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Helping executives KNOW THE NEXT MOVE!



Typical analytic frameworks.

Analytic frameworks might include:

- Analysis of countervailing forces.
- Portfolio analysis.
- Industry mapping.
- Growth matrices.
- Relative acquisition attractiveness matrices.

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Executives have no intelligence requirements...

Requirement.
Decision.



CEO.



Action.

... they just want solutions.



CEO and executive requirements for open-source solutions:

Are issue-driven (not information for information's sake).

Are oriented around short-term and long-term decisions.

Are focused toward making informed decisions and "knowing the next move."



Meeting requirements (through the use of open sources).

Issues.

Information requirements.

Open-source solutions.

Long-term.

- Strategic positioning.
- Portfolio mix.
- Political assessments.
- Demographics.
- Customer needs.
- Vertical market identification.



- Market players.
- Academics.
- Analysts.
- Industry experts.
- Media.
- Databases.

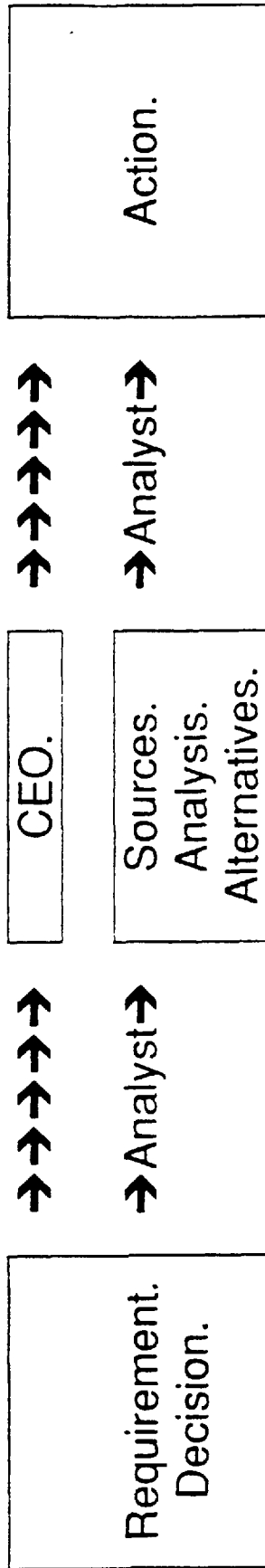
Short-term.

- Corporate development.
- Technology.
- Competitive position.
- Market dynamics.
- Technology pace.
- Customer needs.
- Supply demand analysis.





Executives have no intelligence requirements...



... they just want solutions.



Decision needs (requirements and applications for open-source solutions).

Long-term (strategic).

Strategic positioning.

- Innovator or follower.
- Global or domestic.

Portfolio mix.

- Products.
- Markets.

Short-term (tactical).

Corporate development.

- M&A, JV, Alliances.
- New product or market entry.

Technology.

- R&D emphasis.

Competitive position.

- Market share.
- Leader or follower.

Open sources are most-readily applied to short-term needs, but can be useful in long-term issues.



III. How might such requirements be met?

CEO. Industry position.

Planning. Corporate long-range, strategic plan.

Corporate development. M&A, JVs, alliances.

Marketing. Market share, new products, new markets.

Sales. Sales growth, pricing

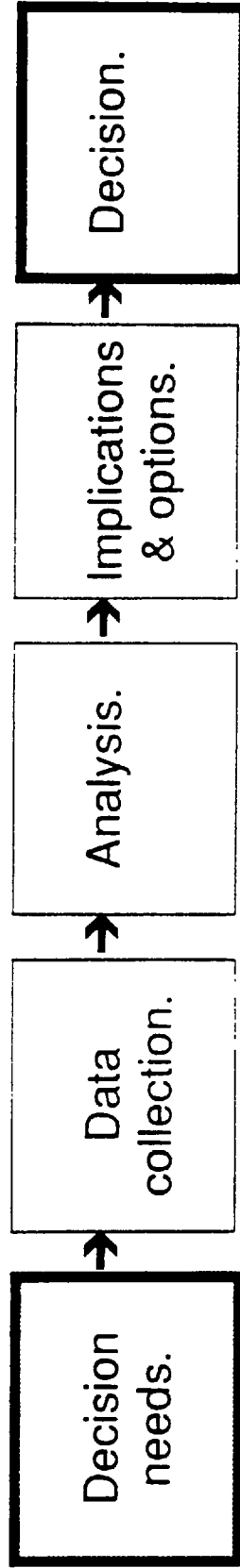
Operations. Benchmark manufacturing processes.

Division heads. Division business plans.



II. What are some long-term and short-term requirements?

Let business decisionmaking needs drive the process.





1. What we mean by "executive intelligence requirements."

Executive.

- CEO, President, General Manager.
- Senior staff members (planning, marketing, production, R&D, etc.).
- Division heads.

Requirements.

- Not data-driven.
- But, issue-driven (what is the business decision driving your need for information and analysis?).

Competitive analysis.

Information → Intelligence → Action



Agenda.

- I. What do we mean by executive intelligence requirements?***
- II. What are some long-term and short-term requirements?***
- III. How might such requirements be met?***

99.

Representative open-source



intelligence requirements for executives.

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SECOND INTERNATIONAL SYMPOSIUM: NATIONAL SECURITY & NATIONAL COMPETITIVENESS: OPEN SOURCE SOLUTIONS Proceedings, 1993 Volume II -

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