several economic agents to aggressive and offensive practices that can in several cases harm the interests of others. From a historical point of view, economic intelligence, or more precisely monitoring, appeared in Morocco in the 1990s. Aware of the challenges of competitiveness , the private holding company Omnium Nord Africain

Certainly, integration into the global economy brings many opportunities, in terms of diversification of markets, access to technologies, foreign direct investments, etc., but Morocco is not immune to the negative impact of certain external shocks and crises. The effects of these international shocks and crises depend on the degree of integration and these characteristics. An analysis of the structure of the Moroccan economy shows that despite the assets linked to its strategic position, its political stability, its agricultural and mining resources and the potential of its tourism, the Moroccan economy remains vulnerable to several factors including climatic hazards and the global economic situation.

This situation leads to strong fluctuations in GDP, so Morocco finds itself with a limited level of growth. In addition, the Moroccan economy is mainly made up of SMEs and dominated by services. However, the contribution of information in the survival of these SMEs is limited, and few Moroccan companies are aware of it. Even in the opposite case, few SMEs have adopted an information strategy as a lever for development and innovation. Moroccan SMEs tend to suffer rather than act.

4. Economic intelligence in Morocco

"Economic intelligence is not alienated to a fad, but corresponds to a primary imperative for actors exposed to global competition. It can be seen as a tool for economic performance, a factor of competitiveness and consolidation of Morocco's influence within the concert of modern nations. Influence becomes possible through the establishment of surveillance systems , providing reliable information , allowing to scrutinize

(ONA), the National Electricity Office (ONE) or the Cherifian Phosphate Office (OCP) and many others, have set up monitoring cells whose common feature was the problem of access to useful information. Economic intelligence remains poorly formalized in a global and integrated national strategy ; the "Ennajate" scandal ⁵ in 2002 is an example of the absence of economic intelligence in Morocco according to Abdelmalek Alaoui.

It is obvious that Morocco still does not have a unified action model in this area. The example of Moroccan slippers and the Chinese attack on this so-

called " local " product highlights the need to adopt a national policy on monitoring and economic intelligence. Morocco is not immune to the threats that have arisen with globalization and fierce competition between countries and companies. In addition, in this uncertain environment, the Moroccan decision-maker does not currently have appropriate methods and tools to set up an adequate economic intelligence system. The emergence of Moroccan economic intelligence is characterized by a craze for monitoring and initiatives led by strong personalities (Moulay Driss Alaoui Lamdaghri - former Minister - for example). Focusing too much on ICT in an economic intelligence process is Excerpt from the speech by Mr. Rachid Talbi El Alimi , former Minister of Economic and General Affairs and Mayor of Tetouan at the International Meetings of Tetouan, 25-26-27 November 2004, quoted by P. Clerc. Economic Intelligence in Morocco, Regards sur l'IE, No. 10, July-August 2005, France, pp. 56-58.

5. Challenges

Before starting the challenges related to economic intelligence in Morocco, it should be noted that the first challenge is that of the Moroccan societal project, that is to say the determination of the vision, the policy, the strategy, as well as the major orientations constitute the essential elements for any development of national economic intelligence.

The Moroccan society project has been moving forward for several years with sure steps despite many constraints. It should result in a model of society

specific to Morocco but which takes into consideration the interdependencies of endogenous and exogenous factors.

Social cohesion seems to be the ultimate goal of such an approach. Economic intelligence will have to be dynamic according to the economic situation and situations. Thus, global competitiveness, advanced technology, relocation, social phenomena, brain drain, are all axes among others that will have to constantly feed an intelligence of situations, so as not to leave future generations with a region that is nothing more than a "hypermarket, in the center of a field of social ruins" ⁶.

According to Claude DELESSE ⁷, the idea of "social intelligence" put forward by Stevan Dedijer seems to be the approach best suited to the emergence and development of a national system of economic intelligence. Social intelligence is defined as "all the activities of a society, linked to intelligence, the capacity to adapt, respond to changing circumstances, in order to achieve decided development objectives" ⁸.

