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► **To cite this version:**

Cyril Masselot. Territorial Intelligence Communicational and Community System (TICCS). *ReS-Ricerca e Sviluppo per le politiche sociali*, 2009, Territorial Intelligence, 1-2 Numero speciale 2008, pp.90 - 104. halshs-01521592

HAL Id: halshs-01521592

<https://shs.hal.science/halshs-01521592v1>

Submitted on 12 May 2017

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Cyril MASSELOT
Territorial Intelligence
Communicational and Community System (TICCS)

Abstract

Information and Communication Sciences and Territorial Intelligence concept maintain multiple relations today. The method of territorial observation Catalyse, carried by the European Network of Territorial Intelligence, proposes a modelling under the shape of what Jean-Jacques Girardot calls a territorial intelligence community system (TICS, Girardot 2008). It is by the organization of the structuralization of the information, and by the conception of the process of communication that this kind of system takes life, and it is these aspects which we détail here to illustrate that both notions bring mutually. Experiments of research - action led in France, in Spain and in Europe feed these reflections, of which take advantage the initial trainings as continuous (professionals), who also improve the methodological principle of the TICS. Actions realized in partnership with the City of Besançon (Doubs), with the Accem, Spanish NGO, and Adapei of Besançon, local association, will then be convened. They demonstrated the utility and the contribution of a multidisciplinary approach integrating SIC, the Sciences of the Language, the Territorial Intelligence, the ergonomics etc. They also asked new questions as the place of the medium in the processes of communication.

Keywords:

Mediation and mediatization of the social action, community systems, digital edition

Introduction

"You who are an expert in communication, of whom you do think of our site?"

How many times the professionals of the communication, the researchers as the communications managers, see each other shouted out so, summoned to express an opinion "of expert" on an object of communication most of the time not contextualized? What reveals this request, otherwise a justification hastily, which asks for an answer generally established on a judgment aesthetic and not on the scientific consideration of a communicational procedure bringing in on an equal footing the stakes in meaning, in relation and in usage?

The social request of this type of intervention creates a certain awareness maybe influenced by the fashion of "all communicational" (Breton 2001), being translated by a pressure of the social actors (of the professional ground) as students, who can also note in scientific articles, to make operational notions developed in ICS (Information and Communication Sciences), with the aim of improving mainly the project management. The communication is then lived as useful tool, organized by technical acts which a fine « connoisseur » could build of craftiness in the style of a well oiled mechanics.

The social actors involved in observatories of territorial intelligence (cf. corpus, but also Girardot on 2004, Bertacchini on 2004 and Dumas on 2004) effectively fast subscribed to the necessity of producing quantified and qualified information, in a first concern of directing their actions according to the needs of the populations. Quickly appeared the question to put in relation this constructed information and the other actors, the close relations or distant (Girardot on 2004, Masselot on 2006). The method of used territorial intelligence (ib.) then imagined to convene reflections which ICS lead for a long time, of the informative process in the communicationnel process, without forgetting the manners allowing the realization of the sense.

This study is fed by a report builds at the same time of territorial experiments (cf. corpus and webographie), of classes dispensed in University of Letters (License's and Master's degree, Digital Edition option), and from the scientific production (colloquiums, reviews and publications of various sciences).

"The operational integration of the knowledge as the essential requirement of the power" (communication call of the 16th congress of the SFSIC, on 2008) engender a transformation which it is advisable to accompany and whose ICS can grow rich: do we have to undergo it without bringing to it of the reflection?

A second report, arisen from attempts of scientific answers to the evoked social request, accompany the first one: that of a sometimes stiff subdivision between the various fields of research, while the expertise appeals to numerous notions of ICS and other disciplines, according to this famous interdisciplinarity in questioning (cf. the acts of the XVth congress SFSIC, Bordeaux in May, 2006).

We shall thus question here the relations between ICS and social action under the angle of the Territorial Intelligence, by envisaging diverse modellings or experimented mediations, by stigmatizing the current limits, and by observing a case of formation where these questions gave place to specific educations.

1. Corpus

1.1 Actions of research:

The accompaniment of more than about twenty territorial observatories on an around ten years gave place to so many experiments, at the same time of a new method of intervention based on the observation, and new practices were linked to the structuralization of the information and to the use of the produced knowledge.

