



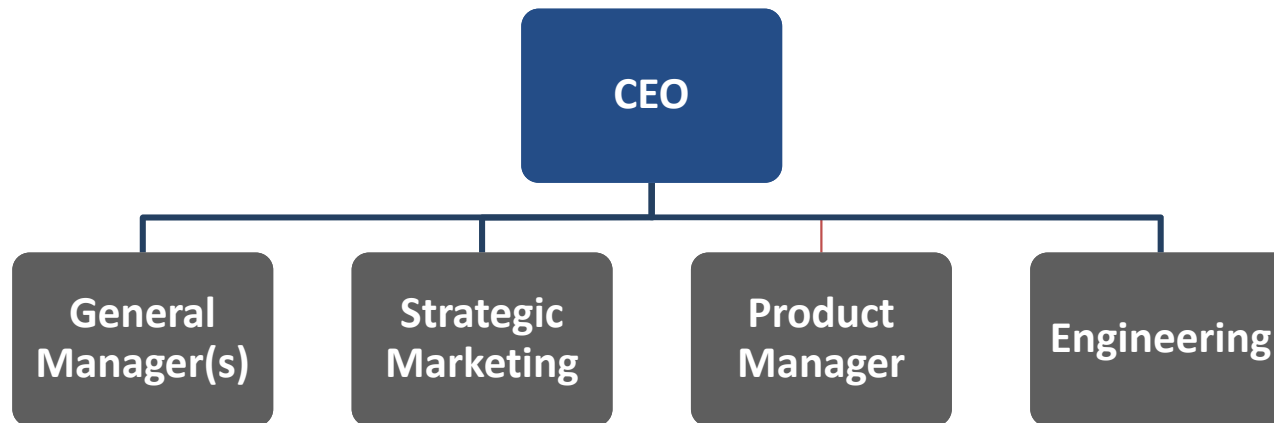
# Starting a Organizational Competitive Intelligence Function

**Basic Steps to Implement or Improve  
a Valuable Resource for Strategy  
Decision-Makers**

# The Case for Action

- Value Needed
- Basic Assumptions
- Warning Signs
- Maturity Model
- Essential Elements
- Organizational Diagnostics
- Improvement Steps

# Competitive Intelligence Contributions to Key Roles



**Competitive Intelligence is Tailored to  
Types of Strategy Decision-Making**

# Competitive Intelligence Contributions to Key Roles

## CEO

- Monitor the competitive environment
- Establish strategic priorities
- Make strategy decisions
- Motivate the organization
- Evaluate strategies

## General Manager(s)

- Protect the current business
- Mobilize the organization
- Track the competitors
- Prepare for the Future
- Deliver Results – now and in the future

## Strategic Marketing

- Understand the market direction
- Characterize competitor strategies
- Define the product lines
- Create the strategies
- Justify investments

## Product Manager

- Understand the market need
- Characterize competitors
- Define the product
- Develop the product
- Promote the product

## Engineering

- Understand technology strategies
- Map architectural decisions
- Benchmark processes
- Track people
- Judge capabilities

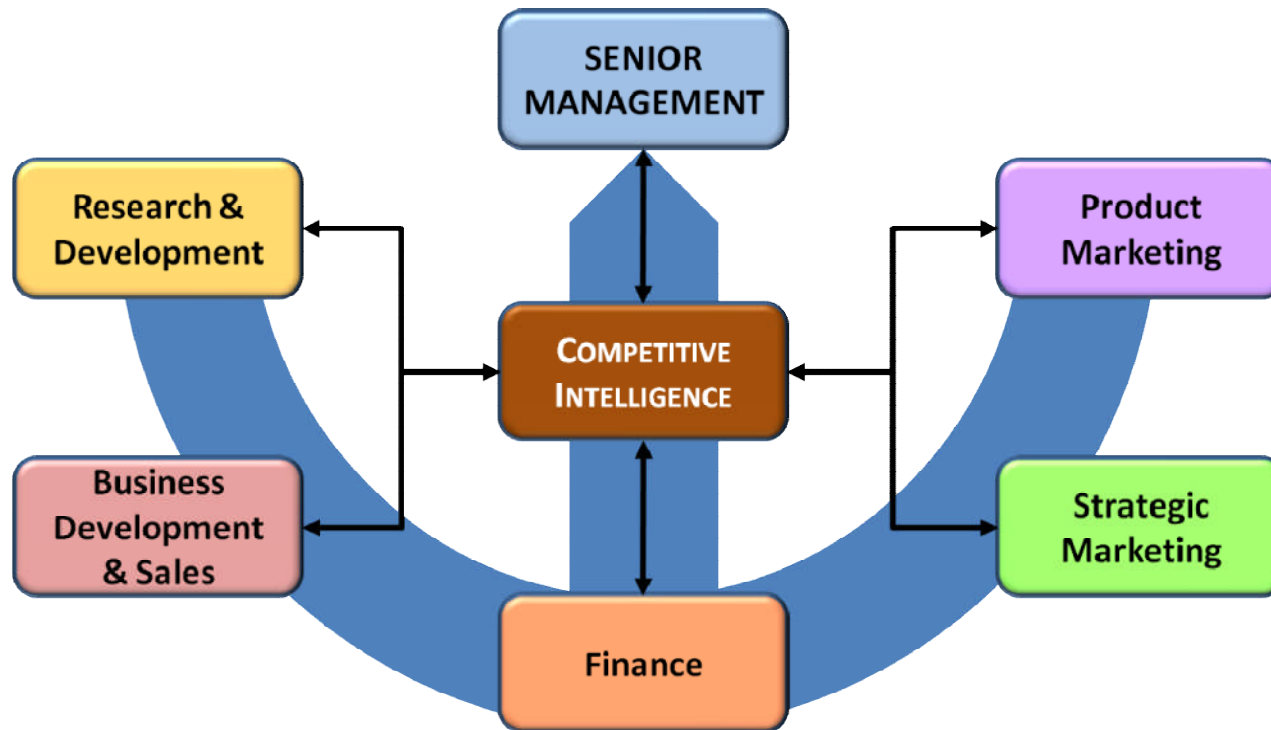
[white paper](#)

# Competitive Intelligence Prime Directive

*“In all that we do,  
deliver valuable answers and insights  
in a timely manner  
to strategy leaders  
to help them make better decisions  
about the competitive environment.”*

**Focused value that makes a difference to  
strategy decisions and outcomes**

# Competitive Intelligence Information Flows



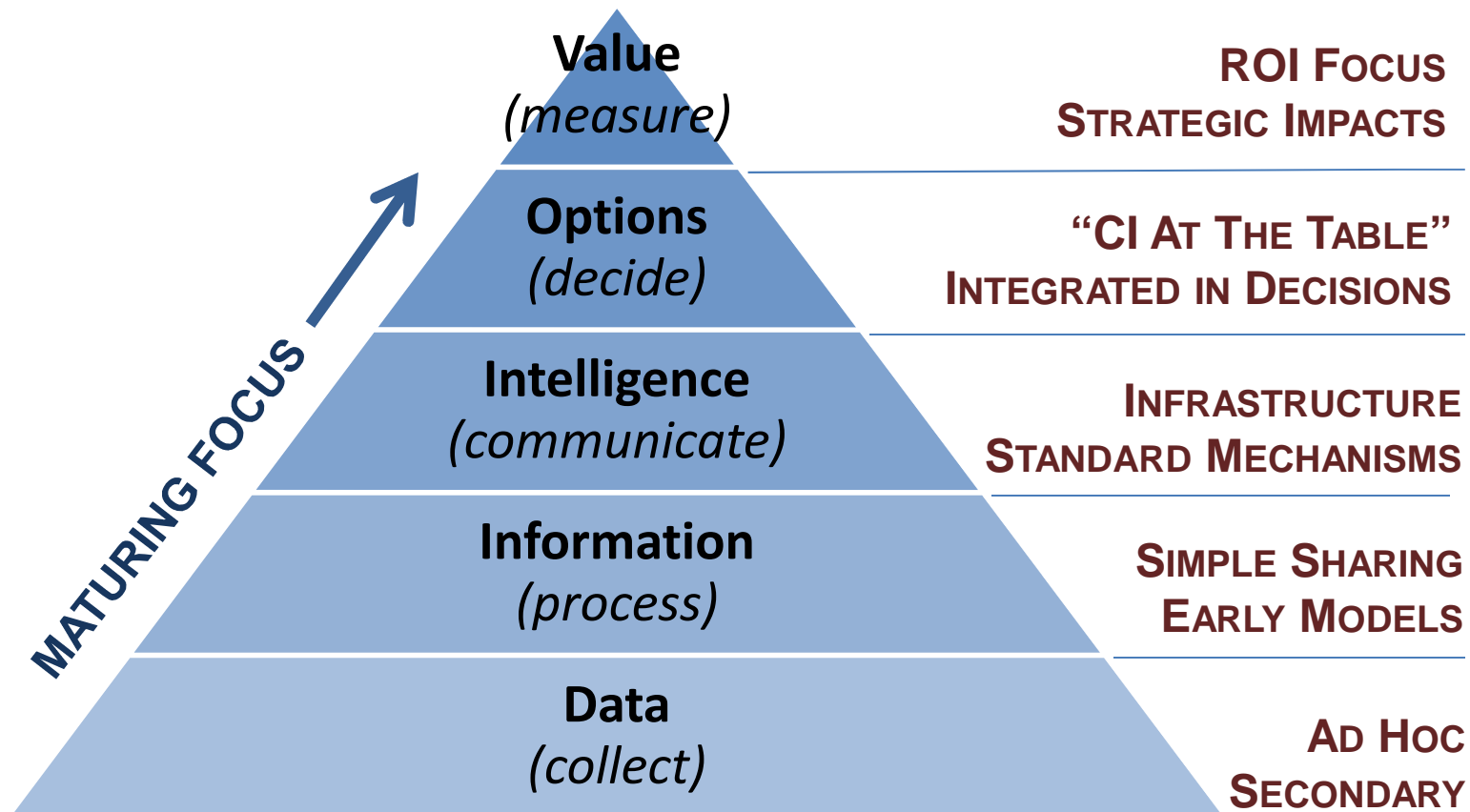
**Effective flows integrate, reconcile and interpret information to serve senior management**