Morocco will have to be more aware that at the head of resources is information, that it is at the heart of power and that the first productive force is the capacity to accumulate and disseminate knowledge. In **Abstract**, information is an intangible good that multiplies by circulating. The information market will have to have special attention, thus, the development of the sector, the strengthening of information and expertise networks, the improvement of the quality of information and training are among the eminent

points to be developed. Claude DELESSE emphasizes that it is important to reason in terms of " global security", this being defined as "the capacity to ensure to a given community and its members , a sufficient level of prevention and protection against risks and threats of all kinds and all impacts , wherever they come from , in conditions that

3 Mohamed Benabid. Interview with Bernard Carayon, The economic war does not spare Morocco , Leconomiste.com, posted online Friday May 27, 2005, consulted on <http://www.spyworld-actu.com/spip.php?article444>, May 12, 2011 .

4 Claude DELESSE " A look at Moroccan economic intelligence: taking into account a social future inscribed in a context of global security " cerebem, Bordeaux research center - France, management school . No. 136-10, February 2010.

5 Philippe Clerc, Director of economic intelligence, innovation and ICT at the Assembly of French Chambers of Commerce and Industry (AFCCI).

promote the uninterrupted development of collective and individual life and activities.”

5.1. Strategic

The Moroccan social project must be precise and built around a broad consensus. This strategy will determine the " key success factors " , that is to say the most important things that must work well for the outlined strategy to succeed. These key success factors are essential since they will allow the exact expression of information needs. A development strategy highlights decision-

making problems that will subsequently be transformed into a strategic information search problem.

The strategic alignment of the business intelligence system once set up must be ensured continuously. Any organization must be able to have a vision of the line to follow (values, missions, objectives) and to implement the processes of convergence towards this line .

5.2. Institutional

Like other countries, a national body responsible for economic intelligence is becoming a crucial necessity to unite all initiatives, both public and private, and consequently breathe new life into the practice of economic intelligence in Morocco.

Several institutions can contribute to the creation of this body, namely the Economic and Social Council, the National Council for Foreign Trade, the Royal Institute for Strategic Studies, etc.

5.3. Legislative

Economic intelligence is done within a legal framework, therefore a legal system will have to accompany it while respecting the criteria of legality and legitimacy. The legal arsenal relating to informational fields will have to be put in place and applied, which will facilitate access to and circulation of

information and will promote a culture of information sharing in compliance with ethical and legal standards.

5.4. Managerial

The digital revolution and the need for another information management, imposes more than ever the adoption of a strategic information management. Business intelligence is above all a mode of information management at the service of competitiveness. In a business intelligence approach, the information system, in general, and the data warehouse, in particular, are essential tools. Beyond the quality of the information, risks relating to the exploitation and management of this information arise and can have consequences on the quality of decision-making. Risk management relating to the implementation of the business intelligence approach is essential, it contributes to mitigating the effects of these risks.

This component will have to target information, users and processes. Being aware of dangers, vulnerabilities and fragilities is a managerial asset, but a warning is necessary so as not to induce us into a cultural psychosis of risk and an obsession with threats that can paralyze action. The implementation of an intelligence approach

economic development in Morocco is above all a change in the managerial culture. In the same vein, and to deal with resistance to change, a whole change management plan will have to accompany this approach.

5.5. Organizational

An organization of professions related to the field of economic intelligence is a recommendation of professionals in the field. The exercise of these professions requires an adequate organization. Knowledge is both memory and a process of building a representation, the development of the company's memory makes it a " learning organization ". The interaction that exists between economic intelligence and other disciplines gives rise to a broader vision and an attentive attitude towards the development of these disciplines. Thus, knowledge management within regions, companies, etc., will help the development of economic intelligence in Morocco through capitalization and optimal synergy of knowledge dispersed between agents, with the aim of decision-making that will strengthen competitiveness and innovation.

5.6. Sensitization

Despite public and private initiatives, a major gap is noted in this area in Morocco. The weight, the importance of information in the survival of organizations and the information culture leaves something to be desired . A major effort of communication and awareness among economic and social operators is urgent. This is one of the first actions desired by many researchers and observers.

5.7. Training

This is the great absentee in the process of implementing intelligence in Morocco. Thus, new professions related to economic intelligence have emerged , namely watchman , data miner , economic intelligence auditor , consultant , knowledge manager (KM) , economic intelligence manager, lobbyist, business network facilitator , e-reputation manager, crisis manager, etc.

