

Class 7 - Analysis for intelligence and insight

Competitive Intelligence

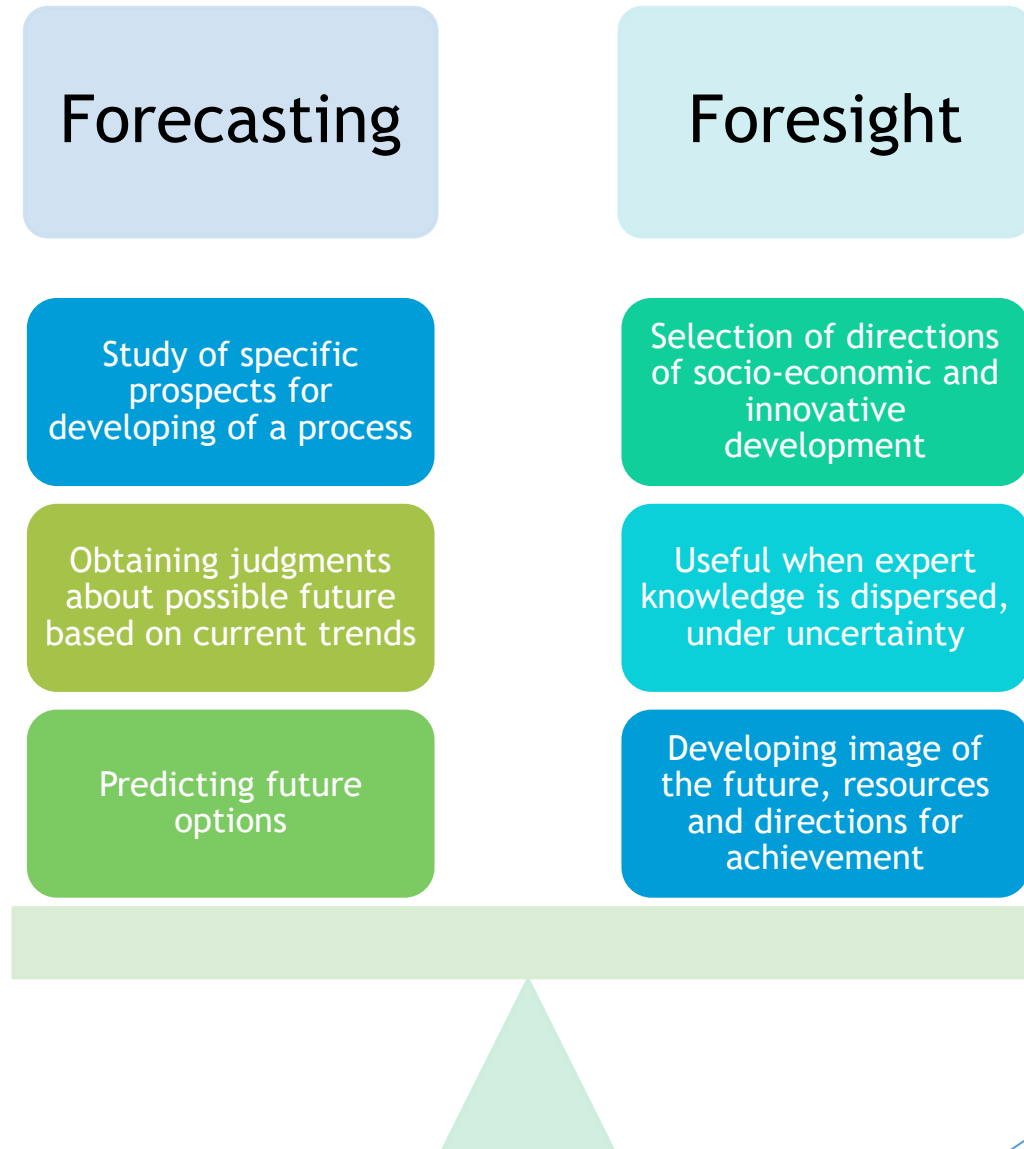
Oksana Bondarenko

2025

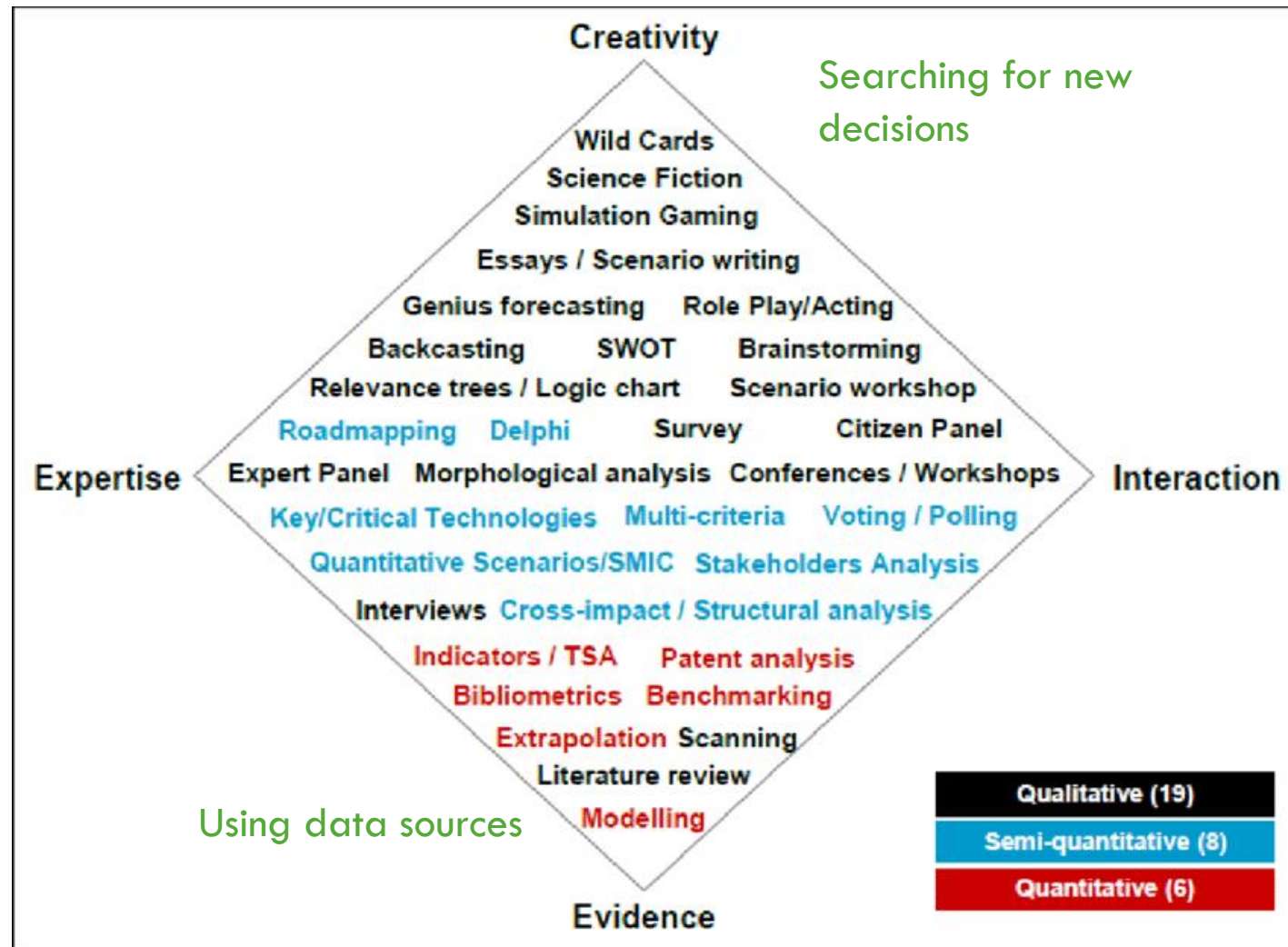
What is Foresight?