# Common Competitive Intelligence Warning Signs

- Buried in the organization or executed inconsistently
- Concentrates exclusively on tactical questions or product issues
- Focuses on undifferentiated information with little interpretation
- Function has little credibility with or access to strategic decision-makers
- Value is unmeasured and often questioned
- Competitors regularly do something unexpected
- Limited sense of intelligence possibilities

**Organization is not effectively mobilized to gather and use competitive intelligence**

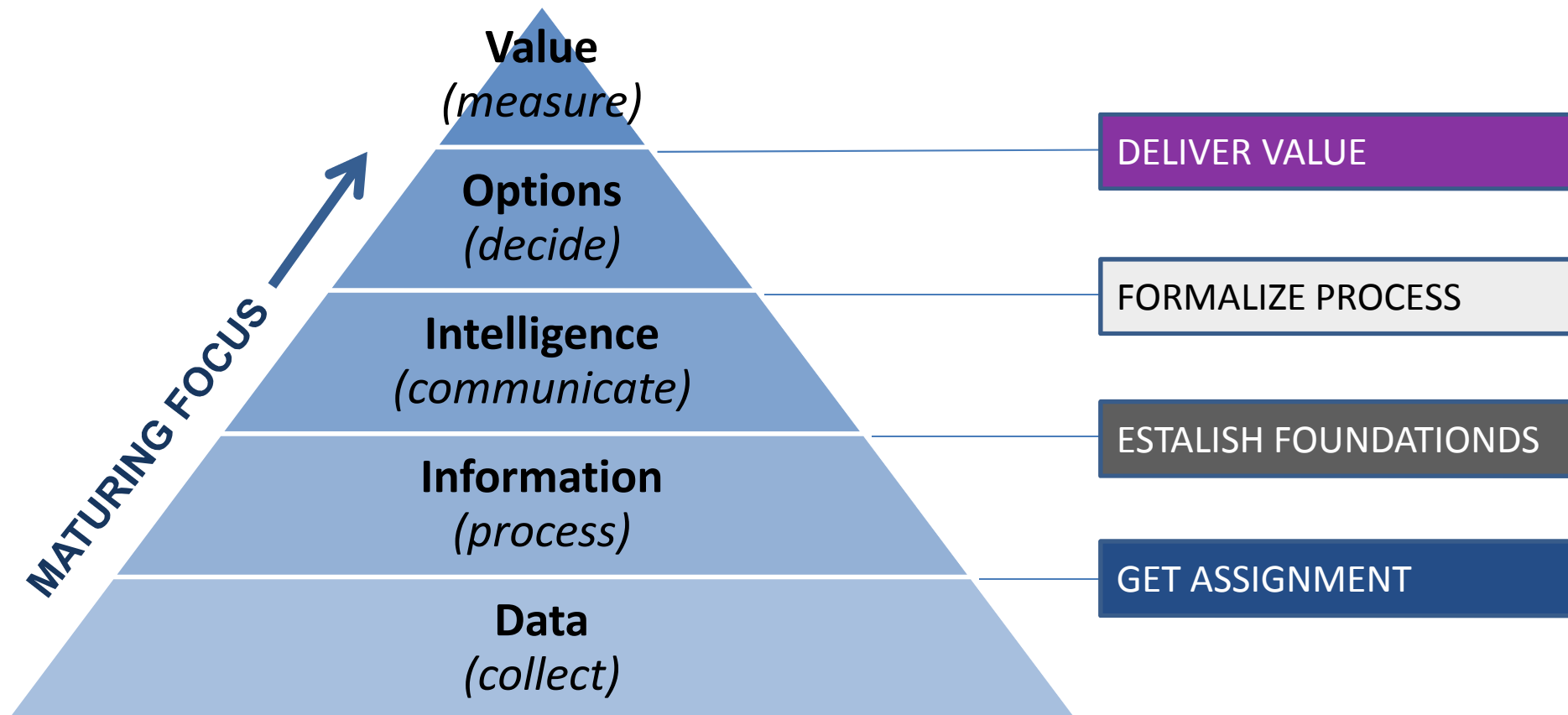
# Competitive Intelligence Maturity Indications



