

# Emerging Issues in Competitive Intelligence, 1994

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The workshop "Emerging Issues in Competitive Intelligence, 1994—A Professional Shared Practices Session" was held at the SCIP 1994 Annual Conference in Boston. In this seven and one-half-hour workshop CI professionals shared knowledge and experience about issues of greatest concern and fashioned strategic responses to them. This workshop explored participants' perceptions of emerging issues in the CI field. They:

- Identified issues that impede or assist in the overall evolution of CI.
- Shared concepts to guide CI's future growth.
- Returned to their organizations with new information to plan CI's future in their organization and profession.
- Gained information and insight in creating future CI design and development.

## **Preworkshop Demographics**

Twenty-four different companies responded to the pre-session survey. Participants had backgrounds primarily in marketing, engineering, and finance. Other fields ranged from library science and risk management to in-

telligence and research. They also represented a broad range of industries.

The pre-session survey questions focused the workshop around issues that create the most leverage in guiding CI's future growth:

- Business unit information
- Customer work mix
- Budget information
- Stakeholder's value analysis
- Organizational value of CI

The overall composition of this group was one where people had full-time CI responsibilities. Two organizations had significantly more people assigned to CI activity than the other reporting organizations. Three organizations had nine or more CI positions and the others were within the small CI unit range. Two organizations had no formal positions.

Three organizations had four or more CI functions with the rest having one to three functions. The organizations who had the most people and positions also had

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only one function that they all perform, indicating a dedicated, focused unit.

Other than the one large, fully dedicated CI unit, four other organizations had 100% CI dedication, although smaller in size. Three appeared to be incorporating CI into the operational business unit. The other organizations varied in the time allocated to CI work from 10% to 90% with a median average of 39%. Two organizations were new with no dedication measurements.

The participants were significantly involved in long-term strategic planning and related activities such as quarterly review and annual goal setting. These strategic activities were used for decision support. This profile differs from other CI workshop groups whose reported focus was tactical. However, there was still significant activity in the daily and tactical arenas that were more technical and informational gathering and dispersing.

The individuals in the workshop group functioned at divisional or managerial levels and at technical levels. The average was four levels between the participant and their CEO.

Most work was conducted on behalf of the marketing function, representing the highest use of CI services (Table 1). The executives and board used about one third

of CI activity for decision support and operations used about 21% CI activity time.

Primary research was most often requested by the marketing and operations functions with executives and board occasionally requesting it. Finance seldom requests primary research. Secondary research has high value and was used by every function except operations.

Analysis activities were requested often by every function except finance. The organizations gather information from several sources and then ask the CI function to tell them what the information means. Some boards often requested this service and others only did it occasionally.

Preparing presentations and distributing information were functions performed for executive boards and marketing departments. This indicates that information presentation and distribution of information is cultural in nature.

The budget spread appeared to be caused by the differences in the evolutionary state of the organization. New organizations (3) did not have a separate CI budget and depended on sponsors and stakeholders for funding.

Units that had smaller budgets appeared to be "experimenting" with or exploring CI activities. Newly formed

Table 1 *Type of Work Performed*

| Customers (% Time)     | Activity                  | Request Frequency |           |              |
|------------------------|---------------------------|-------------------|-----------|--------------|
|                        |                           | Often             | Sometimes | Rarely/Never |
| Executives & Board 31% | Primary research          | 3                 | 9         | 31           |
|                        | Secondary research        | 8                 | 4         | 11           |
|                        | Analysis                  | 5                 | 7         | 2            |
|                        | Presentation/distribution | 6                 | 3         | 13           |
| Finance 12%            | Primary research          | 0                 | 2         | 34           |
|                        | Secondary research        | 4                 | 0         | 23           |
|                        | Analysis                  | 1                 | 2         | 15           |
|                        | Presentation/distribution | 0                 | 1         | 25           |
| Marketing 45%          | Primary research          | 6                 | 4         | 30           |
|                        | Secondary research        | 8                 | 3         | 10           |
|                        | Analysis                  | 8                 | 4         | 10           |
|                        | Presentation/distribution | 6                 | 4         | 10           |
| Operations 20%         | Primary research          | 6                 | 2         | 04           |
|                        | Secondary research        | 4                 | 4         | 22           |
|                        | Analysis                  | 7                 | 0         | 32           |
|                        | Presentation/distribution | 3                 | 3         | 24           |
| Other 12%              |                           |                   |           |              |

units were small in nature (one to two people) with some monies available for on-line computer functions.

There was a significant gap between the financial support of the smaller units and the larger, more dedicated units. This gap cannot be explained by the data provided by the group. Several participants stated that they were guarded in sharing their SBU budget information.

The future of CI, according to this group, is promising. CI has been increasing over two years. Its future involves continued growth at a slightly slower rate. The difference between the earlier growth rate and the projected future rate reflects the increasing budget base on which growth is being calculated.

If there is a dedicated SBU, the trend is to have one to five personnel. When the organization grows, CI demands increase, and the organization invests in CI activities, they decentralize functions and append the CI functions onto other staff.

