



Marketing Intelligence

4 – Strategic Intelligence

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Importance of information and economy of the immaterial

- Information today has gained prestige and importance
 - It involves companies, private and public bodies, governments and individuals
- Following the same impact of the Industrial Revolution, which marked the transition from an agricultural society to an industrial society, the information revolution leads us towards a society dominated by immaterial exchanges
 - It is the “economy of the immaterial” that is established and that goes far beyond the simple notion of services.
- *“The logic of dematerialization frees the economy from the traditional obligations of geography and the scarcity of resources. The challenge is no longer the management of distance and scarcity, but the management of time and abundance.”* Odile Jacob, 1994

Economics of the Immaterial

- Industrial society is characterized by the centralization of the means of production, the massive distribution of standardized objects, the specialization of tasks and their hierarchical control
 - Model follows 3 units: place, time and function
- The appearance of electronic information processing, data numbering and the development of interactive communication networks, leads to the classic references quickly disappearing
 - The 3 units are opposed to the decentralization of tasks, the desynchronization of activities and the dematerialization of exchanges
- Societies organize themselves in networks instead of pyramids of powers
 - Interdependent cells instead of hierarchical gears
 - In an information ecosystem instead of linear industrial structures

Strategic Intelligence and Monitoring

- Currently, in companies, pertinent and reliable information acquires an essential strategic value if one intends to survive in an environment in perpetual evolution
 - It is necessary not only to establish new tools to help the decision, but also a completely new spirit: disinformation / Entropy
- Monitoring, in general, is the ability we have to learn our environment
 - *The outward-oriented mood, also called “the attitude of the visionary” (Robert Salmon, vice president of l’Oreal)*
- **Giving the right information, to the right person, at the right time, to make the right decision**
 - Monitoring must be a rigorous process

Strategic Intelligence - monitoring tool

Strategic monitoring is an active process, in a collective intelligence process, at the company or a division level:

- Signal and collect information
 - Determine information needs
- Treat information
 - Validation phase, computer processing phase and elaboration and synthesis phase
- Store and disseminate information
 - It is not enough to answer a particular need
 - It must also be broadcast at the right time and to the right person
 - There is talk of the value chain of strategic intelligence - from raw data to pertinent information, and useful advice for decision makers.

Strategic intelligence - anticipation factor

- It allows companies to anticipate the “indicators” that might create opportunities and ward off possible threats
- Strategic monitoring is not based on current operations, but on decisions that determine the company's evolution
 - Process of strong added value, which allows to manage information effectively, in order to reduce uncertainty in decision making as much as possible

How to make Monitoring effective

- Direct involvement of management / administration
- Good internal communication
 - Cross-cutting organization rewards monitoring effectiveness
- Time domain
 - It is necessary to devote time, real resources and a budget to monitoring
- Minimum of structures
 - Structured framework, with well-identified role managers
- Solid team spirit
 - Not only making decisions, but also showing the usefulness of the collection work -> leverages continuous monitoring.
- **Strategic monitoring: general term that encompasses different forms of monitoring**

Ways of Strategic Monitoring

Technological Monitoring	Competitive monitoring	Marketing and commercial monitoring	Social and Environmental Monitoring
(or scientific monitoring)	(or benchmarking)	(qualitative and quantitative market research)	(requires empirical reasoning and scientific methodology)
<ul style="list-style-type: none"> Set of techniques that aim to systematically organize the collection, analysis, dissemination and exploitation of information that helps in organizational growth 	<ul style="list-style-type: none"> Competitive universe Allows you to follow active processes, development actions, perception of other sectors and domains in direct and indirect competitors Benchmarking - take a competitor as a reference, for comparison / evaluation 	<ul style="list-style-type: none"> Collect, process and disseminate information about products and markets Closely linked to the launch of new products and detection of new markets Observation of customers, suppliers, distributors, etc. 	<ul style="list-style-type: none"> Leverages new trends Time passing <ul style="list-style-type: none"> discovery of "signs of weakness" Understand changes and anticipate behaviors <ul style="list-style-type: none"> Empirical induction and reasoning with the potential to detect, analyze and validate rumors / rumors

From strategic intelligence to economic and prospective intelligence

- The monitoring activity (especially technological) has been prominent within organizations, being associated with the term: Economic intelligence
- Economic Intelligence is applied to a more global universe (eg State), while strategic intelligence, alludes to the universe of the organization. However, they are complementary
 - Economic intelligence, assumes itself as an interface between the organization and its environment, promoting networks of political and industrial influence
- Organizations often have a very limited view of the future and the evolution of markets
 - Monitoring provides support for forward thinking, with the aim of identifying risks linked to emerging trends in the medium- and long-term evolution

Definition of Strategic Intelligence

- It is a process of collecting, processing and disseminating information that aims to reduce part of the uncertainty in making strategic decisions
- If influence actions are taken, we talk about economic intelligence
 - The organization shares the market / society, and can also put pressure on
- If it's the other way around, it's prospective intelligence
 - It serves as a basis for an in-depth analysis to identify future scenarios.

Internet and Economic Intelligence

- Both share the same logic of globalization of the economy and the exchange of information.
- The internet network has become one of the tools of economic intelligence
 - At the same time, this has become one of the essential applications of the network of networks.
- Like economic intelligence, the internet network is, above all, a memory or the source of information for millions of memories spread around the world.
- It is also in constant development, because the questions and answers are propagated, through dialogue, in a chronological line, with short propagation spaces.
- It has the peculiarity of being constantly incomplete and in extension
 - They act in the prehistory of ideas, techniques, discoveries
- Both reward the immaterial, the fugitive and the instant
- Artificial intelligence assumes the help of man, in the face of information entropy
 - provides reading of the essential and useful
- The machine helps man to orient himself in the source of information by elaborating information from information
- The digital revolution, and the digitalization of business, requires support tools that allow the possibilities of artificial economic intelligence to be multiplied.

Cyberspace and transmission of knowledge (Michel Bauwens)

- Before writing, it was impossible to encode knowledge, and therefore to preserve it through time
 - “When an elderly person dies, say Africans, it’s a library that burns”
 - To date, all progress has depended on the ability to memorize the brain, making evolution necessarily slow
- With writing, and the massification of books, knowledge became independent of its vector and freed itself from time
 - But not yet of space, since the transmission of knowledge depended on the availability of physical support, the book
- Computer networks, with the evolution and independence of analog telephone networks, allow the release of knowledge in relation to spatial limitations
- Any invention, any creative thinking, any solution to any problem, is immediately accessible to all organizations
 - It takes cultural and scientific evolution to develop with unprecedented speed

Singularity

- The time required to duplicate knowledge was several thousand years
- Currently, this time is reduced to about 3 years
- This “duplication” time continues to be reduced, until reaching a hypothetical point, called Singularity
- Knowledge will double at every moment, a phenomenon that human intelligence is unable to control

What tools are helping us in the search for Singularity, right now?



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