



Management Discussion Series: Introduction to Competitive Intelligence

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kranlib@purdue.edu

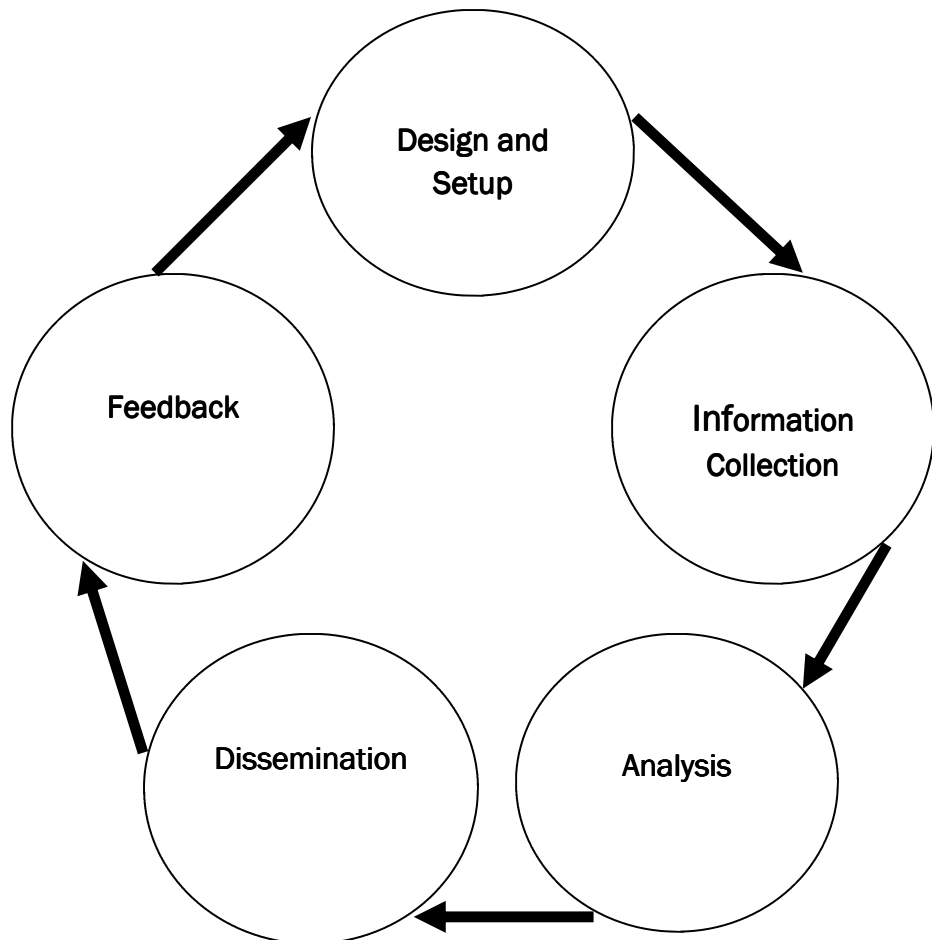
What is CI?

Competitive Intelligence: A systematic and ethical program for gathering, analyzing, and managing external information that can affect your company's plans, decisions, and operations.

CI Cycles

The multifaceted CI process encompasses at least 5 key components:

1. **Design and setup:**
determine the requirements for intelligence within the organization
2. **Information Collection:**
establish a methodology around the collection and archiving of key information
3. **Analysis:**
transforming raw data into strategic knowledge
4. **Dissemination:**
tailored analysis presented to decision makers
5. **Feedback:**
monitor the CI process to adopt new methods/sources as well as integrate feedback from users



On page 5 there are 3 different versions of the CI process. The 4Cs Process, the Ashton and Stacey Process Model, and the SCIP CI Function and Process. All follow the same basic format with the previous 5 components.

Categories of Competitive Intelligence

MARKET INTELLIGENCE

- Industry level information on:

PARTNER INTELLIGENCE

- Monitoring activities of:

COMPETITOR INTELLIGENCE

- Detailed monitoring & analysis of:

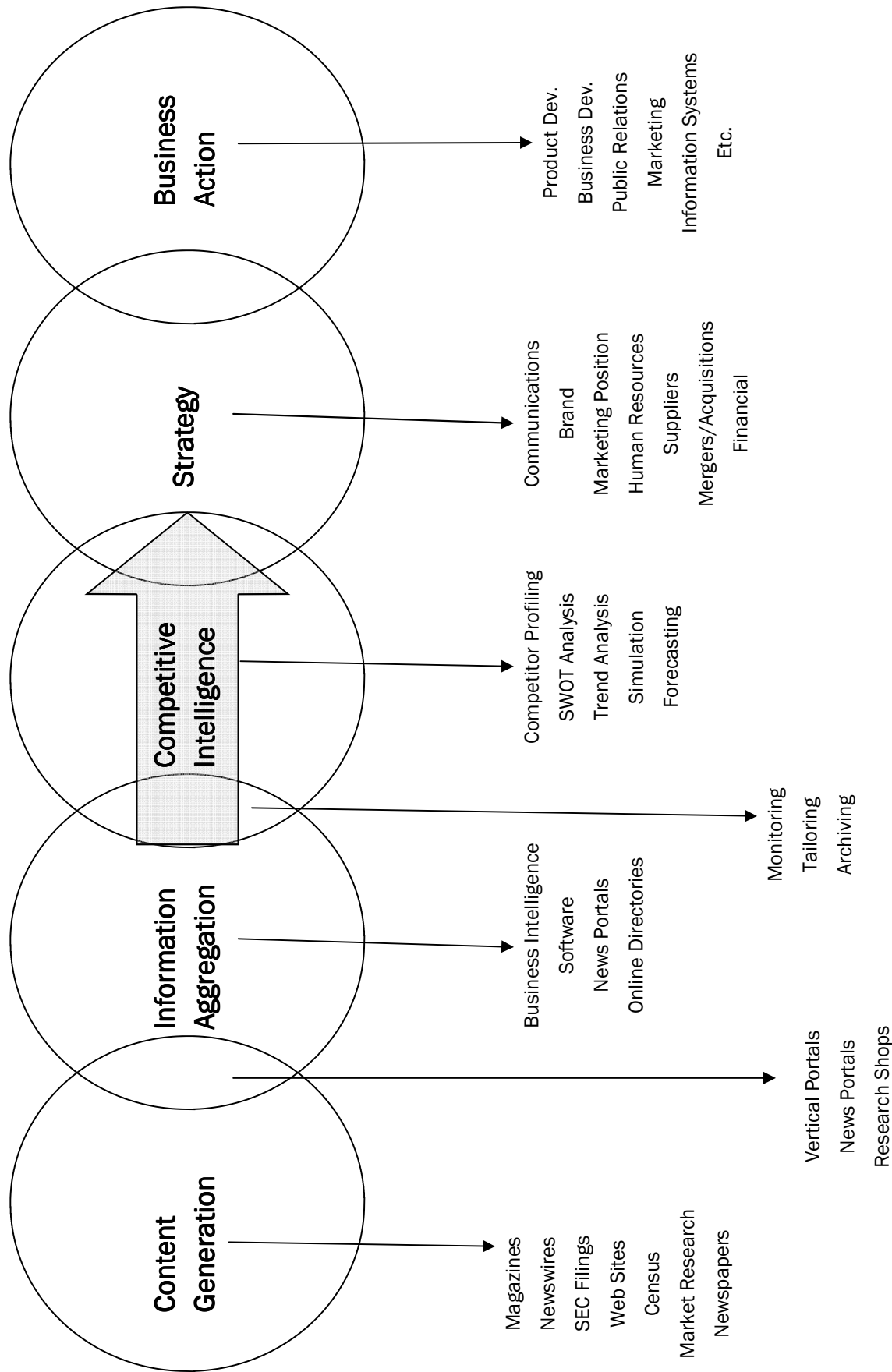
TECHNICAL INTELLIGENCE

- Monitoring advancements of:

CUSTOMER/PROSPECT INTELLIGENCE

- Determining & monitoring:

Competitive Intelligence: The Bridge Between Information and Action



Uses/Applications of Competitive Intelligence

- Facilitate Strategic Direction
- Strategic Alliances
- New Product/Service Development
- Sales Process
- Marketing/Communications/Public Relations
- HR and Recruitment
- Rival Firms
- Competitor & Market Scenarios
- Acquisitions/Preventing Acquisition

Methods & models used in CI

- SWOT
- 5 Forces Model
- Value Chain Analysis
- Four Corners Model
- Blindspots Analysis
- Strategic Group Map Technique
- Executive Management Profiling
- Financial Ratio Analysis
- Environmental & Event Analysis
- And many, many more....