### Stakeholders Value Analysis of CI

The preworkshop questionnaire included the following question:

*In each organization there are key players who are the sponsors (proponents of CI) and stakeholders (individuals who are directly affected by CI activities). Understanding their perspective is essential to successful CI functioning. For this workshop, we request that you interview those important sponsors and stakeholders.*

For this group, the executive support (presidential and vice-presidential) appeared strong. Nine high-level executives support CI activity. They use CI primarily to gather, analyze, and report on competitors to develop "winning" corporate strategies. Several organizations use CI for benchmarking. By learning from others they could predict future threats, and they use information for timely decision support.

The marketing department obtains support from its upper levels. Marketing's major interest is in beating the competition by predicting what is going to happen, monitoring and reacting to events, and trying to live on the competitive edge. Activities can be either strategic or tactical in nature. A few marketing organizations are using CI activity for internal use, attempting to enhance organizational performance.

Operations units focus on figuring out the whats, hows, and whens of organizations. They are engaged in compliance activities and determining how to do what they do better. There is a component of marketing re-

search done for operation units that assists in profiling competitors.

The finance function is interested in creating models and cost comparisons of competitors. This information measures financial performance of the organization and profitability. Some units are using CI to benchmark and to compare performances between organizations.

R&D and engineering are using CI to technically profile competitor products as well as to predict emerging areas. The information on competitors assists researchers and engineers in product development directions.

A significant amount of CI activity time is spent finding out information about specific competitors. CI activity also focused on finding out information on competitor activity and practices. This included secondary source research, product evaluation, primary resource research, and market evaluation/analysis.

The budget allocations are for the most part in line with the requested activities. The exceptions are in competitor analysis, strategy formulation, and evaluation of potential merger and acquisition candidates. When a company has to change to gain a competitive edge, it will expend the money. Such activity as direct competitor analysis or potential merger and acquisition appears to be valued when the organization is ready to make a move. Decision support is one activity that CI personnel desire but organizations do not appear willing to support financially.

### Organizational Value of CI

Each workshop participant was asked to briefly describe the origin and growth of CI within their organization.

Most CI units are less than ten years old. They often start with small activities and grow. Some are reorganizing; others are just now gearing up. While the majority of CI units have evolved from existing functions, in many organizations the CI function was initiated as a conscious management response to increasing global competition or concerns about a recognized need to improve organizational effectiveness.

Each participant described how CI is structured in their organization and what percentage of CI is done by corporate staff, divisional staff, and out-sourced. They also commented on the staff that does the work and how the results were delivered.

The diversity of CI structures represented by these responses was remarkable if not surprising. There was no consensus within this group about how CI units should relate to the total organization. Here we see CI as a part of marketing, as a corporate function, as a divisional

function, centralized, decentralized, coordinated, and uncoordinated. In other workshops we have seen a much greater uniformity in CI structure.

Participants also described the three factors that have the greatest impact on CI in their organization. Factors given included:

- Increasing CI demand
- Changing marketplace
- Increasing globalization effort
- Regulatory changes
- Technology

There is increased acceptance of CI within large organizations and a growth in demand for CI services. This popularity is driven by the pressures felt from the changing marketplace and increasing globalization of competition.

Within the responding organizations, the CI function is more firmly established than ever as a part of the corporate culture. CI's expanding influence is being pushed by the growing demand for strategic and tactical decision support information. Personnel at all levels look to CI to help understand the perceived threats and challenges they face.

CI's future is promising because of the accelerating rate of change in the marketplace. Opportunities exist now which have never, to this degree, existed before. Whether individual CI units will be able to take advantage of their own opportunities is an open question.

### Emerging Issues

Taken together, the issues display the full range of concerns confronting the manager of any newly formed business unit. Building a customer base, improving the product, managing the budget and resources, and improving speed to market are all on the minds of CI staff.

Just the fact that CI is dealing with all these concerns shows how far it has progressed (Table 2).

Respondents determined the single greatest threat facing the continued growth of CI in their organizations: the failure of the organization to recognize its value. Without support in the form of resources (financial, human, and tool) and cooperation, CI cannot succeed. The danger is that CI will be perceived as unnecessary overhead. Unless there is a perceived bottom line contribution from CI, support will dwindle over time and jeopardize the CI function.

This group represented a very diverse sample of how the CI function has evolved in large organizations in the

U.S. over the past ten years or so. The need for CI has never been greater and many organizations are recognizing that usable information is critical to guiding both tactical and strategic decisions in a world of accelerating change. CI staff and budget are perceived to be growing.

Still, the future remains problematic. CI can be seen as a "nice but not necessary" part of overhead, putting its budget at risk during general reductions. Some key people still "don't get it" when it comes to valuing and making use of CI for their department or division. And finally, expectations may be rising and CI may need to deliver more and deliver it faster than it did yesterday.

The participants defined the scope and nature of both the risks and opportunities confronting CI. Everyone's knowledge and experience was tapped and used to forge new solutions that each professional attending could adapt. A summary of preworkshop findings appears in Table 3.