As an example of comparison, we will note the presence of more than one hundred thousand Chinese internet watchers. Despite some initiatives (school of governance and economics in Rabat), the Moroccan training sector is not currently able to train all these specialists.

To bring homogeneity, coherence and quality to the training; a Moroccan training framework in economic intelligence will have to be developed. Two approaches to be respected during its implementation, a pedagogical approach for university students and an andragogical approach for practicing professionals. It will also help to identify the knowledge and know-how that the target population of this training must acquire.

5.8. Educational system

The success of economic intelligence in Morocco also depends on an efficient and quality education system. The current Moroccan education system is marked by a broad wave of reforms. Indeed , the Throne Speech of KING MOHAMED VI of July 30, 2007 lifted the veil on an alarming observation : The results of the reform of the education and training system

training which is reaching its 9th year, have not lived up to the expectations and objectives initially set for this reform : " It is therefore necessary to continue - before it is too late - the implementation of vital and essential reforms, aimed at strengthening good governance in this sector, and to find objective solutions to the outstanding issues, with, first and foremost, the problem of financing, the rationalization of resource management, the languages of instruction, the modernization of programs and school textbooks and the focus on literacy. In addition, it is important to redouble efforts in order to successfully rehabilitate public schools and promote private education, while respecting the principle of equal opportunities." (Excerpt from the Royal speech).

The problem of education and training, which is so superficially treated, pushes us to dig deeper into the Moroccan education system. This long-debated problem has not yet found a clear, efficient and appropriate answer. What education system do we want for the Morocco of tomorrow? Based on the unanimous observation that this system is not integrated into its economic and social fabric. Despite the strong political will, all ambitious reforms remain limited in terms of results, the emergency program ⁹ is the latest recent example. The emphasis must be placed on the governance of this education system, with the involvement of all the forces of society, since it is everyone's business.

Even though the education system is considered Morocco 's second priority after territorial integrity, it should be noted that this system still hinders the economic and social development projects initiated by Morocco, and that neither the global context nor Moroccan society can support the effects of such a system. Good governance of this system is a key to its reform, new approaches are needed with a lot of innovation and enthusiasm. Given the complexity of public management; professionalization of the profession, participatory management, results - based management and accountability, adequate communication and special attention to gender equality and equal opportunities are the keys to this proposed good governance of the Moroccan education system .

5.9. Limited business intelligence (monitoring)

The practice of business intelligence in Morocco remains compartmentalized, it shows a tendency towards simplified and segmented forms of strategic monitoring (competitive monitoring, commercial monitoring, technological monitoring, etc.). Reducing business intelligence to short-term and one-off monitoring practices, focused in most cases on information and communication technologies (ICT), is a choice to be reviewed immediately. The protection of information assets and influence component gives a more global and effective dimension in helping decision-making and therefore serving the strategy.

5.10. Responsibility of the actors

The analysis of the existing economic intelligence in Morocco shows the existence of several private and public stakeholders, and civil society. Even if this number remains insufficient in the face of threats, the presence of such a number of stakeholders raises the need to coordinate and federate the whole in a global and integrated national strategy, and the networking of all these present and potential stakeholders. In the same approach, the role of each actor and stakeholder must be defined and centered around the overall strategy adopted.

5.11. Cultural (information sharing)

Information retention is among the major risks that hinder the implementation of competitive intelligence in Morocco. It is a cultural variable that should not be neglected. Added to this is the overestimation of threats, speaking only of dangers, which is very likely to close the organization on itself and contract its behaviors, even though the future depends on the ability to anticipate and adapt to a constantly changing context .

This component requires a huge effort, we must establish an information culture and develop sharing conducive to the development of economic intelligence in Morocco. The institutional, legislative and educational components can all contribute to overcoming the cultural constraints relating to the sharing of information.

5.12. Development of alliances and partnerships

Rivalry and competitiveness are certainly a fact, but Morocco and its regions have an interest in developing alliance, partnership and grouping strategies in parallel. This is a complementary approach to the competitiveness and competition imposed at the global level . Morocco's history and its geopolitical position make it a potential candidate for several forms of partnership and members of several groupings. For example, history and geography make the revitalization of the Arab Maghreb Union (UMA) project an advantageous asset for all Maghreb countries in their quest for development ¹⁰ . Morocco alone cannot face the new world order, nor take full advantage of it.

