Competitive Intelligence Handbook

An Everyday Approach

It will change the way executives conduct their business

prepared for the Food Bureau *by:*

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Food Processors of Canada | Fabricants de produits alimentaires du Canada

Agriculture and Agri-Food Canada | Agriculture et Agroalimentaire Canada

Preface

As a result of a belief that the increased use of industry intelligence in the notes, briefings and reports that MISB produces would increase the value of the information for senior managers and the Minister's office, a competitive intelligence (CI) project was developed and supported in the Food Bureau. This document was produced as a result of a competitive intelligence exercise conducted by three project teams from the Food Bureau. Upon completion, managers and CI teams concluded that a desktop guide, or competitive intelligence handbook, would be useful as a quick reference when carrying out future assignments in this area.

It would be irresponsible to publish this document without thanking Dr. Jonathan Calof for his time, patience and sharing of knowledge and business experiences. For competitive intelligence is very much a pragmatic approach enhanced immensely by common sense and logic.

Contents

Introduction

The Directorates of Agriculture and Agri-Food Canada are suppliers of intelligence and information products to a wide array of clients both within and outside the Department. Competitive intelligence offers an approach that can help Directorates and their clients make better decisions.

This handbook lays out a step-by-step process for running an intelligence project. The guidebook has five sections and an appendix:

- **What is Competitive Intelligence? This section describes what the outputs of CI are, what roles there are in the CI process, how CI can help organizations, and what sorts of projects warrant CI.**
- **How Should I Run a CI Project? This section covers such topics as choosing a project manager, defining the CI project, planning the CI project, and creating intelligence from the information collected.**
- **How Should I Run a CI Unit? This section focuses on the role of the intelligence unit manager in setting up such units.**
- **Using the CI Process on Everyday Issues. This section applies the CI process to average daily request for information.**
- **Conclusion. This section reiterates the need to follow all the steps in the CI process.**
- **Appendix: CI Forms. This appendix contains sample forms to use in CI projects.**

1 What is Competitive Intelligence?

Competitive intelligence (CI) can be defined as "actionable recommendations arising from a systematic process involving planning, gathering, analyzing, and disseminating information on the external environment for opportunities, or developments that have the potential to affect a company's or countries competitive situation" (Calof and Skinner, 1998).

Intelligence is about more than collecting information. Intelligence is about adding value to information by ensuring that the Department's clients receive the best information and that qualified Department employees provide valuable insight and recommendations. Here are some guidelines on CI project stages as a percentage of total project time:

- **collection efforts — at most 25% of project time**
- **planning — 10% to 15% of project time**
- **analysis — 25% to 35% of project time**
- **communications — 5% to 15% of project time**
- **project management — 10% to 15% of project time**

6.1 What Are the Outputs of a CI Project?

The outputs of an intelligence project can be classified along two dimensions:

1) **type of decision the client is making**
2) **the amount of information value added**

Type of Decision

"Type of decision" refers to whether the information being provided supports strategic or tactical decisions.

Strategic decisions are those with the potential to change the fundamental nature of the organization. This is where new programs and strategies, new markets, new product areas and so forth are being considered. These decisions focus on medium- and long-term horizons.

Tactical information is designed to support tactical-based decisions. This kind of information is generally associated with a specific functional area (e.g., marketing). Tactical decisions include assessments of current programs, market information, overviews and so forth. Tactical decisions are usually short-term decisions that focus on improving performance within the context of the current strategy.

Information Value Added

"Information value added" refers to how much processing happens to the information being provided. Any definition of competitive intelligence normally refers to both analysis and actionable recommendations. These are done with an eye to preparing clients for the future. This is referred to as high-level information value added. Low-level information value added is that in which no information processing occurs. In such cases, important information is found and simply passed on to the client.

The value-added dimension is a continuum rather than two discrete points. This means that the CI developer can decide to provide a minimum of value added, for example, by summarizing data or arranging it in appropriate categories. Providing insight through the lens of experience also constitutes value added. The highest value added occurs when information is analyzed using recognized analytical techniques and recommendations pertinent to the client's situation are made.