### Workshop Session

Thirty-five attendees from 31 different companies participated in the actual workshop. Four had attended previous shared practice sessions. They felt that other valuable information could be attained by going through the process with another group. Six participants were from countries other than the U.S.

The workshop began with a futuring exercise, "Exploring CI from 1997" and addressed three questions:

#### Question 1:

*Imagine that over the next three years CI has progressed ideally in your organization. It is May 1, 1997.*

*Describe: what that world looks like; what roles CI/BI will play in 1997; what has changed, what is the same; how CI/BI is organized; how the function is managed.*

The groups based the future vision on their unique experiences and projections of where they see CI emerging. A relatively complete image of the "1997 CI Department" emerged. Each group contributed a different vista to create a holographic type image.

For the role change impacts, professionals and industry find CI credible and it is taught as part of business and engineering education programs. CI becomes a fast track experience for executives and personnel are better paid. External organizations (SCIP) or internal organizations involve employees in basic CI training and activities. Noncompetitive industries share information. Competitors are controlled, while some have disap-

peared. Intuitive software for CI will be developed. There will be increased security of trade secrets/confidential information.

Regarding the CI reporting relationship, CI is a separate department and part of executive staff with multiple "dotted-line" reporting and involved in a matrix structure. CI is considered part of a cross-functional team, existing at the BU level.

The CI function will directly report to the CEO and be involved in senior management meetings. CI will have created an organizational network for data collection and distribution (centralized database with decentralized distribution control). It will act as an information clearing

house and have an internal research staff. CI personnel will coordinate action plan development and counter strategy implementation regarding competitive development. All operating departments will incorporate CI/BI in their unit. CI will be a centralized activity and responsible for training, tools and techniques, and integration and synthesis of information.

*Question 2:*

*What are the internal and external barriers and assistors to fully realizing the potential of CI within the organization? What are the internal and external opportunities presently emerging for CI?*

**Table 2.** *Most Important Issues*

| Issues                                | Compiled Consolidated Responses  |
|---------------------------------------|--|
| Information management                | <ul style="list-style-type: none"> <li><input type="radio"/> The most effective way to disseminate competitive information throughout my company.</li> <li><input type="radio"/> The population of our competitor database.</li> <li><input type="radio"/> Out-sourcing.</li> </ul>  |
| CI function                           | <ul style="list-style-type: none"> <li><input type="radio"/> Determining the nature of what CI system should be developed for our CEO.</li> <li><input type="radio"/> Understanding CI functions and business use of CI research so I can properly communicate it to potential clients.</li> </ul>   |
| Education                             | <ul style="list-style-type: none"> <li><input type="radio"/> Education of senior management.</li> <li><input type="radio"/> Locating benchmarking partners, educating others as to what benchmarking is not.</li> <li><input type="radio"/> So much to learn, so little time. Inexperience.</li> <li><input type="radio"/> Establish credibility for new CI department/function.</li> </ul>  |
| Time                                  | <ul style="list-style-type: none"> <li><input type="radio"/> How to satisfy the increasing demand for quality CI.</li> <li><input type="radio"/> Not enough time to devote to all of my CI responsibilities.</li> <li><input type="radio"/> Coordination with other groups in the company to provide and get assistance with projects (without duplicating efforts).</li> <li><input type="radio"/> The time needed to establish a new direction and undo old department attitudes.</li> <li><input type="radio"/> Enough time to complete the analysis required to effectively influence corporate strategic direction.</li> <li><input type="radio"/> Still too much time is required to gather data &amp; insufficient time to do a thorough analysis.</li> </ul> |
| Doing more with less dollars and time | <ul style="list-style-type: none"> <li><input type="radio"/> Prioritization of all resources.</li> <li><input type="radio"/> Budgetary restrictions that reduce the opportunities to access not readily accessible information.</li> </ul>   |
| Other                                 | <ul style="list-style-type: none"> <li><input type="radio"/> Decreasing market for defense system.</li> <li><input type="radio"/> Joint sharing of critical CI work.</li> </ul>  |

Participants attempted to define major barriers (things that get in the way of progress), assistors (things in existence that help progress), and opportunities (emerging things that occur that will help with progress) within the organization to assist in evolving CI within the organization. One group approached the task from a creative standpoint and amassed a "things not to do list." Tables 4-9 contain a compiled summary of results.

*Question 3:*

*Keeping in mind the vision for the future and the factors previously identified, what strategies and supporting tactics can move CI/BI toward: gaining wider acceptance of CI; increasing user satisfaction; improving effectiveness and efficiency of CI.*

Participants had many varied approaches to assist in the future development of CI. Of important note is the diversity of approaches which are summarized in Tables 10-12.

### Condensed Summary Findings

The information gathered represents the thoughts and perceptions of the six groups that attended the 1994 Post-Conference Workshop. When the data were merged, a rather complete picture formed. The following represents the summary of this workshop.

