Artificial Intelligence, Strategic Foresight, and Competitive Intelligence: Towards Convergence for Morocco's Augmented Competitiveness

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Abstract: This paper explores how Artificial Intelligence, Strategic Foresight and Competitive Intelligence convergence can significantly contribute to enhancing Morocco's national competitiveness, transformational growth, and consequently, placing the new development model within a new AI-driven paradigm by converging different intelligences to serve competitiveness, performance, sovereignty, resilience, and Morocco's strategic and digital transformation. To this end, we adopted a mixed approach, combining a literature review, semi-structured interviews with experts and professionals in these fields, a benchmark of best practices for converging this triptych of AI, strategic foresight and competitive intelligence, and conceptual and systemic modelling that operationalizes this convergence across the entire Moroccan foresight and intelligence ecosystem. Thus, we proposed the LOUMAR Framework as part of a holistic, inclusive and convergent-oriented approach designed to harness the largely untapped synergistic potential between artificial intelligence, strategic foresight and competitive intelligence. This strategic and integrative model is based on six key levers, primarily focusing on Leadership and strategic vision, Organizing the National augmented foresight and intelligence ecosystem, Utilizing AI-enhanced competitive intelligence, Modelling AI-driven strategic foresight, Advancing AI-powered and intelligence-driven transformation, Resilience, realignment and continuous evaluation. Furthermore, we have outlined Morocco's main achievements and strengths with regards to this tripartite convergence, the constraints and points for improvement, the opportunities to be seized and the perspectives and development paths to follow, through the implementation of a strategic and digital transformation model that drives transformational growth and boosts Morocco's augmented competitiveness.

Keywords: Artificial Intelligence, Strategic foresight, Competitive intelligence, Augmented competitiveness, Transformational growth, LOUMAR framework

1. Introduction

In a VUCA world characterized by volatility, uncertainty, complexity, and ambiguity, which is accelerating radical geopolitical, economic, social, environmental, and technological shifts (Biloslavo et al., 2024), States are compelled to adopt new paradigms of strategic analysis, develop their strategic foresight (SF) and competitive intelligence (CI) capacities, and integrate AI-based technological advances into their strategic thinking processes, anticipatory governance systems, and long-term strategic planning. States are not immune to this new reality of rapid and disruptive changes and global geopolitical, technological, and algorithmic shifts, requiring them to review their strategic thinking, governance, strategic steering, and management practices. They are also called upon to review their operating software and mindset in the era of unprecedented global trends and disruptive technological changes induced by the AI revolution.

It is in this context that the highly strategic importance of having a forward-looking and strategic governance system emerges in order to rehabilitate and strengthen the State role as a strategic, forward-looking, intelligent, competitive, and resilient actor, but above all, augmented by Artificial Intelligence (AI), which is no longer a luxury but an imperative necessity. It constitutes the DNA of agile, resilient, competitive, and forward-looking organizations. This shows the importance of the dynamic convergence between AI, strategic foresight and competitive intelligence to achieve the objective of increased global competitiveness and transformational growth.

In this context, the strategic management of organizations, as well as their governance and strategic steering, are also inevitably impacted by AI. The use of various AI-driven technologies has made it possible to easily and quickly process huge amounts of data, facilitating well-informed decision-making based on qualitative and quantitative analyses through the use of automatic data processing, analytical and predictive models, automatically generated scenarios, AI-driven modeling, monitoring and scanning processes, and weak signal detection. Moreover, the integration of Foresight, Artificial Intelligence and Data Science contributes also to " Develop Dynamic Futures Analysis" (Trujillo-Cabezas, 2020).

