

JCIM Issue Index.

V1/1 – V4/3, 2003-2008

V1 N1 Spring 2003

Competitive intelligence field research, moving the field forward by setting a research agenda

Ganesh, Usha; Miree, Cynthia; Prescott, John
V1 N1 Spring 2003 p1-12

Field research, through its interactive nature and having the advantage of proximity, allows an investigator to access and probe the complexities underlying CI context and process. This produces greater clarity on how the CI process is structured and implemented; the key CI players, their roles, and patterns of interaction; and the evolution of CI products and services. Field-based methodology observes and captures data about all aspects of the CI process while ensuring the inclusion of relevant contextual information that cannot be gleaned from surveys or secondary data. CI field research is manageable and can further our understanding of the CI process and its intricate aspects.

Chronological and categorized bibliography of key competitive intelligence scholarship: part 1 (1997 -2003).

Dishman, Paul; Fleisher, Craig; Knip, Victor
V1 N1 Spring 2003 p13-79

The literature on competitive intelligence (CI) is both rich and evergreen. To understand CI and its management, you need to understand its origins and development. The authors have culled the literatures of CI, business intelligence, management, marketing, policy, and strategy to create a wide-ranging bibliography containing books, papers, monographs, research reports and occasionally news reports from a variety of sources, allowing for additional insights into the paths and trends inherent in the field.

Developing capabilities to create collective intelligence within organizations,

Blanco, Sylvie; Caron-Fasan, Marie; Lesca, Humbert
V1 N1 Spring 2003 p80-92

Business Intelligence (BI) is essential to the survival of organizations, but its effectiveness can be limited by the inability of practitioners to fully create collective intelligence on organizational environments. Using a qualitative methodology known as "engineering management research," we have attempted to produce further knowledge about BI, and have completed four experiments within organizations. The theoretical as well as the practical results are encouraging. In this article we have attempted to present our approach in a way that allows individual practitioners to apply it themselves

Seeing and noticing: an optical perspective on competitive intelligence,

Neugarten, Michael
V1 N1 Spring 2003 p93-104

It's all about noticing. This wide-ranging look at different concepts and metaphors taken from the field of vision and optics shows how they can contribute to business information and intelligence activities. CI can be regarded as a form of Seeing Eye, extracting intelligence and understanding from what we perceive in viewing our business environment. Yet the term Seeing Eye is itself problematic: what we believe can seriously

affect what we see. Looking too hard, getting too close, and being too focused is often counterproductive, both optically, and in CI.

V1 N2, Summer 2003

Info-terrorism in the age of the internet: challenges and initiatives,

Nakra, Prema

V1 N2, Summer 2003 p1-10,

Info-terrorism or espionage involves achieving and maintaining an information advantage over competitors or adversaries by stealing or distorting information via unethical or illegal means. In the age of electronic revolution, the info-terrorists do not need to enter an office or a home to steal the information. They can steal information, temper with the information, create new electronic files, and corrupt the existing files or block access to information by the authorized users without even leaving a single trace of entry behind. Espionage is carried out to gain access to corporate strategic plans, research and development information or manufacturing process information. The author discusses environmental factors that are encouraging info-terrorism, provides assessment of economic costs of info-terrorism and recommends strategies for safeguarding the corporate crown jewels.

Chronological and categorized bibliography of key competitive intelligence scholarship: part 2 (1990 – 1996),

Fleisher, Craig; Knip, Victor; Dishman, Paul

V1 N2, Summer 2003 p11-86,

This is the second of a three part bibliography of the literature on competitive intelligence (CI) – Part 1 was published in JCIM 2003, 1(1) while Part 3 is forthcoming in JCIM 2003, 1(3). In order to understand competitive intelligence and management from an academic or professional perspective, it is important to recognize its origins and development. The authors have culled various literatures in competitive intelligence, business intelligence, management, marketing, policy, and strategy to create a wide-ranging bibliography. Reflecting the depth and breadth required in the 'art' and 'science' of competitive intelligence, the bibliography contains books, papers, monographs, research reports and occasionally news reports from recognized sources. Organized chronologically and by type of publication, the reference list allows for additional insights into the paths and trends inherent in the field. Competitive intelligence and management research is certain to expand and we hope that the referencing of this main body of work effectively serves those individuals intent on building upon it.

Corporate intelligence in a 'corporately intelligent' world,

Persidis, Andreas

V1 N2, Summer 2003 p87-99,

What will it mean for a company to operate in an industry where all or most of the players are "corporately intelligent"? What is the framework, and what are the methodologies and tools that the CI practitioner will need in such an environment? This article addresses these questions and looks at the implications for CI professionals. Using a dual approach based on "information-centric" and "biological/market-ecosystem-centric" views, the author identifies a general framework, methodologies, and tools that CI professionals should be aware of in order to practice their profession in this emerging business environment. A welcome by-product is the identification of a number of interesting areas for CI research.