**Each stage illustrates activities and competencies**

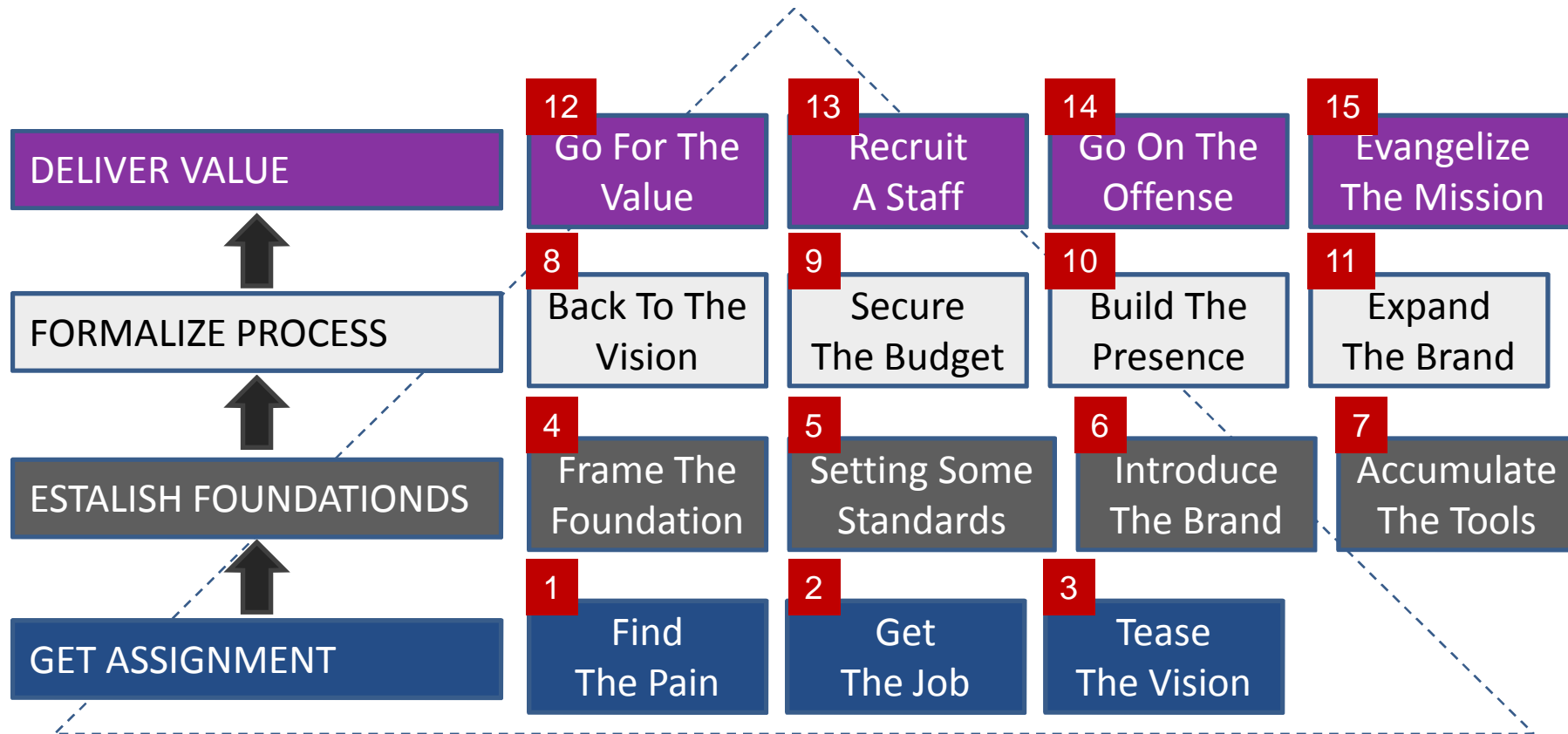


# Competitive Intelligence Maturity Indications



**Greater maturity leads to greater value**

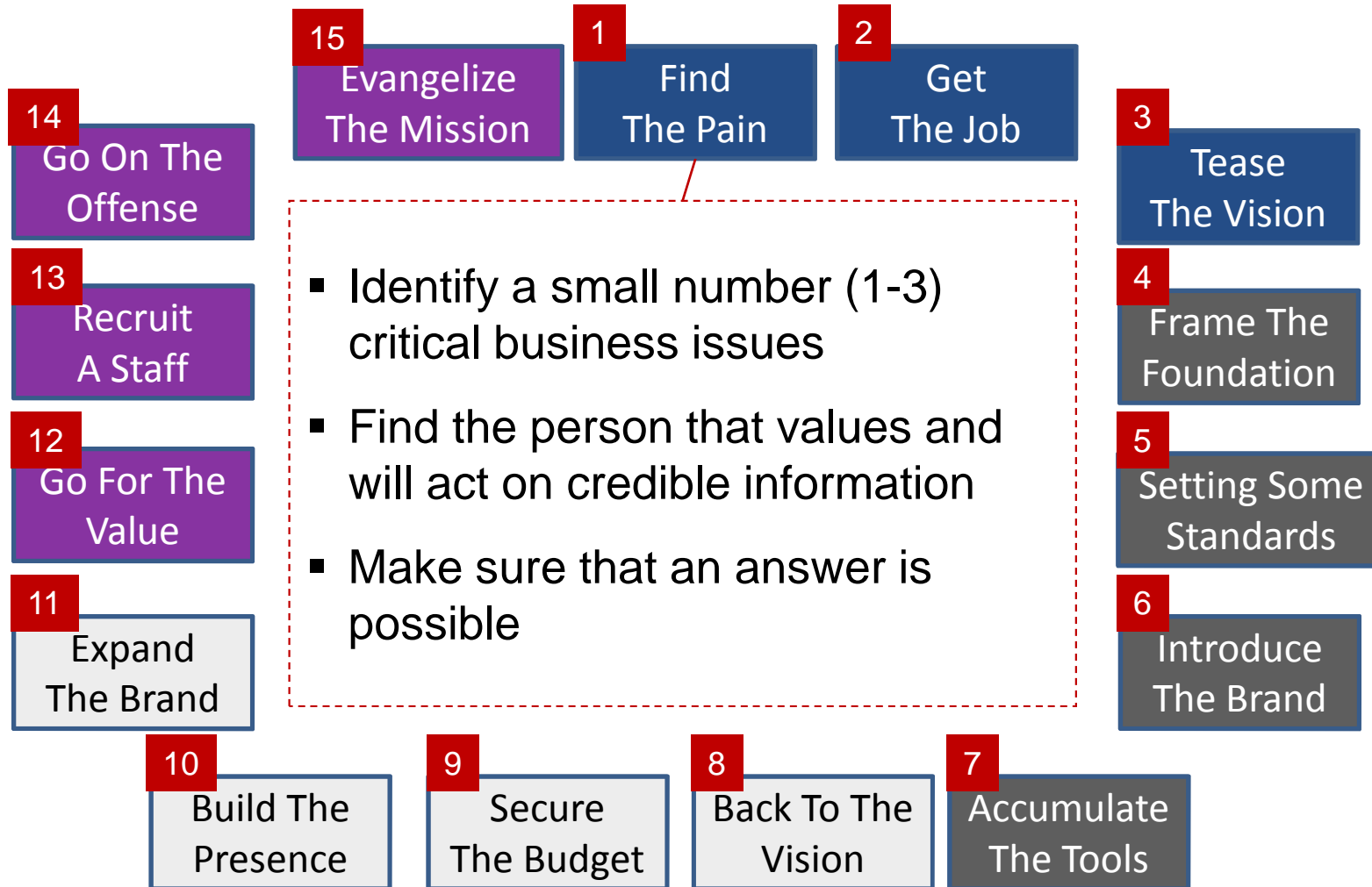
# Essential Elements for Competitive Intelligence



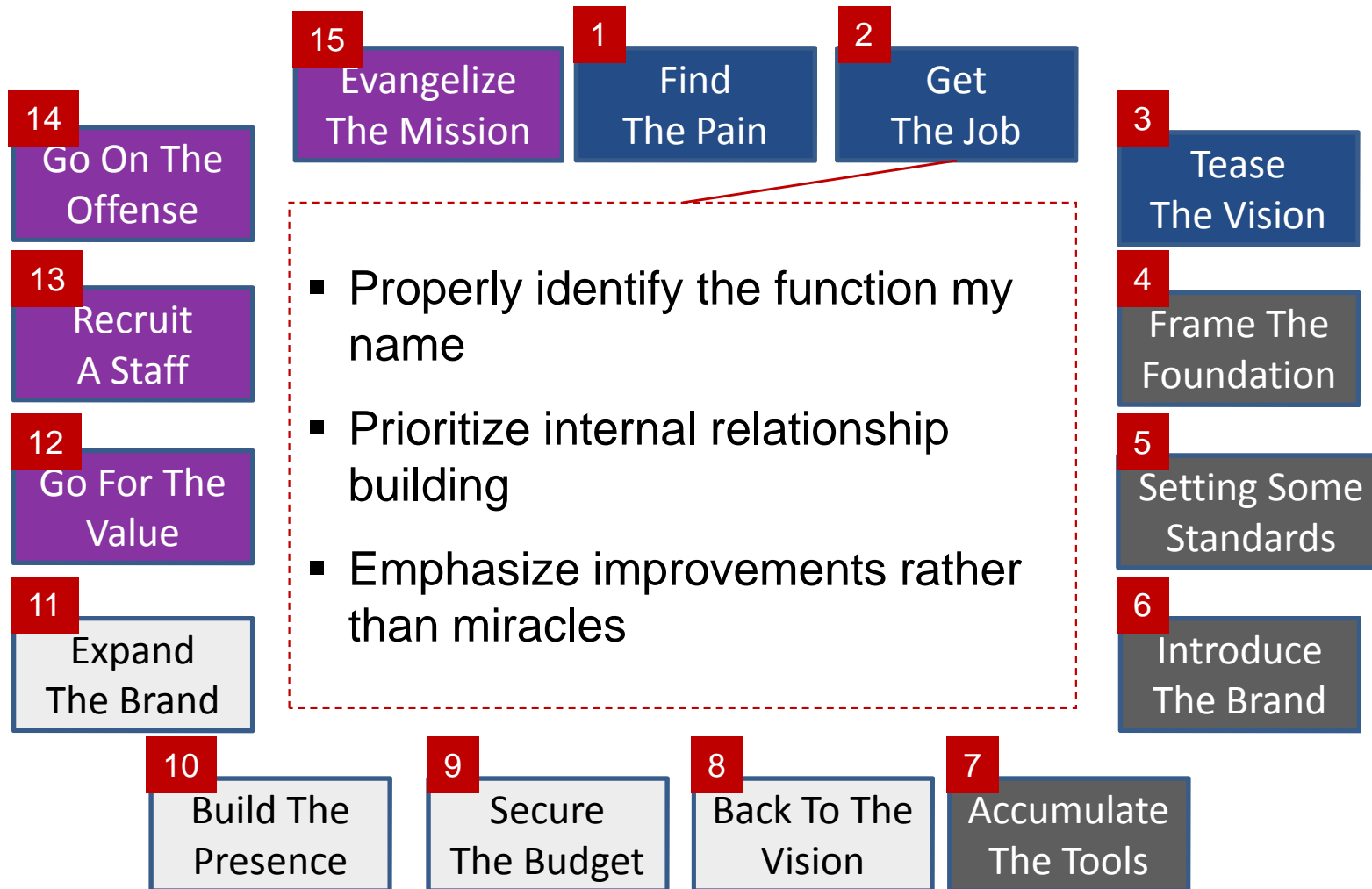
**Predictable development steps for an organizational CI function**

[white paper](#)

