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# TERRITORIAL INTELLIGENCE AMONG BUCHAREST REGION

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**Abstract:**

*This paper proposes a relatively new concept for Romania, but commonly used in developed countries such as Germany, France, Holland and Italy. Debate on the scope of economic and territorial intelligence in Romania derived from a series of government measures and projects which foster the integration of urban and rural settlements in their own organizational entities, even autonomous. According to the literature and to developed cities, there might be patterned some specific features that are frequently met among intelligent territories. Using an exploratory research, this paper aims to analyse if those features are integrated into the Bucharest region.*

**Key words:** *Territorial Intelligence, Smart Clusters, Development Region*

## **1. Introduction**

In the context of the current economy and society based on knowledge and information and of the emergence of a new orientation in the field of territorial development, it has appeared a series of concepts such as intelligent clusters, competitive poles, poles of urban development and territorial intelligence. Although there are different concepts, the ultimate goal of them is to create a favourable environment to improve the knowledge and the learning skills of the population and of the public and private actors within a region or territory as well as for strengthening the research-development-innovation abilities of the organizations in the territory concerned.

## **2. Conceptual approach**

In the literature there are many approaches to the concept of cluster. Based on Marshall's theory (1920s), the concept of cluster refers mainly on industrial agglomerations of some enterprises in the same industry or in related fields with economic effects as they were identified by Marshall: (on labour, on the specialization of suppliers and in the technology transfer and innovation). A similar approach to the cluster concept is also that of Porter (1998), according to which the cluster is a geographic concentration of interconnected companies and institutions in a particular field ".

In the Romanian legislation, the concept of cluster refers to a group of producers, users and/or beneficiaries, with the aim of implementation of the EU good practices in order to advance the competitiveness of economic operators (H.G. 918:2006-Programme Impact). A more extensive definition of the innovative cluster and the cluster concept is provided by the Managing Authority of Sectoral Operational Programme for Economic Competitiveness Growth within the Ministry of Economy, Trade and Business Environment (METBE, 2012). According to this authority the cluster represents "a geographic concentration of interconnected businesses, suppliers, universities and research institutes, local public administration and related organizations that create direct and indirect synergies between them" and the innovative cluster is defined as " the cluster formally organized, which is aimed at stimulating innovation activity by promoting sustained interactions between its members and by effective contribution to research, development, innovation, technology transfer, networking and dissemination of information between the members of the cluster". Through these approaches, the measures of encouragement of such association and interaction forms between the cluster members are intended primarily to stimulate and support the involvement of SMEs in the framework of collaborative activities of research-development-innovation, transfer of know-how and expertise. In our view, a more evolved approach to innovative cluster is the intelligent cluster concept. Just like the innovative cluster, intelligent cluster is dominated by the system of innovation-oriented to development of new products and services. Additional component and defining characteristic of intelligent cluster is the virtual space (digital) collaboration that generates an environment of development and sharing of knowledge and abilities of research, development and innovation. Although the concept of intelligent cluster is still very little addressed in the literature, we consider that in the context of the current economy based on information and knowledge, its approach will be intensified.

In Romania, the concept of competitive pole, whose roots are in "Porter's diamond", is generally similar with the concept of innovation cluster: geographic concentration of public or private enterprises, research-development and professional training organizations (research centres and educational institutions), working in partnership, under a common development strategy, in order to generate of synergies and cooperation in the framework of innovative projects (METBE, 2012), in the

interests of one or more markets. Analyzing this definition we can identify similar items besides the concept of innovative cluster and a number of specific features of the competitive poles, namely: the existence of a common development strategy with both effects at national and international level, focusing mainly towards foreign markets, the flexibility of territorial positioning in the sense that a pole can be located either at the level of a certain region or at the level of several regions. Another main characteristic of the Romanian competitive poles is the fact that they can have a complete structure "triple helix" (public authorities-research and development organizations-industry) or "four clover" type ("triple helix" + catalyst institutions).

The pole of urban growth concept is based on the theory of growth poles briefly stated by Perroux (1955) in which visions they represent the economic development center, due to their capacity to generate growth and/or economic development of a region by propagation of its effects. In Romania, the pole of urban growth is an urban centre (cities or municipalities with more than 10,000 inhabitants) and its area of influence.