Examples of low value added include descriptions of markets, levels of demand, key contacts, and market requirements. Examples of high value added include subjecting information to systematic analysis such as resource gap analysis or profiling how a distributor chooses among suppliers.

2.1 What Are the Roles in the CI Process?

There are six roles in the competitive intelligence process:

1) **client. This is the individual or organization that makes the request for intelligence.**
2) **unit manager. This is the individual with overall responsibility for managing the CI unit and assigning projects to project managers.**
3) **project manager. Theis is the individual responsible for managing intelligence projects. Project managers are also responsible for client liaison, including any activities associated with fully clarifying the decision of the client.**
4) **collector. This is the individual responsible for carrying out the collection targets outlined in the project plan and for preparing any of the collection guides associated with the project plan.**
5) **analyst. This is the officer responsible for giving underlying meaning to the data collected.**
6) **communicator. This is the individual responsible for communicating project results to the client.**

While six distinct roles are listed, they may be divided among as few as two people (a client and a unit manager) and as many as dozens (a client, a unit manager, a project manager, numerous collectors, several analysts, and a specialized communicator). The complexity of the project determines how many individuals are involved.

6.1 How Does CI Help an Organization?

Intelligence brings enormous benefits to organizations — but only if done properly. Returns on intelligence investments around 500% have been found in intelligence audit studies. CI has been found to benefit organizations in several ways. Here is a short list of some of them:

- **challenges existing assumptions**
- **provides specific measures organizations can use to compare themselves to others**
- **helps justify proposals and recommended action**
- **provides ideas by identifying what other companies have done in similar circumstances**

- **assists in the formal planning process**
- **contributes to operational, strategic, and tactical decisions**
- **helps describe and forecast the competitive environment**
- **asks the right questions**
- **helps identify and compensate for weaknesses**
- **helps determine when a strategy is no longer sustainable**

17 How Should I Run a CI Project?

Each information/intelligence request requires certain process elements. Running a CI project involves doing the following:

- **choosing a project manager**
- **defining the CI project**
- **planning the CI project**
- **collecting the information**
- **creating intelligence from information**
- **assessing the final product**
- **communicating the final product**

The rest of this section presents step-by-step procedures for performing each of these tasks in the context of a formal CI project. The following section takes you step-by-step though the process of applying CI to everyday issues.

24.1 Choosing a Project Manager

- **Choose a project manager who is senior enough to have the mandate to liaise with senior departmental clients and who has the authority to manage the project team. This requires that the project manager be at least a deputy director;**
- **Choose an individual who has been assigned responsibility for the project area. Directors and Deputy Directors all have distinct areas of responsibility. If the CI project directly matches the responsibility of one manager, it should be assigned to that manager. If no such match of responsibilities and CI project exists, the Director General (the unit head) should make the assignment;**
- **Choose an individual with the skills and abilities to plan a CI project and manage it.**
- **Choose an individual with a fundamental understanding of the people in the unit in terms of individual expertise and knowledge basis so that proper assignment to the team is possible.**
- **Choose an individual with a basic understanding of analytical models so that the proper model is selected for the project.**

29.1 Defining the CI Project

Intelligence is about focus. Intelligence cannot succeed without a clear understanding of the decision that the client is making and project limitations. Many intelligence operations fail because the project does not understand and therefore cannot satisfy the client's needs. It is imperative that the CI project understand the client's questions. Otherwise, the CI project cannot be correctly defined. Here are some questions that will help you define the CI project:

- **What decision is the client trying to make?**
- **What is the preliminary hypothesis?**
- **How will CI help the client?**
- **Are there any constraints that need to be considered?**

- **How should project results be communicated?**
- **Is the project strategic or tactical?**
- **Where does the project fit in the organizations's strategy?**
- **What is the extent of value added?**

Project definition ends when the project manager has sufficient information to prepare the CI project appreciation plan. This can involve as little as an e-mail from the client to the project manager with no need for clarification or as much as three face-to-face meetings and discussions with specialized collectors and analysts in the unit.

