Enterprise Thinking COMPETITIVE INTELLIGENCE PROCESS

Strategizing: Who will collect the CI; What do you wish your CI collectors to collect; How the CI will be used; To whom will they report?

Types of Collectors
Individuals, Group(s), Team(s), Internal, Outsourced, Spies, Double Agents, Re-Double Agents, Triple Agents, Using Unsuspecting Individuals, etc.

Categories of Collection
Human (e.g., language, behavior) Signals (e.g., Internet, electronic, linguistic) Imagery (e.g., photo, satellite) Tangible: (e.g., documentation, products)

Collect Data → Assemble Information → Create Knowledge

Collect Data

Collected through:
Feet on street	Trade groups
Researchers	Associations
Alliances	Sales reps
Reports	Government records
Databases	Clipping services
Newsletters	Online searches
Direct contact	Competition
Interviews	Insiders
Consultants	Aggregators
Interaction	Social networks
Surveillance	Casual conversation
Trials	Staged conditions
Trade journals	Distribution channels
Speeches	Hiring/firing
Want ads	Security
Ad agencies	etc.

Example Observations:
Movement (also lack of)
 Travel (freq./destination)
 Traffic (parking/geography)
 Meetings (phone/secret)
 Assets (people/equip.)
 Filings (patent/copyright)
Purchases/sales
 Acquisitions/sales
 Equipment/technology
Observations
 Behaviors/history
 Security changes (IT)
 Energy consumption

Data is confirmed

Assemble Information

Talent:
Integrators
Sifters
Data miners
Compilers

Responsibilities:
Condense and catalogue data
Eliminate redundancies
Convert to charts, graphs, etc.
 E.g.: market mapping
Request additional data
Look for trends, patterns, cycles
Identify gaps in information
Build simulations and models
Break codes
etc.

Beware:
Planted information and
 misinformation
Improperly collected data
Incomplete data
Personal bias and assumptions
etc.

Communicate with leadership:
What's needed
What's missing
What's inaccurate
What does not make sense

Assembly is confirmed

Create Knowledge

Talent:
Interpreters of information
Analyzers

Responsibilities:
Look for connections
Extrapolate information
Interpret unknown
Compare differences
Identify conflicting information
Find similarities
Watch for cultural differences
Allow for 4D
Look for trends, patterns, cycles
Notify leadership of needed CI
Ensure accuracy

Predict moves
Identify weaknesses
etc.

Beware:
Planted information and
 misinformation
Improperly collected data
Incomplete data
Personal bias and assumptions
Watch for counterintelligence
Identify assembly errors
Competition from the inside
etc.

Analysis is confirmed

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Review products of Competitive Intelligence work
(e.g., reports, debriefs, media, summaries, presentations, etc.)
New intelligence is identified

Decisions are generated during Strategizing
(Cyclonic Strategic Thinking Model through Execution)

ENTERPRISE THINKING®