- ▶ *“A systematic exercise aimed at looking into the longer-term future of science, technology, and innovation in order to make better-informed policy decisions” (Pietrobelli, Puppato, 2016)*
- ▶ Rapid change, growing complexity, and critical uncertainty
- ▶ Foresee, shape and direct potential future orientation of technological change
- ▶ Goes together with strategic planning
- ▶ Forecasting - getting ideas about future scenarios based on current tendencies
- ▶ Foresight - define an image of the future and adjust your strategy according to the necessary steps to achieve it

Foresight vs forecasting



Foresight diamond - classification of methods



A few examples of Foresight methods

PEST, STEEPV, SWOT

PEST/PESTLE Analysis

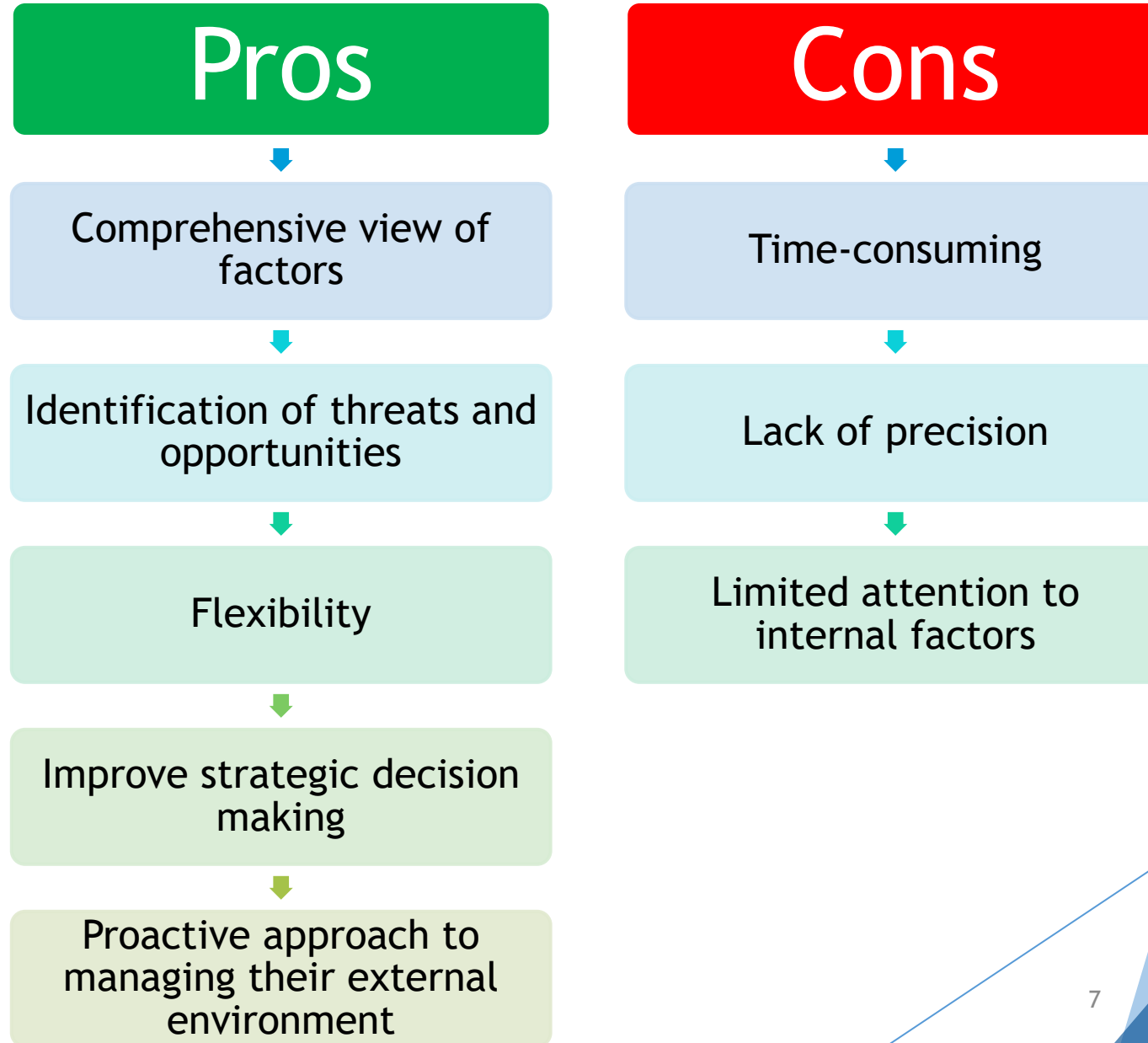
- ▶ Drivers that might influence a decision, a market, or a potential new business