37.1 Planning the CI Project

The project planning form is the principal management document for the project. Planning the project requires doing the following:

1) **restating the primary project parameters**
2) **identifying the research questions**
3) **selecting an analytical approach**
4) **specifying the information needed**
5) **indicating sources for information collection**
6) **assigning personnel to the collection role**
7) **assigning personnel to the analysis role**
8) **determining project logistics**

Restating the Primary Project Parameters

The depth of the plan will depend on the project manager's assessment of the project in terms of information value added and information importance. The project plan for a tactical, low value-added project will be less complex than that of a strategic high value-added project. Similarly, the number of people assigned to the project will also be based on this assessment.

Of primary importance is getting a clear indication of what decision the client is making, who the client is, and what role intelligence plays in the decision. Understanding this will enable the intelligence manager to specify the analytical methodology that is most appropriate and the associated information needs.

Identifying the Research Questions

The overall project questions must be operationalized within an intelligence context. For example, the question "How attractive is the Korean market?" is best treated as five separate research questions:

- **What is the extent of rivalry?**
- **How great is buyer power?**
- **How great is supplier power?**
- **How great is the threat of substitutes?**

- **What is the probability of new entrants?**

The project plan must recognize that every decision will result in at least one analytical technique being used and that each analytical technique is a series of separate research questions that, taken together and processed appropriately, leads to meaningful conclusions.

Selecting an Analytical Approach

The analytical methodology chosen affects information requirements. For example, if the report is looking at the attractiveness of the Korean market for Canadian pork, the information required to conduct a five-forces analysis (Michael Porter's model) would need to be collected. If the information gathered consists mainly of econometric information or current industry output data (a SWOT type approach), the information needed to assess the industry would be missing. The analytical methodology selected must be directly related to the decision being made.

Specifying the Information Needed

Research questions can be answered only if the appropriate information is gathered. Therefore, each separate research question must be operationalized in terms of the specific information required to answer it. For example, in addressing the issue of extent of rivalry, information on market size, the extent of market growth, customer loyalty, etc., would need to be gathered. The specific information gathered is a function of the information needs of the specific technique. The rule of thumb is at least three information needs for each research question. Finally, as an overall evaluation of this part of the CI project, ask how getting the information will help the client make the specified decision.

Indicating Sources for Information Collection

Information sources may be internal or external, primary or secondary. "Primary" refers to specialists (human intelligence), while "secondary" refers to documentation or archived information. In high value-added, strategic projects, 80% of the information used is primary internal and external information sources. By contrast, tactical reports typically use more secondary sources, and inquiries that look at historical information or current states of the industry use secondary external sources. However, if a project requires forward-looking, policy-oriented research, primary information dominates.

The more important the information need, the greater the need for validation. You should therefore specify at least two unrelated sources of information for corroborative purposes for important information requirements.

Assigning Personnel to the Collection Role

In selecting personnel to the collection role, consider three collection skills and knowledge-related criteria:

1) **collection-methods expertise**
2) **specific knowledge of the source**
3) **subject-matter expertise**

Assigning Personnel to the Analysis Role

Make sure you match the analyst to the specific requirement. For example, an individual assigned to profile analysis should have an understanding of analytical techniques in the social sciences; similarly, econometric modelling demands an officer with expertise in this area.

Determining Project Logistics

Determining project logistics involves setting meeting schedules between the client and the project manager and between the project manager and his or her team. Here are some questions that will help you determine these logistics:

- **How often will the client and project manager meet?**
- **How often will the project manager meet his or her team?**
- **How often will information be sent to the manager for approval?**
- **Will the collector give the information directly to the analyst, or will information be filtered through the manager?**
- **What collation procedures will be used? In particular, how will information be identified, coded, validated, and entered? FOIA requirements should be considered at this point.**

The development of a project plan should be seen as an iterative process. For very important projects that are intended to be strategic and high value added, the plan will be developed by the project manager, discussed with the collectors and analysts, modified according to these discussions, submitted to the client for approval, and then modified as needed. For high-level projects, the unit manager (Director General) should also be consulted on the plan and for the highest level of projects may have to be the interface with the client. For lower level projects, generally the project manager will assign the plan with little discussion.