#### The 1997 Vision

The world is global and CI has evolved into its own. It has a known and recognized value to the organization and has woven itself into the fabric of the organization. CI is part of the organizational culture.

CI has affected the success of business therefore supporting a greater role. CI is multidisciplinary in approach, working in both the strategic and tactical arenas. It has achieved a state of organizational credibility. CI is now part of the "fast track" and is a significant stop for the up and coming executive. "Control" of competitive growth is CI's major contribution.

CI is part of the executive staff and is involved as a significant team contributor. It directly reports to the CEO.

Table 3. Summary of Prewrite Findings

- Most organizations had dedicated CI staff that performed a small number of functions.
- Most organizations did not have a separate CI unit, but incorporated CI professionals in other line or staff departments.
- Compared to previous workshop groups, this group was significantly more involved in longer-term strategic planning and analysis in addition to the usual tactical information services.
- This group was composed of individuals who work either at the divisional level (2-3 levels below CEO) or the operational level (5 levels).
- Service to Marketing (45%) and to Executives and Board (31%) represented the majority of this group's time. Marketing wanted primary research and top management requested secondary research.
- The budgets for this group were about equally divided into three categories: under \$100,000, under \$300,000, and over \$1,000,000.
- There was a strong growth trend in past and projected future growth. Most CI units had 1-5 staff members.
- This group reported strong support for CI at the executive level and from all functional areas within the organization. Providing usable information that will help organizations understand and cope with change reflects CI's widening recognition. Gaining information about specific competitors remains a prime function.
- While most older CI functions have grown and evolved over time, we are seeing more CI functions launched as a conscious management decision.
- CI units and functions came in almost as many varieties as respondents in this group. More diversity in the size, level and structure of the CI function was seen in this workshop than others.
- CI as a function is becoming more accepted as a normal part of corporate organizations and has ceased being "experimental."
- Despite its increased acceptance, the greatest single threat to the continued growth of CI seems to be failure of the organization to recognize its value.

Table 4. *Internal Barriers*

| Barrier                                | Description  |
|--|--|
| Lack of vision                         | <ul style="list-style-type: none"> <li>○ No support from top management and even skepticism about the whole process.</li> <li>○ Unclear return on investment—budget/resources/staff.</li> </ul>  |
| Ethical concerns                       | <ul style="list-style-type: none"> <li>○ Gathering information in an unethical manner, for CI does not do anything unethical or illegal.</li> <li>○ Skepticism of the legal department.</li> </ul>   |
| Human nature                           | <ul style="list-style-type: none"> <li>○ Control issues: information control freaks, fear of loss of power, lack of trust, skeptical of value of sharing information, “no time” to deal with added value, “old boys” network, know-it-all syndrome.</li> <li>○ Our own bias and ego as well as the political game of “information as Power.”</li> </ul>  |
| Corporate culture                      | <ul style="list-style-type: none"> <li>○ The corporate culture, which is often political, works against cross-functionality and sharing, and its very structure does not support CI activities.</li> <li>○ Inadequate communication, lack of education as to CI value with a dependency on CEO support.</li> <li>○ Goals are unclear, misunderstood, and/or not communicated throughout the organization.</li> </ul> |
| Poor marketing image                   | <ul style="list-style-type: none"> <li>○ A “What have you done lately?” syndrome.</li> <li>○ CI is seen as being short-sighted and making no noticeable contribution, or, at the other end of the spectrum, being the “corporate spy” (often Legal’s perception).</li> <li>○ If the company is successful, it doesn’t need CI—the barrier of “shoot the messenger.”</li> </ul>                                       |
| Lack of current organizational support | <ul style="list-style-type: none"> <li>○ An unstable organization environment with downsizing, and job placement insecurity, and the resulting work overload, and inadequate resources (budget/staff) allocation.</li> <li>○ CI is often faced with an awkward organizational structure, a resistance to change and a lack of employee loyalty (no lifetime jobs).</li> </ul>  |
| Newness of the field                   | <ul style="list-style-type: none"> <li>○ A lack of requisite skills, lack of analytical skills, and a lack of credibility.</li> <li>○ This is an embryonic specialty.</li> </ul>   |

It is responsible for centralizing information and ensuring dissemination. It assists the organization in action planning and counter strategy development.

#### **Barriers to Success: Internal**

The internal barriers to success center on human factors such as personality factors, cultures, and lack of clear vision. A lack of organizational support also impedes CI, including organizational endorsement, newness, ethical concerns, and poor image.

External barriers to success include: new discipline R&D investments, cost and expense of new technology, divided loyalty issues, regulatory interference. A poor image also hurts: a poor media image and professionals deliberately disinforming and breaching ability to build trust. A globally changing economy poses additional barriers.

#### **Existing Organizational Assistors**

Internal organizational assistors include: overt organizational support, threat motivation, and CI’s history of success.