- Analysis of the portal of the city of Besançon and Grand Besançon (<http://www.besancon.fr/>)

The direction of the communications office of the city of Besançon (Doubs) asked us in 2007 to evaluate the portal citizen set up in 2004, with the following objectives: « business » intelligence, analysis ergonomic, informative analysis, communicational and semiotic, statistical analysis, and users analysis.

Beyond the obtained results, this study is interesting for our subject in two directions:

- It demonstrates that the territorial public communication, from now on convinced of the utility of the evaluation of its actions, also agrees to be analyzed by means of scientific notions which have most of the time difficulty in being leading on the territorial area, as the appeal to isotopies and horizons of expectation, for example;
- It allowed of acter an effective articulation between several disciplines in the same objective, certainly operational thus reducing, but where they played in complementarity and not in competition: it was

possible to convene together notions appropriate for ICS and for sciences of the Language, as well as for ergonomics, for cognitive psychology, techniques of survey...

It is thus these points which will feed our reflections afterward.

- Conception of the information system of follow-up of the users of the Adapei of Besançon This structures so appears: "Association of the parents and the friends of persons mental defectives, work to assure the defence and the promotion of the children, the teenagers and the adults, to facilitate their self-realisation". This association is being equipped with a specific information system of follow-up and with accompaniment of their beneficiaries; it asked us to draft the specifications, which was finalized and put handed in June, 2005, then to accompany its concrete realization: follow-up of the structuralization of the data in information (informative process), conception and realization of the procedures of communication internal as external, evaluates on the quantitative and qualitative treatments. It is about a socio-technical device which we call "territorial intelligence community system" (TICS) and who applies in practice the theories and the methodologies worked by the territorial intelligence.

- TICS applied to Accem (Gorrion)

An experiment of the same type is led at the moment in Spain, with the association Accem, which receives, welcomes and accompanies refugees and immigrants, promoting "the insertion and the equality of the rights and the responsibilities of all the persons, whatever his/her origin, sex, race, religion or social group ". This second experiment allows to confront the conception of a TICS with the other cultural and professional realities. The questions of communication which ensue from it take advantage then of a good level of modelling by taking advantage of similar experiments.

- CaENTI: European network of the territorial intelligence, supported by an coordination action of the FP6. The main objective of this coordination action is to develop methods and tools of territorial intelligence, in the service of the observation and of the territorial intervention, by combining the works of social actors and researchers. The TICS is a first tangible result of these researches, and the partners who test them at the moment (Adapei and Accem mainly) are members of this European network. The activities which are led are there thus by definition the « compost » of the experiments which feed us here.

1.2 Educations:

The specificity of the research in action also lives in its constant articulation with the educations, favors giving the possibility of confronting the results with their capacity of transfer in a didactic frame, questioning there even the process of meta-reflection which often misses in the urgency of the project management subjected to the constraints of the social and economic policies.

- Chronologically, we conceived first of all didactic sequences established on our results of research in entitled Dess "on-line Documentary Information system" (1996-1999); then a Professional License degree "Professions of the Exposition and Information Technologies " allowed us to widen our educational applications in the other fields, in particular patrimonial and cultural.

- We then decided to develop an IUP "Methodologies and Information technologies" containing two courses, "on-line Information systems" and "Produced and Multimedia Services", on whom we were able then to approach also the social sciences, and the concept of Territorial Intelligence (Mitropoulou Eléni and Masselot Cyril, 2007a).

- The reformulation of the IUP in the formations of LMD (Licence-Master-Doctorat) type allowed to add second year of Master's degree in a course "Digital Edition", which widely based on the researches led by the European network of the territorial intelligence. In Licenses and Master's degrees, we organize especially courses centred on the conception of the multimedia information systems, the multimedia writing, the informative processes and communicationnels connected to these systems, as well as the approaches « semio-com » (semiotic-communication) of the on-line services.