The project plan is a contract between the project manager and the client. It specifies exactly how the project is to be executed. It also serves to minimize project bias, as it is driven by the information needs of the analytical model appropriate for the decision being made rather than the perception of requirements. Sharing the plan with the client also ensures that the project stays on track.

8.1 Collecting the Information

The collector is responsible for developing all the collection forms (see the activity log in the forms section of this handbook) and developing strategies associated with the collection portion of the project. For example, if the collection officer needs to collect information from a primary source, he or she must prepare the interview guideline associated with the interview. Similarly, those collecting from secondary sources must develop search strategies. For example, if the collector is going to use the Internet to meet information needs, he or she must prepare a plan that specifies the following:

- **information needs**
- **Internet strategies to try (search engines, specialized search engines, subject trees, etc.)**
- **specification of which search engines and sites to go to**

- **search statements and refinement strategies**

For more information on the collection function, consult the Searching Smarter manual and the IBIS document on interviewing. As well, consult *Find it Fast*, by Robert Berkman.

These collection plans/strategies should be sent to the project manager for approval. This is done to ensure that there is a direct fit between each officer's collection task and the overall project plan.

Specialized collectors know how to

- **obtain knowledge of primary and secondary sources**
- **access internal and external, primary and secondary sources**
- **manage primary and secondary sources appropriately**
- **execute the triangulation, multi-method, multi-source approach**
- **ensure the reliability and validity of sources**
- **recognize anomalies in information**
- **differentiate between hypothesized and open assumptions**
- **apply formal research skills**
- **recognize corporate information-gathering patterns and collect accordingly**
- **adhere to the ethics associated with data gathering**

22.1 Creating Intelligence from Information

It has been said that the most important role in intelligence is that of analyst. The adage in CI is that until it is analyzed and actionable recommendations are drawn out, you do not have intelligence. Put another way, many organizations are "data rich" in that they have a lot of information. Without the proper analysis, however, they are "intelligence poor."

There is a big difference between data and intelligence. Individual pieces of data are meaningless on their own; however, taken together in the context of an analytical model, they do have meaning. This step is the basis for recommendations.

Intelligence from Analysis

Students in business school are inundated with analytical techniques. Does this mean that they will make good intelligence analysts? Jan Herring has his doubts. He defines intelligence as

> **"a step in the production of intelligence in which intelligence information is subjected to systematic examination in order to identify relevant facts, determine significant relationships, and derive key findings and conclusions" (Herring, 1998).**

Herring's analysis definition stipulates that the objective is to fill in the blanks so that you understand the whole picture. Definitions of intelligence analysis also point to the importance of making

At the outset of the analytical process, the project manager should determine how often there should be updating from the analyst and how much interaction there should be between the analyst and the collector. Again, since CI is an iterative process, the project manager will want to see interim results to determine whether a different issue should be examined or whether the current avenue of investigation should be further pursued. Intelligence projects often start off with one research issue, then get a preliminary response that leads to another technique and question. For example, if research on the pork industry came to the preliminary conclusion that there was a low probability of customers switching, the next step could be a psychological profile of customers in the industry to determine how to convince them to switch.

Analysts need to be able to do the following:

- **recognize the interaction between the collection and analysis phases**
- **analyze creatively**
- **employ inductive and deductive reasoning**
- **use network analysis and alternative thinking**
- **obtain an overview of basic analytical models**
- **introduce exciting and attractive models first to elicit the discovery notion of analysis rather than the dry, research approach**
- **know when and why to use the appropriate technique**
- **recognize the inevitable existence of gaps and blindspots**
- **know when to stop analyzing (analysis paralysis)**

Popular Analytical Techniques

In 1997, Society of Competitive Intelligence Professionals (SCIP) surveyed its members about the analytical techniques they used. The most popular techniques are listed below.