Table 5. *External Barriers*

| Barrier                              | Description  |
|--------------------------------------|--|
| Cost and expense of a new technology | <ul style="list-style-type: none"> <li>○ It takes money, people, and time to get information.</li> <li>○ A cost for new technology requisite for acquiring timely information and distributing it in a timely manner.</li> </ul> |
| Emerging issues/"uncharted waters"   | <ul style="list-style-type: none"> <li>○ An inability to build trust as the employee's first loyalty is to the profession and not the company.</li> </ul>  |
| Poor media image                     | <ul style="list-style-type: none"> <li>○ A lack of national support with "intelligence" viewed as espionage by the general public, universities, and companies (i.e., U.S. vs. France).</li> </ul>                               |
| Changing world                       | <ul style="list-style-type: none"> <li>○ New competitors both domestic and global. Deliberate disinformation.</li> </ul>   |
| Regulatory/government interference   | <ul style="list-style-type: none"> <li>○ A highly political environment with much legislative and judicial uncertainty impacting copyright laws and antitrust legislation.</li> </ul>  |

Table 6. *External Assistors*

| Assistor   | Description  |
|--|--|
| Professional CI network  | <ul style="list-style-type: none"> <li>○ SCIP is a very strong professional association with expanded services, mentoring, and an external network providing a cooperative interchange between members.</li> <li>○ SCIP provides guidelines for corporate policy and procedure (industry standard).</li> <li>○ Other professional contacts and networks are in place—third party resources.</li> </ul> |
| Environmental evolution creating new competition (global and domestic) | <ul style="list-style-type: none"> <li>○ World changes (economics, spread of democracy) resulting in new competitors and an awareness of competition between countries.</li> <li>○ A positive economic environment, rapidly changing politically, technically, and regulatorily.</li> <li>○ Need for soft information exists. (Lifestyle trends that may lead to product implications.)</li> </ul>     |
| Government involvement   | <ul style="list-style-type: none"> <li>○ Government regulations, education of congressional staffs, use of legal department.</li> </ul>  |
| New technologies   | <ul style="list-style-type: none"> <li>○ CI is constantly reengineering itself. Trade organizations and consortiums.</li> <li>○ Information highways, on-line databases and new media technologies.</li> <li>○ Risks are identified and accepted and external intelligence is understood and used.</li> </ul>  |
| Respect for CI profession  | <ul style="list-style-type: none"> <li>○ Positive media attention.</li> <li>○ As CI practices, it gets better. CI prioritizes and benchmarks.</li> </ul>   |



Table 7. *Internal Assistors*

| Assistor   | Description  |
|--|--|
| Focusing on relationship building, enhancement                       | <ul style="list-style-type: none"> <li>○ Increase communications internally to better understand user needs.</li> <li>○ Find and use natural BI people, a two-way reward sharing, and a versatile delivery style.</li> <li>○ More information sharing and networking between companies.</li> </ul>   |
| Work from a customer service model and work toward image improvement | <ul style="list-style-type: none"> <li>○ CI as a value-added provider, adaptable and a manager of change.</li> <li>○ CI understands what is going on, constantly reassesses the situation, offers options, and connects the dots for their organization.</li> <li>○ CI professionals establish contacts and networks with customers and suppliers. They bring in outsiders to critique them. They are members of SCIP.</li> </ul>  |
| Public relations and marketing of the CI function                    | <ul style="list-style-type: none"> <li>○ Some employees are attracted to their perception that CI is related to industrial espionage—the “007” dilemma—the myths of the CI mystique.</li> <li>○ Whatever media that works, including the existing vehicles of meetings, newsletters, etc.</li> </ul>   |
| Overt organizational support   | <ul style="list-style-type: none"> <li>○ CEO and top-level support with Champions at a high level in the organization.</li> <li>○ Top management “buy in” of CI value and an overall HR training effort with CI orientation training for new employees.</li> <li>○ Everyone has a CI responsibility; they are trained and cross-trained with tactics diffused throughout the organization. Company policy and procedures related to CI and CIS.</li> <li>○ CI effort is strategic, central, at the top and open, reporting to the decision-maker.</li> </ul> |
| Cultural openness  | <ul style="list-style-type: none"> <li>○ A culture shift occurs and CI is recognized as a contributor.</li> <li>○ Education and a spirit of “information” cooperation occurs throughout the corporation.</li> <li>○ Interdepartmental give and take with an information service department for both technical expertise and secondary source information. Enough time to do the job.</li> </ul>  |
| History of success   | <ul style="list-style-type: none"> <li>○ CI success stories abound which show actionable steps, timely intervention and/or proactive value, and quantifiable savings.</li> <li>○ Have an early success. Company growth equals more money and people. CI contributes by training and hiring vendors and always adding stronger people.</li> </ul>   |
| Threat motivation  | <ul style="list-style-type: none"> <li>○ New threats balanced with opportunities. Fear of unknown and concern about competitors.</li> </ul>  |
| Technology   | <ul style="list-style-type: none"> <li>○ Widespread use of CI tools, computer systems, and new technology.</li> </ul>  |

