

## **Intelligence/Insight topics from past programs and research: What insights do you need about the external environment? © Jonathan Calof**

### **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?

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

Why are people buying or not buying my products/services (win/loss analysis)

Who are the best customers for us to focus on/low hanging fruit/characteristics?

Profile of the target customer (what is their buying process? How are buying decisions made? Who are the key influencers?)

What do customers want and why? What are their emerging needs?

What are the different customer personas? Which persona is best for my business? How do they buy/make purchase decisions?

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?

Whom do the customers listen too? Who are the "leaders"?

Where is the customer in the customer journey? What do they need to hear?

### **Competitors: Customer'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?

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

Who are the right partners for us (requires identifying appropriate criteria)

### **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)

### From the CI Global Study of SCIP members

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

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

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

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