STEEP/STEEPV Analysis

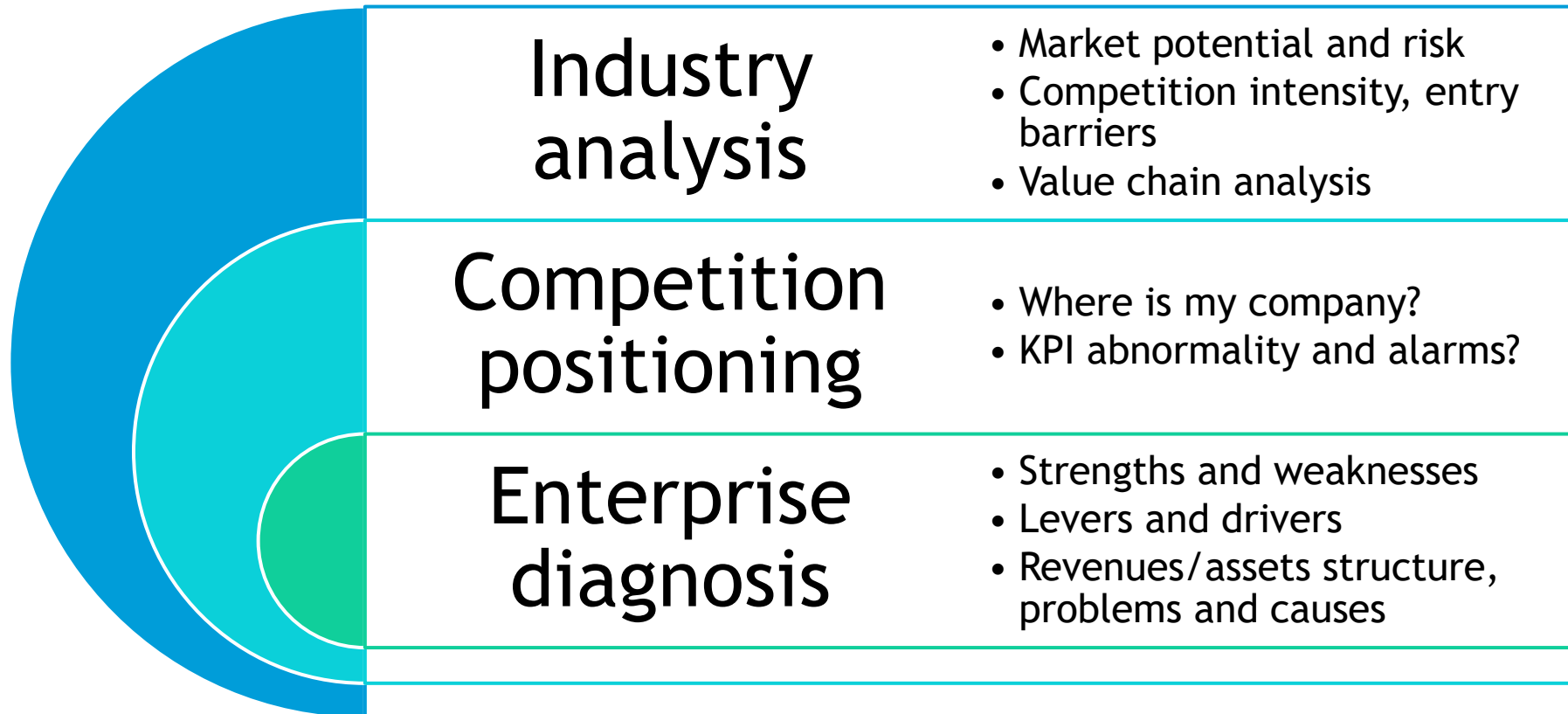
- ▶ Social (S), Technological (T), Economic (E), Environmental (E), Political (P), Value (V) factors
- ▶ What is a driver?
 - ▶ not a signal or a trend -underlying force of change that is generating the signal or producing the trend
 - ▶ not an event
 - ▶ neutral
 - ▶ driver must have different states that can be easily identified and clearly defined - for use in scenarios
- ▶ **SWOT analysis** - often goes together with STEEP/PEST
- ▶ Based on analysis - develop strategies, address opportunities and threats
- ▶ Intersection of SO, ST, WO, WT



PEST and STEEP



How can you use analysis in CI?



KIQs, KITs and analysis

Question	Relevant topic	Analysis technique
What are trends, market potential, risk of industry?		Industry trend analysis
Is the market monopolized or competitive? Can small companies survive and thrive?		Market share analysis Four-firm concentration ratio
What are the most valuable segments in the supply chain? Where should the company expand - upstream or downstream?		Supply chain mapping Industry comparison
Where does the company stand in competitive landscape?		Analysis of assets and liabilities Operating margin vs Revenue ROA vs Liability/assets Operating Income vs Total assets
How is the company ranked relative to competitors?		Enterprise ranking
Are there any abnormalities or potential issues?		Examination of KPIs
What are strengths and weaknesses relative to competitors?		Enterprise comparison Enterprise trend analysis
What factors can drive a company's performance in my industry?		Value driver analysis
What are my key problems and their causes?		Breakdown analysis