2. A Communicational and Community System

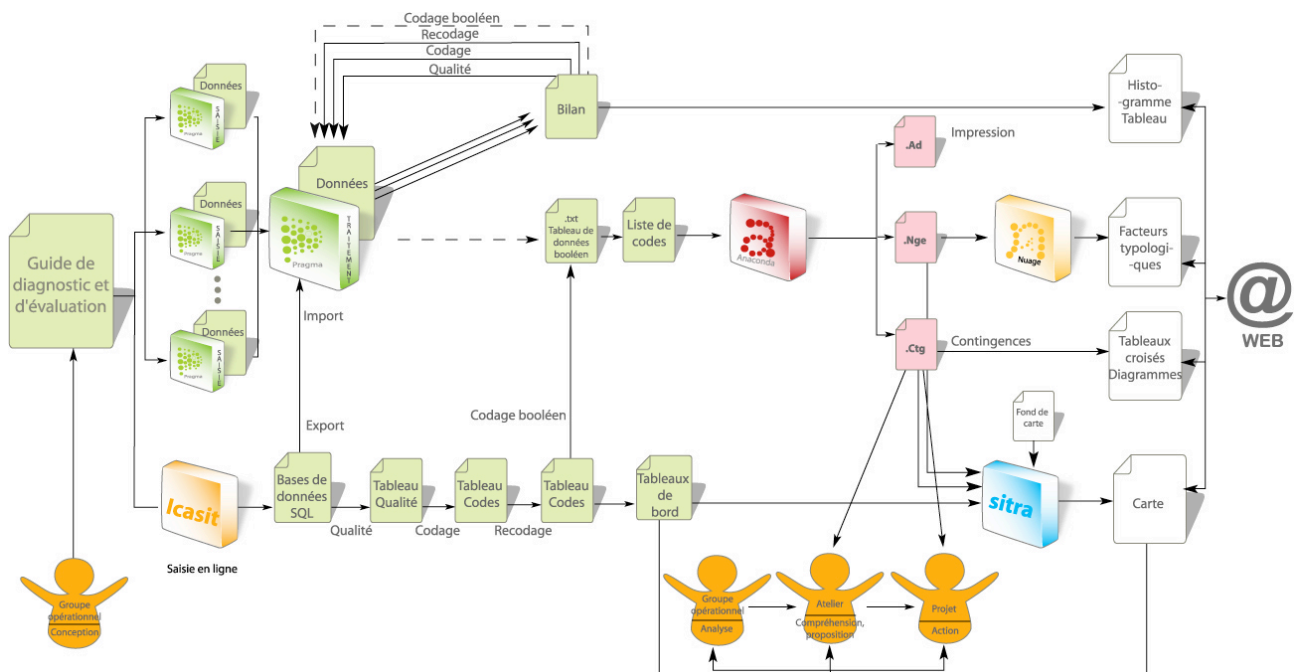
The quoted experiments showed that the temptation is big to appeal to the systematic approach, to organize it in the time of the project, according to the changeable contexts of institutions, politics and societies.

This reflection gave place to new attempts to approach rather than of instrumentalisation (Herbaux on 2007, Masselot on 2006) including the other knowledge developed by ICS. These actions of research are in the course of deepening, and already give however some track interesting, as the communicational influence caused by drift of instrumentalisation without method and little conceptualized.

They concern mainly the Territorial Intelligence, which became one of the objects of study of ICS, the connection being mainly in the human compost of the activity, common to both approaches. The implementation of experiments of this order proves that the practices of the social actors integrate henceforth an informative approach and communicational which appeals to various notions elaborated within the field of ICS. The first capital gain of the application of the method which they notice is the construction of partnership, what corresponds to the improvement of the getting in touch and the quality of this relation. The second identified contribution is a better knowledge of the needs of the citizens, the available resources, the territorial context, and thus the definition of better procedures of decisions and applications of the territorial policies: where the sense takes back body... The method Catalyses organized in a SCIT is interested first of all in the two very precise moments of a process of communication:

- that of the production of sense, which takes place during the formalization of the data in information (required semantic redundancy...)
- then during the elaboration of the communication strictly speaking, according to the initial data and the produced information.

