

Competitive Intelligence For Strategic Decision Making

Course Outline



Competitive intelligence today is a growing requirement of all enterprises. Regardless of size, you must have some assessment of the competitors, the markets and the products to understand your chances for success.

Competitive intelligence is much more than knowing what your competitors are doing, it is the translation of that knowledge into insight regarding your next actions and direction moves as a business.

Further, intelligence is not restricted to one market or country any longer. It has become a global requirement, a global asset .

Business Views:

- Understanding how well the enterprise is performing based on its internal data
- Understanding how well you are doing against competitors is another.
- Understanding the actions to take for success.

Add to that the capability to view alternate choices and strategies in markets, products and other asset moves and you really have an advantage.

This is the realm of Competitive Intelligence, not just data or information, but actionable knowledge that ensures the survival and success of your enterprise.

This seminar pulls together the different components of a competitive intelligence capability and identifies what makes it an enterprise competency. Related issues such as available technology, leveraging IT capability and staff requirements are covered. Lectures are supplemented by exercises and demonstrations of tools providing the attendee with a rich learning experience.

Competitive Intelligence

Course Outline

Section 1: Overview – Introduction to CI

Course objectives and structure
The CI concept
Strategy and Intelligence – The direction
Performance and Intelligence – the numbers
Managing CI, an overview
What CI is not
Where do you start?
Exercise – The CI Readiness Assessment

Section 2: Strategic Thinking, Planning and CI

The business landscape
Strategic Direction – The Five Forces
The competitor - The outside view of performance
Sense and Respond
Influences on competitors
Exercise – A Five Forces Assessment

Section 3: Enterprise Performance and CI

The inside view of performance – BI vs CI
Performance models of the enterprise – Balanced Scorecard and Value Chain
Comparative measures of performance
Benchmarking as comparative analysis
Non competitor threats to performance
Exercise – Comparative Value Chain Analysis

Section 4: CI Methodology Part 1 – Predictive Analysis

Environmental Scanning
Legislative/Regulatory view
Technology view
Social view
Economic view
Integrating the views
Exercise – Identifying What to Predict

Section 5: CI Methodology Part 2 – Gather and Analyze

Sources of intelligence
Libraries, web sites, annual reports, conferences, executive profiles
What to gather
The three axes view: Market, industry, economy
Product versus Market intelligence
Performance intelligence
Soft versus hard information
Exercise – Sources of Intelligence

Section 6: CI Methodology Part 3 – Interpret and Act

Competitor activities
Trends, intents, intelligence efforts, strategy
Press releases and time to market
Scenario planning
Sense and respond approach
Strategic direction revisited
Exercise - A Competitive Response Scenario

Section 7: Example 1 - Market Intelligence

Markets and Positioning
Market share
Product and market intelligence
Key link to strategy
Comparative analysis
Exercise – Impact of market Share

Section 8: Example 2 – Financial Intelligence

What do trends tell you?
Looking for discontinuities
Numbers and descriptions
Competitor numbers
Market, industry and product numbers
Local, region, country and global numbers
Exercise – Financial Performance Analysis

Section 9: Example 3 – Technology Intelligence

Technology assessment; identifying relevant technologies
Technology forecasting and research
Competitor technology assessment
Types, products, capabilities, practices
Technology forecasting
Integrating technology into CI
Demonstration – A BI and CI Tool

Section 10: The Competitive Intelligence Knowledgebase

Intellectual Capital Perspective
Pulling knowledge... extending knowledge reach
Pushing knowledge... dissemination
Searching knowledgebases
Constructing and structuring your knowledgebase
Taxonomy and classification
The controlled vocabulary
Exercise – Structuring Knowledge for Competitive Intelligence

Section 11: Competitive Intelligence – Tools of the trade

Feet on the ground
Computers and IT
Research projects and organizations
Search tools and search engines
Databases and searching
Cautions about online research
Exercise – Intelligent Use of Tools

Section 12: Competitive Counter Intelligence

The counter intelligence idea
Counter intelligence techniques
Neutralizing competitor's CI
What is Espionage?
Intellectual Property Theft
Demonstration 2 – Tracking CI Material

Section 13: Locating CI in the Enterprise

CI and the rest of the business
Identifying the CI organizational need
Organizing for CI
The CI function
Leveraging the intelligence effort
Managing the CI Project
Exercise – The CI Project Plan

Section 14: CI and Technology Forecasting

What is technology forecasting?
Technology impacts on the business
A core forecasting methodology
Patterns in technology evolution
The technology inventory
Exercise – A Technology Inventory

Section 15: Issues and Trends in CI

Keeping CI Fresh
Accelerating CI efforts
CI directions and trends
Intellectual Property Theft
Last minute thoughts on CI, Final Q & A Period