The Romanian legislation contains specific issues concerning the urban development poles that they are designated by these dynamic industries concentration within which investment generates significant effects of stimulating on the regional economy, as well as a number of interregional effects that can alter the scale and intensity of interregional trade and territorial distribution of the population and economic activities (Ministry of Regional Development and Tourism, 2011). In the urban system, they constitute the link between small and medium cities and growth poles through mitigation of possible imbalances that may manifest itself in the development of the region concerned.

According to HG no. 998:2008, at the level of Romania country were assigned seven poles of urban growth (Iasi, Constanta, Ploiesti, Craiova, Timisoara, Brasov and Cluj-Napoca) and thirteen poles of urban development (Arad, Baia Mare, Bacau, Braila, Galati, Deva, Oradea, Pitesti, Ramnicu Valcea, Satu Mare, Sibiu, Suceava, Targu Mures) on the basis of criteria such as: potential for economic development, research-development-innovation abilities, adequate business infrastructure, the degree of accessibility to the infrastructure transport, public services provided, environmental factors and the entrepreneurial culture that characterizes the urban center. The Romanian initiative to correlate the network of growth poles with the network of development poles in an urban-centric system was based on the necessity of diminishing the concentrations of negative effects and of the development of the urban pole of Bucharest-Ilfov region as well as the necessity of reaching an balanced regional development throughout the entire territory.

The concept of territorial intelligence is a rather new concept and little discussed in the literature, which originated as an alternative to models of territorial development based on economic efficiency in the short term and the policy of the central authorities (Girardot, 2008). The concept of territorial intelligence is closely related to the concept of sustainable development of territories which appeared

gradually with the amplification of the financial, economic and environmental crisis, as an alternative to economic development.

Recent approaches of the concept of territorial intelligence can be found in the works of researchers Girardot (2000, 2004, 2008), Girardot and others (2002), Dumas (2004) and Bertacchini (2004).

The first definition of the term "territorial intelligence" was proposed in the programme entitled "European network of Territorial Intelligence" by its coordinator Jean-Jacques Girardot in 1999 with the scope of proposing a new approach in the field of territorial development. In the science plan, this approach is based on a systematic, a scientific and a multidisciplinary perspective, which integrates and utilizes information technologies and communication, the multicriterial methods and spatial analysis in the process of observation and interpretation of results at the level of a particular territory for the purpose of understanding the structure of the system and its dynamics. According to Girardot (2000, 2004), Girardot and others (2002), territorial intelligence is "a way for researchers, stakeholders and territorial community to achieve a better knowledge of the territory and to better contribute to its development". In their vision, territorial intelligence represents a set of multidisciplinary knowledge that contributes to understanding the structure and dynamics of the territory and also a tool for the actors involved in sustainable development of the territory. The same knowledge-based perspective is proposed and by Dumas (2004). According to this author, territorial intelligence can be approached as a process of complex knowledge and organizational information. Bertacchini (2004) defines territorial intelligence as "an informational and anthropological" process, initiated by local actors in a particular territory or – in the other territories- through which the territorial resources are allocated and mobilized with the mission "to transform the energy of territorial system in the capacity of building project".

Based on the above definitions, Ugarte (2008) proposed an approach to the concept of territorial intelligence in which emphasis is placed on the different aspects of knowledge as well as: the forms of knowledge involved in territorial understanding, the processes of knowledge or of self-knowledge of a territory, or the processes of knowledge transfer between the various actors in a single territory. According to him, all the definitions of the concept of territorial intelligence considers the territory as a reality that shows the self-organization and learning capabilities defined as those skills oriented to applying knowledge and expertise within the framework of actions in response to different situations based on past experience. Territorial learning ability is specific firstly to the territorial actors who accesses information and transforms them into knowledge and secondly it can be considered as a emergent property of the system. From this perspective the territory can be considered an intelligent system (group of systems) capable to mobilize knowledge and to adjust its state and actions to new situations both in the individual and collective plan. In addition of that territorial intelligence represents the form of intelligence that resides from the territorial actors and individual agents, it is shared in the territory and it generates knowledge through a

conscious act of creation, collection, analysis and interpretation of the information available in the territory.

Saccheri (2008) considers that the fundamentals of the territorial intelligence is conditioned by the existence of integrated strategies at the territory level aimed at increasing individual competence, at multiplication knowledge through horizontal and vertical communication mechanisms and flows and at understanding the social, political and environmental factors, that can affect the development of territorial. These integrated territorial strategies must be amplified by means of participatory communication strategies that create a link between the promotion and control of local development and socio-cultural dimension of population from a given territory, through a process of participatory observation and through the establishment of strategic platforms for cooperation and participation.