V1 N3, Winter 2003

Intelligence sharing in virtual teams: managing organizational effects of technology,

Luthra, Anika; Desouza, Kevin
V1 N3, Winter 2003 p1-9

Businesses operate in a fiercely competitive and dynamic environment, which requires effective knowledge and intelligence sharing among team members for achieving organizational goals and survival. In the new economy, teams are becoming virtual in nature due to advances in information technology; as such intelligence sharing is fostered via tools such as group support systems and other emerging communication technologies. As with the incorporation of any new technology, managers need to comprehend the effects on organizational variables such as trust, creativity, leadership, etc. In the following article the authors look at the effects of technology on four key organizational behavior variables - coordination, creativity, anonymity, and leadership, as they pertain to intelligence sharing in teams.

Chronological and categorized bibliography of key competitive intelligence scholarship: part 3 (the earliest writing – 1989),

Knip, Victor; Dishman, Paul; Fleisher, Craig
V1 N3, Winter 2003 p1-79,

This is the final installment of a three part bibliography of the literature on competitive intelligence (CI) – Part 1 was published in JCIM 2003, 1(1) while Part 2 was released in JCIM 2003, 1(2). In order to understand competitive intelligence and management from an academic or professional perspective, it is important to recognize its origins and development. The authors have culled various literatures in competitive intelligence, business intelligence, management, marketing, policy, and strategy to create a wide-ranging bibliography. Reflecting the depth and breadth required in the 'art' and 'science' of competitive intelligence, the bibliography contains books, papers, monographs, research reports and occasionally news reports from recognized sources. Organized chronologically and by type of publication, the reference list allows for additional insights into the paths and trends inherent in the field. Competitive intelligence and management research is certain to expand and we hope that the referencing of this main body of work effectively serves those individuals intent on building upon it.

Competitive intelligence through data mining,

Cobb, Pamela
V1 N3, Winter 2003 p80-89

Much of the competitive intelligence (CI) that a firm needs lies within the firm itself, primarily in its employees. The problem lies, however, in how to gather and synthesize this knowledge into a workable format that can benefit the planning and operations of the organization. Centralized CI structures that are common in many companies often act as barriers to gathering CI from a dispersed sales force or other dispersed areas of the company. Analysis of publicly available information to fill in existing gaps in the firm's knowledge may provide a viable substitute when these difficulties arise. This article discusses several methods for extrapolating data from a known external set as part of the effort to supplement the firm's internal knowledge base. Established organizational CI processes, however, often suffer from holes in data or data integrity causing errors in the interpretation of that data for intelligence purposes. A variety of data mining techniques are discussed through which data can be re-interpreted to fill in these gaps or extend

projections for the data. Techniques discussed include Nearest Neighbor Method, Rule Induction and Decision Trees, Artificial Neural Networks, and Genetic Algorithms. Each technique is discussed within the context of the six stages of CI process.

V2 N1, Spring 2004

Business intelligence for Canadian corporations after September 11,

Brouard, Francois

V2 N1, Spring 2004 p1-15,

The crisis provoked by the events of September 11, 2001, has some important implications for corporations in Canada and abroad. These events made it clear that corporations need to learn how to achieve the best performance possible in the face of crises in order to survive through difficult times. Both managers and employees need to think about and understand the consequences of the new environment that exists in the wake of the international terrorism crisis. In their daily and strategic planning activities, corporate management must respond to the risks they face with appropriate business intelligence. The purpose of this article is to present some reflections on the defensive and offensive dimensions of business intelligence in relation to the September 11 events, to sketch the consequences of these events for Canadian corporations, and to propose some actions that can be taken to improve the preparedness of corporations for future similar events or for other crises.

Informal roles and intelligence activities: some management propositions,

Awazu, Yukika

V2 N1, Spring 2004 p16-24,

The field of competitive intelligence continues to receive budding attention from practitioners and scholars. The ability of a firm to generate intelligence and act appropriately on it is salient to sustaining competitive advantages. To date, researchers have studied intelligence activities based on formal organizational mechanisms; however, few have discussed the role played by informal mechanisms. This article examines the role played by informal networks in intelligence activities and devises propositions describing how informal roles can affect intelligence management activities.