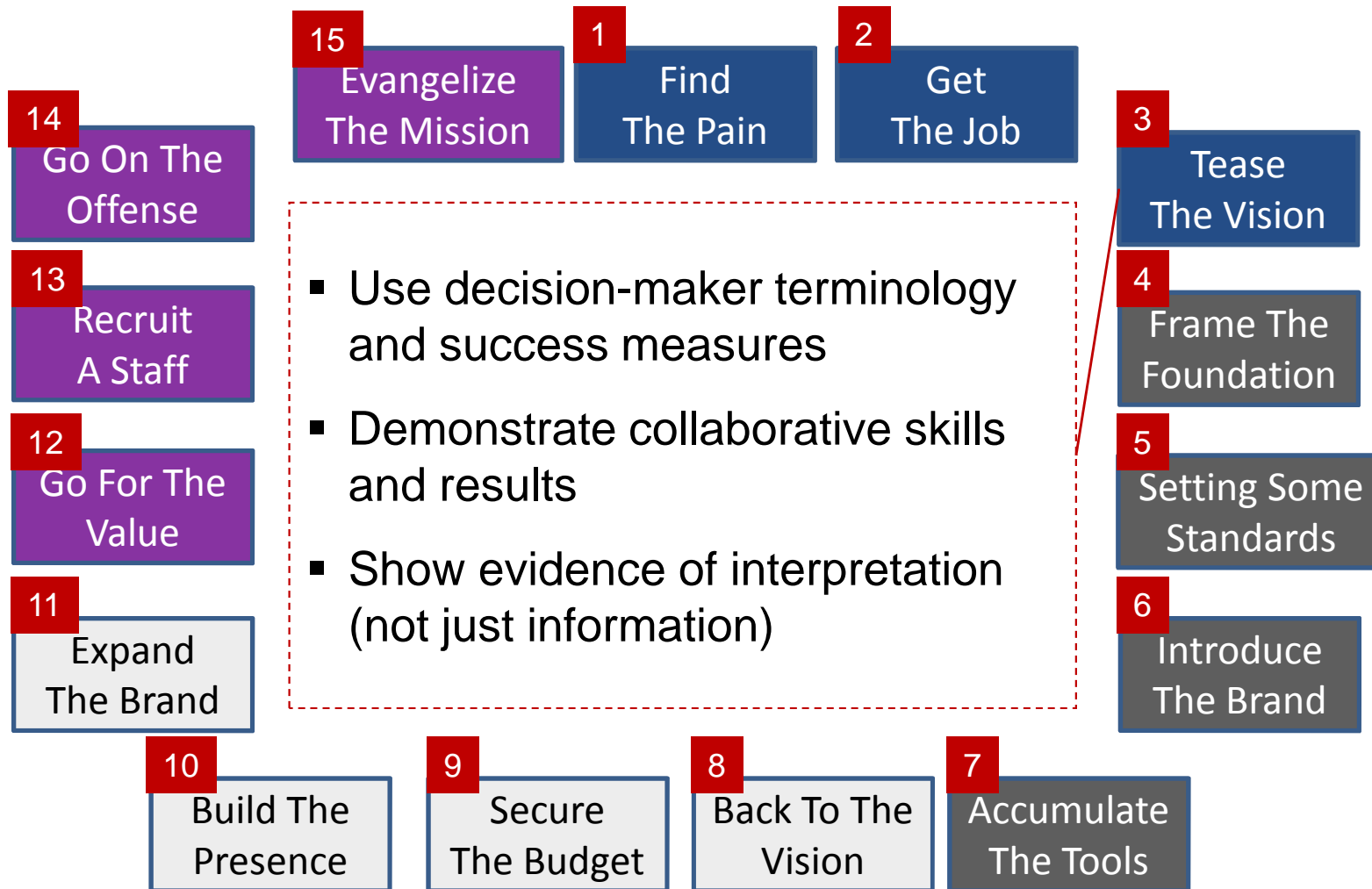
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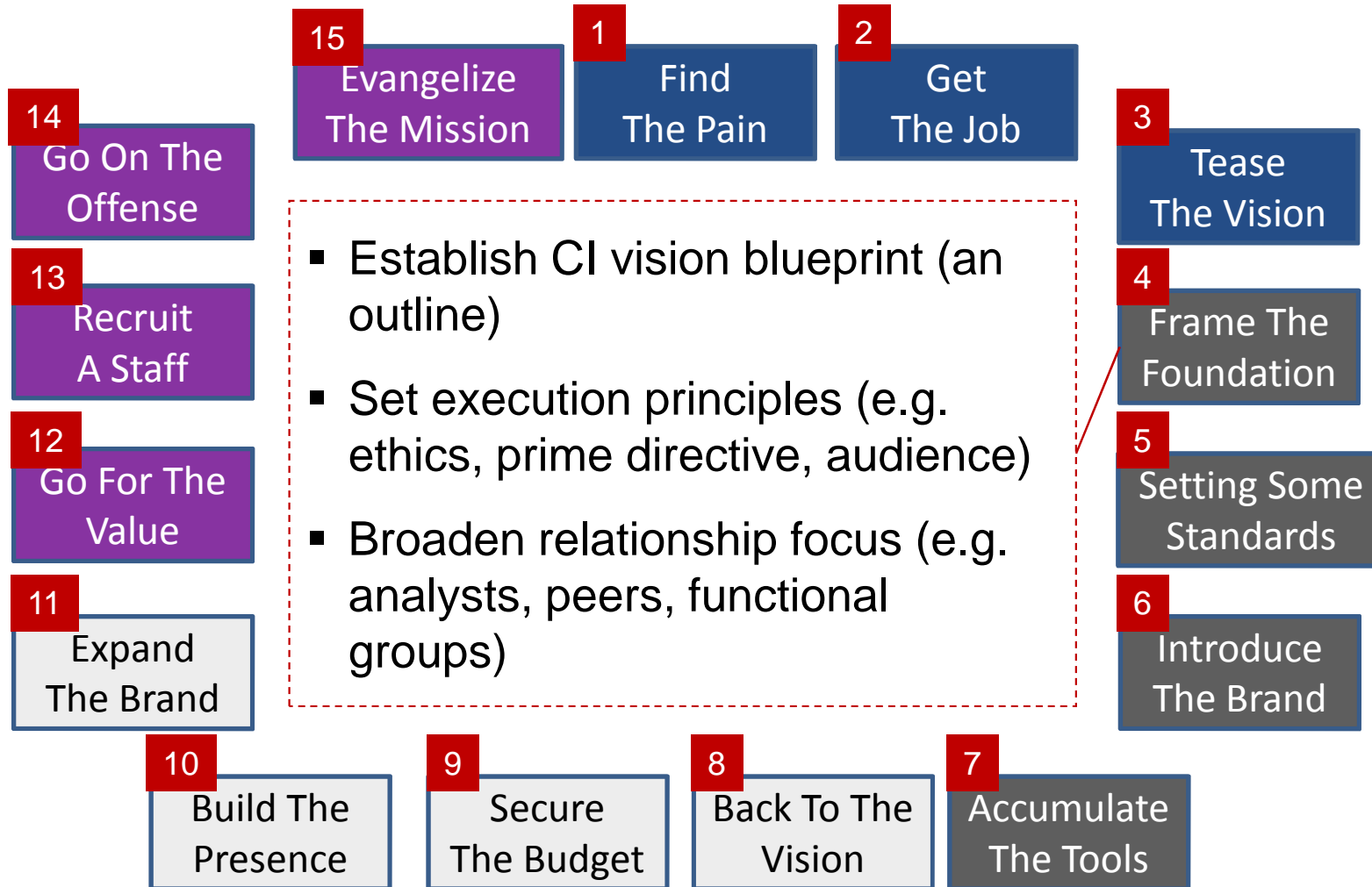
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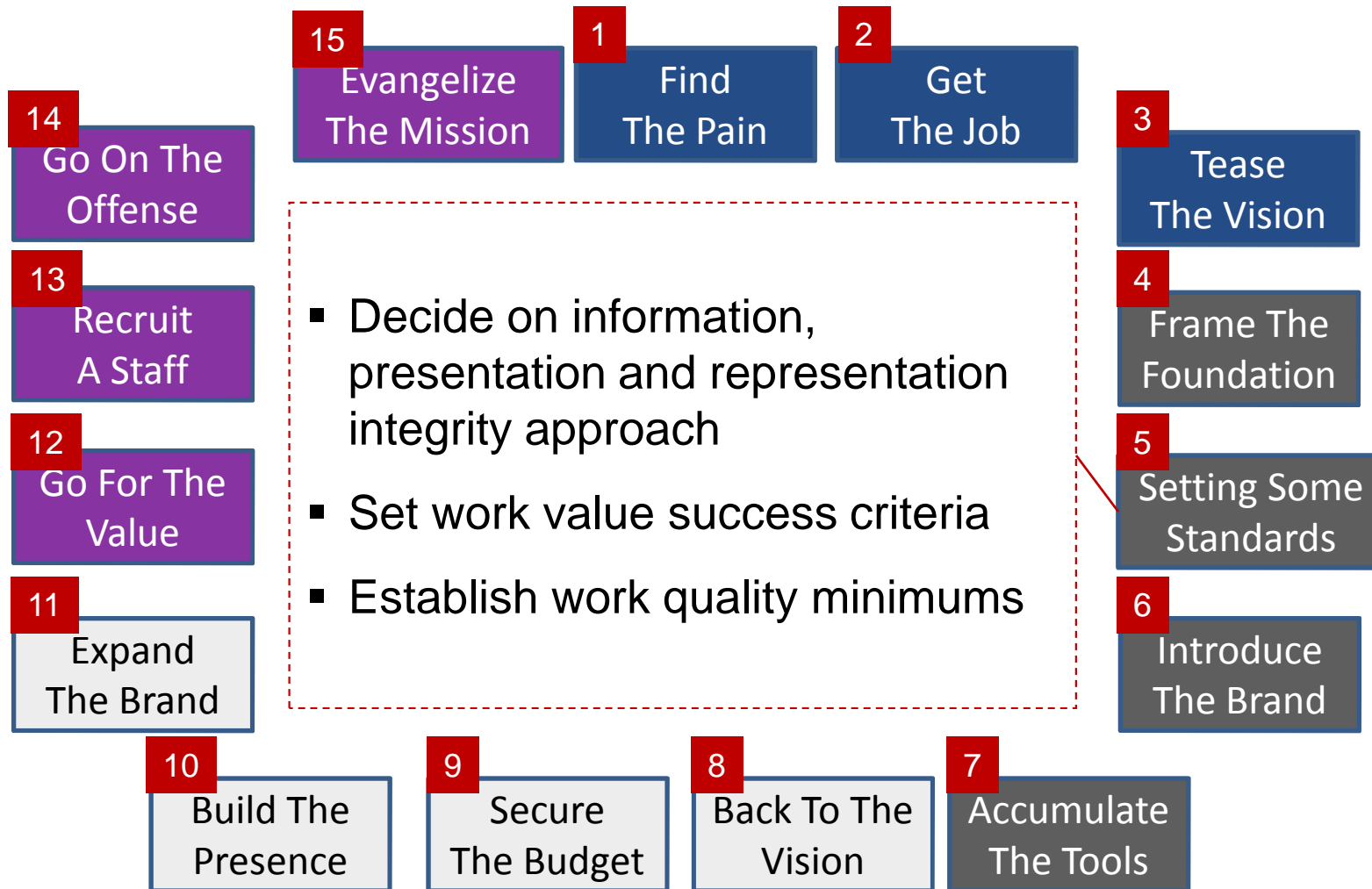
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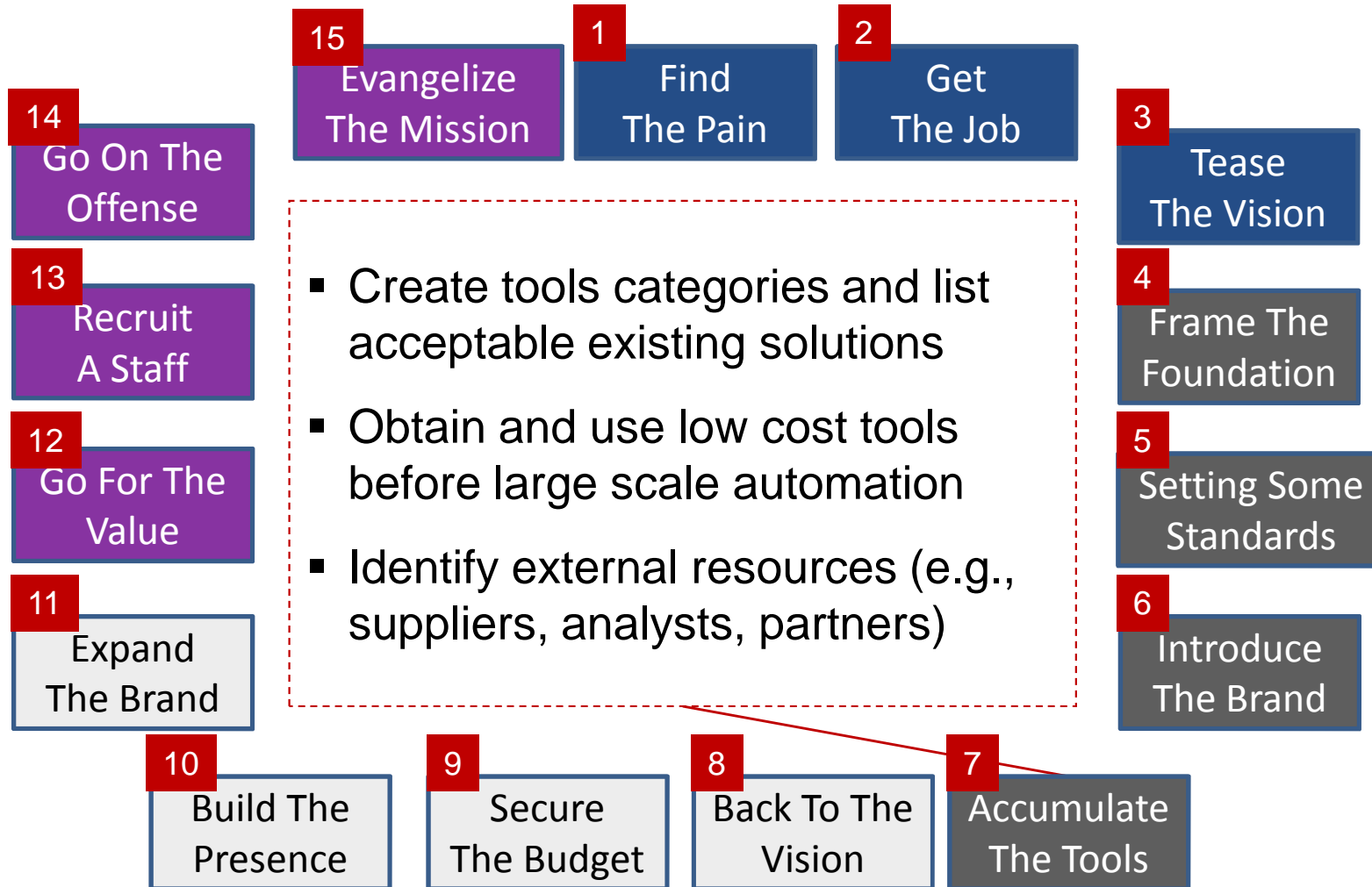


