

Class 3

Designing Intelligence projects

Competitive intelligence

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From information collection - Non-financial data in CI analysis

Innovation-related indicators

- ▶ Which tech areas are your competitors working on?
- ▶ Is someone else working on the problems that your company is trying to solve?
- ▶ Which technologies should you look out for?
- ▶ Are there any breakthrough startups working in your industry?

R&D expenditure

IT/digital related expenditure

Patents portfolio

New projects

New collaborations with partners (industry, universities)

R&D team

Expenditure on staff training

How it aligns with strategy

Example - technology orientated CI in pharma

- ▶ Potential for exploitation of opportunities resulting from scientific and technical changes to production processes and drug delivery methods, highly relevant where R&D and technological innovation is a key industry driver and a main source competitive advantage
- ▶ What can be monitored
 - ▶ changes in competitor portfolios
 - ▶ competitor R&D investments
 - ▶ clinical trial and patent applications
 - ▶ M&A activity that could pose a threat
 - ▶ positioning of competitive drugs
 - ▶ sales policies adopted by medical representatives to major buyers
 - ▶ shifting sales structures of competitors
 - ▶ changing commercial priorities
 - ▶ potential impact of upcoming competing drug launches
 - ▶ potential legal pitfalls on own and competing drug launch

What patent data can tell

- ▶ Patent portfolio analysis - core technologies, areas of focus, potential areas of expertise
- ▶ Market share estimation
- ▶ Citation analysis - technological dependencies and potential collaborations
- ▶ Sign-up trends - insights into company's R&D investments and areas of innovation
- ▶ Claims analysis - specific technical features and performance features of competitor's inventions
- ▶ Identify new technologies and assess their potential impact on the market
- ▶ Analysis of patent - technological dependencies and potential collaborations
- ▶ Technology forecasts - predict future market trends and identify potential opportunities
- ▶ Identify potential licensing opportunities and strategic partnerships

Sustainability data and CI

What ESG data can tell

- ▶ ESG (Ecology, Social, Governance) as a holistic view of company's health
- ▶ ESG shapes consumer behavior, supply chain, investor's behavior
- ▶ Insights into effective strategies and pitfalls (e.g. new carbon management system implemented by competitor)
- ▶ Specific measures taken by competitors e.g. transitioning to renewable energy / investing in carbon offset projects
- ▶ Benchmarking against peers, identify areas for improvement

Sources for ESG data

- ▶ Public disclosures, sustainability/integrated reports, third-party certifications, etc.
- ▶ International ratings for finding information on competitors
- ▶ <https://www.msci.com/our-solutions/esg-investing/esg-ratings-climate-search-tool>
- ▶ <https://www.sustainalytics.com/esg-ratings>
- ▶ <https://www.spglobal.com/esg/solutions/esg-scores-data>

Keep in mind...

- ▶ Differences in ratings methodology
- ▶ Complexity of ESG factors
- ▶ Evolving regulation

Planning: Starting a competitive intelligence project - Form A

1 Description of the insight topic including what insights the decision maker is trying to develop	External and clear
2 How forward looking do you have to be	Time to develop intelligence, time to implement decision, time for impact to appear
3 The decision/action that would be taken with the insight	Decision taken by company based on 1 and 2
4 Hypothesis – If you had to guess know what you think your conclusions would be on #1	What are you checking based on 1 and 2
5 Who is the decision maker	Who are you making intelligence for
6 For the decision that is being made (#3) how does the organization determine that the decision was successful (and I do not mean because they made it). How does the decision maker measure success, what is their desired outcome from the decision for which the form A is being developed	Indicators and metrics

Looking at your ideas about Forms A

1 Description of the insight topic including what insights the decision maker is trying to develop

- New product line by competitors
- Emerging technologies, innovations by competitors
- Pricing strategies of competitors
- R&D priorities
- Brand positioning
- Expanding to new markets
- Consumer behavior analysis

- Some had ideas on how to collect data (primary secondary sources)
- Insight mixed with analysis - analysis should be done separately
- Some of you mixed insights with decision making
- Some of you were too general (e.g. market trends, WTO crisis is too general, need to be more concrete)
- Some started explaining the method and what insight topic is and why you should do that
- Too many topics! For each form you can use only one

2 How forward looking do you have to be

- 6-12 months
- 1-2 years
- 3-5 years
- Some of you have provided reasoning for choosing a certain time horizon and wrote about particularities in data gathering
- Some of you have not identified anything precise even here and started explaining why defining time horizon is important and why being forward-looking is important

3 The decision/action that would be taken with the insight

- Rebalancing marketing spending
- Leveraging AI platforms
- Using product segmentation
- Change pricing
- Loyalty campaigns
- Establish partnerships
- Enter new market
- Increase R&D investment
- Apply certain analytical methods (but that's not an action, it's a tool)
- Some of you distinguished between strategic and tactical moves (e.g. certain solutions and measures)

4 Hypothesis - If you had to guess know what you think your conclusions would be on #1

- Competitors apply AI methods to pricing
- Customer loyalty changes
- Competitors focus on a certain consumers segment
- One segments of market outperform other
- Government introduces certain regulations
- Tech-advanced companies have more market share
- Some of you have highlighted a range of possible factors
- Some were too “global”
- Some oa you have been too vague as in previously

5 Who is the decision maker

- Chief marketing officer, pricing director
- Head of customer experience
- Product manager
- Vice president
- Chief strategy officer
- Chief technology officer/VP in R&D/Chief innovation officer

6 For the decision that is being made (#3) how does the organization determine that the decision was successful (and I do not mean because they made it). How does the decision maker measure success, what is their desired outcome from the decision for which the form A is being developed

- Customer retention
- Sales growth
- Margin stability
- Customer acquisition cost
- Revenue growth
- Market share
- ROI
- ROI from R&D
- Sentiment score
- Net promoter score
- Conversion rates
- Time-to-market efficiency
- Some of you provided specific dynamics of KPIs as a measure
- Some of you had a too wide range of KPIs

What would you have done differently in forms?