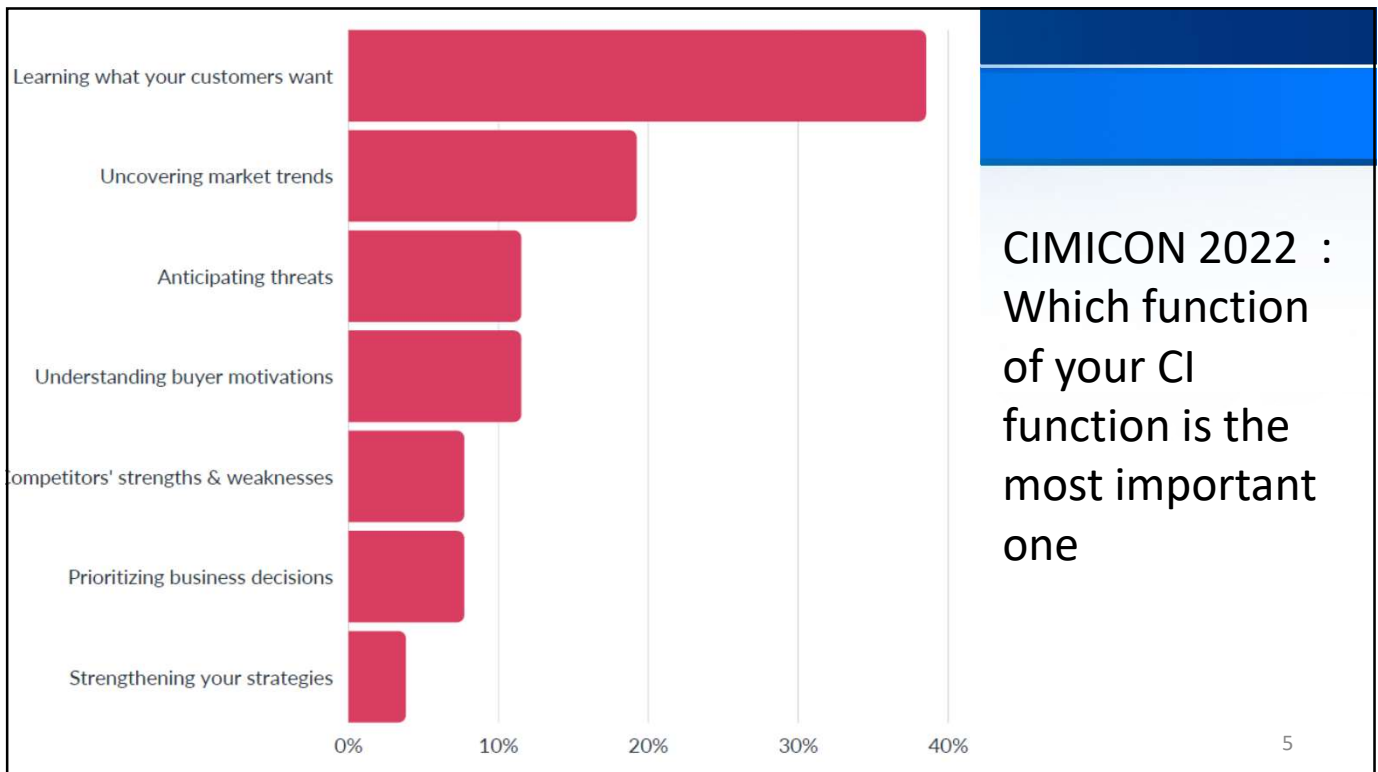




Interesting similarities and differences					
Q2 CI is most appropriate for	All	Mktg, prod, R&D, Strat	<u>Marketing, R&D, Strat*</u>	Marketing, R&D	
Q3 % major changes predictable	0-24	25-49	<u>50-74</u>	<u>75-90</u>	>90
Q4 % Info in open	0-24	25-49	50-74	<u>75-89</u>	>90
Q5 % Collection time	<u>20-29</u>	<u>30-39</u>	<u>40-49</u>	50-59	>60
Q6 #1 best source of information	Internet	Published reports	<u>Our Employees</u>	Customers , sup etc*	Companies in industry
Q7 How forward for Innovation +ve cor.	Next year	<u>1-5 years</u>	6-10	>10	