Furthermore, it is in this context of uncertainty and ambiguity that strategic foresight is also emerging as a strategic approach to building possible futures for States and Organizations. Foresight in general, and strategic foresight in particular, have been addressed by several international organizations to strengthen anticipatory governance systems and improve countries' capacity-building (OECD, 2025 a, 2025 b; OECD, 2024; OECD 2023; OECD, 2021). Strategic foresight has also been also addressed by the UNDP (2022), UN Futures Lab (2025) European Commission (2023) and many other researchers (Galvin, 2025; Polchar, J., 2024; Monteiro, B. and R. Dal Borgo, 2023; Rohrbeck, Kum, 2018 ; Habegger,2010, Costanzo, 2004). For Becker « "Foresight should be understood as a participatory, future intelligence gathering and medium-to-long-term vision-building process that systematically attempts to look into the future of science, the economy and society in order to support present-day decision-making and to mobilise joint forces to realise them".

As for Sjöblom (2024), he considers that leading countries in innovation invest in strategic foresight, citing several pioneering countries such as Singapore, which has developed one of the most advanced foresight systems in the world thanks to the Centre for Strategic Futures (CSF) (Sjöblom, 2024). Sjöblom (2024) also emphasized that "Many countries, organizations, or bodies working with strategic foresight include three main elements in their work: analysis and future scenarios, building foresight capacity (futures literacy), participation, and collaboration" (Sjöblom, 2024). Recognizing the strategic importance of strategic foresight, the OECD (2025) has developed a Strategic Foresight Toolkit for Resilient Public Policies to anticipate the challenges and opportunities likely to reshape the political landscape between 2030 and 2050. Its objective is to help countries and organizations make effective and relevant use of strategic foresight to design and prepare public policies that are sustainable, resilient, robust, effective, and adaptable to a range of possible futures (OECD, 2025).

Our research is part of this strategic framework linked to the strategic, forward-looking and competitive State, and to anticipatory governance systems linked to AI-Powered strategic foresight and competitive intelligence. It focuses on the Moroccan context by identifying Morocco's practices and experiences in AI, strategic foresight and competitive intelligence with a view to increased competitiveness and transformational growth. Thus, our exploratory and qualitative research aims to provide answers to our central research question: to what extent can a well-integrated and better orchestrated convergence between artificial intelligence, strategic foresight and competitive intelligence strengthen Morocco's competitiveness, enhance its transformational growth?

Thus, we first retraced the Moroccan experience by outlining the main practices and experiences relating to these three disciplinary fields. We then identified also, based on our methodological triangulation approach, the major challenges and constraints that could hinder their convergence. Finally, we concluded by presenting our model and development levers in the form of strategic recommendations that the Moroccan public authorities can implement for enhanced competitiveness and transformational growth. This model is designed to be exportable and exploitable by other countries, and it can be generalized at the macro level of the State, the meso level of sectoral activities and micro level of competitive organizations and companies. It can also be implemented at the central and territorial levels within the framework of a new decentralized governance and territorial intelligence for sustainable, inclusive and resilient development of territories in the new vision rehabilitating the regions as dynamic actors of their own integrated and increased development as well.

2. Theoretical Framework and Research Methodology

2.1 Theoretical Framework

Aware of the multidimensionality of our research, we adopted a holistic and systemic approach to understand the national ecosystem of AI, strategic foresight and competitive intelligence in its different components and stakeholders, its interactions, its complexity and its organizational diversity. To this end, we mobilized several theories that are complementary and enrich our perspective of synergy, convergence and strategic nexus between these three disciplinary fields. These include the theory of Anticipatory Governance (Guston, 2014), strategic foresight (Slaughter, 1997; Voros, 2003), strategic intelligence (Calof and Wright, 2008), and the Dynamic Capabilities Theory (Teece, Pisano & Shuen, 1997) in its dimensions of sensing, seizing and transforming to analyze the convergence between AI, strategic foresight and competitive intelligence within the framework of an anticipatory governance system of strategic transformation reinforcing the role of the strategic, foresight-driven and competitive State.