Key Types of Information

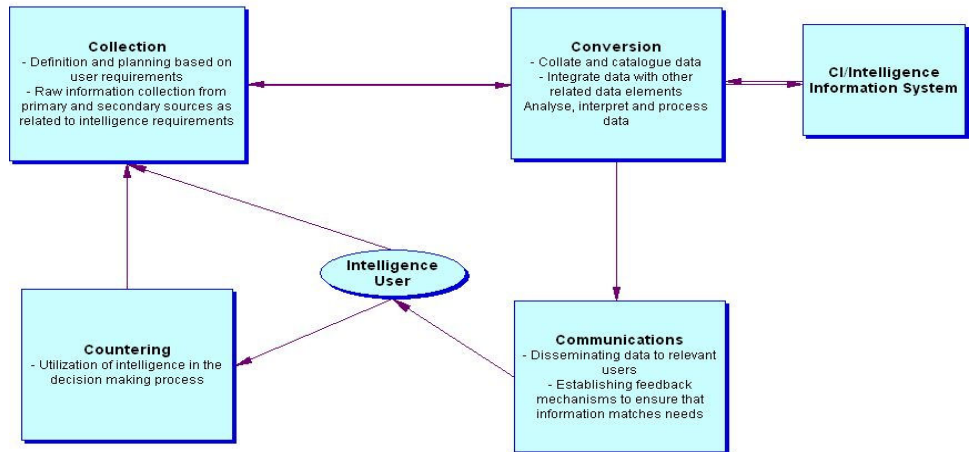
- Recurrent Information
- Reference Information
- Strategic Information

Selected CI Definitions

- Business intelligence – catch all term
- Market intelligence – applied to CI, but its practices are focused on customers/ consumers (vs rivals)
- Economic intelligence – primarily used in Europe
- Competitor intelligence – a facet of CI
- Competitor research/competitive information gathering – a component of CI, but lacks analysis and meaning

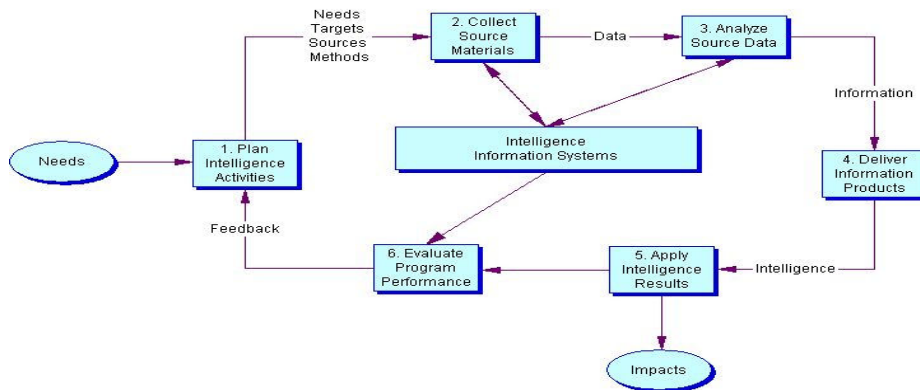
Competitive Intelligence Models

The 4Cs process model



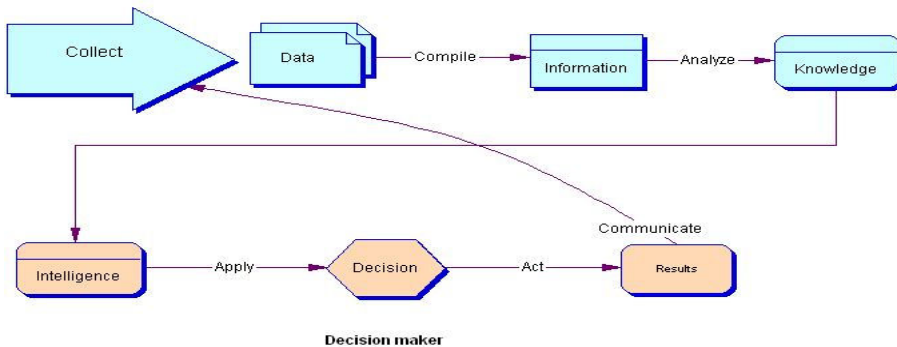
MDS Jan. 21, 2005 Hal P Kirkwood Jr.
Taken from A Brief Guide to Competitive Intelligence: How to Gather and Use Information on Competitors.
Business Information Review, 19(2), June 2002.

Ashton and Stacey Business Intelligence Process model



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Business Information Review, 19(2), June 2002.

Society for Competitive Intelligence Professionals
CI Function and Process



MDS Jan. 21, 2005 Hal P Kirkwood Jr.
Adapted from William Y Wilson, Next Step and Timothy W Powell, InfoStrat
www.scip.org

Who are They ?