Table 8. *Internal Opportunities*

| Opportunities                               | Description  |
|---|--|
| Organization being "professionally" trained | <ul style="list-style-type: none"> <li>○ CI goes to SCIP for credibility and support.</li> <li>○ SCIP does ongoing value studies on CI process and has a working group developing policy and procedure.</li> <li>○ A code of ethics allays concerns and creates more support.</li> <li>○ Support groups attend annual conferences.</li> <li>○ SCIP is linked to the executives in the organization.</li> <li>○ SCIP media materials are used for company PR and education.</li> </ul>  |
| Department of upper management support      | <ul style="list-style-type: none"> <li>○ A small upper management committee with expert analysis is formed to support CI (a first "easy step").</li> <li>○ The CEO is fed with reports.</li> <li>○ CEO advocacy/recognition and appointment of a champion(s).</li> <li>○ A rising mentor/angel make champions at two levels (primary and next management wave).</li> <li>○ An opportunity for organizations to be well positioned, relative to CI, and thus have a competitive edge and survive.</li> </ul>                                    |
| Internal advertising                        | <ul style="list-style-type: none"> <li>○ CI practitioners gain increased exposure, respect, and influence from top management and within the corporate culture.</li> <li>○ High-level visibility provides an opportunity to clarify, justify, and educate, which makes CI an integral part of the company.</li> <li>○ SCIP Journals and presentation materials are circulated.</li> <li>○ CI successes are achieved, recorded and promoted.</li> <li>○ The CEO is carbon-copied on success stories and there is employee awareness.</li> </ul> |
| Creation of a career track                  | <ul style="list-style-type: none"> <li>○ Career track is extended into ranks of top management. Job security (since you've proved CI's value and necessity) is in place.</li> </ul>  |

The person-to-person factors are change in cultural openness, PR image improvement, and customer service model. Organizational member needs include relationship building and technology advances.

The external organizational assistors include the academic enculturation and professionalization of CI and the changing marketplace because of global competition and governmental regulations. Respect for the CI profession and new developing technologies are also assistors.

### Emerging Opportunities

The internal emerging opportunities include management endorsement, upper management support, career track acknowledgment, and a reward structure. Personal growth covers training, image building, being part of

something new, creatively applying new technology, and counterintelligence.

External emerging opportunities include institutionalization of a new profession, with SCIP as a moving force for personal and professional improvement and enculturating CI into the organization. There is pioneering in developing CI application, and continuous learning and improvement.

### Strategies and Tactics to Move Forward

CI must gain wider acceptance, create a unique value, and build within the existing culture. CI should attain overt organizational support through internal marketing and gain endorsement by participating in organizational processes. CI must be externally institutionalized and validated.

Table 9. External Opportunities

| Opportunities   | Description   |
|---|---|
| SCIP acting as a CI focal point                                 | <ul style="list-style-type: none"> <li>○ Linked to major universities, instituting a continuing education program.</li> <li>○ Guest lectures at universities, does research and publishes.</li> <li>○ Media materials are used for company public relations and education.</li> <li>○ Informal education and mentoring, SCIP member interchange and SCIP sessions.</li> <li>○ Linked to executive organizations and membership is offered free to all CEOs, with a SCIP day for CEOs by invitation only.</li> <li>○ Membership increases nationally and in local chapters.</li> <li>○ Members are offered network access and reduced fees for on-line service.</li> </ul> |
| Involvement in continuous personal and professional improvement | <ul style="list-style-type: none"> <li>○ Opportunities for networking to improve our knowledge base/tools/techniques and for more CI to keep the company competitive and maintain our jobs.</li> </ul>  |
| Institutionalization of CI                                      | <ul style="list-style-type: none"> <li>○ Promoted as a discipline through formal education.</li> <li>○ Academic relationships, professional journals, government agencies, and better government industry cooperation.</li> <li>○ Advertise our professional trade journals and recruit "CI" employees. Consultants will legitimize CI.</li> </ul>  |
| Continuous creation of CI applications                          | <ul style="list-style-type: none"> <li>○ There will be new technologies and technological advances.</li> <li>○ Increased global benchmarking opportunities will be present.</li> </ul>  |
| Continuous competition  | <ul style="list-style-type: none"> <li>○ Competition will drive the price of search resources down and quality of information uncovered up.</li> </ul>  |

User satisfaction can be increased through determining and meeting customer needs, users' measures of success. Effectiveness and efficiency can be improved by building credibility and capability, and maintaining a value-added relationship.

CI can improve effectiveness and efficiency by creating a plan to grow by and doing the right thing at the right time for the right customer. It must become an integral part of the landscape by probing the value and worth of CI. Network support will focus on self competence.

## Conclusion

As this group of SCIP members looked into its collective crystal ball to envision what the next few years will hold, the future appears bright for CI. There was general confidence of the growing role that CI will play in large organizations as they evolve in the global economy.

For these participants, CI is established and accepted—a situation not universally shared by participants in other

SCIP workshops we have facilitated. The group clearly believes that there is an opportunity for CI to create a unique kind of value in serving the needs of its internal users. Standing in the way are internal and external barriers including whether individual corporations will accept and validate CI as part of their culture.