2.2 Research Methodology

To conduct our research, we opted for a qualitative and exploratory approach. Thus, through methodological triangulation, we used the documentary approach by focusing on government reports, studies and several other researchers conducted by international organizations about AI, strategic foresight and competitive intelligence,

in addition to the analysis of Moroccan context, case studies and experiences. We also used international benchmarks of national strategies and government programs in these fields. To get a clear idea of the views of experts, professionals and institutions about the convergence and strategic nexus of these three concepts, we conducted semi-structured interviews with twenty-five resource persons. Based on all these elements, we have developed a conceptual, integrative and intellectually abstract model that outlines our thinking in relation with this tripartite convergence, along with key success factors and recommendations in the form of levers for developing a convergent ecosystem based on the richness of data, the power of intelligence and the potential of AI.

3. The Assets and Achievements of Moroccan Ecosystem of AI, Strategic Foresight and Competitive Intelligence

The findings of our research allowed us to identify five major assets that predestined Morocco to play a fundamental role in Africa in the areas of AI, strategic foresight, and competitive intelligence.

Figure 1: Assets promoting Moroccan convergence between AI, strategic foresight and competitive intelligence

The first is linked to the political will linked to the strategic support of these elements by the highest authority of the country, which gives the Moroccan ecosystem an undeniable advantage materialized by the launch of major structuring projects, ambitious strategic initiatives included in a long-term vision which aims to ensure its competitiveness and its resilience and its leadership in Africa. The second asset stems from the importance Morocco places on its proactive economic diplomacy, particularly in Africa and with several international partners, and its quest to strengthen its competitiveness and attractiveness. The third Moroccan strength point identified is the existence of public and private structures and entities for monitoring, forecasting, foresight and competitive intelligence.

The fourth asset is related to the Morocco's active digital diplomacy and pioneering commitment to global governance of ethical, responsible, secure, and inclusive AI (Lafram, Bahji, 2024). The fifth strength point is Morocco's experience in strategic planning. In addition to its New Development Model for 2035, Morocco has initiated several strategic plans and several sectoral strategies with long-term timescales to structure, reform, and transform different sectors such as industry, renewable energy, agriculture, tourism, in addition to the strategy "Morocco Digital 2030".

The sixth asset relates to its technological strengths and its advances in infrastructure and connectivity, and its progress in these fields in Africa, as well as its stated ambitions in terms of technological sovereignty, which it is working on. Morocco thus has considerable assets related in particular to connectivity, access to data and the protection of personal data, which we consider to be fundamental and structuring foundations of any successful AI ecosystem (Lafram, Bahji, 2024).

The seventh asset is the existence of an academic and scientific ecosystem increasingly investing in these three disciplinary fields, placing a greater emphasis on AI, competitive intelligence, and foresight. In addition to the creation of schools and higher education institutions dedicated to AI, other established schools and higher education institutes offer training in the fields of AI, data science, competitive intelligence, and strategic intelligence. Another point is the investment efforts in telecommunications networks have ensured widespread internet coverage, particularly through the expansion of fiber optics and the widespread use of 4G. All these elements constitute a solid foundation for integrating AI into strategic foresight and competitive intelligence, which also benefits from an environment favorable to their full growth and development.

4. The Challenges and Constraints of the Convergent Ecosystem: AI, Strategic Foresight and Competitive Intelligence

Although Morocco has strengths that predestined it to succeed in the synergy between AI, strategic foresight and competitive intelligence to boost its national competitiveness and its transformational growth, it also encounters constraints and challenges to be taken into consideration to succeed in this strategic Nexus which is in its embryonic state. The main challenges we have identified are as follows:

Figure 2: Main challenges and constraints of AI, strategic foresight and competitive intelligence convergence

- **Governance and lack of convergence and coordination challenges**: The various actors and multiple stakeholders involved in the fields of AI, foresight and competitive intelligence work without coordination or convergence. By working in functional and decision-making silos, the actors of these three disciplinary fields still fail to converge towards a common vision integrating the impacts of global trends, weak signals and prospective changes that can be analyzed and interpreted within the framework of collective intelligence to develop future scenarios for Morocco by relying on the benefits that can be drawn from the enormous possibilities of AI in this context (AI-based strategic intelligence, AI-enhanced foresight and competitive intelligence based on the potential of AI, etc.).
- **Challenges related to access to information and data**: These challenges were also frequently mentioned, highlighting the various issues related to data governance, the weak open data culture, and the lack of a clear, integrated, and synergistic policy on sovereign data, shareable data, and

strategically exploitable data to strengthen the country's economic competitiveness and strengthen its resilience.