Q8 How forward for innovation –ve correlation	<u>Next year</u>	1-5	6-10 years	>10 years	
Q9 Top profile groups	<u>Customers</u>	<u>Comp</u>	Gov.	Partners	Suppliers, Research
Q10 CI ethics	Wait till bathroom and read it	Read over shoulder	<u>Change seats*</u>	<u>Tell them who you work for</u>	<u>Make up identity</u>
Q11 CI reports to	Middle manager	Senior manager	<u>Top mgmt.</u>	Top mger	Other
Q12 Biggest killer of a CI program	Poor comp system	Insuf. budget	# personnel	<u>Poor focus</u>	Lack of skills
Q13 CI is most important for...	Small business	Medium sized	Large business	Gov.	





Exercise

- In break out groups go over the CIQ answers – there are arguments to be made for each response given. In your groups discuss each and be prepared to discuss what your group thinks is the right answer and why.
- When there are differences within the group – highlight what those differences are, and why – the different reasons for it.

6

The importance and role of CI: From an entrepreneurial start up

Now that you've taken competitive intelligence training, what does the term competitive intelligence mean to you?

How are you going to use competitive intelligence in the future?

What is CI: The mindset Discussion Recognizing unique collection opportunities

In CI we recognize collection opportunities around our plans and valuable members of our network:



Clear Risk – Customer intelligence



Before



After

Discussion: What was the difference between what she did in the before (the old way) and after (the CI way)? Be as detailed as you can be regarding what she was trying to understand and the kind of information she would have collected

Competitor Intelligence and Best Foods

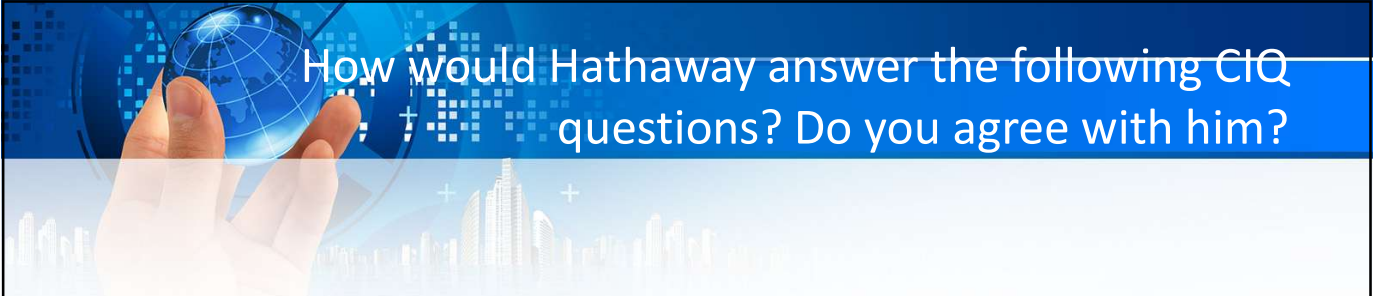
Intelligence project questions

- To get you started: Decision – Project launch strategy
- What is Hathaway trying to anticipate and why?
- What information is being gathered to develop this anticipation?
- How predictable does Hathaway think this is?

General questions

- What is intelligence to Hathaway? What are the attributes of intelligence (how do I know that I have it)? How is it different from market research? I will ask each group for an adjective: It is CI if it is __
- CI organization questions: What does Best Foods competitive intelligence program look like? What is the role of employees and their networks for competitive intelligence?

“and by external focus I am talking about ... competitors and certainly customers”



How would Hathaway answer the following CIQ questions? Do you agree with him?