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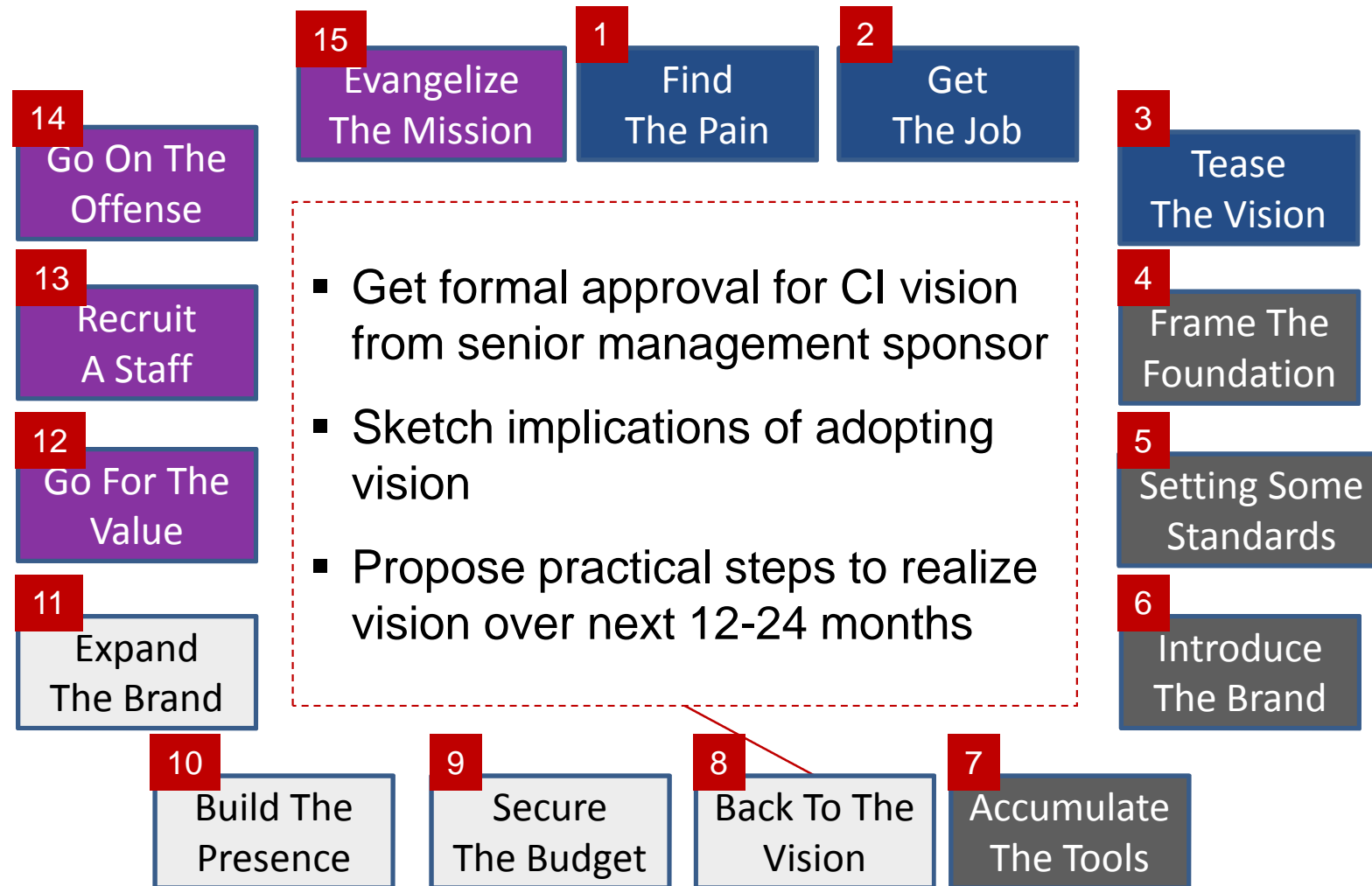