- **Challenges related to advanced technological infrastructure and sovereignty** capable of supporting this convergence between AI, foresight, and competitive intelligence. Being totally dependent on foreign suppliers and global equipment manufacturers still poses major challenges to both digital and infrastructure sovereignty.
- **Challenges related to human resources and hybrid profiles and talents**: The lack of hybrid profiles in foresight AI and competitive intelligence is a major issue that should be addressed as quickly as possible. Our research showed that the academic ecosystem remains siloed and not yet totally open to the country's strategic priorities and foresight needs. Transdisciplinarity is strongly recommended to train a new generation of data scientists, managers and engineers, as well as high-performing analysts and futurists, combining proven traditional methods with new AI-based technologies and other disruptive and emerging technologies.
- **Challenges related to the weak culture of foresight and competitive intelligence:** Despite the existence of several structures in charge of foresight and competitive intelligence, the culture of foresight, anticipation, systematic monitoring and competitive intelligence remains not very widespread and requires work on mentalities with more awareness and training

5. Towards a Convergent and Holistic Model for AI, Strategic Foresight and Competitive Intelligence: Perspectives and Levers of Development According to the Proposed LOUMAR Framework

5.1 Presentation of LOUMAR Framework

By clarifying Morocco's strengths to capitalize on, the challenges to overcome, and the areas of vigilance to consider in terms of the convergence of AI, strategic foresight, and competitive intelligence, we have developed a clear idea of the approach to be recommended to lay the foundations for an integrated and convergent national ecosystem ensuring the strategic nexus between these three disciplinary fields, which remains undeveloped and requires special attention. To this end, we have developed a conceptual model synthesizing our strategic thinking on how the convergence between the components of this triptych can significantly and effectively contribute to the emergence of a prosperous, competitive, intelligent, and forward-looking nation in the era of disruptive and emerging technologies such as AI.

This conceptual model synthesizes the essence of our thinking and identifies the strategic levers for the Morocco's augmented competitiveness and transformational growth. We have named it LOUMAR Framework, and each letter of this acronym designates a strategic lever to be put in place to succeed in this Nexus of AI, strategic foresight and competitive intelligence in the service of the Morocco's augmented competitiveness and transformational growth.