It is thus advisable to structure these stages in a communicational aim, without omitting that the fourth dimension of the uses. The global plan of the TICS thus models a procedure of territorial observation, from the data collection to the distribution of the results (Girardot on 2006, 2007 and 2008):



*Plan of a Territorial Intelligence Community System, TICS
(caENTI, JJ. Girardot, 2007)*

In summary, from a questionnaire, named here a guide of diagnosis and evaluation, an observatory organizes on a territory (above all human being) the first data collection, which are seized then either on-line in the software brick spotted by "Icasit" on the plan, or in the outstanding version of the software Pragma (in green). A series of data processings, a stage of formalization described below intervene then. It is unmistakable that it is not only a question of tidying up data in compartments - categories, but that the action to give a shape to this material, is in itself a carrier of sense: from the data collection, the social actor produces sense. What can seem an evidence in ICS recover from the awareness in the territorial practices of observation: the initial formation as continuous takes here all its interest, by clarifying a process of communication generalized for example.

2.1 Production of the sense

The first stage, said about production of the sense, must be conceived according to the various necessary communications:

- intern to the team which carries the project: the treatment has to be the most complete possible, the most pushed, adducing for example multiple statistical explorations in purposes of improvement of the produced knowledge. It is here that we produce most sortings (from the first balance sheet to the qualified balance sheet, then in the balance sheet reflecting the selection of the characters, including the profiles of calculated individuals), of crossed sortings (allowing to better understand the quantitative phenomena as qualitative), of indexations of the answers, the graphs illustrating the results... This team acquires here a fine understanding of the initial data, by appropriation, as well as a first vision of the results to be communicated, what allows it a first semipublic shaping, still in the state of working documents.
- intern to the Operational Group (orange silhouette by the middle of the plan of the TICS): a selection in elements produced previously must be made to keep the most interesting to be subjected to a wider discussion. These results prepared for a collective second reading allow the participants to analyze in common the obtained statistics, without having to return many a time behind. It is this stage which really produces the territorial intelligence useful for the observatory.
- extern: this stage allows the Operational Group to organize a public publication, thus a communication the addressees of which are less known and about which we know less how to control the horizons of expectation. The objective is here to establish final documents to report these quantitative results as qualitative, in the general public, and especially, in the financiers.

It is a question here of exceeding the first mission of an observatory in the classic sense of the term, which is above all to collect in a way structured by the data. The agencies which realize this type of study position generally as an external expert to the project. The obtained result is then an often consequent report, drafted by these experts, whose reading remains bitter and requires most of the time an accompaniment on behalf of these same experts to understand the contents. Concretely, the territorial descriptors chosen by these experts can not turn out relevant for the actors of ground confronted with an unstable reality, which the statistics globalized at the level of a territory of a superior scale do not light.

It is thus evident that the way of observing influence this stage of production of information. The real objective of the diagnosis is distorted here: it is really a question for the actors of knowing the needs of a population and a territory; it is a question for the experts of producing a report... The horizons of expectation (Jauss on 1978 and Iser on 1985) activated by these two professional categories are not thus in phase.

In this only stage of production of the information from existing facts, the method Catalyses clarified in the plan of the TICS allows to modify this approach of observation:

- Descriptors and modalities allowing to structure the facts in data, then the data in information, are collectively built by the territorial actors, accompanied (and only accompanied) by experts;
- These experts adhere to the first objectives of the observation, namely the implementation of territorial actions with the aim of improving the situations of the users of the structures (institutional or not);
- The collection, important moment of the structuralization, is too made by the actors, conscious of the
- This collection, organized collectively, belongs to it only a process of communication at the same time with the users, and interns: the form allowing to unwind in the time this process is also a product allowing the exchange with the users (he can be informed in several meetings, according to the elaboration of the individual project and his follow-up). The respect for this approach profession generates a process of communication in the service of the decision-making support and of the territorial action.
- The collection, always, is a process in tense stream, contrary to a study of photographic type, the observation being permanent by definition. The evolution of the situation of the territory is however visible by a series of statistical treatments operated at the diverse "T" moments, generally mid-term and late in the year civil for example. Daily, weekly, monthly automatic dashboards or by period are also available, to have a synthetic and global vision of certain key indicators for a given territory.