31.1 Assessing the Final Product

Is your intelligence report intelligence? The following will help you make this decision:

- **Is the report proactive? Does it predict what is going to happen, not what did happen?**
- **Did the CI process involve analysis?**
- **Did the CI process rley more on primary data (human intelligence) than on secondary or archived information?**
- **Did internal information dominate?**
- **Does the report focus on understanding why events are happening rather than on what happened?**
- **Does the report involve actionable recommendations rather than data reporting?**

37.1 Communicating the Final Product

This is an area where many intelligence projects fail. Recall the beginning of the intelligence definition — "actionable recommendations." If no one reads your report and no action is taken, if the information does not have an impact on the decision maker, then the project is a failure. Project results therefore need to be presented in an appropriate manner. Intelligence communication is about 4 Rs:

- **The right information. Provided you have involved the client in the collection plan and have kept him or her informed about the project, the information should be appropriate.**
- **The right time. Nothing is worse than providing information either too late to be used in the decision-making process or too early. However, proper client relations and project planning should minimize this problem.**
- **The right form. There are several forms of intelligence communications. Results can be presented as a two-page document, as HTML, as a detailed report, as an oral briefing, as a seminar, etc. What is important is to ensure that you use the medium the decision maker wants.**
- **The right person. Who should communicate the intelligence? It is usually the project manager, but the choice of communicator should be based on an assessment of who the client is more likely to listen to. For technical/tactical issues, this tends to be lower level officers with recognized technical expertise. On strategic issues, higher credibility lies with senior management. If the client is very senior, the unit manager (Director General) may have to communicate project results.**

Communication skills include the following:

- **using persuasive presentation skills**
- **demonstrating empathy and using counselling skills when appropriate**
- **organizing findings and conveying them with assertiveness and diplomacy**
- **using the format or media appropriate for each user**
- **recognizing the effective volume and level of disseminating intelligence**
- **realizing that listening can be a form of presenting**

48 How Should I Run a CI Unit?

Who is responsible for managing the project managers? Who is responsible for establishing the intelligence systems? The CI manager — the Director General. The procedures outlined in this document refer to several systems and assumptions, for example, the ability of the project manager to assign the right personnel to the project based on their collection, subject-matter, and source expertise. This requires an internal knowledge system that tracks this sort of information. It is the CI unit manager who is responsible for a knowledge audit (see the forms at the end of this handbook).

It is also the role of the unit manager to determine the optimal mix of projects and to make sure people know what information to gather and why. Recall from Section 1 that there are two dimensions to all projects: decision type (tactical versus strategic) and information value added. Intelligence programs have projects in all areas of the project grid (see the form Intelligence Project Grid in the forms section, at the end of this handbook). This reflects the different needs of a diverse client group. Typically, mid-level managers need high value-added tactical information while lower level managers are more likely to need low value-added tactical and strategic information, Providing this range of products requires a system capable of fully understanding the decision maker's needs and translating these needs into the CI process. The unit manager determines the optimal mix of projects.

The assignment of personnel also presupposes that the organization has the right mix of skills. This handbook has outlined the skills required for planning, collecting, analyzing, and communicating. It is the responsibility of the unit manager to assess the required skills and work toward filling gaps through training or hiring initiatives. Further, the determination of skill requirements will be based on the intelligence strategy — the optimal mix between tactical and strategic projects, low value-added versus high value-added projects. For example, if the unit manager want to focus on high value-added projects, then analytical skills become extremely important. By contrast, a focus on low value-added projects calls for greater emphasis on specialized collector skills.

The establishment of this strategy, the development of systems, and liaison activities with senior organizational personnel are also the responsibility of the unit manager. Other requirements include

- **defining the intelligence function**
- **explaining how the intelligence cycle transforms information into intelligence**
- **explaining the role of CI in decision making, strategic planning, and business development**
- **differentiating among competitive, competitor, business, technical, and counter intelligence**
- **discussing the importance of a learning/knowledge-based organization**
- **developing insights into how to identify strengths, weaknesses, and biases regarding information sharing within an organization**
- **presenting models for the structure and organization of a CI unit and the pitfalls of various alternatives**

- **offering alternative structures (depending on organizational size)**
- **discussing how to conduct a decision audit, an information audit, and a knowledge audit — and the importance of these insights**
- **presenting ways to stay up-to-date with advances in information technology**
- **presenting methods for creating a CI culture**
- **knowing the methods associated with and the importance of conducting an ongoing 360-degree SWOT analysis**
- **discussing ways to market or sell CI within the organization**