SWOT analysis and CI

Planning

- Connecting business analysis to strategy development

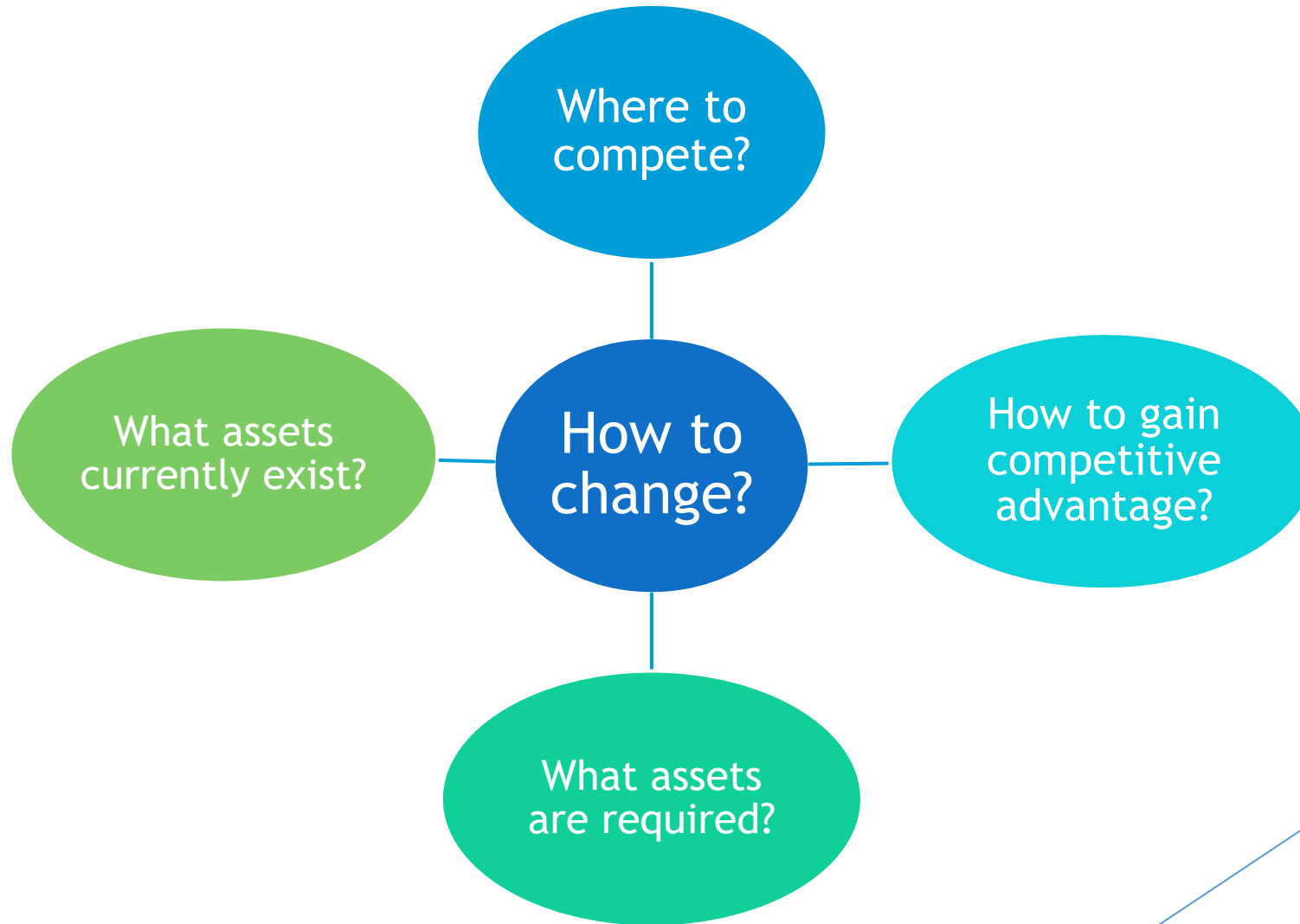
Offensive

- Using strengths to attack competitive weakness

Defensive

- Highlighting threats, using this knowledge to prepare counter-attack

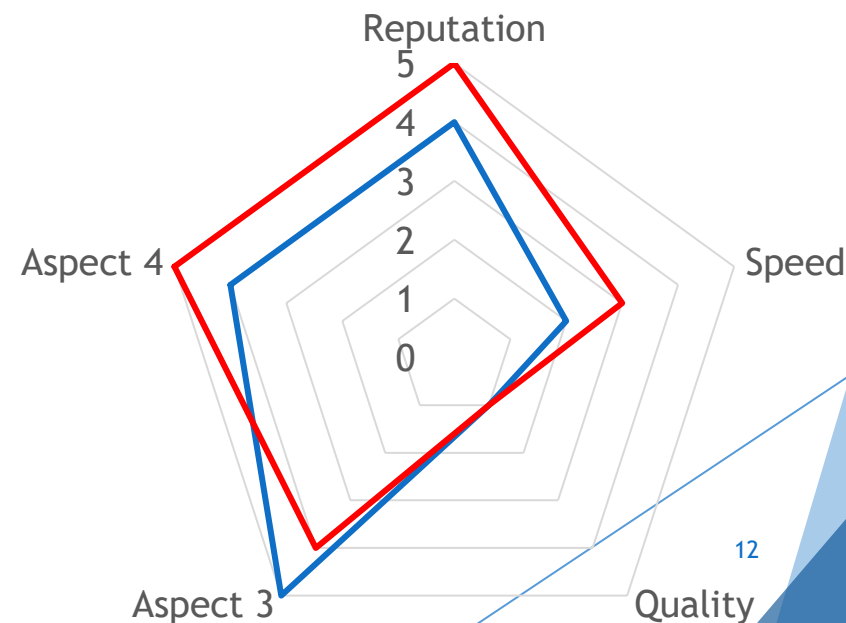
Assessing capabilities



SWOT in CI

- ▶ Breaking down criteria into key operational elements
 - ▶ Marketing aspects => customer loyalty, customer segmentation, customer base size
- ▶ For each element compare:
 - ▶ Relative to expected performance
 - ▶ Relative to prior year performance
 - ▶ Relative to key competitors' performance
 - ▶ Relative to industry performance
- ▶ Score from 1 to 5 for performance

Company attribute	Score	Action required
Market share growth 5 - fast growth relative to competitor A, 1 - rapid share loss	3	
Market segments addressed 5 - more than competitor A, 1 if many less	4	
Sales force efficiency		
Promotional efficiency		



Evaluation of processes - example

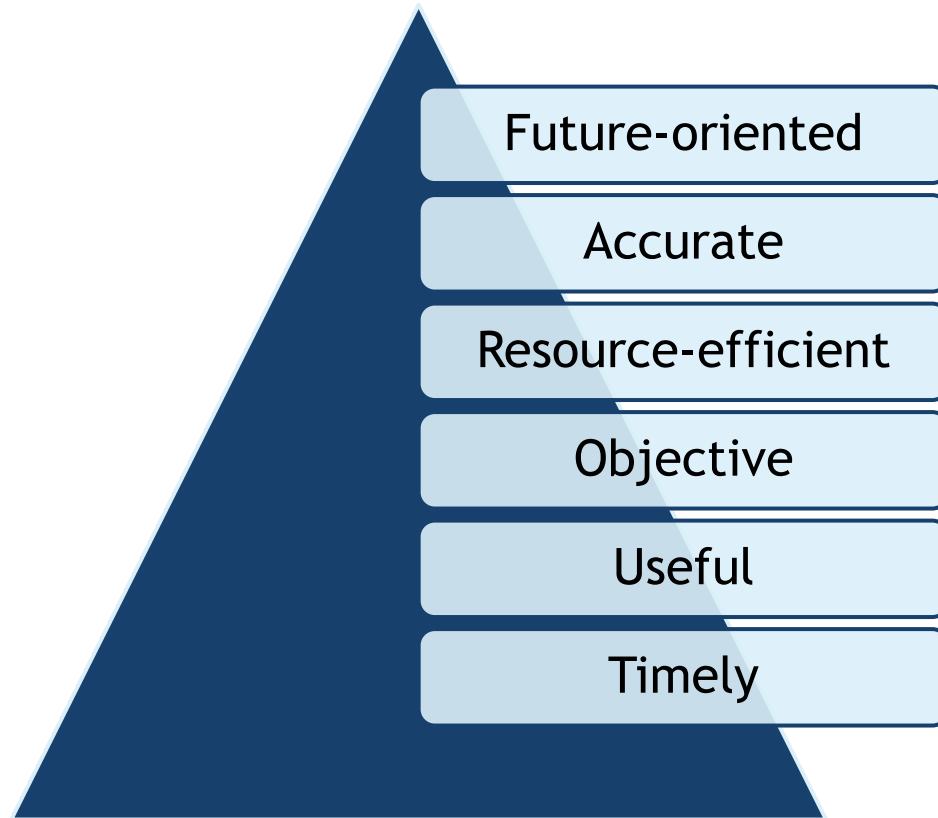
CRITICAL RESOURCES – PERFORMANCE POTENTIAL	EVALUATION																				ADDITIONAL COMMENTS	
	Bad							Average						Good								
	10	9	8	7	6	5	4	3	2	1	0	1	2	3	4	5	6	7	8	9		10
Product line X									●									●				
Market (market shares)									●				●									
Marketing concept				●									●									
Financial situation					●						●											
Research and development							●				●											
Product													●					●				
Supply with resource and energy		●									●											
Location							●											●				
Costs									●									●				
Management qualities													●				●					
Management system													●				●					
Improvement potential of production													●				●					
<div>● Competitor</div> <div>● Our organization</div>																						

Processes evaluation

● Low ● Intermediate ● High

	Business perspective			Compared to competitors			Customer perspectives			Process owner perspective		
CRITICAL SUCCESS FACTOR	1	2	3	1	2	3	1	2	3	1	2	3
Influence on customer satisfaction		●				●		●			●	
Process competence			●		●		●					●
Improvement potential	●				●				●	●		
Process differs from market		●		●				●			●	
Dependent on external factors	●					●			●	●		
Product		●				●		●			●	
Supply with resource and energy			●		●		●					●
Location	●				●				●	●		
Costs		●		●				●			●	
Management qualities	●					●			●	●		








FAROUT Rating System for choosing best analytical method (Fleisher, Bensoussan, 2000)



FAROUT and common analytical methods

Analytical Method	Future-orientation	Accuracy	Resource-efficiency	Objectivity	Usefulness	Time-liness
Stakeholder Analysis	Present to short-term	Medium	Medium	Medium	Medium	Medium to high
Business Screening Matrix	Present to short-term	Low to medium	Medium	Low	Medium	Medium
SWOT	Present to short-term	Medium	Medium	Medium	Medium to high	Medium to high
Industry Analysis	Present	Medium	Medium to high	Medium	Medium to high	Medium
Scenario Analysis	Long term	Medium to high	Low to medium	Medium	Medium to high	Low to medium