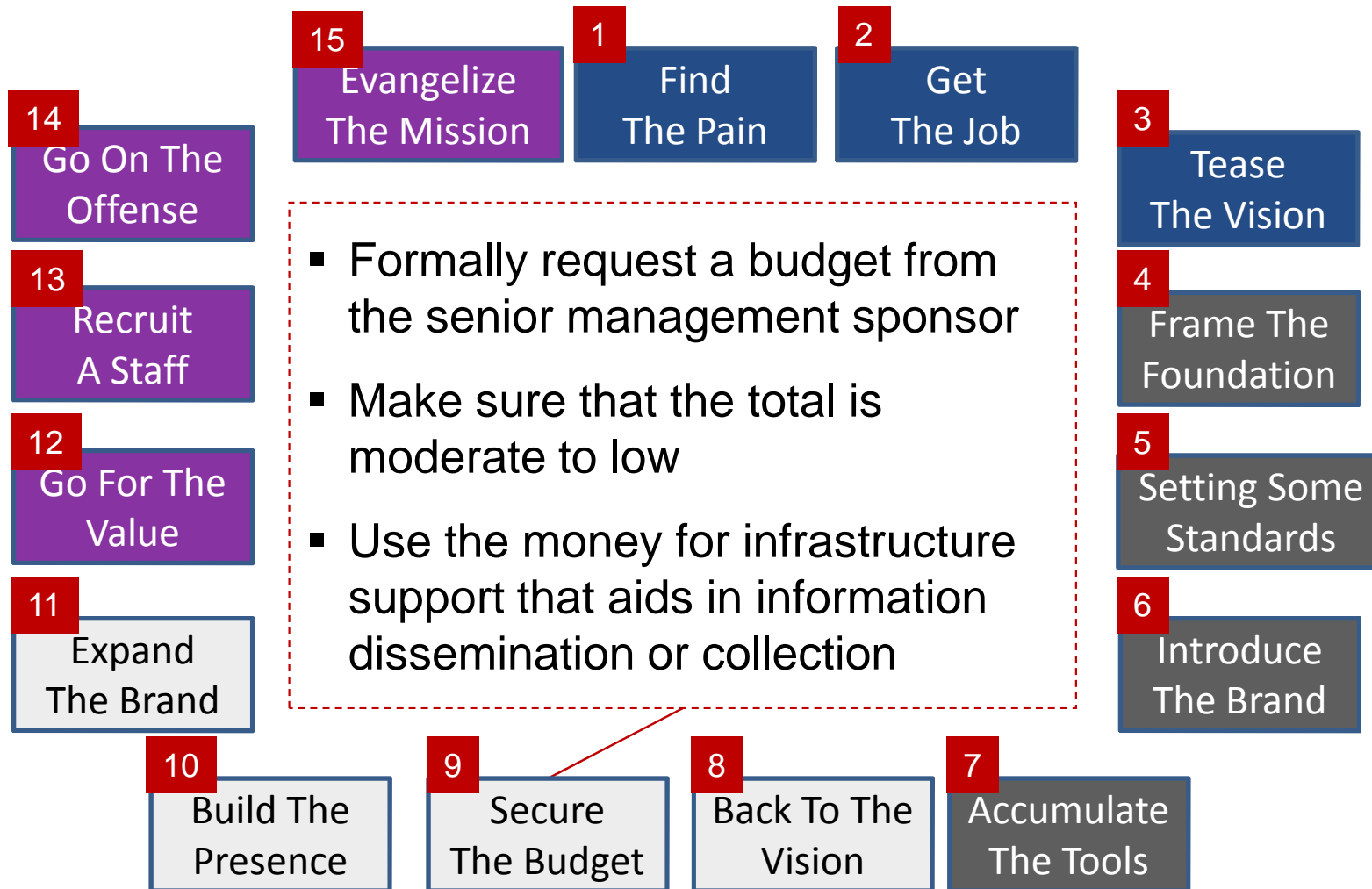
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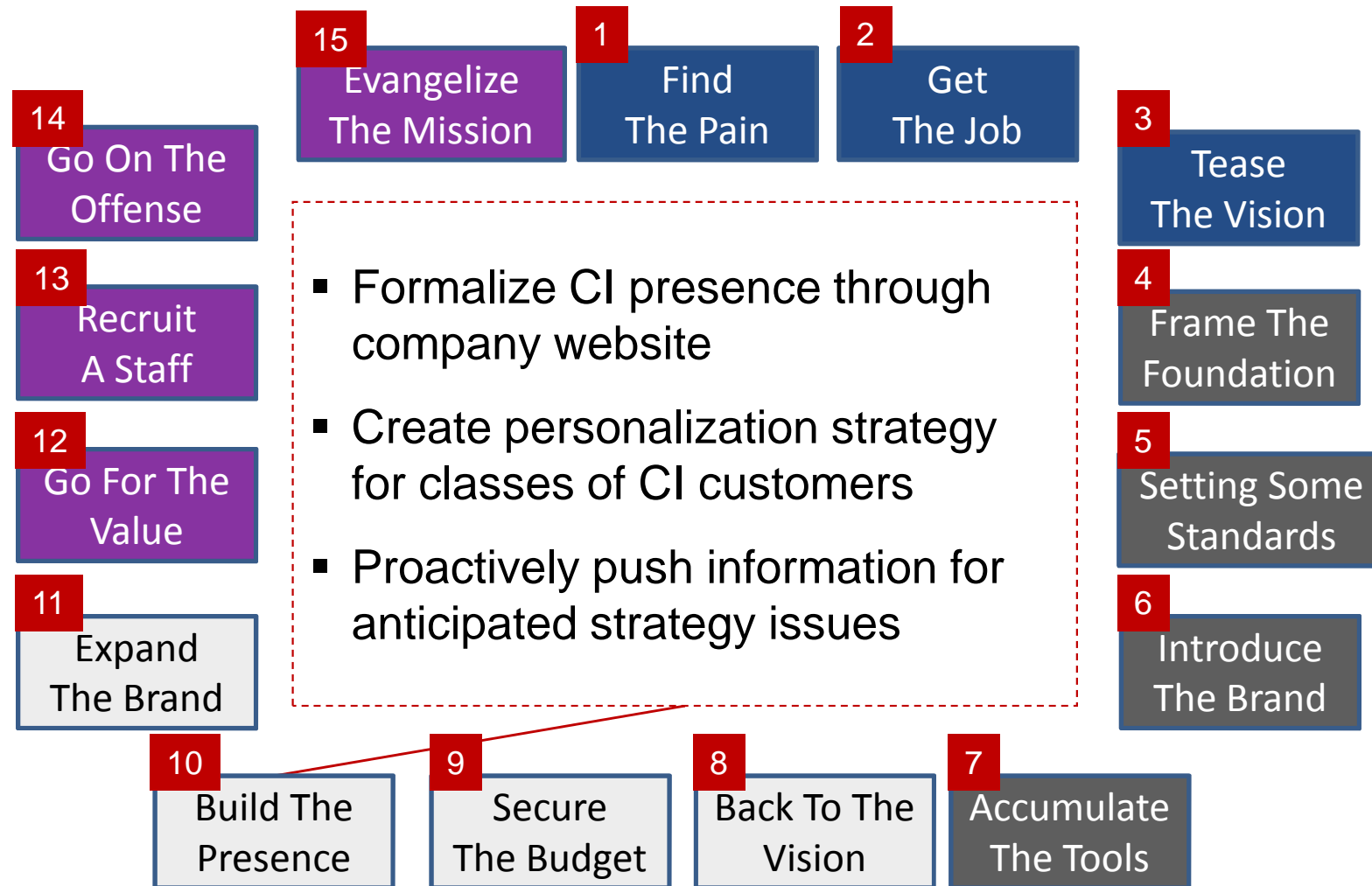
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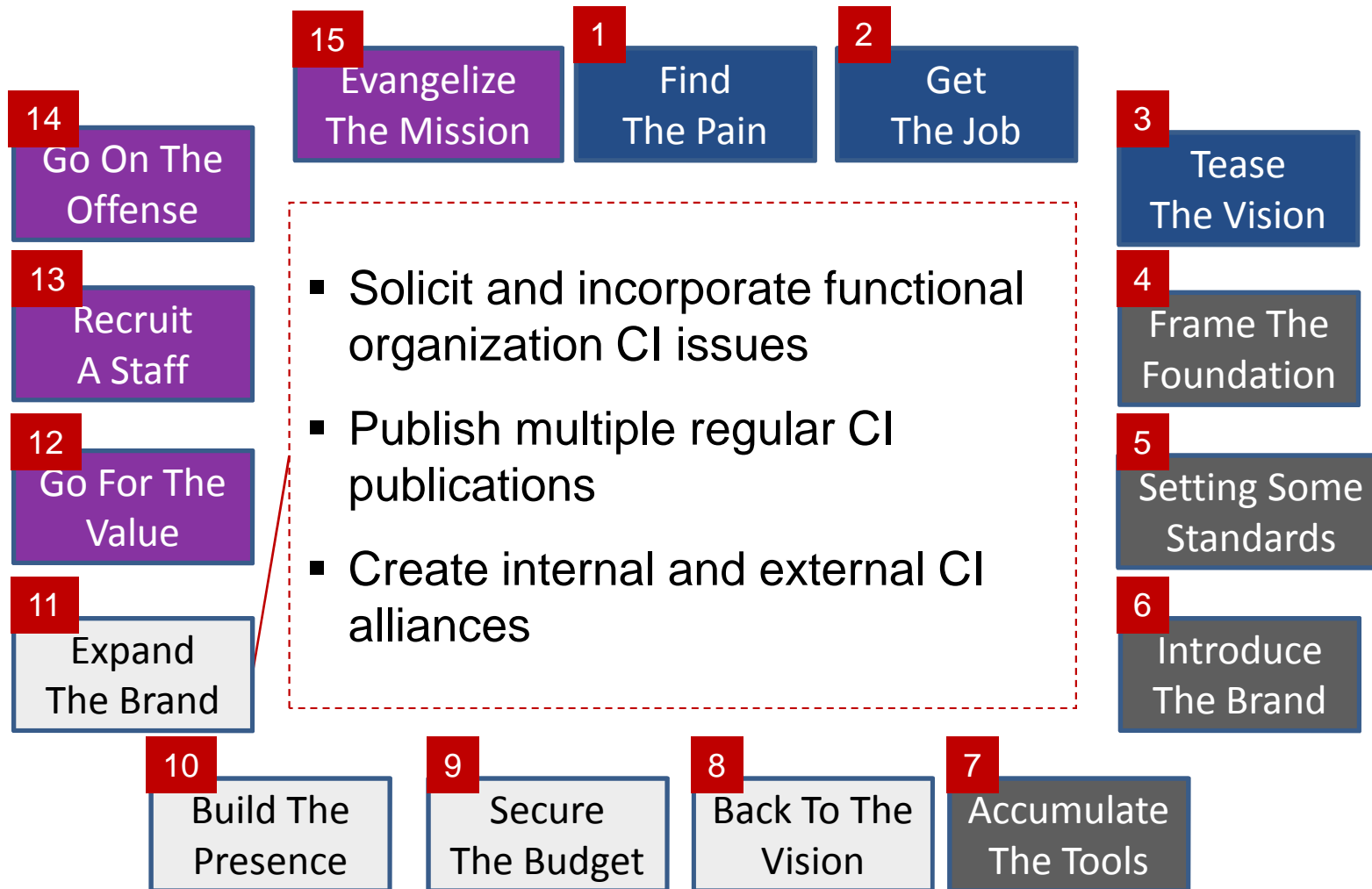
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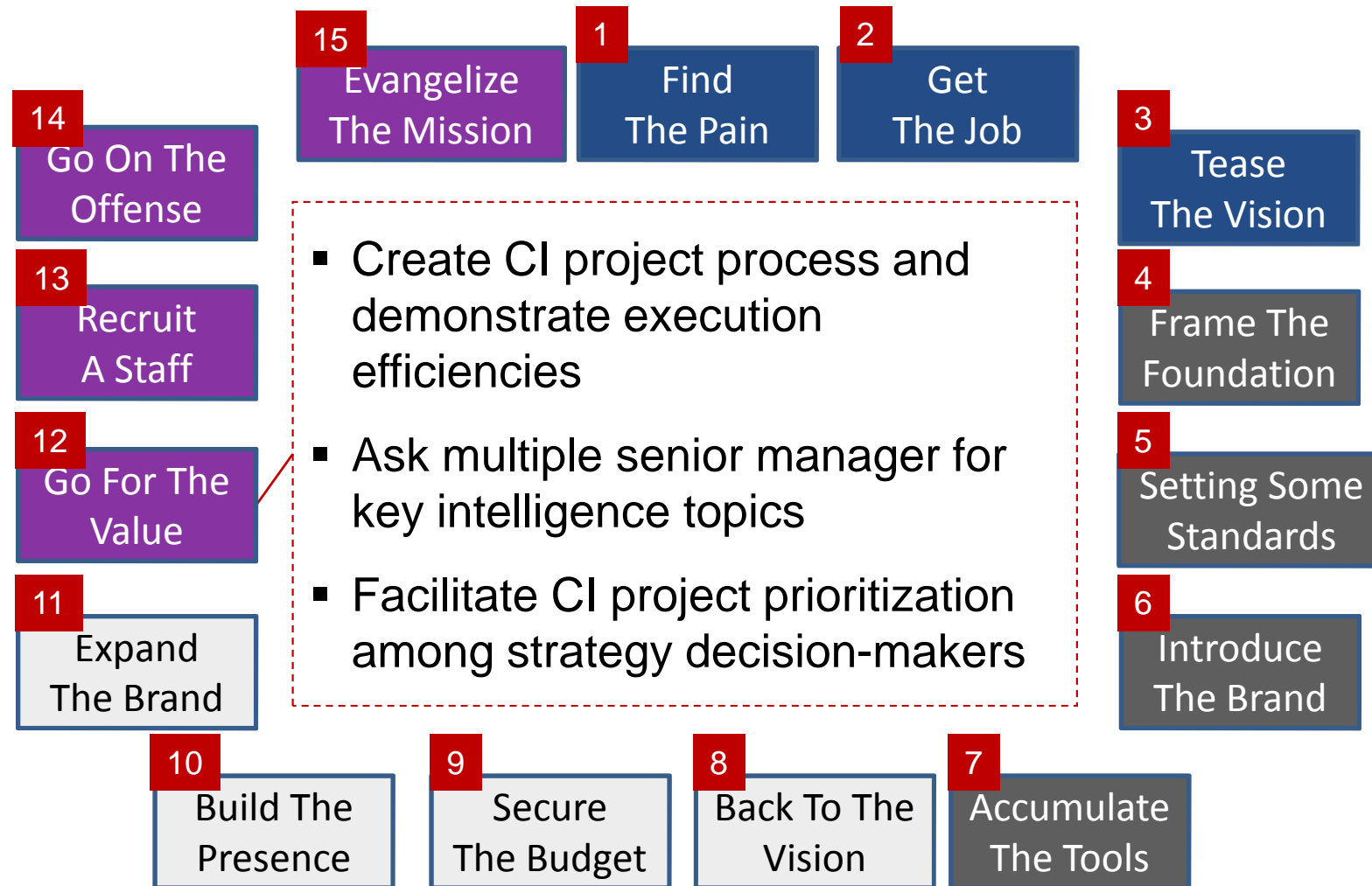