The informative process described here is to be considered as an element of inescapable **governance**: the actors write themselves the indicators which allow them to pilot the territorial intervention, the actions to be set up, to repeat, or to be re-qualified. The experts have a role of scientific accompaniment (being experimented by definition), but also of transfer, thus formation. They are not traditionally external any more in the approach, but really involved at the diverse moments of the observation.

So, the definition of the contents of the guide of the Accem was made at the same time as that of an European guide within the caENTI. It allowed both projects of the mutual profits, feeding one of the other one on specific points: Accem brings its expertise in themes linked to the migrations intra and extra-

European, the other participants feeding the Spanish guide of themes as the health, the handicap, the housing... Adapei elaborates the contents of its information system by beginning with what is common to all the business sectors (five), then details by sector, by establishment and by service the information useful for the follow-up of the individual routes and for the statistical treatments.

2.2 Production of the relation

The abstract analysis of any product of communication implies certain number of reflections which it is advisable to bring to a successful conclusion to produce the relation enter the created information (where a part of the sense builds itself), and the actors of the reception:

- The identification of the target public has to give a clear centring of the complexity of the act of communication in itself: a series of recommendations at once strategic and ergonomic are going to ensue from this analysis. Address peers whose thematic culture is equivalent means appealing to the shared knowledges. The TICS having an important role in the Territorial Intelligence, they also address the decision-makers (politics, financiers) and in the general public (interested or not in themes).
- This first stage has for immediate consequence the consideration of the diverse stakes: operational objectives of territorial action, influence of the local politics, perennisation of the activities (thus structures), justification of the use of private and public funds... These stakes are not all influential to equal part according to the moment of the statement (connected to the temporal but also spatial, cultural, relational context etc.). To identify it the importance in these contexts is thus a determining element of the quality of the communication.
- The conception and the realization of the objectives and the intentions of communication lead then to a pragmatic awareness of "what we really want to say". To put these reflections in black and white and to confront them then to the public and identified stakes allows to participate so in the elaboration of a communication plan including different stages, in the time, places, and the possible relations with the receivers.
- The specificity of the approach communicationnelle of the TICS lives largely in the essential function of transfer and formation. The objectives of communication take into account in this frame of the fact which any act of communication in Territorial Intelligence contains intrinsically a part of didactic transposition, linked to the innovation of the systematic approach of the territory and its constituents. The methods and used tools also ask for prerequisites at the risk of being unintelligible, thus provoking a hostile reaction ... These analyses allow exactly to identify what it is advisable to clear up or not, and especially in the way to put in relation of the individuals with these knowledges.
- We can then deepen the horizons of expectation (Jauss on 1978 and Iser on 1985) possible: which will be the ones who will be activated by these actors of the reception, how they modify the angle of communicationnelle approach, which decisions set before realizing concretely objects and authorities of communication.
- The production of the relation can usefully rest on the construction of networks of meaning, isotopies, in a first communicationnel objective (the sense builds itself gradually during the consumption, by significant redundancy of units recovering from the same isotopie), and in an objective of consolidation of the human network, by demonstrating by this demolition of the meanings that the public really share the same cultural and relational contexts, because they understand the same components according to the same cognitive plans.

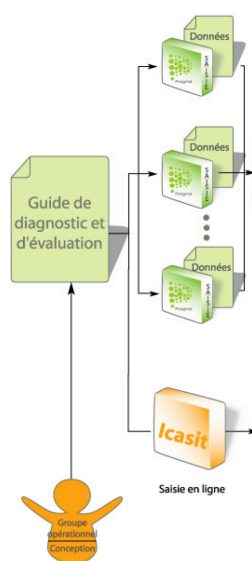
The production of the relation co-builds itself then between actors of the emission and the reception so bringing to light in the obtained reliance (according to the definition of Bolle de Bal 1981) the reality of a community of project, strong condition of the appropriation of the approach.

The case of the portal of the City and the conglomeration of Besançon illustrates these approaches: the structuralization of the data in information is a mastered process. On the other hand, their direction, the consideration of the conditions of reception, the elaboration of narrative plan, enunciation plan, the diverse elements contributing to the reliance were in the heart of the preoccupations of the direction of the service of communication. To analyze the existing product, the contained information, the medium and support, under the angle at the same time ICS and the Territorial Intelligence, allowed to share in internal the same speech putting clearly diverse communicationals milestones. In brief, it was necessary to establish a communicational charter which could then give place to an editorial charter.