Global code of ethics and competitive intelligence purposes: an ethical perspective on competitors,

Comai, Alessandro

V2 N1, Spring 2004 p25-44,

This article discusses the ethical problems faced in those investigations where competitors are the central objects of the study. A conceptual framework is developed that helps build ethical boundaries between information collection techniques. The model will employ four fundamental variables, the analysis of which will lead to the progressive selection of collection techniques. The final outcome will primarily depend on the strategic purposes of decisionmakers. The model helps resolve ethical dilemmas that can arise in the competitor information gathering process in domestic and global markets. In addition, this article will present a new approach to the treatment of corporate ethical consciousness.

V2 N2, Summer 2004

Competitive intelligence in Canada,

Calof, Jonathan; Brouard, Francois

V2 N2, Summer 2004 p1-21,

This article reviews Canada's involvement in competitive intelligence (CI). In particular, it provides insights into how the Canadian CI infrastructure has evolved in terms of government initiatives, consultants, corporate practice, education and academic contributions. In a sense, this paper represents an attempt to begin an inventory of Canadian intelligence practice. The Canadian approach to growing competitive intelligence has been more a function of the work of key individuals at a regional level than that of a systematic national program for intelligence. As such, for the most part, this article focuses on the regional infrastructure for competitive intelligence. The paper is organized as follows. After the introduction, the second section provides information on governments initiatives and CI. The third section presents data on consultants in CI. The fourth section discusses organizational practices. The fifth section provides information on academic contributions including an extensive Canadian CI bibliography. Concluding remarks are presented in the last section

Competitive intelligence in Finland,

Hirvensalo, Irmeli

V2 N2, Summer 2004 p22-37,

This article discusses the evolution of the Finnish competitive intelligence (CI) tradition from the 1960's to date. The first section of the article sheds light on the history, drivers, and fundamentals of CI in Finland, while the second section is based on a survey conducted in the autumn of 2002 on CI activities among the 50 largest Finnish companies. There are a number of major drivers that have shaped the Finnish CI tradition: Necessity to export due to a small domestic market Geographical and cultural distance from many companies' target markets The fall of the former Soviet Union in 1991; re-sulting in a dramatic loss of export revenue The recession in the early 1990s which stripped down internal corporate support functions Finland joining the EU in 1995 The rise of the telecom and IT sectors, led by Nokia Brick-and-mortar industries starting to develop CI operations in search for higher revenue growth via new market entry and the develop-ment of new business models Increasingly, many large Finnish companies are outsourcing parts of their competitive intelligence operations to external CI companies. At the same time, and partly as a consequence, measuring the results of a CI operation is becoming an increasing focus of attention. At many Finnish companies, the 'CI infrastructure' is largely in place so many of them are at the stage of exploring how their organizations can make the most out of the CI investment to increase their competitiveness in the global marketplace.

Competitive intelligence in Israel,

Belkine, Michael

V2 N2, Summer 2004 p38-52

Competitive intelligence emerged in Israel in the early 1990s. It was accepted by the intelligence-oriented business community but its application is directed, primarily, to short-term, tactical, sales and marketing issues. There is no definite information on the extent of CI use by Israeli companies. Data, derived from a survey conducted in 2003, indicates that it is more prevalent amongst larger, internationally oriented, companies. Despite a seemingly attentive business leadership, CI's application and future depend to

a large extent on Israel's economic recovery, relief from short-term pressures on corporate survival, and by a global acceptance of CI's academic validity adopted by Israel's universities.

The evolution of competitive intelligence in South Africa: early 1980s-2003,

Vivers, Wilma; Miller, Marie-Luce

V2 N2, Summer 2004 p53-67,

There is no definite information on the extent of CI use by Israeli companies. Data, derived from a survey conducted in 2003, indicates that it is more prevalent amongst larger, internationally oriented, companies. Despite a seemingly attentive business leadership, CI's application and future depend to a large extent on Israel's economic recovery, relief from short-term pressures on corporate survival, and by a global acceptance of CI's academic validity adopted by Israel's universities. The Evolution of Competitive Intelligence in South Africa: Early 1980s-2003 (PDF, 327 KB, 15 Pages) Wilma Viviers Northwest University (Potchefstroom Campus, SA) Marié-Luce Muller IBIS Business and Information Services (Pretoria, SA) This article provides an overview of the evolution of competitive intelligence in South Africa. Various areas of competitive intelligence in South Africa are explored including the evolution of CI in South Africa, the current status of CI in South African companies, current status of CI consulting, current status of education and training, some unique facets of CI in South Africa, challenges facing the CI capabilities of South African companies, and remarks on the future of CI in South Africa. In addition, an extensive bibliography of the contribution of the South African CI community to the professional literature is presented as an appendix.