- 10k Wizard (fee)
 - Public company financials & analysis
- Business & Company Resource Center (fee)
 - Public & private companies
 - Histories, investment reports, industry overviews
- Business Source Premier (fee)
 - Public company profiles
 - SWOT analysis reports
- Capital IQ
 - Public company information
 - Executive relationships
- Hoover's (fee/free)
 - Public & private company profiles
 - Competitors
- Mergent Online (fee)
 - Public company financials
 - Equity Portraits
- Reuters - Company Profiles (free)
today.reuters.com/business/companyprofiles.aspx
 - Public company profiles

What Are They Doing and Saying?

- BizJournals (free) www.bizjournals.com
- Factiva (fee) - Nat'l & Int'l Newspapers
- FindLaw— sample legal agreements findlaw.com
- Lexis/Nexis— Transcripts (fee)
- ISI Proceedings (fee)
- Regional Business News (fee)
- US Patent & Trademark Office (free)
www.uspto.gov
- Television News Archive (fee)
tvnews.vanderbilt.edu
- WHOIS Domain Registration Network Solutions (free)
www.netsol.com/cgi-bin/whois/whois

Where are They in the Industry?

- Alacra Industry Spotlights
www.alacrawiki.com/index.php?title=Alacra_Industry_Spotlights
 - Industry links and resources
- American Society of Association Executives www.asaenet.org/cda/asae/associations_search/
 - Industry information
- Associations Unlimited (fee)
- Business Wire News (free)
www.businesswire.com
 - Company press releases
- Business & Company Resource Center (fee)
 - Investment analyst reports
- Investopedia Industry Handbook (free)
www.investopedia.com/features/industryhandbook/
- Marketline Business Information Centre (fee)
 - Porter's Five Forces
- Net Advantage (fee)
 - Public company financials
 - Industry surveys
- TableBase/Business&Industry (fee)
 - Industry & market statistics

Customer Feedback

- Google Groups
groups.google.com
- PlanetFeedback
www.planetfeedback.com
- The SqueakyWheel
www.thesqueakywheel.com
- American Express Sucks
www.amexsux.com

Selected CI URLs

- Society for Competitive Intelligence Professionals www.scip.org
- Fuld & Company, Inc. www.fuld.com
- Competia www.competia.com
- CI Resource Index ciseek.com
- Academy of Competitive Intelligence www.academyci.com

Tools to Track Competitors

- CI Software www.bidigital.com/ci/Software/
- Coemergence www.coemergence.com/
- Competitious www.competitious.com/
- Cyveillance www.cyveillance.com
- FaganFinder URLInfo www.faganfinder.com/urlinfo/
- TracerLock www.tracerlock.com
- Woodlawn Marketing Services www.worksys.com/strategy.htm

White Papers

- Bitpipe www.bitpipe.com
- Bnet www.bnet.com/
- ComputerWorld White Papers computerworld.com/action/whitepapers.do?command=viewWhitePapers
- ZDnet Whitepapers itpapers.zdnet.com

Pay-as-you-go Resources

- DialogWeb www.dialogweb.com
- Factiva www.factiva.com
- Nexis www.nexis.com

Search Engines

- Alta Vista www.altavista.com
 - Search for sites linked from other sites
- Ask.com www.ask.com
 - Many search filters
- Beaucoup www.beaucoup.com
 - Metasearch guide
- Copernic www.copernic.com
 - Metasearch tool that saves searches
- Google www.google.com
 - Search PDFs
- Grokker www.grokker.com
 - Graphical clustering
- Find.com www.find.com
 - Business search engine
- Jux2 www.jux2.com
 - Compare results against Google
- Kartoo www.kartoo.com
 - Graphical clustering
- Thumbshots Ranking ranking.thumbshots.com
 - Compare search results

Selected Articles

Competitive Intelligence: An Overview. Miller, Stephen H. www.scip.org/Library/overview.pdf

A Brief Guide to Competitive Intelligence: How to Gather and Use Information on Competitors, *Business Information Review*, Weiss, Arthur. Vol 19, no 2 p39 (June 2002).

Analytical Techniques and the Legal & Ethical Issues in Competitive Intelligence. Miller, Jerry P. Presented at the Special Libraries Association Annual Conference, June 2002. tinyurl.com/6y9bu

Decisions, decisions... Competitive intelligence for predictive decision support and market risk management. Johnson, Arik, *KM World*, Vol 14, no 10 (Nov/Dec 2005).

Selected Books

The Secret Language of Competitive Intelligence: How to see through and stay ahead of business disruptions, distortions, rumors, and smoke screens.. Fuld, Leonard. (2006)

Introduction to Online Competitive Intelligence Research. Vibert, Conor (2004)

Assessing Competitive Intelligence Software: A Guide to Evaluating CI Technology. Bouthillier, France & Shearer, Kathleen (2003)