From the operational and methodological point of view, territorial intelligence adapts the methods of fundamental scientific and the research tools with the purpose to analyze territories and territorial information shared subsequently with the help of information and communication technologies (Girardot, 2008). Also it is strongly necessary to make the distinction between the concept of the territorial intelligence, the concept of territorial and economic intelligence and the Anglo-Saxon concept of territorial community development.

Thus we can say that the territorial intelligence involves more than just economic intelligence concept, which suppose creating products and generating mobility services for the innovation actors. Territorial intelligence not limited only to the increase of territorial development and economic competition, but aims in essence the sustainable territorial development through a global territorial approach ("thinking globally to act locally") which integrates the economic, social, environmental and cultural dimensions and which involves a process of multidisciplinary and multisectoral knowledge partnership based.

If the development of territorial communities is focused mainly on creating strategic center that encourage the development of knowledge and the exchange of information between different territories, territorial intelligence implies the existence of territorial networks that allow both the involvement of private partners\stakeholders in the decision-making process and the provision of common goods and services to the community concerned. A defining characteristic of the territorial intelligence is the intelligent use of information and communication technologies to support local development. In this sense, according to Girardot (2008) territorial intelligence can be approached as a form of intelligence that use information and communication technologies for the purpose of collective intelligence development and of territorial information and analysis tools integration within the information systems established in the terms of cooperation. From this perspective, territorial intelligence can be defined as a form of collective intelligence resulting from combining the powers of public and private actors within a common territory, from the building of knowledge through information sharing, cooperation of territorial actors and development partners which

aims to formulate, to implement and to evaluate the long term innovative projects at the level of territories.

Through these approaches, we can consider that the territorial intelligence meets a number of significant roles:

- represents an support tool for the territorial actors in carrying out the processes of planning, defining and evaluating of territorial sustainable development policies and actions (Girardot, 2000)
- aims to stimulate the process of participation of actors in the context of a territorial-wide partnership through the mobilization of knowledge , of their expertise and experience
- represents an operational tool for the concept of territorial governance, whose recently emergence has been produced in the context of today's society based on knowledge and information

Because the territorial governance and sustainable development of the territory requires firstly to know the territorial dynamics with scope of creating a comprehensive vision about the main problems affecting the development of the territory, between the territorial intelligence, and these two concepts there is a complex interrelationship. Through this relationship, the territorial intelligence allows the evaluation of territorial governance principles providing a balanced approach to the needs of the distribution and adequate use of resources in the context of partnerships between public and private actors to cooperate in defining the common objectives and who shall coordinate their own resources with purpose to achieving the objectives of the functional and performance criteria (Girardot, 2008).

According to Ugarte (2008), by reporting to the concept of territorial governance, territorial intelligence can be defined as the integration of all knowledge relating to the understanding of territorial structures and dynamics, as well as the instruments used by public and private actors in order to produce, use, and share knowledge in the sustainable development of the territory. Thus, based on the resources offered by the information and knowledge society (and in particular by the information and communication technologies), territorial intelligence aimed at the formulation of theories and the design of instruments for territorial understanding (cognitive plan of territorial governance), as well as the means by which the members of an society can generate knowledge that will later be applied in the action to solve the problems of the territorial community (technological and organisational plan). In the vision of Ugarte (2008) these components are needed to facilitate institutional change (socio-political plan).

On the basis of the above aspects, we can say that on the one hand the development of territorial governance determines the development of the concept of territorial intelligence that enables the sharing of what is known in a territory as a result of the diversity and the achievement of coherent and coordinated actions. On the other hand, the territorial intelligence provides the feedback of territorial governance process through analysis and integrated evaluation of actions developed by the diversity, resulting in a new shared knowledge that can contribute to improving territorial

operations. In support of this complex process, a group of European researchers in the field, Porta and others (2007) have developed a model of management of technology transfer in the region based on the complementary action of territorial actors and actors in the field of research-development-innovation. This model is commonly referred to as "the GUIES" (Government-Investigation Units-Enterprise-Society) aimed at achieving two objectives: the objective of improving scientific knowledge of specific aspects of the territorial structure and dynamics, and another one aimed to integrate the actions of organizational and technological units, of productive systems (firms) and of the territorial system for solving problems of a territory. The final scope of the model is to evaluate the impact of innovation on strategic economic and social development and to shape the processes of analysis and formulation policy and evaluation of the consequences of implementation of these policies by public and private actors with the purpose of facilitating social transformation.