62 Using the CI Process on Everyday Issues

The preceding description of the CI process, with its seven process elements and six roles, sounds like a process set up for major projects. But CI is more than that. CI is a mindset that can be applied to any issue from a simple request for basic information to project teams working on a new initiative. Teleglobe, for example, has 12 people in its CI function. Among them they handle over 10,000 requests per year — all of which fall into the CI category. Not all of these need sophisticated analysis or complex project teams. On average, close to 70% of any CI unit's projects are low value-added, tactical-information projects. Yet CI is applicable to all these projects, and organizations have found that applying the discipline of intelligence to all projects can be valuable.

The following example takes a simple request of "Can you provide me with the latest figures on frozen dinner sales in Canada?" and runs it through the CI process. The traditional approach is to say "OK I can get that information," go to Statistics Canada (which has statistics from as recently as 1998) and send a memo back to the client with the information. Here's how to apply CI to the same request

62.1 Choosing a Project Manager

Regardless of who the client is, this is a straightforward request for information. Unless the Unit Manager negotiates with the client to make this a bigger project, it should go to the manager who has responsibility for the sector.

62.2 Defining the CI Project

Before embarking on the information search, some time should be spent identifying what decision the client is trying to make. Why is the information being requested? What is the time frame? The reason for getting clarification even on such a minor item is that there may be a strategic context for the information, which could indicate that the client needs and may want more than just the data. Maybe what's really required is breakdowns by region, imports versus local manufacturing, breakdown by market segment, and so forth. Maybe the client is responding to a concern raised by the Minister that Canadian firms are losing share, in which case a more in-depth project may be necessary.

These issues must be addressed to identify whether this is a simple, quick, tactical request or something more complex. In addition, whether the client simply wants the data or some assessment of the data needs to be determined. Finally, project parameters such as when the client wants the information, what the budget is, and how the client wishes it to be communicated should be addressed.

Clarification of the project resulted in the following details. The client really needs the latest sales figures for the frozen dinner industry in Canada with an indication of who the top firms are. It will form part of the briefing material for the Minister, who is going to a frozen food industry show; no analysis is needed. This is a tactical, low value-added project. The CI process has now helped us clarify the question and parameters beyond what simply reacting to the request would have done. It has prevented the unit from writing a detailed industry report and ensured that the information that is important to the client is identified and delivered.

62.3 Planning the Project

In view of the low value-added, tactical nature of the project, the project could be handed off to the officer who will be collecting the information. In terms of personnel assigned to the project, it would be the one officer with the most in-depth knowledge of the market.

For the project plan, the officer will want to identify at least two sources of information, because the client is the Minister and some validation and triangulation is necessary. Further, since the need is for an upcoming conference, the most current data must be obtained. Statistics Canada data for 1998 could be acceptable unless there are more current sources of data. There are a few sources, both primary and secondary, that could be indicated in the plan. AC Neilson has comprehensive current data in this area that provide sales on a monthly basis (much more current than Statistics Canada), as well as details on company market shares. However, this source will cost money. An industry association might be another source of this information. Furthermore, a company in the sector should also have this information (this is where an officer most familiar with the industry and having the appropriate contacts would be most valuable as the project manager).

How has a CI mindset helped in project planning? It has forced the officer to reconsider the first choice of Statistics Canada, since more current information and company breakdowns are needed. It has also forced the officer to consider validating the information by using multiple non-related sources. Finally, the project plan itself is a useful document for FOIA requests, as it clearly indicates where the information came from. Again, without the CI mindset, a FOIA request would force the officer to go back to the original file and try to determine where the information came from. The project form provides an audit trail that anyone could follow.

62.4 Collecting the Information

With the project plan specifying AC Neilson, an association contact and a company contact, the officer is now ready to collect the information. Activity logs and interview scripts are unnecessary for this type of project, because of the non-sensitive nature of the material. The need for these forms also decreases if the officer chosen for the project is planning to obtain the information from personal connections. However, if the questions were sensitive or the officer did not have any contacts in the industry, an activity log and script would be recommended (these would have to be approved by someone senior in the unit).