Among the most interesting conclusions is the clear mandate for SCIP to take an active role in creating broad-based institutional acceptance for CI as a clearly defined discipline. Professional development, academic recognition in the curricula of colleges and universities, and other activities are required for CI to gain the respect it deserves. Until work in CI is actually recognized as part of a viable career path to top management, it cannot attain its full potential.

In the end, CI will thrive to the extent that it can make relevant and measurable contributions to organizational performance. Efficiency, effectiveness, and user satisfaction are critical factors in getting and maintaining organizational support.

Table 10. Strategies and Tactics for Gaining Wider Acceptance of CI

| Tactic  | Description   |
|---|---|
| Create a unique value and attain organizational support   | <ul style="list-style-type: none"> <li>○ Define what the value for CI is. Define clearly what CI is and is not.</li> <li>○ Demonstrate capability—targeted project. Build on success, ask to be part of the strategic planning process. Be the scout for the organization.</li> <li>○ Be routinely used as a valued decision support tool. Demonstrate capability—targeted project. Offer management unique, actionable information/analysis not obtainable from other sources.</li> <li>○ Take opportunities to promote CI/BI, i.e., presentations to departments, case studies, pain and humiliation stories.</li> <li>○ Do a cross-department information audit. Make data cross-functionally accessible (data bank, etc.).</li> </ul>   |
| Build within the existing culture   | <ul style="list-style-type: none"> <li>○ Ascertain interest in CI and build on the core who have an interest. Demonstrate the need and show how CI can assist in fulfilling needs (i.e., fear of the unknown can be used as an internal assistor).</li> <li>○ Schedule needs analysis with senior management and discover issues, delivery format desired, and time frame. Test CI in private, if successful, go immediately to higher risk project (which is now lower risk). If it fails, try again.</li> <li>○ Call SCIP for advice.</li> <li>○ Find/cultivate CI supportive mentors within top management. Position yourself to obtain key business information (business plans, strategic plans). Relationship build.</li> </ul>   |
| Attain overt organizational support, endorsement, and participation in the organizational process | <ul style="list-style-type: none"> <li>○ Open support from the CEO to CI process. Do up-front goal setting and review regularly.</li> <li>○ Gain wide acceptance of CI. The goal is for CI to be an integral (embedded, vital, crucial, actionable) part of the business with an increased share of voice, respect, and a reputation for being able to have a direct impact on decision-making. Involve employees at all levels in data collection.</li> <li>○ Seek participation in strategic decision-making meetings. Be consistent with communication on all levels. Address strategic items.</li> <li>○ Consistently monitor your customers' requirements.</li> <li>○ Raise the level of activities from information gathering to action-oriented recommendation.</li> </ul> |
| Internal marketing and education  | <ul style="list-style-type: none"> <li>○ Use articles related to CI in company newsletters. Increase awareness through presentations and educate throughout the corporation (newsletter to general employee population, provide access for response).</li> </ul>  |
| Institutionalize CI through affiliation with professional association and academia                | <ul style="list-style-type: none"> <li>○ First steps toward institutionalization include activities such as: Have support groups join SCIP. Get non-CI people to join SCIP. Offer free SCIP "CEO Days." Do employee training, newsletters, and monthly reports. Bring in a consultant to introduce CI "brown bag" lunch forums.</li> <li>○ Brief in a timely manner competitive situations, include thought-provoking questions. Hire counterintelligence consultant to conduct self-audit. This is all done, in part, to gain wider corporate acceptance of CI and to position CI for professional and academic relationships that are to come.</li> </ul>   |