Competitive intelligence through UK eyes,

Wright, Sheila; Badr, Ahmad; Weiss, Arthur; Pickton, David

V2 N2, Summer 2004 p68-87,

Competitive Intelligence in the United Kingdom is steadily growing, yet the extent to which the country's practitioners either understand or appreciate the full extent to which CI can improve their strategic decision making and business performance is debatable. By the uninitiated, CI in the UK is, at best, mistaken for market research, and at worst, referred to as spying. In this article, the authors present the UK situation, which has been determined through empirical research with practitioners, industry specialists, and consultants. Training course attendance alone confirms that there are at least 16,500 interested managers in the country. A conservative estimate based on the notion that each manager who has received formal training in CI, has told at least one other member in their workplace would double that figure to 33,000. The overwhelming conclusion is that CI is not only present in the UK but it is a vibrant, creative, exciting, and growing community

V2 N3, Fall 2004

Australian CI practices: a comparison with the U.S.,

Bensoussan, Babette; Densham, Edward

V2 N3, Fall 2004, p1-9,

Is there a difference between the practice of competitive intelligence in Australia with its practice in the U.S.? While globalization is shrinking the barriers of distance, environmental differences in the two business arenas exist in the form of competition pressure, national and corporate culture, government and legal policies, and market

alliances. Although the discipline may have originated as a formal and structured function in the U.S. back in the 1980s, it would appear that organizations in Australia have been slower to accept the value and benefits of a formalized approach to information gathering and analysis. Examples of best practice are often large U.S. companies with the resources to support the function. In some areas of the Australian business community, there exists dissatisfaction with sub par Australian competitive intelligence - a function of the 'quick fix' mentality that encourages 'bolting CI on' to existing functional structures. Australia also lacks a competitive intelligence training ground. There are few MBA graduates working in the field, few business schools teaching the practice, only two consultancy firms dedicated to competitive intelligence in existence and the SCIPAust membership is small. The relative size, available resources, and level of national awareness have led to competitive intelligence being less formalized and structured in Australia when compared to the U.S.

Competitive intelligence in Korea,

Kim, Kwangsoo; Kim, Seungjin
V2 N3, Fall 2004 p10-25,

This article investigates how competitive intelligence (CI) in Korea has evolved over the years and will evolve in the future. In doing so, this article demonstrates that environmental forces and public intelligence have been the main drivers of CI needs, practices, and developmental stages in Korea. Chaebol groups in Korea started building formal CI programs in the early 1980s, and have continuously improved their CI practices since. Relative to corporate CI practices, the infrastructure of CI in Korea is generally considered to be weak, and this is probably because of the secretive nature of CI practices in Korean companies. There are many challenges to the future development of CI in Korea, such as bringing underground CI to the public domain, improving the image of CI, and expanding the CI infrastructure. This article also discusses an important implication of national environmental context, such as national culture, for CI theories and practices.

Competitive intelligence in Russia,

Ignatov, Alexander
V2 N3, Fall 2004 p26-44,

This article provides unique insights and a comprehensive treatment of competitive intelligence in Russia. The historical development of Russian CI is traced back to the military and government intelligence tradition left behind by the Soviet legacy. This is followed by a discussion of modern trends that are replacing the Soviet legacy with a professional, advanced, high-tech and ethical CI community. Next, an analysis of the structure of Russian CI is presented with special emphasis on structural organization, services specialization, branch distribution and territorial distribution. Several robust models of the CI market in Russia are developed with a focus on: salient financial and operational characteristics of various service clusters of the CI market in Russia, and categorization of Russian industries based on their level of transparency and their level of CI development. The various methods of CI that are used today in Russia are then explored including data collection, interviewing and information analysis. This is followed with an insightful perspective on the personnel backgrounds of current members of the Russian CI community including ex - MI/GI professionals and the new breed of business school graduates. The major issues facing CI in Russia - secrecy, transparency, concentration - are then presented. The article concludes with a summary of expected changes that will define the future of the CI industry in Russia.

Competitive intelligence in Spain: a situational appraisal,

Millan, Joaquin; Comai, Alessandro

V2 N3, Fall 2004 p45-55,

This paper describes the evolution of competitive intelligence (CI) in Spain by looking at the specialized literature available on the subject and analyzing how CI has been adopted and developed in Spanish firms. The second part of the paper introduces the key findings of a survey carried out at the beginning of 2004. Multinational firms and identified best practice firms were studied and compared against an identical CI framework. The paper concludes with a description of the potential barriers to full development of CI in Spain and some of the conditions required in order for this development to be achieved. A perspective for the future is also introduced.