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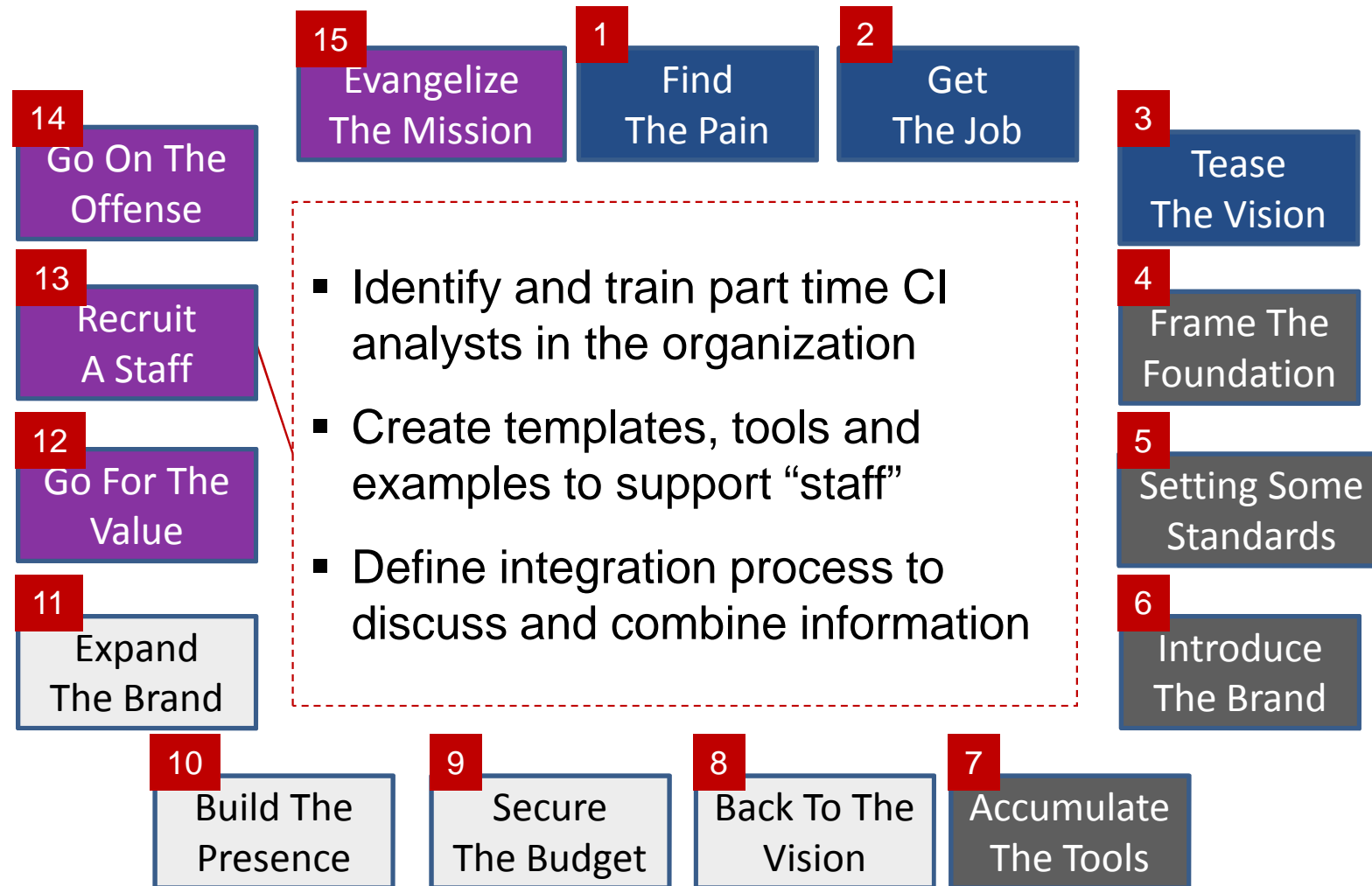
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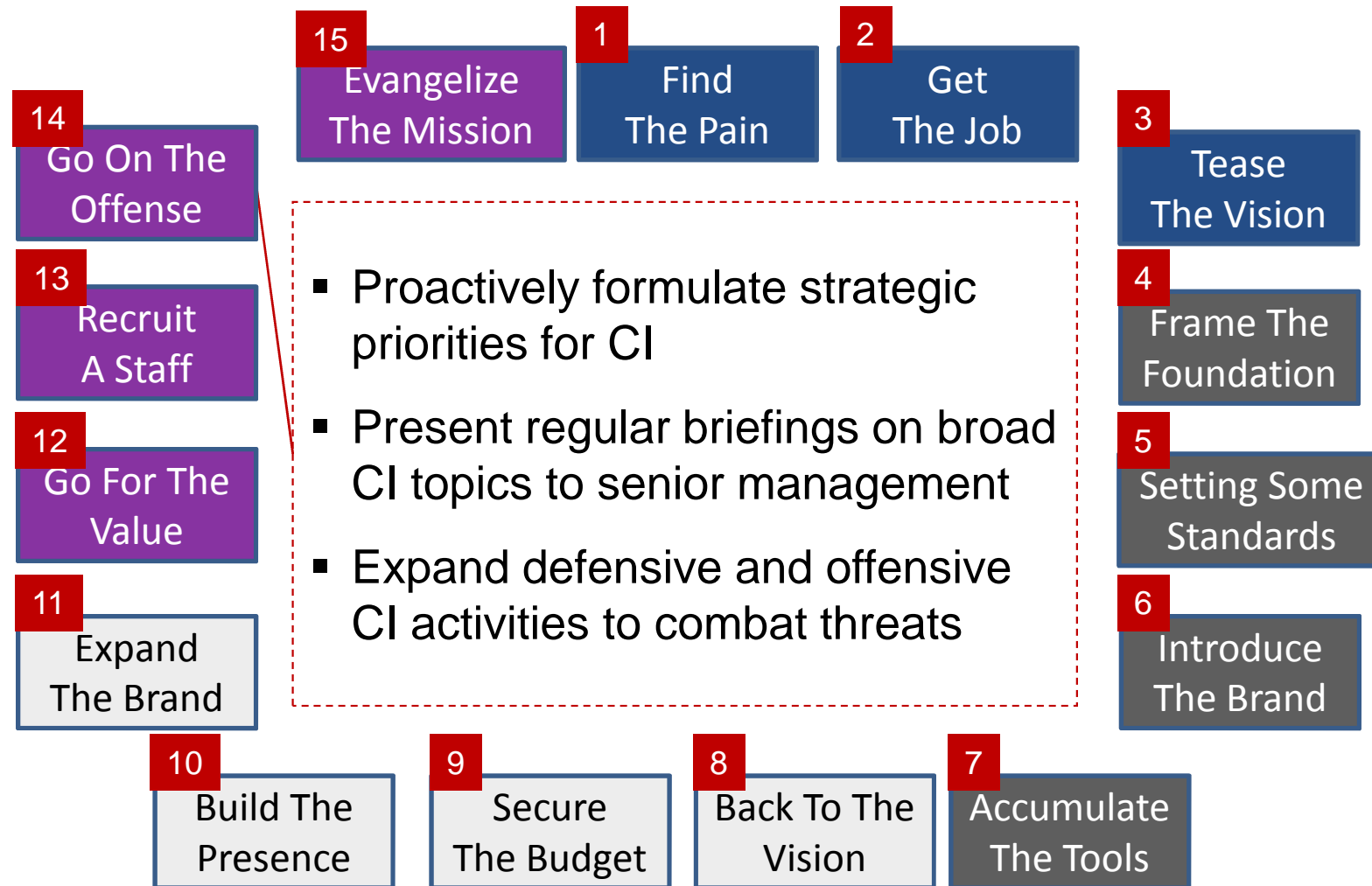
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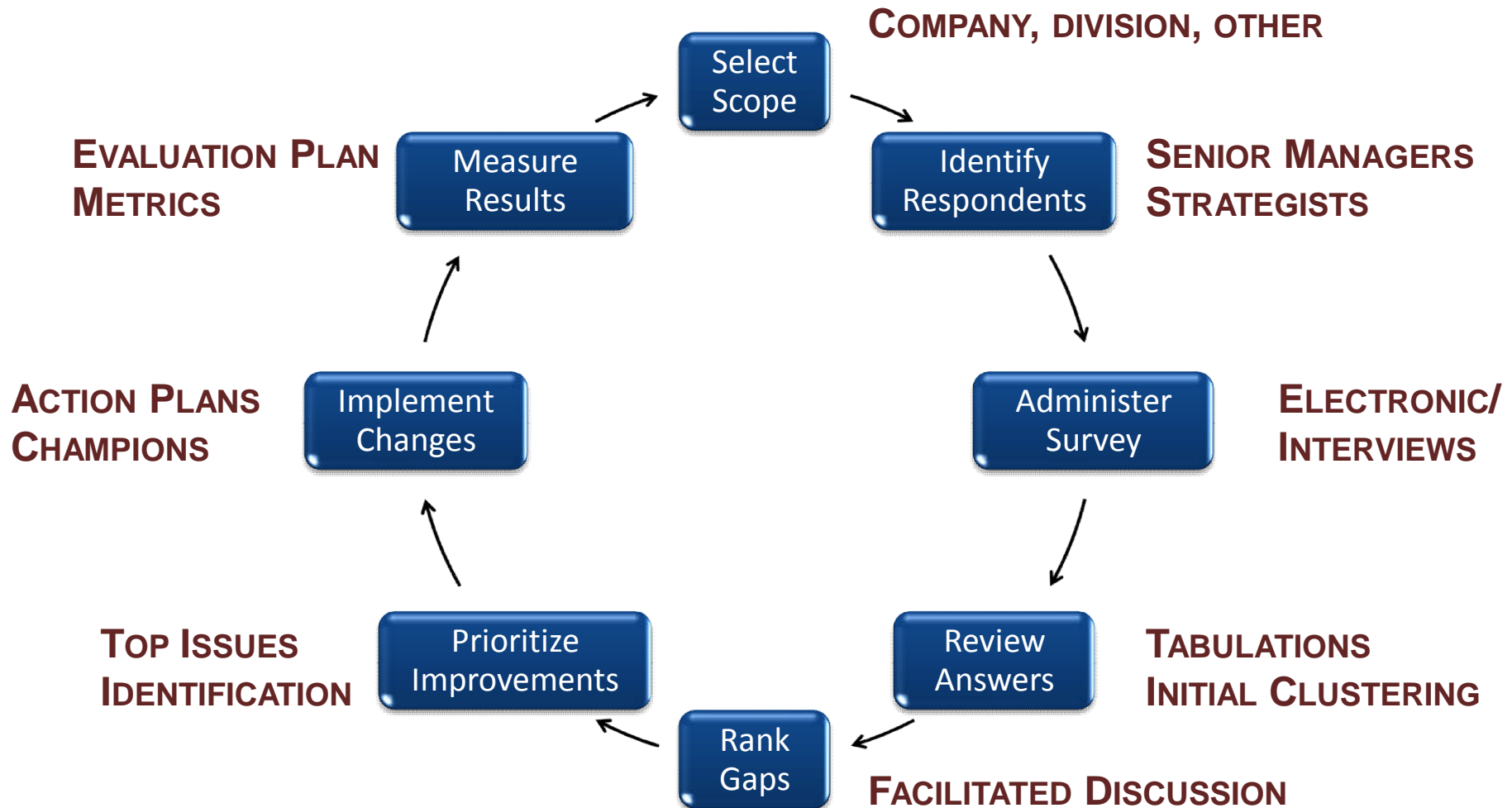
# Abbreviated Diagnostics Survey