### **3. Research Methodology and Preliminary Results**

As this paper aims to identify specific factors related to territorial intelligence among the development region Bucharest, the suitable instrument for the research STEER analysis (Socio-cultural, Technological, Economical, Ecological and Regulatory). This type of analysis is often used by large companies when carrying out investments in other countries, and by governments in the Schengen area countries.

STEER analysis is the main research component of this work and defines the main similar elements between theoretical concepts and elements that are found in the Bucharest development region. Since Bucharest is the main pole of urban development in the South of Romania, this analysis is an appropriate tool for the identification of social-cultural, technological, economic, ecological and regulatory factors among this geographical agglomeration. Clearly, there are similarities between scientific definitions of intelligent cluster and the given definition of urban development poles. Therefore this research is an appropriate one by which are outlined strategic directions of the development region Bucharest.

Bucharest region should be considered not only as a mere agglomeration, but also as a geographic area with a high potential to attract a wide variety of resources: financial, human resources, know-how, etc.. In terms of management practices, it is important to quantify the analyzed factors, but within the STEER analysis there are certain elements that cannot meet this requirement and thus are given a different form.

For these reasons, this paper proposes a set of specific STEER analysis dedicated to territorial intelligence elements found in the urban development poles of the Schengen countries. Research method provides an exploratory analysis from consulting programmatic documents provided by public institutions, statistical institutes and regional decision bodies. For each category there are proposed eight relevant factors and after considering the documents these factors were validated or no, whether or not they are found in Bucharest development region.

### 3.1 Scio-cultural Factor

Within this category of factors are analyzed strategic elements of regional importance, factors that are found both in the literature on Intelligent Cluster and in the Schengen area habits. The Schengen area is considered as a landmark because it is the most loyal representative of Intelligent Cluster. The regions which attend at the concept of territorial intelligence must necessary to develop intelligent clustering. It may be considered important elements those specific insights, including: educating those decision makers who are responsible for regional development, programs that improve the perception of the population regarding the sharing of knowledge and feedback mechanisms in the organizations they belong to, involving academic and research institutions in promoting a new regional culture. From this point of view, the most important organizations concerned are local governments, employers SMEs, academia and NGOs managing social development directions of territorial intelligence. As yet there is no official standard on providing intelligent status for a geographical area, within the Bucharest region were identified eight structural elements of socio-cultural factors, namely:

**Table 1: Socio-cultural factors**

Nr.	Factori Socio-culturali	Checked
1.	Technical and sciences research centres	<input checked="" type="checkbox"/>
2.	Economic and business administration research centres	<input checked="" type="checkbox"/>
3.	Public administration and Legal sciences research centres	<input checked="" type="checkbox"/>
4.	Industrial and specific area specialization training institutes	<input checked="" type="checkbox"/>
5.	Social protection programs provided by government according to prevention priciples	<input type="checkbox"/>
6.	Clusters for civic skills development – social experimental centres	<input type="checkbox"/>
7.	Actions for transformation civil servants into Key Account Managers	<input type="checkbox"/>
8.	Small impact of the political factor in the manifestation of civic values	<input type="checkbox"/>

According to these factors, the percentage of identification of scientific requirements of territorial intelligence in the Bucharest region is 50%. Academic requirements have a proper scientific equipment, but is not supported by regional government strategy. The four research areas are relevant to a development region as they provide integrated development of future employees in areas of development. One of the main reasons for this is really pronounced political factor involved in the system of social values. Transforming public officials in Key Account Managers transformation plan involves even career rewards for their work and how to make the assessment. Territorial intelligence deals similarly with its official members as with employees in the private sector, thereby is mandatory the matching of revenues and evaluating work performance. Social experimentation centres are organizations that prepare citizens for news development zones forthcoming in the near future. These social experimentation centres are created by government and are operating



permanently, since the intelligent territories are continuously evolving and are based on innovation and experimental development.

**3.2 Technological Factor**

Regarding to this factor, opinions differ, but include a number of common points. Thus there can be considered areas of technological development both existing industry policies and investments in infrastructure of research and innovation. Complete access of the entire population and businesses in the region at Internet connections and hi-tech facilities represents a major importance, and at the same time the collaboration tools with the external environment too. Technological factor includes elements that appear to be different, but these have a strong influence on regional technological policy. For example, transport facilities have a clear role in attracting foreign investment, but also in shaping regional governance strategy. Also should be considered introduction of specific e-Governance practices. Table no. 2 items are technologically relevant for territorial intelligence.