Evolution of competitive intelligence in Sweden,

Hedin, Hans

V2 N3, Fall 2004 p56-75,

This paper will outline the evolution of competitive intelligence in Sweden. It will start from a historical perspective and describe how intelligence has been used over the centuries in order to fulfill the objectives of kings, politicians, generals and, last but not least, companies. The intelligence industry is then described as it is seen in 2004. The last one and a half decades have shown a fantastic upswing in the interest and focus on intelligence in Sweden. The great need for intelligence from large international companies, from state owned companies, from municipal organizations, from small start up companies and from non-profit organizations has led to the emergence of intelligence consulting companies, intelligence training companies as well as content providers in the form of business research companies and companies that sell off-the-shelf information. This has led to a very competitive industry situation. After the 2000 economic downturn that affected Sweden heavily, this nation has witnessed a sharp decline in intelligence functions, intelligence professionals and intelligence projects. As the dark clouds now, at last, seem to disappear, it is with great hope and great expectations that one looks forward to see the rebirth of the Swedish intelligence community.

V2 N4, Winter 2004

Competitive intelligence in Germany,

Michaeli, Rainer

V2 N4, Winter 2004 p1-6,

Although competitive analysis has a long tradition in Germany, the North American terminology of competitive intelligence is rather foreign. Despite these semantic differences, Germany has made a fine contribution to the CI literature. CI education and research, however, have not reached its full potential in Germany as of yet. Corporate CI training, while very active in the 1990s, has decreased in recent years. While the Society of Competitive Intelligence Professionals (SCIP) is the dominant professional association in Germany, membership has fallen to a stable level in recent years. Nonetheless, Germany continues to have the second largest SCIP membership in Europe. Contrasting the high numbers of secondary research providers, there are twelve CI consultancies in Germany today. Several leading indicators suggest that CI in Germany is gaining momentum.

The current state of competitive intelligence activities and competitive awareness in Japanese businesses,

Sugasawa, Yoshio

V2 N4, Winter 2004 p7-31,

Most large corporations in Japan are endeavoring to win out over stringent competition in order to secure dominance of their company's products in a globalized market. In recent years, Japanese products like digital cameras, personal computers and copy machines have indeed retained their superiority in a global market. However, comparison with the competitive awareness or competitive intelligence activities of European and U.S. companies reveals that most Japanese companies have quite a different awareness structure and are undertaking different activities. This paper explores the current status of competitive intelligence in Japanese businesses and differences in competitive awareness when compared with U.S. businesses. To facilitate this comparison, questions used in this survey are approximately the same in content as those in the questionnaire conducted in 1995 by SCIP (Society of Competitive Intelligence Professionals) targeting North American businesses. With the exception of certain areas that have been deleted due to differences in industrial sectors between Japan and the U.S., for the purpose of this survey, nearly all the questions pertaining to competitive intelligence are the same. While a consideration of competitive awareness in Japanese business based on the results of this survey indicates strong interest in competitive intelligence, it would appear that the Japanese have not applied any specific analytical methodology. It would also be stretching the truth to say that activities like gathering of external information, so critical to the development of new products and new technologies, are entirely adequate. On the contrary, it would appear that even information-gathering directed at modifying and improving existing products and technologies and provision of information to end users are not being proactively undertaken. Similar survey results appear in "Ostriches and Eagles II" by David Harkleroad published in Competitive Intelligence Review, 9(1):13-19 (1998). However, differences in the competitive intelligence activities in which North American and Japanese business are engaged have resulted in differing activity

Competitive intelligence in Lithuania,

Stankeviciute, Jolanta

V2 N4, Winter 2004 p32-41,

Among former USSR countries, Lithuania can be regarded as relatively advanced in introducing the concept of competitive intelligence to the business community. This notion, being relatively new to the country, is actively promoted at the business school level by the Institute of Business Strategy at Kaunas University of Technology as well as by the recently established consultancy, Knowledge Society Institute. Demand for CI products and services are also promoted through publications, seminars, presentations, etc. However, many Lithuanian companies are still unaware of the CI concept and its benefits, which explains modest demand for CI at the moment. The concept has a promising future in the country, but to make it a widespread business practice more active efforts on the supply side are required. Especially favorable for the development of CI in Lithuania is the country's accession to the EU and the fact that local companies are finding themselves under intensifying international.