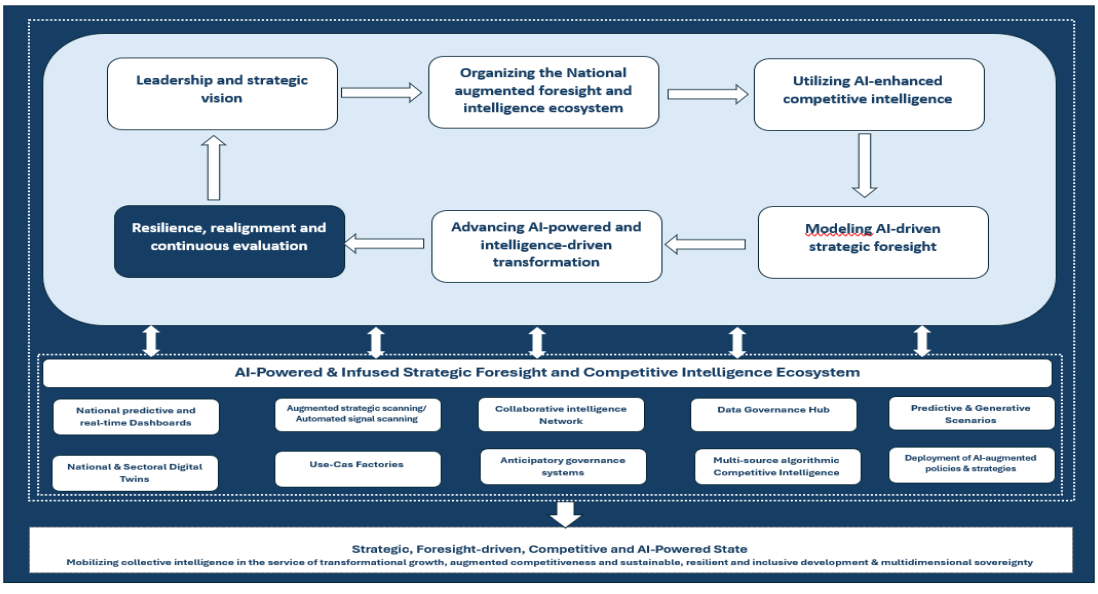

Figure 3: LOUMAR Framework Overview

Leadership and Strategic Vision: Without engaging leadership and a mobilizing strategic vision that sets the strategic course to be achieved, any transformative initiative is nothing more than wishful thinking, and an unrealizable wish. To this end, the existence of a visionary leader in each government department is a fundamental condition for achieving the optimal convergence of artificial intelligence, foresight, and strategic intelligence, which will merge and integrate intelligently to produce the desired effect, namely the transformational growth and augmented competitiveness.

Organizing the National augmented foresight and intelligence ecosystem: A clear-sighted and visionary strategic and foresight vision can only work in the presence of a structuring organization of the national ecosystem for foresight and augmented business intelligence. The entire institutional framework and organizational engineering should be completely overhauled to lay the foundations for a new interconnected, agile, learning-friendly, and intelligent ecosystem. Indeed, the governance of an unifying ecosystem for this AI Nexus, Competitive and Prospective Intelligence, requires in-depth work on strategic management frameworks, institutional, strategic, and operational mechanisms that can be put in place to coordinate and control flows, processes, and stakeholders, and to contain and manage challenges, creating a fluid symbiosis, partnership synergy, and enriched, augmented, and agile collaboration.

The Use of AI-Enhanced Business Intelligence: Once the vision is established, leadership is engaged, and the organization is implemented, we should also consider the use of AI-enhanced business intelligence for greater speed, efficiency, rapidity, and impact. Indeed, the time for traditional business intelligence is over. AI should be integrated into the DNA of the competitive intelligence approach in all processes and stages, from monitoring and information collection, through its analysis, processing, and storage, to augmented decision-making and the training of AI models.

AI-Driven Strategic Foresight Modeling: Currently, foresight modeling and the construction of projection models are greatly facilitated by the enormous potential of AI to process impressive quantities of data in terms of collection, analysis, processing, and AI-assisted modeling.

Advancing AI-powered and intelligence-driven transformation: This lever consists of translating the vision into concrete and transformative actions and of piloting and accelerating the strategic, digital, economic and social transformation of the country through intelligent, innovative and large-scale integration of AI. This involves agile and AI-powered piloting of transformation programs and projects, strengthening institutional capacities in AI and the digital transformation of public and private organizations, as well as training, upskilling, reskilling and awareness-raising of human resources to support the country's major structuring projects and next-generation structural reforms.

Resilience, realignment, and continuous evaluation: Building the resilience of the national ecosystem for foresight and augmented competitive intelligence is also a crucial step for the sustainability and agility of the transformation. This requires the establishment of monitoring, continuous evaluation, and system readjustment mechanisms, with a set of clear key performance indicators (KPIs) for monitoring and evaluation based on SMART objectives. This ecosystem should be focused on results and overall performance, favoring an operational, technological, and strategic accountability approach, focused on the elements that strengthen, protect, and secure the entire ecosystem.