Table 11. *Strategies and Tactics for Increasing User Satisfaction*

| Tactic                             | Description   |
|------------------------------------|---|
| Respond directly to customer needs | <ul style="list-style-type: none"> <li>○ Communicate in a user-customized form, using the preferred media, style, and language of the customer.</li> <li>○ Produce added-value reports, analysis, and recommendation.</li> <li>○ Learn from your experience or those of others. Reduce risk and/or make it a deal they want to buy. Co-fund between departments.</li> </ul>   |
| Determine specific customer needs  | <ul style="list-style-type: none"> <li>○ Give the customer what is needed based on the decisions to be made. Ask them to clarify and define what they want, when and how they want it. Negotiate the level of information needed as a step to agreement on same.</li> <li>○ Discover user needs, preferred delivery format (hard copy, fax, phone, E-mail, length, data format), time constraints, context of the request, and objective of use.</li> </ul>   |
| Increase user satisfaction         | <ul style="list-style-type: none"> <li>○ Establish a method for receiving regular feedback from the customer to improve the quality of future products.</li> <li>○ Check, get feedback on the user's satisfaction of the information provided.</li> </ul>   |
| Define users                       | <ul style="list-style-type: none"> <li>○ Ascertain degree of receptiveness to bad news. Does the client demand a proposed solution with bad news? How to position. Determine "What's in it for me" (WIIFM).</li> <li>○ Get to know your audience profiles. Get to know your audience business. Identify your audience needs. Know the strategic plans.</li> </ul>   |
| Build CI capability                | <ul style="list-style-type: none"> <li>○ Develop information base on customers and supplies.</li> <li>○ Build technical capability. Keep up to date in the field of CI.</li> </ul>  |
| Build credibility                  | <ul style="list-style-type: none"> <li>○ Meet deadlines. Deliver unfiltered, unbiased, accurate analyses as agreed and in a timely, easy to use form that is easily translated into action.</li> <li>○ Make them think. Provide analysis, not just raw data. Demonstrate your help to client prospects; create a pilot with them.</li> <li>○ Deliver more than expected. Faster, Cheaper, &amp; Better! Know and exceed management and organization expectations. Deliver excellent customer service. Deliver to the customer the product.</li> <li>○ Manage expectations. Include value-added conclusions and recommendations. Support customer execution and additional needs. Raise customer visibility in the organization.</li> <li>○ Follow-up. Provide additional post report information when available. Anticipate future needs. Issue CI alerts to management on breaking news and follow up with confirmation and/or analysis.</li> <li>○ Have top management participate in CI development. Help management understand their needs. Don't ask them, "What do you want to know?" but rather "What are the issues or concerns?" or "What keeps them awake at night?"</li> </ul> |
| Maintain relationship              | <ul style="list-style-type: none"> <li>○ Understand customer requirements.</li> <li>○ Constantly solicit questions and feedback regarding a possible change of scope and new directions throughout the project.</li> </ul>  |
| Build value                        | <ul style="list-style-type: none"> <li>○ Ensure satisfaction with follow-up. Conduct post-mortem. Make them look good.</li> <li>○ Share information and technology.</li> </ul>  |

Table 12. *Strategies and Tactics for Improving the Effectiveness and Efficiency of CI*

| Tactic  | Description  |
|---|--|
| Meet customer needs while doing the right things at the right times | <ul style="list-style-type: none"> <li>○ Focus efforts and prioritize. Understand customer requirements. Discover needs criteria and parameters.</li> <li>○ Prioritize project components. Force prioritization of customer requirements. Use judgment to focus project deliverable. Eliminate extraneous data.</li> <li>○ Discover preferred delivery format, expected and eventual distribution.</li> <li>○ Add value to data with CI analysis. Keep it simple/quick, use pictures.</li> <li>○ Deliver in provocative, urgent, action-needed way, and focus on what you say, how you say it, and when you say it.</li> </ul> |
| Build support networks  | <ul style="list-style-type: none"> <li>○ Nurture the internal CI network—communicate, recognize, reward</li> <li>○ Keep informed about tools, techniques, and best practices.</li> <li>○ Use a feedback survey to clarify client's needs.</li> <li>○ Manage expectations through training. Do more cross-validation.</li> </ul>  |
| Prove value and worth   | <ul style="list-style-type: none"> <li>○ Obtain independent (from CI) assessments of CI operations &amp; analyses.</li> <li>○ Quantify CI results and offer qualitative assessments—ongoing self-assessment.</li> <li>○ Benchmark. Develop a performance matrix for the CI industry—what works and what does not. Tie in/relate results to corporate goals/mission.</li> <li>○ Reward input by others with recognition.</li> <li>○ Disseminate CI insights across organization, if appropriate.</li> </ul>   |
| Become an integral part of the landscape                            | <ul style="list-style-type: none"> <li>○ Efficient distribution of CI results, optimal use of information system's facilities.</li> <li>○ Identify business implications for decision support.</li> </ul>  |
| Become personally and organizationally proficient                   | <ul style="list-style-type: none"> <li>○ Take advantage of CI training opportunities. Develop your own personal strategy for prioritizing project requests.</li> <li>○ Be well-versed in CI tools. Maintain professional awareness.</li> <li>○ Be aware of corporate "P.C." (political correctness).</li> <li>○ "Do the right thing and do it right. . . ."</li> <li>○ Determine and deliver only what is needed. Possess the right tools.</li> <li>○ Be aware of how fast, how well organized, how well planned, optimum cost, timeliness, rework, etc.</li> </ul>  |
| Develop a BI market plan  | <ul style="list-style-type: none"> <li>○ Pick something you can succeed at early.</li> <li>○ Anticipate future customer requirements (allow planning time).</li> <li>○ Avoid duplication of efforts.</li> <li>○ Develop internal networks for information sources. Develop internal/external networks who have information.</li> <li>○ Be future-oriented, not history-oriented (implications). Delivery insights, not data.</li> </ul>  |

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# OSS '95: THE CONFERENCE Proceedings, 1995 Volume II Fourth International Symposium on Global Security & Global Competitiveness: O - Link Page

[Previous](#)      [Mr. Jan Herring, Business Intelligence in Japan and Sweden: Lessons for the US](#)

[Next](#)      [Mr. David R. Bender. The Information Highway](#)

[Return to Electronic Index Page](#)