**Table 2: Technological Factors**

Nr.	Technological Factors	Checked
1.	Integrated intelligent traffic system existing or under implementation	<input checked="" type="checkbox"/>
2.	Inter-modal transportation system existing or under implementation	<input checked="" type="checkbox"/>
3.	Developed and implemented facilities according to e-Government requirements	<input type="checkbox"/>
4.	Explicit integration of computerization within undertaken or in progress projects	<input type="checkbox"/>
5.	100% geographical coverage of Internet connections	<input checked="" type="checkbox"/>
6.	Virtualized knowledge sharing tools	<input type="checkbox"/>
7.	Public institutions transformed in unique informational cells (equipped with modular information system)	<input type="checkbox"/>
8.	Functional mechanisms for international transfer of know-how	<input type="checkbox"/>

Specific elements of technological factors are found only in 37% within the region Bucharest, due to several aspects. The most important reference to poor implementation of virtualization tools for sharing knowledge. Basically, at Bucharest and Ilfov county does not exist a coherent system of distribution and enrichment of intellectual capital resources. Management systems, knowledge bases are the most popular in this area and are accessible both in price and the complexity of use. Also, specific e-Governance practices are not familiar for local government, as well as specific international collaborations. A great importance is expressed by transforming the public institutions into unique informational cells. Basically, this process requires the implementation of Extranet technologies, specific Business-to-business relationships, and providing controlled access to certain users outside predefined. The main benefit consists in reducing bureaucracy and a shorter information flow for current activities.

### 3.3 Economical Factor

In this category of factors are analyzed elements that aimed at stability of the business environment, the ability to formulate economic a unit policy, and economic indicators of regional trade profitability. It also addresses policy issues that covered investment research and innovation activities carried out by government and central government. As noted, only a fraction of the specific indicators can be quantified by conventional units. Therefore, most involving infrastructure elements built businesses and local and central public administrative regional development.

**Tabel 3: Technological Factors**

Nr.	Factori Economici	Validat
1.	Regional governance strategy oriented business practices	<input type="checkbox"/>
2.	Adequate local infrastructure for companies and competitive developing poles	<input checked="" type="checkbox"/>
3.	Regional policy on promoting public private partnership (PPP)	<input checked="" type="checkbox"/>
4.	Tools to prevent scarcity of raw material	<input type="checkbox"/>
5.	Regional financial provisions statued by local government to cover projects financed by local government	<input type="checkbox"/>
6.	Monetary reserve fund to mitigate periods of recession or crisis	<input type="checkbox"/>
7.	Government investment in research and innovation programs > 1.25% *	<input type="checkbox"/>
8.	Regional trade balance > 0 **	<input type="checkbox"/>

\* The development regions of Italy, the nearest level of group oriented competitive practices.

\*\* No regional statistics on trade indicators development in the regions of Romania

The 25% of the requirements of territorial intelligence in terms of economic development in the region Bucharest due to the lack of an integrated policy specific competition environment. Territorial intelligence involves adopting strategic behaviour in the development regions too, and the elements of competitive intelligence involve constant monitoring of competitors. In this situation, Bucharest development region is only one pole of urban development, excluding those practices which would turn it into a national competition from other domestic regions. Risk management is another neglected chapter in the Bucharest region, although it is specific for the most development regions of Schengen area. There is a notable difference between the government's reserve fund and provisioning tools shown in Table no. 3, namely that these tools are developed and maintained as public administration and private companies. Basically, it is a tool that promotes shared responsibility and risk taking by all actors to promote regional development.

### 3.4 Ecologicaly Factor

For this category of factors there is important regional policy on the protection and conservation. The most important aspects concern on the existing infrastructure which meet environmental standards, civic culture on the ecologically dimension of the

business environment. An important aspect deals with international treaties and pacts on possible environmental problems of the developing regions. Table no. 4 presents the most important elements affected by environmental factors.