[abbreviated survey](#)   [detailed survey](#)

**Never**   **Infrequently**   **Usually**   **Always**

<p><b>1. PROBLEM RECOGNITION</b> <i>Senior management specifically requests competitive information to make strategy decisions.</i></p>	<p><b>6. INTERPRETATION</b> <i>Discussion, analysis, debate occur to derive meaningful answers/recommendations from data.</i></p>
<p><b>2. SPONSORSHIP</b> <i>A specific senior manager sponsors the competitive intelligence function and process.</i></p>	<p><b>7. RETURN ON INVESTMENT</b> <i>CI value is measured qualitatively and quantitatively based on the returns received versus invested money and effort .</i></p>
<p><b>3. FUTURE ORIENTATION</b> <i>Strategic planning assumes that methodical CI is required for long range plans.</i></p>	<p><b>8. ACTION BIAS</b> <i>There are expectations and evidence that CI affects concrete decisions and motivates specific actions.</i></p>
<p><b>4. INTERNAL LEVERAGE</b> <i>Processes are established and effectively executed to use employees for competitive intelligence questions.</i></p>	<p><b>9. STRATEGY IMPACT</b> <i>Competitive intelligence is integral to strategy planning at all levels of the organization.</i></p>
<p><b>5. INTELLIGENCE GATHERING</b> <i>A rich set models, techniques, relationships, etc., are used to find useful CI information.</i></p>	<p><b>10. REPEATABLE PROCESS</b> <i>CI projects are executed consistently using project management guidelines to deliver superior results.</i></p>

# Competitive Intelligence Diagnostics Steps



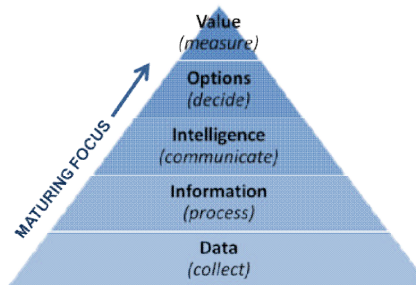
# Competitive Intelligence Improvement Steps



## BUILD CI FRAMEWORK



## SURVEY LEADERS



## CLARIFY MODEL

<p><b>1. PROBLEM RECOGNITION</b> <i>The organization uses a common and effective definition for competitive intelligence.</i></p> <p><b>2. SPONSORSHIP</b> <i>A vision for competitive intelligence created with senior management is used within the business.</i></p> <p><b>3. FUTURE ORIENTATION</b> <i>Important trends (e.g., demographic, regulatory, technological, social) are used to shape strategy.</i></p> <p><b>4. INTERNAL LEVERAGE</b> <i>Employees are systematically credited for their competitive intelligence contributions.</i></p> <p><b>5. INTELLIGENCE GATHERING</b> <i>Key leaders at competitors are characterized to understand their impact and decision patterns.</i></p>	<p><b>6. INTERPRETATION</b> <i>Competitive intelligence topics are discussed during strategy formulation and implementation.</i></p> <p><b>7. RETURN ON INVESTMENT</b> <i>Senior management conducts effectiveness assessments for competitive intelligence.</i></p> <p><b>8. ACTION BIAS</b> <i>Competitive intelligence is timely for decision making by senior management.</i></p> <p><b>9. STRATEGY IMPACT</b> <i>Competitive intelligence priorities are tracked based on strategy criteria.</i></p> <p><b>10. REPEATABLE PROCESS</b> <i>Feedback is gathered from within the company about the competitive intelligence process.</i></p>
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## DEVELOP DIAGNOSTICS

ASSESSMENT RESULTS	PRIORITIZED IMPROVEMENTS
<p><b>1. PROBLEM RECOGNITION</b> 1. Assess CI awareness 2. Identify work responsibilities 3. Assess management practices, information</p> <p><b>2. SPONSORSHIP</b> 4. Define and understand 5. Sponsor time use in organization</p> <p><b>3. FUTURE ORIENTATION</b> 6. Decision making is still flat 7. Social sharing decisions</p> <p><b>4. INTERNAL LEVERAGE</b> 8. CI awareness of CI trends 9. Focus on intelligence internal audit 10. No individuals or process to pose questions 11. Knowledge is shared and not shared</p> <p><b>5. INTELLIGENCE GATHERING</b> 12. Primary sources are not developed</p>	<p><b>1. PROBLEM RECOGNITION</b></p> <p><b>5. INTELLIGENCE GATHERING</b></p> <p><b>10. REPEATABLE PROCESS</b></p>

## PRIORITIZE IMPROVEMENTS



## IMPLEMENT ACTIONS

# Comprehensive, Effective Competitive Intelligence

## Fundamentals

- Starts with an expectation of value
- Designed to serve strategy decision-makers
- Methodical development supports recurring benefits
- Improvement possible from any stage
- Higher maturity means higher value

# Contact Information

Type	Address
Website	<a href="http://www.jthawes.com">www.jthawes.com</a>
Strategically Thinking Blog	<a href="http://blog.jthawes.com">http://blog.jthawes.com</a>
Phone Number	+1.214.620.9366
FAX	+1.972.727.2462
SKYPE	tomhawes2
Twitter	JTHawes
LinkedIn	<a href="http://www.linkedin.com/in/tomhawes">http://www.linkedin.com/in/tomhawes</a>
Mailing Address	818 Sycamore Creek Allen, TX 75002
Email	<a href="mailto:tom@jthawes.com">tom@jthawes.com</a>