

BUSINESS INTELLIGENCE AUDIT GUIDE AND QUESTIONNAIRE
Developed by Jonathan Calof © 2017

Breakdown the percent of "intelligence" time " spent focused on the following targets. Total 100%

1. Competitors _____%
2. Customers _____%
3. Government (includes all levels of government and regulatory institutes) _____%
4. Suppliers _____%
5. Partners _____%
6. Other 1 (specify) _____%
7. Other 2 (specify) _____%

When developing intelligence, time needs to spent in planning, collection, analysis, communication and management. Please estimate the percent of time spent in each. Remember, the total must add up to 100%

1. Planning your intelligence projects _____%
2. Collecting the information _____%
3. Analyzing the information/making sense of it _____%
4. Communicating the intelligence/recommendations _____%
5. Evaluating/managing the intelligence project _____%
6. Other (specify) _____%

Against each of the following statements, please mark "Yes" if it is true and "No" if it is not true for your company.

Yes	No	Intelligence practices currently in place in your organization
		1 Our company regularly prepares profiles of our competitors.
		2 We use secondary sources of information (public literature, analysts' reports, etc.) to learn about key competitors.
		3 Our company has developed legal and ethical guidelines for the conduct of CI activities.
		4 Our company is only concerned about the companies with which we directly compete.
		5 Our company produces intelligence reports and assessments on the competitors and/or emerging technologies that we believe are most important.
		6 Our company continuously and systematically monitors our technologies globally to determine whether new competitors or technology substitutes are emerging.
		7 We monitor and assess the activities and plans of organizations and groups (such as regulatory agencies or NGOs) whose view of our company could affect us.
		8 Our company focuses its intelligence efforts on competitors that management has identified as important.
		9 Our company produces assessments that address several possible outcomes of our competitors' actions and that identify the threats and opportunities those outcomes present for our company, new products, etc.
		10 Our employees regularly report "competitive intelligence" related information about our competitors, customers, suppliers etc. to appropriate managers.
		11 Our company maintains a network of human contacts outside the company that we call on to answer senior management's questions in a timely and credible fashion.
		12 Our company analyzes our competitors' plans and strategies to predict and anticipate their actions.
		13 We use formal competitor analytical models such as SWOT and resource gap analysis.
		14 We use formal psychological models such as competitor management profiling.
		15 Our employees understand clearly that our proprietary information and intellectual property should not be disclosed, and what to do if they become aware of potential inappropriate disclosure or access.
		16 Our company recognizes CI as a legitimate and necessary activity for business.
		17 Our company collects and uses patent and scientific literature to assess R&D programs and/or emerging technologies.
		18 Senior company management supports intelligence activities.
		19 Our CI activities specifically include counter-intelligence, aimed at assessing the success of CI efforts directed against us.
		20 Our company has incentives to encourage employees to report their competitive observations and information.
		21 We proactively communicate the company's intelligence needs to employees.
		22 We have convenient ways for employees to report observations & information.
		23 We interview our executives regularly to understand their intelligence requirements.
		24 Senior managers use CI regularly in their planning and decision making
		25 In our communications activities (media relations; marketing, advertising; etc.) we consider the potential CI benefits that competitors could gain from our disclosures
		26 Senior executives' stated intelligence requirements are used to focus our intelligence efforts and resources.
		27 Our company uses advanced analytical techniques (e.g., on-line data screening, photography/imaging of competitor technology) to analyze our competitors' and assess their future business implications
		28 Our company develops profiles of emerging technologies to better understand their characteristics, potential applications and market advantages
		29 Our company has a variety of methods for collecting current intelligence, such as organized methods to exploit conferences
		30 Our staff distributes intelligence findings only to those who are authorized to see them
		31 We use information management techniques, such as data-mining, data-warehousing, OLAP or "business intelligence" software, to understand our customers.

