



VIII INTERNATIONAL
ATLANTIC SYMPOSIUM
ON C4I



SaeR, PORTUGAL

Intelligence and economic activity

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Summary

0. Introduction

I. The contents

II. The theoretical basis

III. Practical uses

IV. Closing remarks

7 questions

1. what is it?
2. what is it good for?
3. how is it accomplished?
4. where is it focused?
5. when to operate?
6. who is in charge?
7. why investing time, effort and money in it?

Real issues go further and lye deeper

<p>1) directly visible</p>	<p>1') a question of analytical tools and capacities available</p> <div data-bbox="810 509 1801 646" style="border: 1px solid black; padding: 5px;"> <p>1*) we just see what we are able to see, of what we are looking for</p> </div>
<p>2) spectacularly showed</p>	<p>2') a question of decodifying the objectives and constraints of individual, social and organizational behaviour</p> <div data-bbox="810 974 1801 1110" style="border: 1px solid black; padding: 5px;"> <p>2*) what is showed is what the actor thinks will serve its objectives</p> </div>
<p>3) obviously detectable</p>	<p>3') a question of scope, i.e., of analytical capacities</p> <div data-bbox="810 1263 1801 1399" style="border: 1px solid black; padding: 5px;"> <p>3*) what counts most is to see what the others are unable to see</p> </div>

4 major characteristics of intelligence activity

1. fluidity/fuzziness
2. equivocalness
3. discretion/secretcy
4. invisibility of successes/extreme visibility of failures

3 basic topics for reflexion

- **complete information never exists**
- **useful information for decision is supposed to be, as much as possible, clean, clear, simple and technically rendered univocal**
- **change in life [natural; human; social] means and implies a permanent additional flow of information**

2 key components

1. **the inter-relation and inter-action between a centre of decision and its necessarily specific, not replicable, framework of reference.**

2. **data/information/knowledge/wisdom**

The organised spectrum of activities and results

Ordinal	Short Title	Nature	Areas of use
I	Ideas		
II	Society		
III	Polity		
IV	State		
V	Economy		

The organised spectrum of activities and results

Ordinal	Short Title	Nature	Areas of use
I	Ideas	The [forgotten] decisive driver of evolution	1) philosophical and theological 2) scientific
II	Society	The supra-structural domaine, generator and absorber of tensions, leading to changes and adjustments	3) sociological 4) ecological
III	Polity	The playing field for confrontation and composition of all types of power	5) political

The organised spectrum of activities and results

Ordinal	Short Title	Nature	Areas of use
IV	State	The core traditional activities of statecraft	<p>6) [internal and international] security</p> <p>7) military</p> <p>8) diplomacy</p> <p>9) civil administration apparatus</p>
V	Economy	The infrastructural frame for the existence and functioning of human material life	<p>10) technological [including energy]</p> <p>11) economic [macro organization for survival and change management]</p> <p>12) business [firms: micro organization and individual initiative]</p>

The sources of the disparities in intelligence

1. **organizational capacities;**
2. **technological level;**
3. **R&D;**
4. **wealth basis, freeing economic and financial resources;**
5. **background knowledge and capacity of understanding the theoretical basis of practical affairs;**
6. **social awareness and existence of a national security culture;**
7. **national cohesion and degree of articulation between the state and private organizations.**

5 key issues for understanding reality

Group I	<ol style="list-style-type: none">1. knowledge is power;2. information is the raw material of economic activity.
Group II	<ol style="list-style-type: none">3. not, at its core, a technological issue; it is above all a matter of vision [and understanding] of economic and business affairs;4. cost-benefit analysis of economic intelligence is essential
Group III	<ol style="list-style-type: none">5. crucial need for finding new solutions in smaller states and medium and small firms.

The uses of intelligence – 7 major categories

1. defensive actions
2. aggressive actions
3. competition
4. management capacities
5. [new] impulses
6. surveillance
7. control

Intelligence activities

■ intrinsically without limits

- 1) human nature;
- 2) organizational push towards complexity, assertion, self-affirmation and survival instinct;
- 3) competition pressure.

■ the boundaries

- 1) technology available;
- 2) human and financial resources allocated;
- 3) ethical issues;
- 4) legal frames and restrictions.