Business Model Canvas (Osterwalder, Pigneur)

 KEY PARTNERS <ul style="list-style-type: none"> - What are our key partners? - Which resources involve key partners? - Which key activities can a partner perform? - 	 KEY ACTIVITIES <ul style="list-style-type: none"> - What key activities does our value proposition require? - 	 VALUE <p>Value Proposition</p> <ul style="list-style-type: none"> - What value do we deliver? - Which customer issues are we trying to solve? - How do we differentiate our offer? 	 CUSTOMER RELATIONSHIPS <ul style="list-style-type: none"> - How do you establish and manage the relationship? - - 	 CUSTOMER SEGMENTS <ul style="list-style-type: none"> - What are segments that provide the most revenue? - Who are we creating value for? - -
 COST CENTRES <ul style="list-style-type: none"> - What are costs to operate the business model? - Which activities and resources are most expensive? 		 REVENUE STREAMS <ul style="list-style-type: none"> - What is our pricing model? - How much revenue does our plan need to contribute? 		

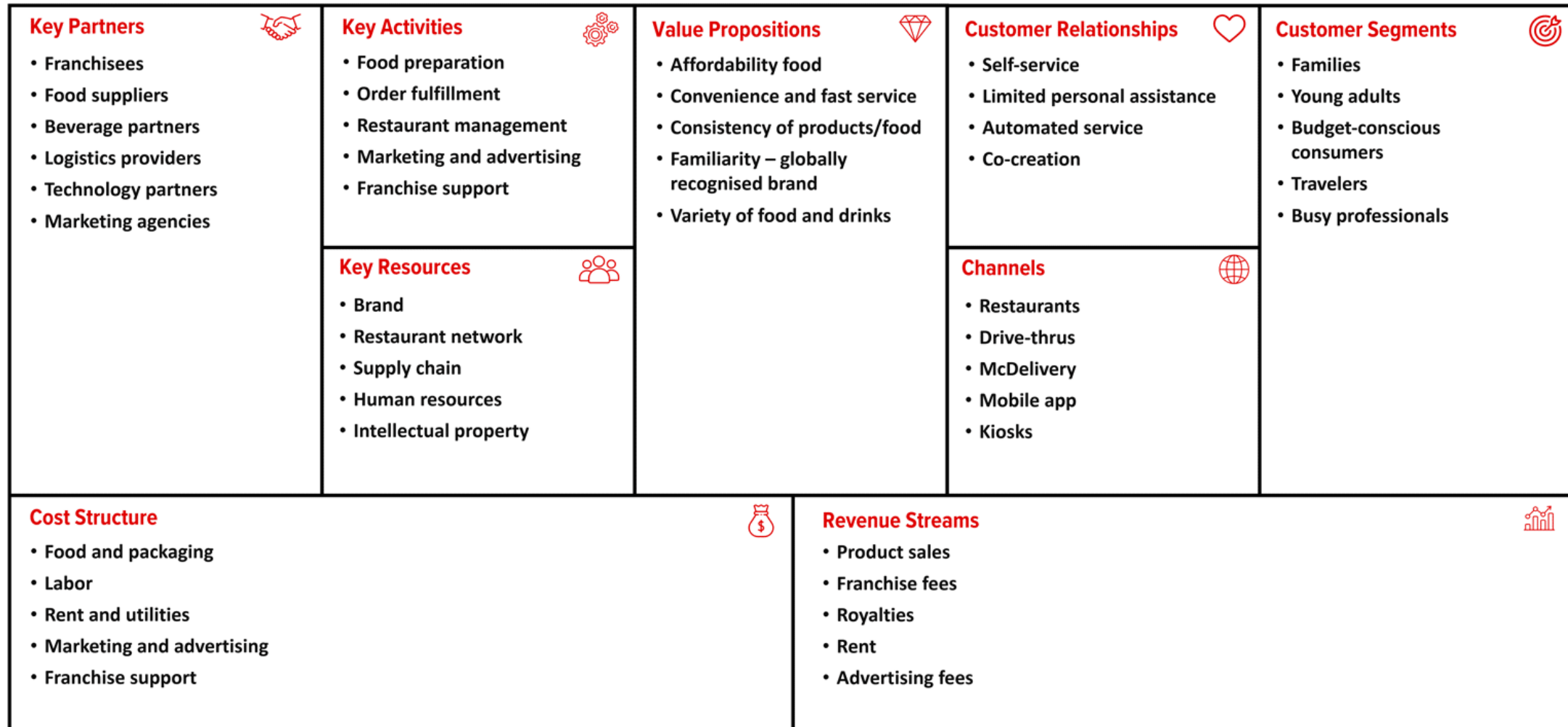
Business Model Canvas and CI

- ▶ Do we have a good understanding of the needs of the market or our customers?
- ▶ Do we understand our competitors and their customers?
- ▶ Can we clearly articulate our challenge or issue?
- ▶ ...

