

## What's Your CIQ? By Jonathan Calof

1. Please complete the following sentence: Competitive intelligence is defined as:
2. Competitive intelligence is most appropriate for (select as many as are appropriate)
  - a) Marketing
  - b) Production
  - c) Research and Development
  - d) Human Resources
  - e) Strategy development
- 3 What percent of major industry change, competitors, regulators, suppliers, customers ... moves are predictable using legal and ethical means?
  - a) 0-24%
  - b) 25-49%
  - c) 50-74%
  - d) 75-89%
  - e) >90%
4. For a typical CI project, what percent of the information is actually available in open sources (legally and ethically accessible)?
  - a) 0-24%
  - b) 25-49%
  - c) 50-74%
  - d) 75-90%
  - e) >90%
5. For a typical CI project, what percent of CI project time should be spent collecting information?
  - a) 20-29%
  - b) 30-39%
  - c) 40-49%
  - d) 50-59%
  - e) >60%
6. For CI professionals, the #1-best source for information is... (select one)
  - a) Internet
  - b) Published reports
  - c) A companies own employees
  - d) Companies in the industry
  - e) Customers, suppliers, associations in the industry
7. According to a recent survey, which of the following temporal orientations (how forward looking the intelligence projects are) are most correlated with being innovative?
  - a) The next year (less than a year)
  - b) The next one to five years
  - c) The next six to ten years
  - d) Further than ten years

8. According to a recent survey, which of the following temporal orientations (how forward looking the intelligence projects are) are most negatively correlated with being innovative?
- The next year (less than a year)
  - The next one to five years
  - The next six to ten years
  - Further than ten years
9. Competitive intelligence professionals do a lot of profiling, trying to understand what key players will do next. What do you think are the top two profile target groups for CI professionals? (select two)
- Customers
  - Suppliers
  - Competitors
  - Government
  - Partners/potential partners
  - Universities
  - Associations
  - Research institutions
10. You are on a long-haul airplane and you notice that the person next to you is reading a report entitled, Secret Plans for Industry X – this is your area and this is the type of information you need for that report going to your senior management. What do you do? (Select one only)
- Wait till the person goes to the bathroom and then read the report
  - Carefully look over her shoulder, as she is reading the report, making mental notes (or actually writing it down).
  - Ask the in-flight staff to find you a new seat on the plane. You will remove yourself from the situation to avoid the potential for unethical behavior.
  - I will tell the person whom you work for and that you work in the area that they are in.
  - I will tell her that I am one of the leading experts in the area, teach the subject at Harvard (or a school like it) and would be more than happy to comment on the report, that my comments will make him look good. (It's a good thing I have a false business card for this)
11. Where in the organization should responsibility for competitive intelligence lie? That is who should it report to? (select one only)
- Middle manager (e.g. Director)
  - Senior manager (e.g Vice President, Assistant Deputy Minister)
  - Top management (e.g Senior Vice President, Chief Strategy office, Deputy Minister)
  - Top manager (e.g President, CEO, Managing Director)
  - Other (specify)
12. The biggest killer of an intelligence program is (select one only)
- Poor computer systems
  - Insufficient budget
  - Not enough CI personnel
  - Poor focus/Lack of focus
  - Poor placement of the intelligence department
  - Lack of CI skills
13. Competitive intelligence is most important for (select one only):
- Small businesses
  - Medium sized businesses
  - Large businesses
  - Government