Competitive intelligence in New Zealand,

Przekauskas, Petras; Jucevicius, Robertas; Hawkins, D. Brent

V2 N4, Winter 2004 p42-52,

This paper provides an overview of the development and current state of competitive intelligence in New Zealand. The overview is based on a literature search, which revealed a paucity of coverage of this area. As a result, a 2003 pilot study was designed to gather additional information from industry professionals and large New Zealand business companies. New Zealand does not have an extensive history of competitive intelligence. The earliest published reference to 'competitive intelligence' in New Zealand was in 1991. There was a flurry of activity in the form of conferences, articles and academic studies on the subject especially between 1995 and 1998. Thereafter, the area appears to have been going through a period of stagnation. The findings of two key academic studies in 1997 and 1998 confirmed the infant stage of the subject and its use in New Zealand. The 2003 pilot study responses were limited but indicated a fairly negative view of the current state of competitive intelligence in NZ. This paper concludes with a review of the future of competitive intelligence in New Zealand. While it is the author's view that the need for competitive intelligence will grow, the 2003 pilot study respondents gave a less optimistic view. The author has attempted to be objective however interpretation of results and opinions expressed are those of the author alone. In a paper such as this, it is inevitable that there may be omissions and the author apologizes in advance.

V3 N1 Spring 2005

Introduction,

Vibert, Conor

p3-5, V3 N1 Spring 2005

The relationship between business intelligence and business success,

Cavalcanti, Elmano

V3 N1 Spring 2005 p6-15,

As businesses throughout the world face unprecedented challenges to remain competitive, the importance of Marketing and Business Intelligence (BI) to their survival should not be underestimated. Today, BI plays a key role in business success. The main objective of this study is to evaluate the extent to which there is a relationship between the level of business intelligence activity and the perception of business success. An exploratory methodology was chosen for the study and a conceptual model of BI developed to measure its influence in organizations. A broad sample of Brazilian enterprises and foreign enterprise subsidiaries were selected from a pool of the largest enterprises of the State of Pernambuco, Brazil. Data was collected through personal interviews and analyzed using qualitative and quantitative approaches. The findings suggest that Business Intelligence practices are significantly and positively related to perceived business success.

Introducing a marketing-based perspective in alliance formation,

Pozza, Ilaria

V3 N1 Spring 2005 p16-33,

This paper explores the relationship between customer satisfaction and alliance formation motives. Alliances operating in Italy in both business-to-consumer and business-to-business markets were examined. Empirical analysis of the data suggests that under certain conditions, there is a strong relationship between these two concepts, and that customer satisfaction may be a primary reason for allying. The findings imply

that a company should not only monitor alliances in its competitive environment and the reasons for their formation (competitor intelligence), it should also monitor and manage activities of its own major suppliers and strategic partners in a more customer focused manner.

A cube of business information,

Hannula, Mika; Pirttimaki, Virpi

V3 N1 Spring 2005 p34-40,

Business intelligence plays a central role in producing up-to-date information for operative and strategic decision-making. Indeed, it might be suggested that business information is a manager's essential resource. This information is usually categorized as data, information, knowledge, intelligence, and even wisdom and truth. An alternative approach is to categorize this information according to the following dimensions: whether the source of information is inside or outside the organization, whether the subject of information is inside or outside the organization, and whether the type of information is qualitative or quantitative. This article explores this latter categorization of information and demonstrates how it might be constructed and presented as a cube of business information.

Competitive intelligence professionals and their interactions with CI technology: a research agenda,

Bourthillier, Frances; Jin, Tao

V3 N1 Spring 2005 p41-53,

Information technology has penetrated every corner of human society, including the competitive intelligence (CI) community. However, little is known about the exact contribution of such technology and the extent to which it meets the needs of its users in the context of CI. This paper gives an overview of the current state of CI technology, describes the needs for and benefits of a research agenda to study the value of technology for CI professionals, and seeks to delineate a conceptual framework and a methodology to carry out the study.

V3 N2, Fall 2005

The CI marketing interface,

Wright, Sheila

V3 N2, Fall 2005 p3-7,

Expanding intelligence capabilities, downstream knowledge targets,

Erickson, Scott; Rothberg, Helen

V3 N2, Fall 2005 p8-15,

Knowledge and intelligence are key to gaining advantage in the next economy. The advent of web-based management systems has created capabilities for quickly sharing streams of information across the Value Chain and with e-network partners. Downstream, challenges revolve around distribution and customer relationship management systems that collect and distribute increasing amounts of critical information. As collaborators in a network grow closer, they can participate in multiple value chain activities. The intelligence challenge is in capitalizing on the potential for discovery from competitor e-networks, strategically deciding what type and how much knowledge and information to share with partners, and in creating counter-intelligence safeguards.