2.3 Consommation of the two dimensions

All the stake in the communication becomes a reality in the uses which are made, in the consumption of both dimensions of the produced sense and the created relation. The uses of the produced information recover, according to what was said higher, several fitted processes, each adding by definition a new value to the transformed object:

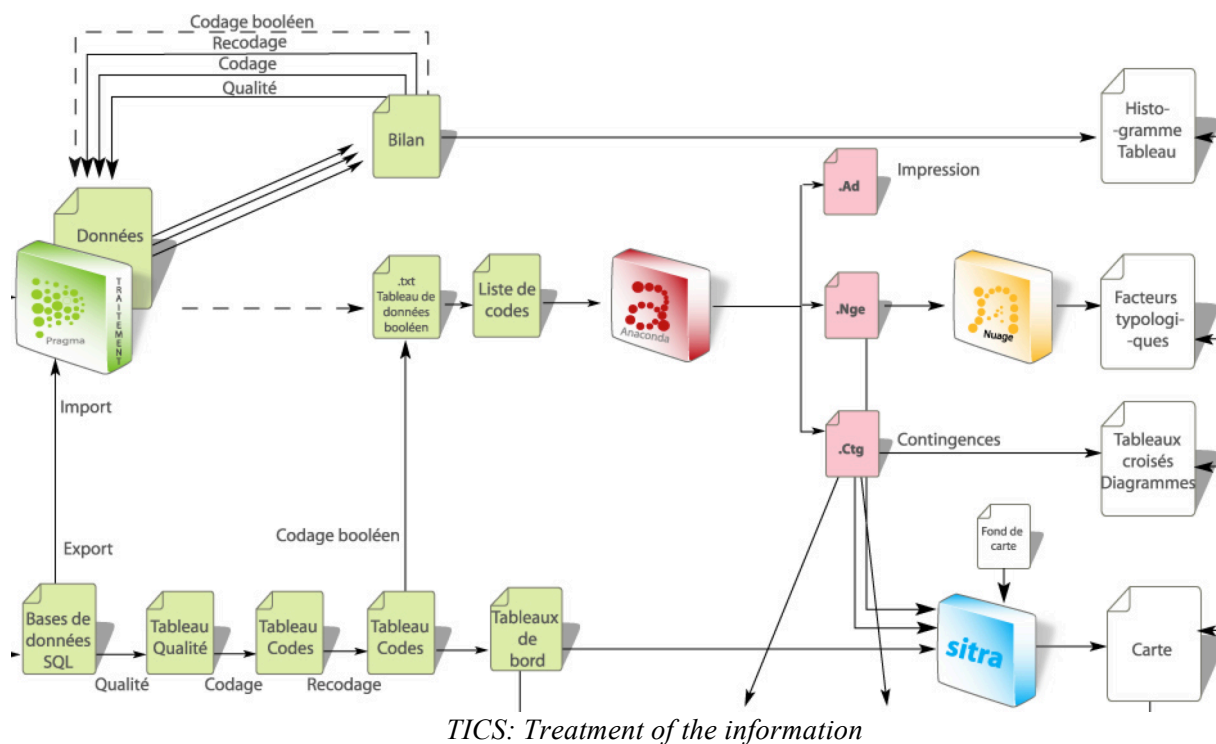
- From facts to data: the process of observation organized according to the method Catalyses and instrumented by the tools which compose it, is led by the actors of the Operational Group (cf. plan of the TICS), from the stage said about conception. It is thus about an internal process to this group of actors, which is also an approach of crossed formation, where actors and guides (experts, academics, experimented actors) exchange knowledge on territories and human beings. The raw material (the observable facts) consists of human beings largely, services and territorial actions, economic activities, leisure activities of all which composes the life on a given territory. It is not enough to look at a fire to produce a sense from what we see; a first informative process has to extract the most formless possible datum from it in the sense of Perriault (on 2003) by a semiological encoding (where the sign (S) consists of the union of a significant (Sa), of one indicated (In), and a referent (Ref), the whole in system: $S = ((Sa \cup In) \cup Ref)$ allowing from a referent to deduct from it one indicated confirms, then significant one acceptable and useful. A part of the sense of the information is already produced by this process, but we still have no information as far as the datum is still shapeless real.
- From data to information: this formalization is going to be affected by the structuralization of a guide of collection (questionnaire for example) and by the practical organization of the data collection. The pragmatic necessity of obtaining indicators of decision-making support to act on territories with the citizens obliges to elaborate a consensus on the process of creation of the sense, validated by the evaluation of the produced information which prove that they are useful in the method Catalyse. We thus refer here to the first part of the plan of the TICS:



TICS : from data to informations

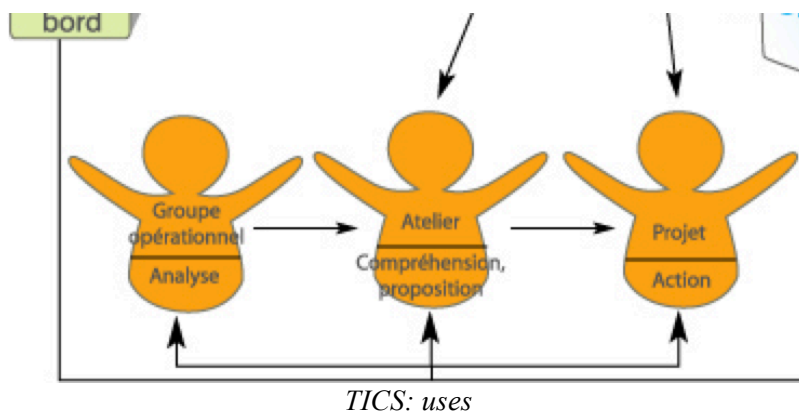
- From the treatment of the information to the knowledge: most of the information produced from the initial data give place to new treatments, quantitative and qualitative, in the optics to generate new knowledge. Every descriptor can give place to a quantitative statistical exploitation the result of which will be a data sheet of numbers (the frequency) with the percentages calculated on the totality of the population and on the totality of the given answers. This board can be illustrated by a graph (in bars, histogram or circular as the case may be). These results are going to give place to comments and interpretations. From the existing information, crossed sortings are going to take place (the most known of them being the population pyramid for example), codings and recodages are going to create variables of synthesis (age groups from dates of birth for example)... So much case where a new information is created from constructed information. Other exploitations also take place: qualitatively, the analysis said about the data in statistics (we should say information in fact) brings in the factorial analysis of the correspondences (AFC) and the hierarchical ascending classification (CAH): the production of the sense continues by investigating the first information. Finally, the results of these treatments are commented

and interpreted, confronted with the resources and territorial contextual indicators, so many acts so creating new information. We thus refer here to the second part of the plan of the TICS:



The uses of the relationship process are more complex and require to them only a wider research, a fast panorama of which we raise here only:

- The processes of creation of the information also convene the communication, as we suggested it before, because they are operated by definition by actors and often have objectives of internal communication in the elaboration of the knowledge.
- There is thus a first internal floor where the method Catalyses puts in relation of the information in diverse stages, with a restricted group of actors, those who are concretely in charge of the observation in everyday life.
- Said uses of "second circle" take place then when it is a question of widening the works led on the first information produced in the interpretations of the obtained results. The first group restricted by the observatory makes a whole series of statistical tasks, examined then by the operational group: this examination is constituted by a series of acts of communication where the information is again worked, and especially interpreted. The objective is then to end in the implementation of thematic workshops, which in turn will decide on concrete projects of actions, what is illustrated in the plan of SCIT by the low part:



- This plan breaks off when we consider that the distribution outside of the observatory really intervenes (what is represented by @, recovering the idea of the publication and the edition of the results). It is a limit of the plan, because the phases of communication and information are not ended for all that totally for the observatory Catalyse: it still remains to take into account the uses which will be made by the other categories of public, as the political decision-makers, the financiers and support (regions with a measure of autonomy, states, Europe), the social actors or still simply the general public. The data processing, as the processes of the communication, are conceived from then on as being in the service of this operational objective.