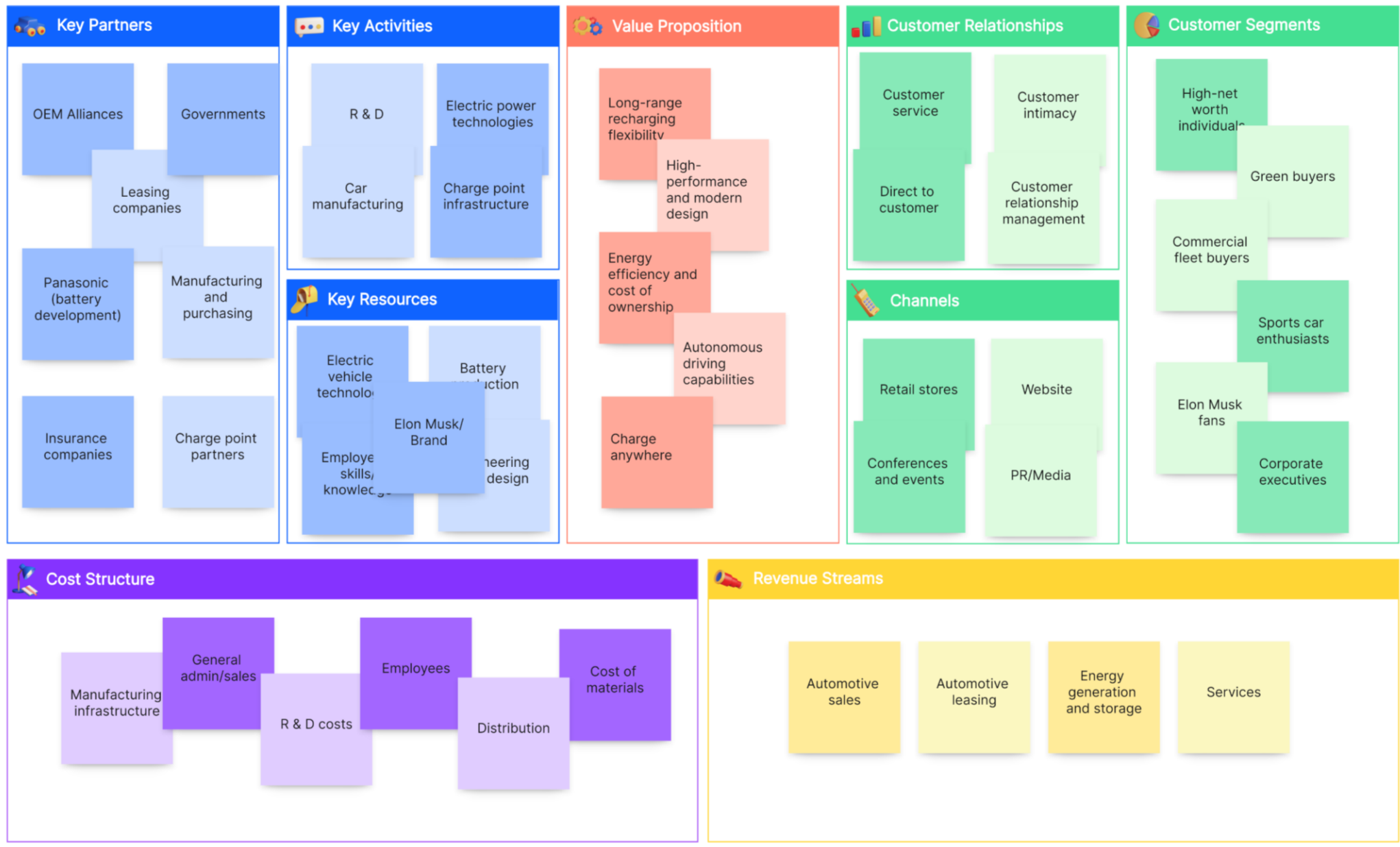


McDonalds Business Model Canvas

www.garyfox.co



Business model canvas - Tesla



Let's fill together the Business Model Canvas for Joom

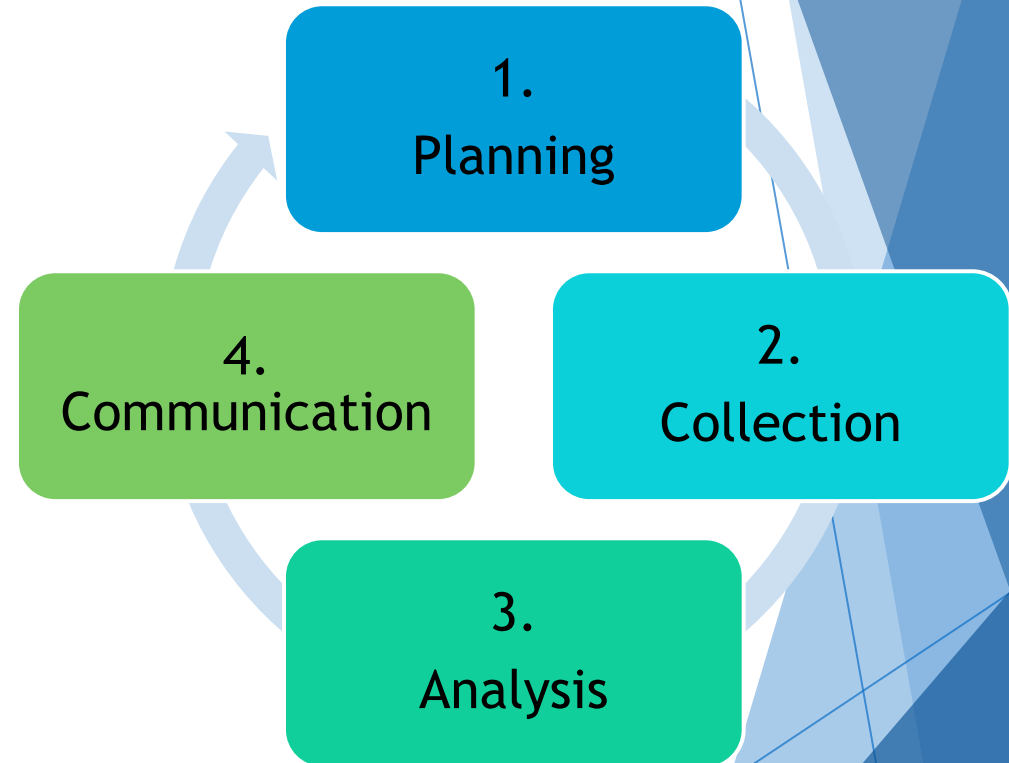
See the case description in the chat

Group activity

- ▶ You'll have 15 minutes
- ▶ In groups work with the BM Canvas for Joom we filled in together
- ▶ Use the Joom case description for extra information if needed
- ▶ Discuss what aspects of the canvas could be changed to get ahead of competitors (Amazon, Alibaba, Wish) under the case circumstances and why
- ▶ After that, each group presents their results before class