Using business intelligence to discover new market opportunities,

Frates, Janice; Sharp, Seena

V3 N2, Fall 2005 p16-28,

Many companies have customers of which they are only minimally aware, people who started using a given product while seeking a solution for an apparently unrelated need. These atypical customers represent an untapped opportunity to grow the business in a new direction at minimal risk and cost, thereby achieving competitive advantage. This paper discusses how companies can: discover who these atypical customers are; study them as a test market; find more customers like them; and adopt a continuing customer discovery process into the firm's business intelligence activities. Organizational resistance to less readily apparent and more intuitive uses of business intelligence frequently constrains the effective use of this application of business intelligence. The authors discuss the principal reasons for this type of corporate myopia and suggest some arguments to counter it.

Memes, CI, and marketing: a preliminary framework,

O'Gorman, David

V3 N2, Fall 2005 p29-43,

It is well known that genes seek to replicate themselves. Not as well known is a new field of study called memetics that claims the existence of a second replicator called a meme. Memes can be likened to a cultural virus that hops from one mind to another. Although research on memetics is progressing in the sciences, its impact on marketing and competitive intelligence has been minimal. This paper suggests an integrated way to tie memetics to marketing and competitive intelligence. Included is an example of how memes can be extracted from competitors' public documents and used for marketing purposes. Suggestions for additional research on the relationship of memes, marketing and competitive intelligence are also included.

V3 N3, Winter 2005

Competitive intelligence as competitive advantage: the theoretical link between competitive intelligence, strategy and firm performance.

Hughes, Stephanie

V3 N3, Winter 2005. p3-18,

This paper utilizes the resource-based framework to argue the relevant value of the competitive intelligence function as a source of competitive advantage, its impact on the strategy process and ultimately, its relationship to the performance of the firm. The framework provided highlights possible relationships that can be empirically evaluated to assess the value of the competitive intelligence function to future firm performance.

Competitive intelligence and webometrics: an exploratory study on the status of CI in five countries,

Bouthiller, Frances; Jin, Tao

V3 N3, Winter 2005 p19-39,

This paper addresses two questions: what is the CI status on the Web in a number of selected countries and whether or not the Web can serve as a tool to monitor the development status of CI? This exploratory study involves five countries – US, Canada,

UK, Japan and China – and three parts: Web presence analysis, relevance analysis, and content analysis. The results indicate the US dominance and reveal a low Web visibility of CI in Japan. This finding seems not to support the widely accepted assumption that Japan is one of the most active countries in CI.

An interpretive field study of competitive intelligence in software development,

Thomas, Paula; Tryfonas, Theodore

V3 N3, Winter 2005 p40-56,

The fierce competition witnessed over the past years in the software market has led to the current paradox landscape of monopolies, such as Microsoft's and Oracle's domination in specific areas (e.g. operating systems, databases) on the one hand, and on the other to a vast number of software houses worldwide competing for their market share. Competition in this field is much shaped by particularities of the software product, such as its ownership and intellectual property protection, its distribution paradigms (open vs. closed source code) etc. In this setting, competitive intelligence (CI) is essential for keeping pace with the market, but it is not clear how the novel concept of CI is digested and practiced in this field and whether the aforementioned factors that shape competition are taken into account. In this paper we summarise an empirical review of CI within software development that provides an insight of its state of the art and issues of the practice. We identify areas for further research and highlight the opportunities for the integration of CI in the development process.

V3N4 October 2006

The SCIP06 Academic Program - Reporting on the State of the Art,

Calof, Jonathan

Vol. 03 No. 04, pp 5-13

For several years, the Society of Competitive Intelligence Professionals (SCIP) has provided a forum for academics at its Annual Conference, referred to as the Academic Track at SCIP05, and as the Scholarly Research and Innovation Track in 2006. This track provided an opportunity for academics to exchange ideas, present findings and for practitioners to learn the latest in research findings and techniques from academics. For 2006, the two chairs for the Scholarly Research and Innovation, Jonathan Calof and Fred Wergeles, split the track into two mini-conferences. Fred Wergeles chaired an "Innovation Day" with papers presented on innovative techniques while Jonathan Calof chaired an academic conference." This article and this special issue are based on the "Academic Conference."

The Contribution of CI to the Strategic Decision Making Process: Empirical Study of the European Pharmaceutical Industry,

Ahmad Badr, Ahmad; Madden, Emma; Wright, Sheila

Vol. 03 No. 04, pp 15-35

The practice of Competitive Intelligence (CI) is common in the US pharmaceutical industry but there is little evidence to suggest that the European industry has adopted CI to the same extent. This study reports on a specific sub-set of the overall CI activity, namely the contribution which CI makes to the strategic decision making (SDM) process. CI managers in the European pharmaceutical industry were selected and the results from 79 questionnaires and 14 in-depth interviews are provided. Results indicate that the CI activities in respondent firms are reasonably well established and also that the

pharmaceutical industry appears to appreciate both the benefits, and requirements of a modern day CI function. However, the industry is not taking full advantage of the CI effort at every stage of the SDM process. Conclusions are drawn which highlight areas for potential improvement. The article also identifies the managerial implications from the findings with suggestions for further research topics associated with this area.