3. What percent of major industry change, competitors, regulators, suppliers, customers, etc. moves are predictable using legal and ethical means?

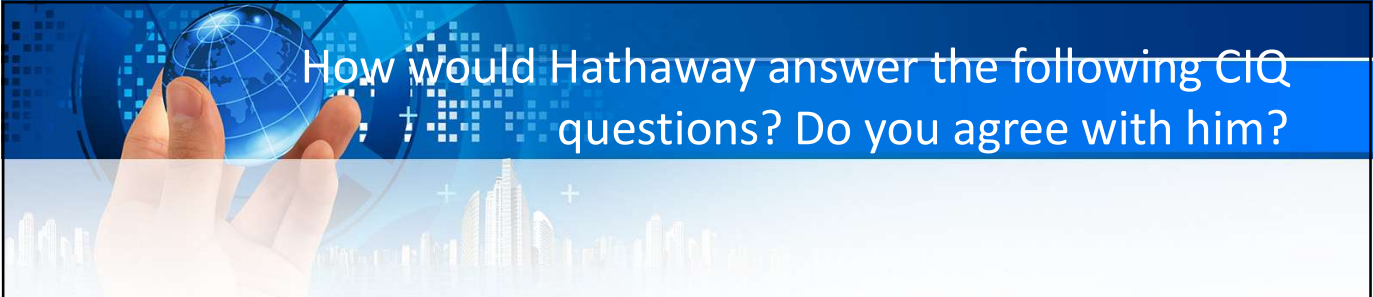
- a) 0-24%
- b) 25-49%
- c) 50-74%
- d) 75-89%
- e) >90%

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%

6. For CI professionals, the #1-best source for information is... (select one)

- a) Internet
- b) Published reports
- c) A company's own employees
- d) Companies in the industry
- e) Customers, suppliers, associations in the industry



How would Hathaway answer the following CIQ questions? Do you agree with him?

11. Where in the organization should responsibility for competitive intelligence lie? That is who should it report to?

- a) Middle manager
- b) Senior manager
- c) Top management
- d) Top manager

12. The biggest killer of an intelligence program is:

- a) Poor computer systems
- b) Insufficient budget
- c) Not enough CI personnel
- d) Poor focus/Lack of focus
- e) Poor placement of the intelligence department
- f) Lack of CI skills

Hathaway's CIQ answers

Q3 % major changes predictable	0-24	25-49	50-74	75-90	>90
Q4 % Info in open	0-24	25-49	50-74	75-89	>90
Q6 #1 best source of information	Internet	Published reports	Employees	Companies in industry	Cust, suppliers, etc.
Q11 CI reports to	Middle manager	Senior manager	Top mgmt.	Top mgr	Other
Q12 Biggest killer of a CI program	Poor comp system	Insuf. budget	# personnel	Poor focus Poor place.	Lack of skills

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What is CI

- Societies: SCIP (www.scip.org) SLA – CI division: <https://sla-divisions.typepad.com/dci/about-the-ci-division-of-sla.html>; <https://connect.sla.org/ci/home>
- Service providers: Fuld.com (<https://www.fuld.com/global-pharma-company-beats-the-competition-to-a-strategic-acquisition/>)
<https://www.m-brain.com/> (<https://www.m-brain.com/white-papers/>) ; <https://www.crayon.co/>
- The professor

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Competitive intelligence definitions

..the interpretation of signals from the environment for an organization's decision makers to understand and anticipate industry change.
(competitiveintelligence.ning.com)

“CI can be defined as actionable recommendations arising from a systematic process involving planning, gathering, analyzing and disseminating information on the external environment for opportunities or developments that can affect a company's or a country's competitive situation... CI is a systematic program for gathering and analyzing information to find new opportunities and remain competitive.” (Calof and Skinner, 1998:38-39).