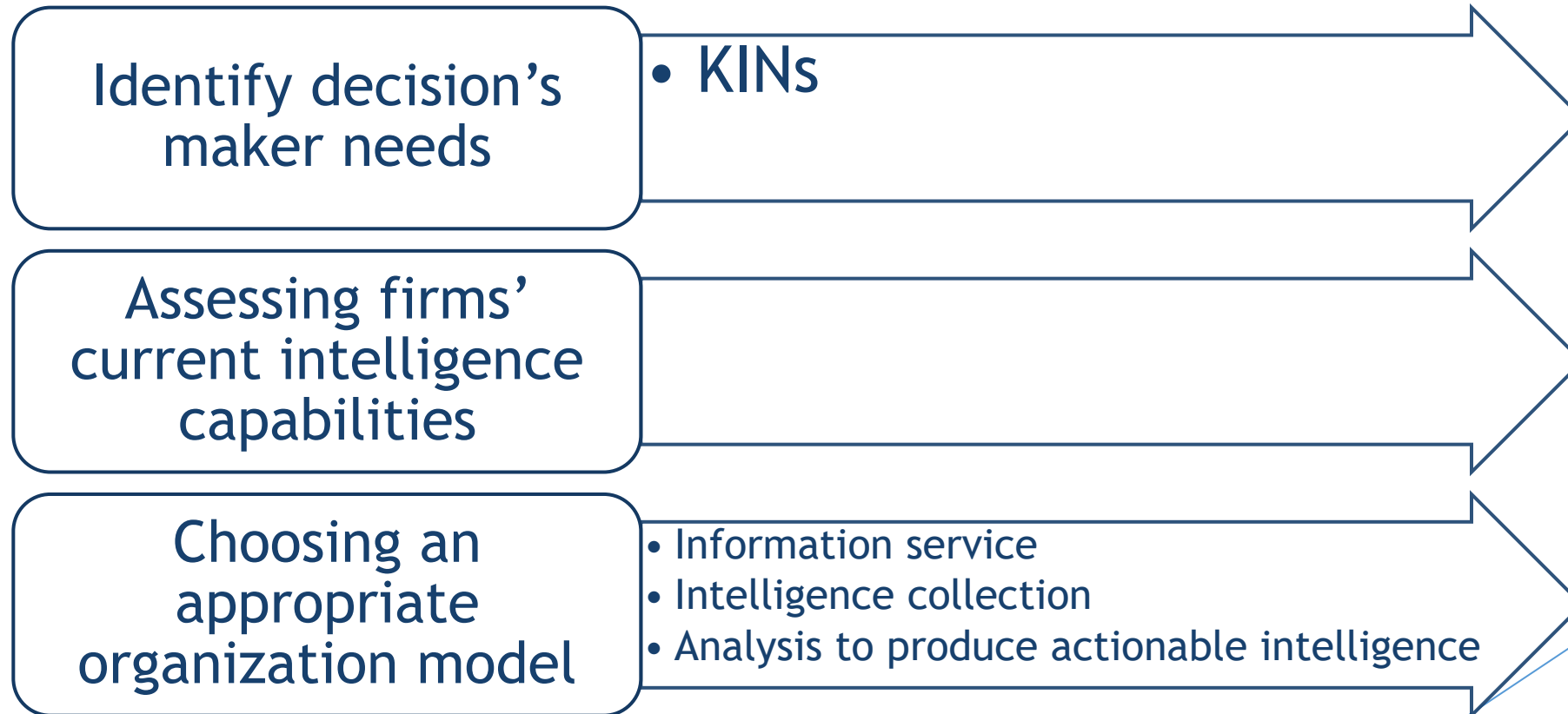
Wrapping up analysis

- ▶ It is not so important, what technique you use, but what for and how
- ▶ Remember Form B by Professor Calof
 - ▶ Information need
 - ▶ Primary sources
 - ▶ Secondary sources
 - ▶ Ideas on where to find and how to collect
- ▶ and Form A
 - ▶ What I need to understand
 - ▶ How forward-looking I have to be
 - ▶ What is my hypothesis on the insight
 - ▶ The decision I make based on intelligence
 - ▶ Recommended analytical technique

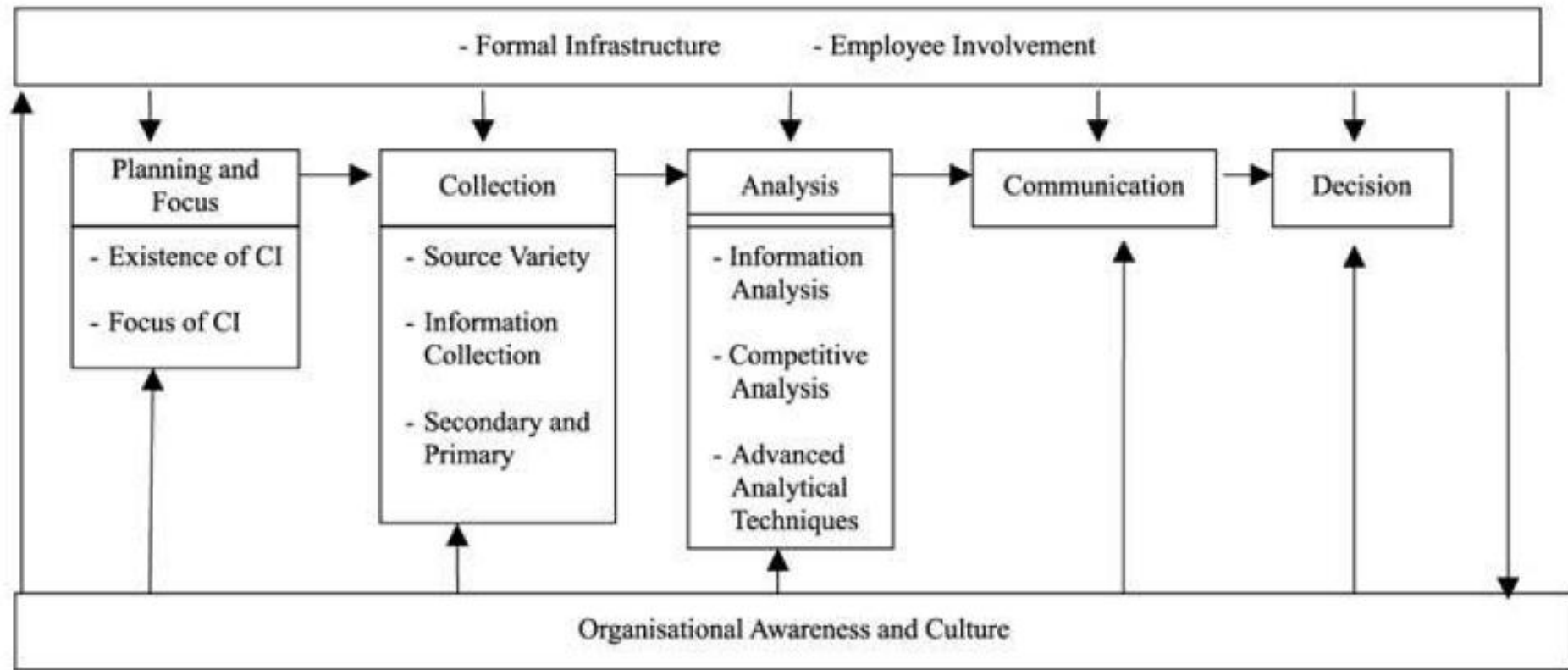


Organizing for Competitive Intelligence

CI process

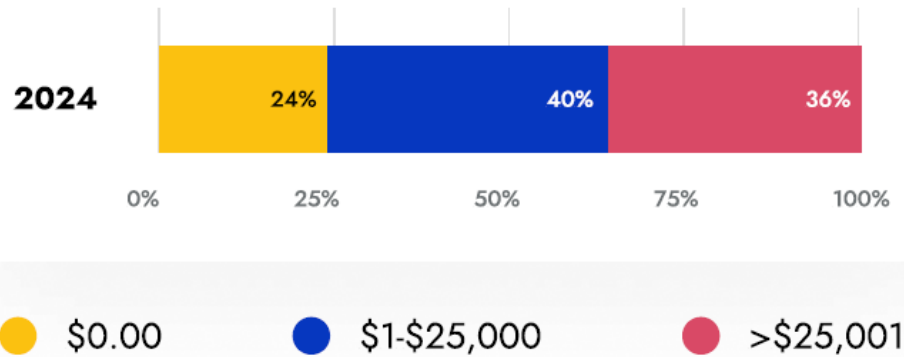


Model of CI (Calof, Dishman, 2002)