Yes	No	Intelligence practices currently in place in your organization
		32 Company personnel (e.g. scientists, marketing staff, etc) are our most important source of information.
		33 Our contacts outside the organization are our most important source of information.
		34 We use the corporate Intranet as a means of storing and accessing competitive information that our employees need in their day-to-day work.
		35 Secondary information sources (e.g. publications, trade show materials, web pages, and so forth) are our most important sources for information.
		36 Our staff distributes intelligence findings throughout the company to anyone who is interested in them.
		37 Our corporate Intranet is specifically designed to facilitate and support our CI activities.
		38 We recognize the potential CI value of information held within our company.
		39 We maintain a comprehensive map or inventory of internal information and knowledge.
		40 Key decision-makers are regularly surveyed/interviewed to verify that the intelligence products produced for them, satisfy their needs and provide value
		41 Key decision-makers are interviewed on a regular basis to determine the best method to deliver competitive intelligence findings to them
		42 Competitive intelligence is used primarily in sales/marketing
		43 Our company has developed guidelines for employees on what type of information should not be disclosed
		44 As long as the collection method is legal, we will use it
		45 All information collected is checked for accuracy and validated by at least one other source
		46 Our company asks all employees what their view is of industry trends
		47 We coach our employees every time they go to trade shows, exhibitions, conventions, and so forth about what type of information they should look for
		48 We know the mindset of the CEO's and other key executives of our top customers - how they view the industry, the degree of risk they are willing to take, the priority of their business goals, etc.
		49 Our company lets all new employees know what information to look for
		50 Every employee is given counterintelligence training
		51 Results from exit interviews/job interviews are used in our intelligence system (information is shared
		52 We regularly ask our employees, as to what they view as future opportunities for our company'
		53 There is a central coordination point for receiving competitive intelligence information
		54 We make intelligence training available to all our employees
		55 Our employees are generally aware of any legal and ethical guidelines for the conduct of CI
		56 Our employees have been told what information is considered confidential/sensitive
		57 Our orientation session for new employees includes a briefing on CI policies
		58 We are concerned to understand the plans and intentions of not only our key competitors but also of key allies and partners, such as suppliers, distributors, investors and collaborators.
		59 We coach our employees every time they go to trade shows, exhibitions, conventions, and so forth about what they should not talk about
		60 The results from our intelligence process influence our corporate strategy and direction
		61 Employees understand that sharing information is important to the success of the company.
		62 We record centrally/monitor all requests from people outside our organization for information
		63 Our company produces forecasts of key government policy changes that can affect our industry
		64 For a typical intelligence project we spend at least 50% of our time collecting information
		65 Our company provides feedback to employees on how the information they provided was used
		66 We have a standard template for the presentation of intelligence findings
		67 We regularly poll our employees, as to what they view as future threats to our company's health
		68 We have dedicated staff and resources for the organization of competitive intelligence information
		69 Our web site has been examined to ensure it does not reveal information that would compromise us
		70 Most employees understand exactly what intelligence is
		71 We evaluate our intelligence results
		72 We believe that competitive intelligence can be used to create a competitive advantage
		73 We know the mindset of the CEO's and other key executives of our top competitors - how they view the industry, the degree of risk they are willing to take, the priority of their business goals, etc.
		74 We try to collect all available information on our competitors

Yes	No	Intelligence practices currently in place in your organization
		75 Our intelligence staff regularly take intelligence seminars/training programs
		76 We have a formal knowledge management system
		77 Our corporate culture encourages information sharing
		78 There is a secure storage and retrieval system for competitive intelligence information gathered
		79 Our company has a policy that identifies the security level of information
		80 Our company maintains a central record of all known reliable sources of information
		81 We know our competitors costs, sales and margins
		82 Competitive intelligence is used primarily in sales/marketing
		83 We conduct intelligence projects only when asked to - we are demand driven
		84 We conduct intelligence project regardless of whether we have been asked to do it
		85 Our employees have received formal training on how to collect information (e.g. an internet searching course or an interviewing course)
		86 Our company regularly scans help wanted ads to detect any possible hiring trends by our competitors
		87 Our employees are aware of the competitive intelligence methods used by our competitors
		88 We have a long range competitive intelligence plan
		89 We have a competitive intelligence unit with at least one full time resource
		90 Our competitive intelligence unit reports directly to the President or a senior Vice President
		91 Intelligence projects start out with a hypothesis (an idea of what management thinks we will find)
		92 After collecting information whether it is from a person or from a documented source (eg the internet) we make a note about the quality/value of the source
		93 We get more than 50% of our information from sources like the internet (this includes newspapers, libraries, databases, consultants reports, government reports, etc.)
		94 We use time-lining techniques to forecast when a competitor will be entering our market
		95 We have conducted an internal knowledge audit (identify and catalog what people know, what reports they have, publications, etc.)
		96 We conduct internal knowledge audits on a regular basis (at least once every two years)
		97 We have more than five intelligence objectives (things that we really want to know)
		98 Before doing a telephone or in person interview our employees spend more time preparing for the interview than they actually spend on the phone/in person
		99. Contribution to the CI efforts is discussed during employee performance evaluations.
		100. We analyze all questions that customers ask
		101. We do win-loss analysis on key sales won and lost
		102, Our company routinely tracks stakeholders/competitor's on social media sites such as Pinterest, LinkedIn, Facebook, and Twitter
		103. Our company maintains a strict policy regarding what employees can post online to social media sites such as Pinterest, LinkedIn, Twitter and Facebook.
		104. We prioritize CI information needs on the basis of various factors such as level of urgency, influence of decision maker, and the availability of resources.
		105. We monitor the cost effectiveness of our competitive intelligence program
		106. Intelligence reports and briefings are provided as a regular component of recurring and extraordinary executive meetings.
		107. Our company audits whether the legal and ethical guideline, developed by the company, for the conduct of CI activities are followed?
		108. We have a process in place with which we can evaluate and measure the quality of the intelligence we developed.
		109. We have a checklist that any interviewer can use when preparing for a phone/in person interview.
		110. All of our competitive intelligence projects begin with clearly focused and detailed project plans.
		111. Business analytics are integrated into our intelligence program.
		112. Intelligence is used for risk management/risk identification
		113. Intelligence is used for opportunity management/opportunity identification

		114. We involve our clients/executives in the assessment/analysis function
		115. We design our intelligence communications around the cognitive load capabilities of our intelligence users/clients
		116. Some of our intelligence projects involve longer time horizons (e.g 10 or more years)