**Table 4: Ecologically factors**

Nr.	Ecologically Factors	Checked
1.	Integrated system for water-protection by any type	<input checked="" type="checkbox"/>
2.	Air protection system	<input checked="" type="checkbox"/>
3.	Integrated selective waste collection	<input type="checkbox"/>
4.	Clusters of firms in waste collection	<input type="checkbox"/>
5.	Regional warning system for environmental emergencies	<input checked="" type="checkbox"/>
6.	Integrated regional energy strategy	<input type="checkbox"/>
7.	Energy supply facilities from autonomous sources	<input type="checkbox"/>
8.	Removing plants, factories and big polluters of urban area	<input type="checkbox"/>

As about the ecological factors, Bucharest development region correlates with the concept of territorial intelligence at a rate of 37%. The main cause is the lack of energy security and business infrastructure for ecological clusters. In terms of urban big polluters, are prerequisites for this to be resolved by transforming ELCEN (company to generate heat and power) in an ecological operator or replacing it with alternative energy sources. Apparently, ecological factors are treated as problems adjacent to other factors, so that the objectives are treated in a relaxed manner. However, internationally, the issue of ecological territories beyond the EU interests and Romania is concerned directly to clear sanctions for environmental accidents or non-compliance with international norms. In addition, the rapid circulation of information involves additional risk in terms of the relationship with customers and partners to develop the region, knowing that in the world there is a strong reluctance to organizations, institutions or companies that are not environmentally friendly or do not align to modern ecologically practices.

### **3.5 Regulatory Factors**

The last factor concerns the legal framework that is stimulated by the existence of territorial intelligence as for Bucharest development region. Therefore we analyzed usage of the regulations, degree of bureaucratization within public management specific activities, and also proposals and initiatives being adopted which address specific dimensions of territorial intelligence. Table no. 5 shows the eight items selected regulatory factor.

**Table 5: Regulatory factors**

Nr.	Regulatory Factors	Checked
1.	Public institutions transformed into semi-autonomous organizations	<input type="checkbox"/>
2.	Redistribution government funding based on the principle of	<input type="checkbox"/>

	quantified performance	
3.	Use of managerial accounting systems in the public institutions	<input type="checkbox"/>
4.	Evaluating system for public institutions developed by clusters representatives	<input type="checkbox"/>
5.	Regional regulatory policy	<input type="checkbox"/>
6.	Low impact of the political factor within regional decision-making processes	<input type="checkbox"/>
7.	Specific regulations for international transactions	<input checked="" type="checkbox"/>
8.	Effective intellectual property regulatory rules	<input type="checkbox"/>

After analysing the eight selected items and analyzed within the regulatory factor, only one is found in the Bucharest development region. Thus, the fulfilment of specific requirements territorial intelligence is only 12% for regulatory factor. The most important discrepancy is found in the political factor and the functioning of public institutions. Moreover, regulatory factor-law is the one who lays the foundation of territorial intelligence development as large companies and clusters efforts must be supported by specific legislation and regulations competitiveness poles. Moreover, transforming the Bucharest region into an area characterized by intelligent component involves delegating decision of the central government, the more as compared to other development regions of Romania, Bucharest region does not have a large geographical area or natural resources.

#### **4. Conclusions**

In this paper are presented the main "points of intersection" between specific elements of territorial intelligence and Romania, as is common among Schengen area countries. Globally speaking, the performed STEER analysis suggests a 32% degree of met requirements for the Bucharest region. This level is unsatisfactory for an EU chief town. In the year 2013 is proposed a series of projects to modernize the city, and development projects by which the metropolitan area will be developed. Of course, the territorial intelligence concept goes beyond the urban agglomeration one, targeting large areas in which can be developed intelligent clusters.

According to this research, the most important courses of action aimed at regulating factor in which incentives should be offered to regional clusters, and innovative clusters. The technological factors significantly complicate the situation because computerization of a region requires a major investment and a shift in the civic culture. These technological factors are supplemented by the social, in the sense that the system of social values can be changed by streamlining government activities.

Another very important element, but neglected by public managers, is economical risk management. Economic factor propose measures to prevent crisis situations. Public organizations are responsible for supporting innovative clusters even through exceptional financing instruments, as is relevant regional interest. Although territorial intelligence involves focusing on local activities, government involvement

should not be forgotten. Therefore government investments are essential in the development of innovative clusters policy and digital government. Although sometimes are forgotten, ecological factors can be interpreted in two ways. They may be the result of others' factors, or may be the purpose to be achieved by completing the other factors. The Schengen area countries provide a relaxed development of large areas for the ecologically factor as a result of a greater emphasis on protecting the natural environment.

From this point of view, in the year 2013, the Bucharest development region do not cover the specific factors of territorial intelligence, which requires a reorientation of regional governance by a new approach.

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