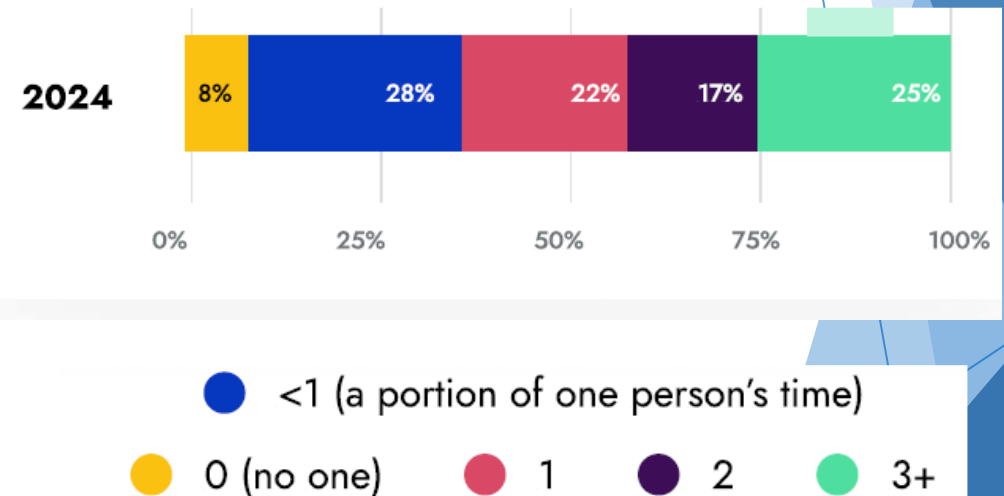


2024 State of Competitive Intelligence (Crayon)

**WHAT IS YOUR ANNUAL CI BUDGET
(EXCLUDING HEADCOUNT)?**



**HOW MANY EMPLOYEES AT YOUR COMPANY
ARE DEDICATED TO CI?**



Types of CI organization models (Kalb, Herring (SCIP))

- ▶ Depends on corporate culture
- ▶ Company size

Formal cultures, traditional organization structure

- Intelligence department
- Hub and Spoke
- Intelligence Community

Cost conscious, conservative management culture

- Intelligence Centre
- Matrix Organization
- Basic Intelligence System

Conservative management culture, early stage of CI

- Intelligence Ad Hoc Team
- Process Manager - Operation

Intelligence Ad Hoc Team

- ▶ Simplest model for small companies or small units of large firms
- ▶ Creating a team to study a specific topic, not permanent
 - + good analytical results
 - + time-effective use of resources
 - + practical recommendations
 - possible problems with early warning
 - intelligence focus can be lost

Process Manager - Operation

- ▶ Common for different companies and units
- ▶ Single full-time CI specialist reporting to upper level (top-manager/CEO/president)
- ▶ Focus on KITs aligned with corporate priorities
- ▶ Specialist manages all steps of CI cycle with the help of internal/external knowledge, directs all resources
 - at some moment, lack of expertise or resources may arise
 - best under limited number of projects
 - weak for early-warning
 - does not efficiently institutionalize CI knowledge

Basic Intelligence System

- ▶ Two full-time intelligence professionals
- ▶ Users of intelligence provide direction and set priorities for CI
 1. Addressing KITs via secondary research
 2. Collector gathers information from employees and outside company
 3. Analyst combines findings and communicates to users of CI
- + possible to produce various form of CI assessment and early-warning
- + allows growing CI expertise
- + allows institutionalizing CI
- scarcity of personnel and budget
- ability to access only a limited number of requests

Intelligence Centre

- ▶ Intelligence team of 3-5 people
- ▶ For larger firms
- ▶ Serving needs of executive and business unit management
- ▶ strategic and tactical
- ▶ Streams from different CI sources (field, secondary databases) go into central department
- ▶ Center receives support from company's library or from external information sources
- ▶ Full-time CI director governs collection and analysis of teams
 - + evaluating opportunities and threats
 - + allows defense and offence
 - + best for early warning
 - difficulties in handling projects simultaneously

Intelligence department

- ▶ Middle- and large-sized companies
- ▶ Traditional department structure
- ▶ Separate budget for internal and external resources
- ▶ Collection through established networks
- ▶ Competitive awareness culture
- ▶ Maintaining knowledge repository
- difficulty in managing user expectations and keeping added value

Hub and Spoke

- ▶ For global firms with mature intelligence functions
 - ▶ Hub - central CI operation
 - ▶ Consumers of CI - executives from headquarters
 - ▶ Unit is linked to R&D and other centralized functions
 - ▶ Personnel doing CI in other country/region-level departments
 - ▶ Sharing of best practices and providing services
- + good early-warning
- difficulties in coordination
- reorganization can affect function

Intelligence Matrix

- ▶ For large multinational companies with matrix management style
 - ▶ Central strategic CI unit serves executive management
 - ▶ Finance, R&D and other functional areas have own intelligence professionals
 - ▶ Groups rely on internal or external resources but operate independently
 - ▶ Cross-company intelligence networks
- + works well in decentralized companies with disparate business units
- fragmented structure
 - control to produce efficient early-warning
 - balance between tactical and strategic CI

Intelligence Community

- ▶ A more structured version of Hub and Spoke model
- ▶ Global organizations in need of local and global intelligence
- ▶ Centrally funded CI department focusing on strategic issues and corporate wide projects
- ▶ CI group in each division with own budget focusing on needs of own management

Is there a right model?

- ▶ Does industry matter?
- ▶ Manufacturing vs services?
- ▶ Do different business activities (e.g. finance, R&D) require different types of models?
- ▶ How does digitalization affect the models?..

CI self-assessment (Crayon) - how CI contributes to success

1. Sales Enablement - supporting your sales team to win more competitive deals
2. Product Strategy - developing differentiated products that serve the market's needs
3. Marketing Campaign Effectiveness - creating campaigns that stand out from competitors' activities
4. Content Differentiation - crafting content that covers unique topics, channels, or promotions
5. HR/Recruiting Opportunities - enabling your business to attract and retain talent in a competitive market

CI Effectiveness Factor	Self-Assessment Rate 1 (beginner) to 5 (expert)	Impact Level Rate 1 (low) to 5 (high impact)	Comments
Digital Footprint Monitoring <ul style="list-style-type: none"> Map each competitors' online presence Track & surface meaningful changes & connect the dots between multiple datapoints 	1 2 3 4 5	1 2 3 4 5	
Sales Enablement <ul style="list-style-type: none"> Provide timely alerts regarding critical updates Create differentiated positioning & playbooks for competitive scenarios 	1 2 3 4 5	1 2 3 4 5	
Company & Product Strategy <ul style="list-style-type: none"> Competitive landscape analysis complete & up-to-date Customer & industry trends surfaced for product management & leadership 	1 2 3 4 5	1 2 3 4 5	

CI Effectiveness Factor	Self-Assessment Rate 1 (beginner) to 5 (expert)	Impact Level Rate 1 (low) to 5 (high impact)	Comments
Campaign Effectiveness <ul style="list-style-type: none"> Expand demand gen programs (e.g. events, social media, promotions) based on competitor activity Reduce competitor campaign impact by out-marketing them with contrasting promotions 	1 2 3 4 5	1 2 3 4 5	
Content Differentiation <ul style="list-style-type: none"> Identify the 'white space' to create content that stands apart in the market Drive investment in different channels & formats based on competitor content focus & resonance 	1 2 3 4 5	1 2 3 4 5	
HR/Recruiting Opportunities <ul style="list-style-type: none"> Take advantage of team changes to jumpstart recruiting Recommend employee programs based on reviews 	1 2 3 4 5	1 2 3 4 5	

Building Intelligence culture (Crayon)