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CI as defined by the CI Society - SCIP

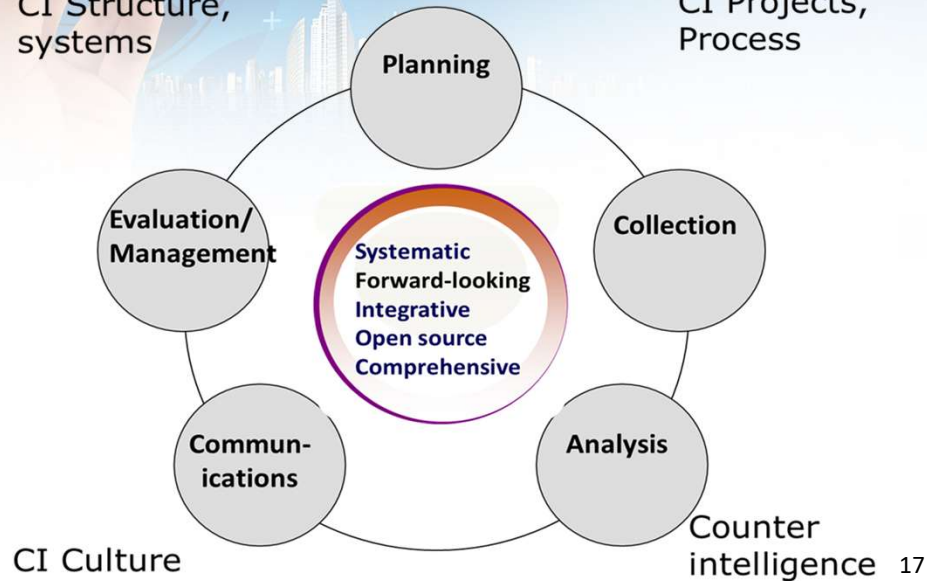
Competitive Intelligence is a discipline that enables organizations to **reduce strategic risk** and **increase revenue opportunities** by having a deep understanding of what has happened, what is happening, and what may happen in their operating environment. Competitive intelligence professionals are skilled at **ethically collecting** information from diverse sources, using a variety of structured analytical techniques, and communicating perspective and insights to improve the quality of an organization's growth decisions. (Society of Competitive Intelligence Professionals definition, taken from <https://www.scip.org/page/CI-MI-Basics-Topic-Hub> - SCIP 2022)

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What is CI: Process, systems, structure, culture and more...

CI Structure,
systems

CI Projects,
Process



What is CI: The time spent in each process

Percent of intelligence time focused on each phase of the intelligence process

Planning	12%
Collection	28%
Analysis	25%
Communication	17%
CI project management	11%
CI project evaluation	7%

Negatively correlated to innovation – collect too much is bad

Decisions supported by CI – Global CI study (Calof et al)

Decisions Supported by CI	All
Corporate or business strategy	2.3
Market entry	2.2
PR/Communicate	1.5
M&A,JV, Due dilig.	1.8
Product development	2.1
Regulatory/legal	1.5
R&D	1.9
Sales or Business development	2.3

Scale: 0 = never to 3 = frequently

CI products/Deliverables	All
Company profiles	2.3
Customer profiles	1.7
Supplier profiles	1.1
Executive profiles	1.5
Competitive benchmarking	2.2
Early warning alerts	1.9
Economic analysis	1.7
Political analysis	1.3
Market/industry report/analysis	2.4
Technology assessments	1.8

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CI Focus continued

CI Focus – by target	Rank
Competitors	1
Customers	2
Government	3
Suppliers	4
Partners	4
Universities	5
Professional associations	6
Other research institutions	6

Forward orientation	% of projects
Less than one year	50%
1 - 5 years	37%
6 -10 years	9%
Greater than 10 years	4%

Innovation correlated with longer oriented temporal orientations and broader target focus