5.2 Key Success Factors for a Convergent Ecosystem of AI, Strategic Foresight and Competitive Intelligence

To successfully implement this AI, Strategic Foresight, and Competitive Intelligence Nexus, several key success factors should be combined, which can be summarized as follows:

- **Clarity of vision and strong leadership**: A clear vision translated into a far-sighted strategy based on a national policy for convergence between AI, strategic foresight, and competitive intelligence is a sine qua non condition to ensure the success of the dynamic and agile convergence of the Moroccan ecosystem of strategic foresight and economic intelligence powered by AI, data and intelligence.
- **Institutional and tripartite public-private and non-profit coordination and multi-sector convergence**: Intra- and inter-sectoral coordination, in addition to coordination between the public-private and non-profit sectors, is highly recommended to unify the vision, share points of view, and pool resources and resources among the various technological, institutional, economic, non-profit, and academic stakeholders.
- **Connectivity and interoperability of ecosystem components**: Connectivity and interoperability of ecosystem components: It is clear that connectivity and interoperability of AI-based convergence

ecosystem components are an absolutely necessary condition to aspire to a truly robust, secure and well-connected ecosystem.

- **Translating visions and plans into concrete actions on the ground**: It is not enough to develop policy papers, nor sectoral, national, or departmental strategies. The challenge lies in the ability to execute and translate projected visions into smart and convergent programs, projects, and initiatives that will enable national champions, regional clusters, and national, regional, and local skill centers integrated into networks of professionals in strategic foresight and competitive intelligence and AI.
- **Investment in data, infrastructure, and talent**: The desired convergence of these three tripartite disciplinary fields will not be successful without massive, innovative investment by mobilizing new alternative forms of financing such as crowdfunding, business angles, and public-private partnerships to foster new startups in the fields of technological, strategic, and foresight innovation. These fields are very promising, and the potential of AI combined with other technologies such as blockchain, quantum computing, the metaverse, and immersive technologies is evident. We should also invest in training hybrid profiles mastering AI tools with the methods, approaches, and tools of strategic foresight and competitive intelligence.
- **An appropriate, clear, and agile legal and regulatory framework:** Legal and regulatory safeguards are essential to regulate the ethical and responsible use and development of AI, as well as to institutionalize strategic foresight and competitive intelligence in Morocco by dedicating a clear public policy to them, supported by a clear, agile, and ambitious doctrine. A specific law on AI, as well as legal and regulatory texts facilitating intra- and inter-sectoral collaboration and data sharing, are also key success factors.

5.3 Strategic Recommendations for an Effective Convergence Model of AI, Strategic Foresight and Competitive Intelligence to Strengthen Morocco's Transformational Growth and its Augmented Competitiveness.

As shown in the figure below, and in line with our integrative conceptual model converging AI, strategic foresight and competitive intelligence, we have identified a range of recommendations resulting from our research that we can outline as follows:

Figure 4: Levers of development of an integrated and convergent Moroccan ecosystem of AI, Strategic foresight and Competitive Intelligence

It is strongly recommended that an integrated national public policy be developed for AI-driven strategic foresight and competitive intelligence, giving it the necessary importance to ensure convergence between these three components. This public policy cannot be implemented and be sustainable without a clear, integrated and augmented strategic and visionary doctrine combining AI, strategic foresight and competitive intelligence, with

a clear positioning and a line of conduct based on data, artificial intelligence and the collective intelligence of all stakeholders. Furthermore, for the tripartite ecosystem to converge effectively and connect with each other in synergy, it is also strongly proposed that a National Agency for Foresight and Strategic Intelligence be created as a modern, AI-driven governance structure equipped with all the necessary human, material, and technological resources to oversee all aspects of the country's foresight and strategic and competitive intelligence. The creation of a specialized agency should also be accompanied by the institutionalization of foresight and competitive intelligence as strategic functions within all ministerial structures, agencies, public enterprises, and government entities. While several Moroccan ministerial departments already have highly dynamic foresight structures launching several forward-looking actions, tools, studies, and reports, it is important to generalize these departmental best practices and those of Moroccan think tanks that have long invested in the field of foresight and competitive and strategic intelligence. In this context, we should not forget the strengthening of institutional capacity building and enhanced strategic management (Ministries, Agencies, Offices, Observatories). Another recommendation that also seems very urgent to us is massive investment in R&D, technological infrastructure and data by strengthening the infrastructural, technical, and data capacities capable of supporting this tripartite strategic nexus.