62.5 Creating Intelligence from Information

This is not necessary for a tactical information project. If however, higher value-added is desired, the officer may want to do a preliminary assessment of what the figures mean (the so-what test). For example, the officer may want to indicate changes from the past (basic trends) or provide insight into expected future directions.

62.6 Assessing the Final Product

Again, since the project is informational only, this step will be unnecessary. The only role for a final check is to ensure the information's consistency with the initial project parameters.

62.7 Communicating the Final Product

Giving the results to the client creates a unique opportunity for the officer to provide insight (even if it was not part of the project needs) and receive feedback. This will help improve future products and may even position the unit for more activity on the current project. CI has therefore helped set up the unit for better future projects.

62.8 The Role of the CI Mindset

The preceding example has looked at all the steps in the CI process and applied them to what could be seen as an average daily request for information. What role has a CI mindset or process played? How has it helped in the execution of the project?

- **It has helped the officer better understand the question and helped him or her understand the context of the question (where it fits with what the client is trying to do).**
- **It has forced the officer to consider using multiple sources of information and address the issue of validation. In addition, rather than go to the first source that came to mind, the officer has had to think about more current sources of information.**
- **The unit is now in a better position to deal with FOIA requests, thanks to the project planing form.**
- **Rather than just email or send the results to the decision maker, the CI process suggests a way for the officer to use the communication process to obtain feedback and possibly position the unit for higher value-added work.**

67 Conclusion

Competitive intelligence is a process that has the potential to add enormous value to an organization. This handbook has outlined the procedures needed to successfully run a CI process. It has identified a seven-stage process (see Section 2) involving six distinct roles (see Section 1). Being successful in your intelligence efforts will require proper execution of all steps in the process and all the roles.

If any one of the steps or roles is not performed appropriately, then the ensuing intelligence product will suffer. For example, no matter how good the project plan, the analyst will not have appropriate data to analyze if the specialized collector fails to use his or her skills fully to gather information. Or if the project manager fails to develop an appropriate project plan, the project cannot succeed no matter how great the skills of the collectors and analysts, because the wrong information has been specified with an inappropriate technique.

Appendix: CI Forms

Intelligence Project Grid

Type of Decision **Strategic**	***Competitor/functional Intelligence***	***Business Intelligence***
Tactical	***Information Service***	***Competitor/functional Intelligence***
Information Value Added	**Low**	**High**

Intelligence Project Appreciation Form

Project:
Prepared by: **Prepared for:** **Date:**

Project Aim:

Background:

Working Hypothesis:

Factors:

1. Resources:
Deductions:

2. Targets:

3. Constraints:

4. Tactics:

5. Deadline:

Options:

1, 2. 3, etc.:

Pros:

Cons:

Continued on next page

Intelligence Project Appreciation Form (continued)

Analytical Approach:

Communication Elements:

Recommendations:

Project Planning Form

Project Title: _____

Initiation Date: _____

Decision Maker: _____

Decision Being Made: _____

Role of CI: _____

Key Question	Detailed Req't	Source 1	Source 2	Source 3	Collector

Analyst: _____

Analytical approach: _____

Communication approach: _____

Project management details (meetings, reporting, etc.):
_____
_____

Activity Log

Project Title: _____

Page Number: _____

Collector: _____

Start/End Dates: _____

Serial	Event	Date/Time	Source Ident	Activity	Comment	Action

Business Intelligence
Inventory of Internal Information & Knowledge (IIIK)
Part I: Organization

Unit Name, Location, Head	Unit's Role, Responsibilities	Information In: Source, Process, Purpose	Information Holdings: Topic, Form, Location, Access	Information Out: Destination, Purpose, Form

Business Intelligence
Inventory of Internal Information & Knowledge (IIIK)
Part II: People

Name, Title, Location, Supervisor	Role and Responsibilities	Education, Employment, Experience	Subject Knowledge	Contacts, Memberships, Other Activities