5.13. Networking (competitiveness clusters , business clusters)

A connection between the actors and organizations of the world of economic intelligence can only give a multiplier effect to its development. It contributes to the capitalization and synergy of efforts and energies. The development of business clusters makes it possible to overcome competitive conflicts, it promotes the development of partnerships. A national structure responsible for economic intelligence should be created, whose main attributions would be the networking of all the actors of economic intelligence in Morocco with the aim of strengthening competitiveness. Basic work is necessary in the constitution of these competitiveness clusters, it is the definition

¹⁰ A loss of at least 1% in the growth rate is estimated following the closure of the Moroccan-Algerian land borders.

and the determination of the major strengths and weaknesses of the regions, the identification of opportunities and threats. This work will have to be carried out in close relation with the strategic levers adopted for regional development.

"The development of business clusters with a view to competitiveness has the main advantages of improving business transactions , reducing certain expenses by sharing them , increasing quality collaborations between companies and serving as support for transfers of knowledge, skills or technologies"

5.14. Moroccan Think Tanks

Think Tanks, or think tanks, are independent, non-profit institutions that bring together experts who produce studies and proposals in the field of economic intelligence. These think tanks contribute to the development of economic intelligence through thought and influence.

A comparison with other countries (weight of Think Tanks in the United States of America for example) shows that the number of Moroccan Think Tanks remains limited. Incentive measures (creation of a favorable environment) will promote the emergence, multiplication and contribution of Think Tanks in the development of economic intelligence in Morocco.

Indeed, the emergence of Think Tanks depends closely on the mode of governance of the State. Thus, " ...There can be no Think Tank without a structured and organized State . The Think Tank has no reason to exist if there is no public authority to advise and guide. The Think Tank phenomenon is

therefore linked to the diffusion of the Western State model. In international or transnational institutions such as the United Nations or the European Union, it is still national Think Tanks that speak out today : there are very few truly transnational Think Tanks ."

According to Mr. HARAKAT [5], Think Tanks in Arab countries are of recent creation. According to the third guide of the IISS (The International Institute for Strategy Studies) there were only five think tanks in 1988 for all Arab countries to which must be added the Center for Strategic Studies (CES) created by royal instruction by King Hassan II in October 1987 in Rabat, Morocco.

According to the latest annual ranking of the University of Pennsylvania of the most influential think tanks in the world. Morocco, like Tunisia, has nine (09) Think Tanks, while Egypt has twenty-nine (29), Palestine nineteen (19) and Lebanon eleven (11). Thus, only one Moroccan Think Tank appears in this ranking. It is the Center for Studies and Research in Social Sciences (CERSS) which is ranked first in Morocco, fifth in the Arab region and twenty- second in the Mena region. In this same region, the most influential Think Tank is Lebanese, the Carnegie Middle East Center, followed by the Egyptian El Ahram Center for Strategic and Political Studies. At the African level, the first is South African. It is the South African Institute of International Affairs, followed by the Senegalese Codesrias. The third and fourth are also South African , while the fifth is from Ghana.

The development of Think Tanks depends on favorable conditions in Morocco, according to Mr. HAKAKAT. These conditions are multiple, we can cite in particular:

- The existence of means of financing;
- The existence of favorable legislation ;
- Political and intellectual freedom ;
- The existence of rules of good governance;
- State independence ;
- The existence of good governance practices .

5.15. Technical approach

Undoubtedly, the marriage of computers, electronics, telecommunications and audiovisual has revolutionized the world and especially the world of research, analysis and dissemination of information. Information and Communication Technologies (ICT) have become essential tools in all economic intelligence processes. The development of the sector must be strengthened, it has a high added value and weighs in the development of Morocco, it is one of the sectors to support.

However, ICT does not cover all available sources of information. There are many other sources of information not supported by ICT, namely internal information, public but undistributed information, information from personal relationships, information from field visits . Focusing too much only on these tools is likely to paralyze action and cause the organization to lose

opportunities or subject it to unbearable risks. The organizational and human resources aspects are always predominant.

5.16. Public - private - civil society and academic partnerships

Making decision-makers understand that the return on investment of business intelligence expenditures is profitable for the organization seems to be the first step. The innovation process is fueled by the products of business intelligence, that is, information and knowledge that have emerged from the collective sense-making process (CSCP).