Furthermore, the training of hybrid skills and prospective and technological talents is of paramount importance to support the new vision of convergence and integration of technology, foresight, and competitive and strategic intelligence. Furthermore, we cannot speak of a convergent, open, and cutting-edge technological ecosystem without discussing co-construction, cooperation, and bilateral and multilateral partnerships to share experiences, benefit from feedback from other pioneering countries in this field and launch collaborative projects with technology operators and specialized international organizations. Other recommendations include the territorialization of the tripartite convergent approach (AI, SF, and CI) and its regional and local implementation for sustainable, inclusive, and resilient regional and local development, awareness-raising and promotion of a culture of foresight and enhanced competitive intelligence, and regular and ongoing evaluation and monitoring.

6. Conclusion

This research demonstrated the existence of a sound technological foundation and encouraging strengths to co-construct, with all stakeholders, a convergent Moroccan ecosystem integrating artificial intelligence, strategic foresight, and competitive intelligence. Thus, by capitalizing on its achievements, its assets, particularly geopolitical, diplomatic, economic, and infrastructure, leading in Africa, and its attractiveness as an African AI hub and a committed player in favour of ethical, inclusive, secure, and responsible global AI governance, Morocco is sufficiently prepared and equipped to move to another level of enhanced competitiveness by investing in a rethought convergence of AI-driven strategic foresight and competitive intelligence to serve its new model, its strategic objectives, and its desirable future. Our research also revealed the existence of several challenges and constraints characterizing these three disciplinary fields operating in compartmentalized silos, without unified, integrated, and adapted governance. These challenges are linked to data, cutting-edge infrastructure, and the specific skills needed to support this qualitative leap toward a truly integrated and coordinated AI-powered system that intelligently blends augmented strategic foresight and AI-driven competitive intelligence as part of an ambitious strategic vision for the country's strategic and digital transformation.

To this end, we have developed the LOUMAR Framework as a conceptual and strategic model that synthesizes our thinking on this Nexus, connecting strategic foresight and competitive intelligence with artificial intelligence to transform these previously scattered functional islands into a connected and integrated smart archipelago. By incorporating AI into the DNA of strategic foresight and competitive intelligence management and governance systems, we will have a head start, intelligent capture of major trends, weak signals, and AI-powered scenarios, and increased capacity for data collection, analysis, processing, scenario development, and enhanced prediction for a strategic, forward-looking, competitive, intelligent, and AI-powered Nation. To achieve this, we concluded our research with a range of strategic and institutional recommendations, including integrated national public policy, global strategy, a clear and integrated visionary doctrine on AI-Powered strategic foresight and competitive intelligence, National Agency or High Council for Foresight and Strategic Intelligence, institutionalization of foresight and competitive intelligence, investment in R&D, technological infrastructure and data, training hybrid skills and talents in these three fields and emerging technologies, strengthening institutional capacity building and augmented strategic management (Ministries, Agencies, Offices), co-construction & bilateral and multilateral cooperation and partnership, territorialization of the approach and regional and local implementation, raising awareness and promoting the culture of augmented foresight and

competitive intelligence, evaluation and monitoring. Although, this research has certain limitations, namely the complexity of effective integration and the global scope of its applications, it opens new perspectives for future research, particularly sectoral and organizational analysis. The objective is to achieve both global and sectoral application of this nexus between AI, strategic foresight and competitive intelligence, which is largely unexplored, and analyse how a practical implementation of disruptive and emerging technologies can enhance the socio-economic development of countries and strengthen their competitiveness and transformational growth.

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AI Declaration: No AI tools were used in the preparation and writing of this paper.

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