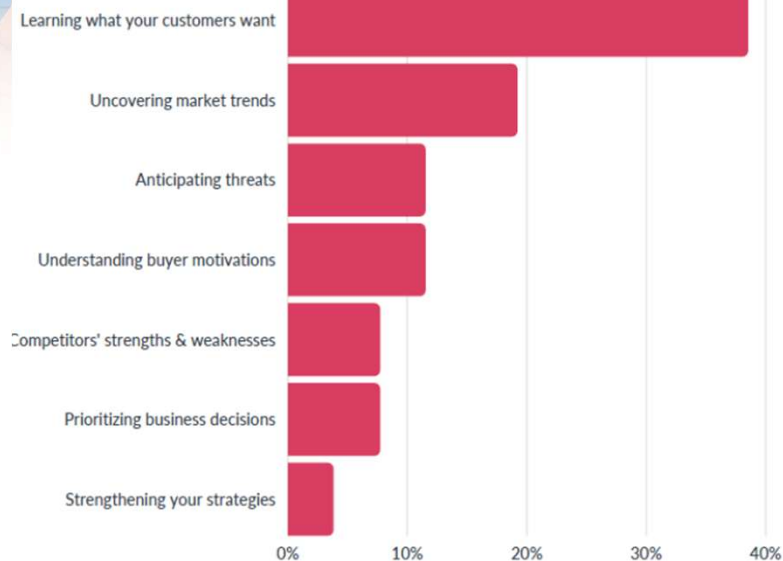
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Here is one of the answers Q7 : From Global CI Study and Calof and Sewdass 2020

How forward looking for innovation (temporal orientation)	< 1 year	1-5 years	6-10 years	>10 years
Correlation with innovation	-.15*	.07	.12	.20*

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CIMICON (2022)– What function of CI is most important?



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Participants intelligence focus from my past programs

Customers: If customers do not buy my product/services then I will not succeed, no matter how great I think my products/services are.

- What are my customer's pain points? What do they see as disruptive or innovative? What are my customers working on (R&D, systems, what they are investigating)?
- What do my customers, customers want? How can I make my customer more competitive in their market? What are my customers buying? Why?
- Customer profiling: Whom do the customers listen too? Who are the "leaders"?
- Customer journey: Where is the customer in the customer journey? What do they need to hear?
- Customer personas: What are the different personas? Which ones would be best for my company? What is the best way to reach those potential customers in that persona?



Government/Regulatory: Government and in particular the government regulatory environment can affect my ability to succeed.

- When will the government open up the market? What will the government requirements be for the market? What new regulations will be coming in that will affect my product/service?
- How to get my new product quickly and most easily through regulatory approval? Who do they trust to do the testing? What mistakes do people make when applying?

Competitors: Competitor's are a source for opportunity/learning but also a source of threats that can affect my ability to succeed.

- What R&D/developments are my competitors working on? Where will they be positioned in the next 2-5+ years? What is our competitor's product roadmap for the next several years?
- What do my competitors know about the customers?
- How will the competitors react to my product/service introduction? How will they retaliate?

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Partners (Joint Venture, Licensors, Acquisition, outsourcing, etc.)

- Who are the right partners for us (requires identifying appropriate criteria) – Joint Venture, Outsourcing, etc.

Markets

- What is the best market for us?
- Where is the market going over the next five years?
- What do we have to look out for if we want to do well in the market?
- How strong is our competitive advantage/strategy?
- Where is technology going in the next five years? What are Universities working on? Government institutions? Competitors?
- What is the best/right conference/trade show for me to go too? (Should lead to an event intelligence plan)

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CI Ethics - SCIP

Elevate the Profession: To continually strive to increase the recognition and respect of the profession

Always in Compliance: To comply with all applicable laws, domestic and international

Transparent: To accurately disclose all relevant information, including one's identity and organization, prior to all interviews

Conflict-Free: To avoid conflicts of interest in fulfilling one's duties (see our Provider Neutrality policy for more)

Honest: To provide honest and realistic recommendations and conclusions in the execution of one's duties

Act as an Ambassador: To promote this Code of Ethics within one's company, with third-party contractors and within the entire profession

Strategically Aligned: To faithfully adhere to and abide by one's company policies, objectives and guidelines