Accem conceives for example its observatories also as engines, allowing to create and to animate local, national and European networks. The initial objective is thus articulated around the improvement of the accompaniment of the individual projects, by a territorial *réticulée* action. The phatique aspect is put here in the service of the action, of what takes place after the moment of the communication. However, a regularly won initial bet is to improve the reliance, to improve also the informative process. The experience indeed proves that the consideration by the social actors of the communication influences strongly the way of building the information, and of communicating them. A didactic approach of "to make it in action" is often more effective for an autonomous construction of the knowledges, as much for the students in initial formation as for the professionals.

2.4 Materialization of sense

The communication listens during the reception to reconstruct the sense of the observed facts, the data, the constructed information and the elaborated relations, behind the diffused results and thus consummate. The information and the communication such as established in a TICS find their utility in the understanding of the social and territorial phenomena. What leads at once that these observations have a peculiarity on most of the traditional studies: their perpetuity. This plan has no sense if it is conceived in a poor temporality, that is in a purely linear and not cyclic, synchronic and not diachronic vision. The diverse stages take all their interest from the moment the constructed results can be confronted with news data, by new information, by new gettings in touch, what also allows to estimate the led actions. In the observatory, we can say that the understanding of the informative phenomena and communicationnels gives a new sense to these actions, and that the knowledge of the territory allows to realize them.

For the operational group, as it is the case in Accem, the consumption of both dimensions allows a not unimportant distance, so organizing a new territorial approach, the identification of the actions, structuring the decision-making support and the evaluation of the actions, what will be also useful for the decision-makers and evoked financiers.

This materialization does not escape totally the addressers, it is in any case the hypothesis which justifies the approach of evaluation begun by the communications office of the City of Besançon, which is not without convincing results: improvement ergonomic of the portal, its scenarization and the topography by the consideration of the constituents of the processes of communication, clarification of the editorial objectives and the sharing of the same language, the improvement of the statistics. The project led by Adapei let a very big place with the previous stage, at the risk of falling in the pointed *réunionite*, during the structuralization of the contents, in the optics guarantee the quality of this (re)materialization of the sense. It is effectively unthinkable that a bad communication between social workers can carry damage to the beneficiaries. The initial prejudice was to facilitate the maximal appropriation of the approach of observation to protect the quality from it and the relevance.

It is a stage where the communication plays the role of "relational glue" (Bounoux on 2001) and accompaniment in the change. In the style of the theories of MacLuhan, the project is managed by a group called referents, about fifteen persons representing the diverse sectors, the establishments and the services (on approximately 350 workers). To consider them as leaders means investing them as ambassadors of the method of observation and accompaniment of the users with their close colleagues.

Conclusion

We approach here one of the possible dimensions of the relations between the territorial intelligence and ICS, on the basis of the plan of the TICS, within the framework of the method Catalyse. It would be reducing to envisage only this link as only relationship. It is rather about an example several times experimented in real conditions which lets glimpse the existing mutual contributions. From a point of view which becomes

attached to the processes of communication, such a territorial approach is complex as far as it contains within it a multitude of facts of communication and information. It is from then on indispensable, of our point of view, that the diverse actors participants in these stages are conscious of the systematic approach of the communication, the view as the interactive process.

A specific communication plan thus is to be set up, on base of the plan of the TICS, integrating at the same time the diverse moments and the levels of communication (internal, internal widened, financiers and general public), in an aim of consumption (of usage) both dimensions informative and communicationnelle. The usage of the method and the results is indeed in the heart of the process, and is going to condition the passage from a stage to the other one: it will be a question here of estimating every authority and every object of communication to rebalance the following phases, as much from the point of view of the data processing as of their consumption.

At the same time, to observe the communication in the broad sense social actors of a territory also contributes to understand their culture, their "habits and customs". The plan displayed here must be again searched, to describe the internal routines which contain certainly their stakes and specificities. It should allow to approach still unresolved questions, in this precise frame, as the cultural and professional influence of the medium: the multimedia writing confronted with the classic reports of type which the actors contractually have to return, the relation between support and medium according to the acts of communication, which balances between the documentary, informative stakes and communicationnels and how to obtain it...

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