Investing in the implementation of economic intelligence in Morocco is therefore profitable since it stimulates and contributes to the innovation process, and consequently to competitiveness (a fundamental element in the survival of the organization).

5.18. Refocusing of some State missions

Modern diplomacy gives considerable space to the economic and strategic aspect . The overhaul of the missions of Moroccan diplomacy is in high demand. Thus, human resources , tools and working methods must be reviewed in Moroccan representations abroad. Diplomacy will certainly have to serve politics but also economics and social issues. In the same vein, Moroccan intelligence services will have to contribute more to this economic intelligence project. The intelligence mission remains essential and complementary to what other actors do in this field.

5.19. Coordination

The establishment of economic intelligence remains a major project. It remains possible to implement it gradually, but all of these programs and activities always give rise to increased coordination. This coordination remains decisive in the success of economic intelligence projects . It concerns both the actors or stakeholders in their field and their activities. Thus it is possible to formalize economic intelligence by a synthetic relationship ¹² where the weight of coordination appears , this formalization is as follows:

The study of the existing situation in terms of economic intelligence or precisely monitoring in Morocco, clearly shows that the private sector does not fully play its role, it is the public bodies and associations that are the most active. A public - private - associative and academic network partnership will give more tone to the implementation of economic intelligence in Morocco. Moroccan universities are called upon to play

$$IE = V * I * P + C$$

With :

- V = the Eve;
- I = Influence;
- P = Protection ;

a driving role and to give added value to the Moroccan model of economic intelligence through research and training .

5.17. Budget

The many initiatives that exist in terms of economic intelligence in Morocco are initiated by public services or major Moroccan personalities. The budget allocated to this major project remains undisclosed . The operationalization of all economic intelligence processes is time-consuming and requires substantial, specific and adapted material, financial and human resources. Strategic information has a cost, the success of economic intelligence in Morocco depends on the allocation of financial resources as a necessary but not sufficient condition. A budget alone cannot guarantee the success of economic intelligence in Morocco , but without a budget or with a modest budget, it is almost impossible to make this project succeed.

- C = Coordination (of both actors and activities) .

6. Conclusion

The implementation of economic intelligence in Morocco is still in gestation, many challenges hinder its development. It will have to be based on a logic of awareness and appropriate training of the actors, but also on a capitalization of the practices and experiences of 12 R. PATUREL and K RICHOMME-HUET, “ Towards the implementation of an economic intelligence approach for crafts in the PACA region all stakeholders and be focused on an adopted development strategy. We can talk about the need for real management of economic intelligence .

We strongly urge the reform of the Moroccan education system. It must be open to Moroccan society and its environment. This system can contribute greatly to the success of economic intelligence in Morocco and consequently to the competitiveness of the country.

Moreover, with all the major projects taking place in Morocco (emergence plan, green Morocco plan, the new family code, the national initiative for human development, the 2020 vision of tourism, e- government, etc.) but especially the advanced regionalization project, a new mode of governance of public policy is being established. Economic intelligence that supports this strategy is proving vital. The seeds of Moroccan territorial intelligence have just appeared, and supporting measures are essential to ensure its success . The horizon for the practice of economic intelligence in Morocco is promising.

On the other hand, some avenues of thought seem to provide more in this meaning , namely :

- The potential contribution of the Moroccan community residing abroad ;
- The "Prospective Morocco 2030" which will allow to make opportune choices and to situate oneself in a complex geopolitical and economic context but also ideological and cultural; the strategic State can give a strong identity to economic intelligence in Morocco;
- Digital Morocco ;
- Stimulate, promote and enhance innovation in the region;

- The integration of the educational system and especially universities in its socio-economic environment ;
- Adhere to, revitalize and benefit from regional and global economic groupings (Arab Maghreb Union, Union for the Mediterranean);
- The creation of the " Economic and Social Council" contributes to raising the challenges of protecting Morocco's economic, social, cultural and environmental rights ;
- Continuous development of good governance methods in Morocco.

Acting locally to shine globally, it is in this vision that the territories must be perceived as essential players in the development of Morocco. These are new types of companies.

To conclude, it becomes obvious that a competitive Morocco will necessarily require the success of advanced regionalization. The recommended development will have to be carried out with the objective of social cohesion, where economic intelligence will contribute strongly to the success of this objective.

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