Development of an Expert System on Environmental Scanning Practices in SME: Tools as a Research Program,

François Brouard, Francois

Vol. 03 No. 04, pp 37-58

The purpose of this study is to improve awareness of environmental scanning practices. The specific research objective is to develop a diagnostic tool that will assist in understanding existing environmental scanning practices, and in making the underlying processes more explicit. To achieve this objective, a diagnostic tool that is a prototype of an expert system was developed for small and medium-sized enterprises (SMEs). Environmental scanning can be defined as an informational process by which an organization stays attuned to its environment in order to make decisions and then act in pursuit of its objectives. The research methods used are action research and prototyping of an expert system. The diagnostic structure has five main components: scanning types, scanning context, scanning organization, scanning process and security. These components were broken down to form a total of 30 components. During the development of the prototype, six medium-sized Canadian enterprises and 33 experts were involved during the three iterations. The six SMEs were the subjects of case studies. This paper outlines how an expert system on environmental scanning practices of SMEs was developed. The prototype is still in progress. Tools could be viewed as opportunities in a research program.

Tracing the Origins of Competitive Intelligence Throughout History,

Juhari, Ariff; Stephens, Derek

Vol. 03 No. 04, pp 61-82

This paper presents an overview of global incidences throughout history about intelligence practices which traces the intelligence genesis found in military engagements and business and government practices. A timeline depicts selected historical events from religious texts that describe the employment of military intelligence, to the ancient Chinese scrolls of Sun Tzu c500 BC on the value of intelligence, to the roles English intelligence operatives played in 14th and 16th century British economy, to the first 'modern' practices and mentions of CI, until today's complex CI theories and processes. The paper concludes with implications of CI's origins and history to managers and for further research.

Culture Counts! Teaching Business Students Why and How to Leverage Cultural Analysis to Optimize Global Macro-Environmental Scanning,

Knip, Victor

Vol. 03 No. 04, pp 85-110

Traditionally, the topic of cultural analysis has been difficult for business schools to systematically integrate into the teaching of strategic and competitive analysis. Often, cultural analysis training in university business programs is relegated by default to the transfer of tacit knowledge via career anecdotes by instructors with previously acquired expatriate business experience. This is not to disparage the importance of this type of knowledge transfer - the value of sharing first-hand global business experience to students cannot be overemphasized. Rather, the pedagogical philosophy of this paper is

designed to supplement tacit experiential teaching approaches to the impact of culture on business with a more formalized, explicit approach. The paper provides a practical teaching tool for business educators to: A) teach business students why cultural sensitivity is critical to successful global competitive analysis B) build an analytical toolkit with the students that will inform them how to leverage cultural analysis to optimize the macro-environmental scanning process. The paper leaves the reader with a balanced treatment of the relative strengths and weaknesses of the teaching material and approach.

V4N1 January 2007

Process-Oriented View of Competitive Intelligence,

Antia, Kersi; Hesford, James W.

V4/1, January 2007 pp 3-31.

This cross-industry, two phase, empirical study examines the firm's CI mission, the resources committed by the firm to its CI activities and the organizational location of CI activities. Through the testing of a series of hypotheses, and the subsequent development of a structural equation model (SEM), evidence is found of a significant association between a firm's competitive strategy emphasis and the CI administration and structure, which in turn, influences the subsequent intelligence analysis and extent to which information is disseminated. It is also found that, when CI is located in the marketing area, there is greater dissemination within marketing, relative to other functional areas within the firm. The impact of CI activities on organizational performance is also identified. A comprehensive framework illustrating the effect of competitive strategy on the CI process is provided. This maps the relationships and inter-connectivity between various aspects of a typical CI program. The potential for future research is discussed as the authors attempt to open up the "black box" of competitive intelligence to understand how the CI process leads to improved organizational performance.

Bibliography and Assessment of Key Competitive Intelligence Scholarship: Part 4 (2003-2006),

Fleisher, Craig S.; Wright, Sheila

V4/1, January 2007 pp 32-92

This is the most recent installment to a multi-part bibliography of the literature on competitive intelligence (CI). Parts 1, 2 and 3 were published in the Journal of Competitive Intelligence and Management, Volume 1, Numbers 1, 2 and 3 and covered the literature in the field from its earliest origins through to the beginning of 2003. This contribution adds the most recent publications from 2003 through the end of 2006 in the same categories as the originals: books, book chapters, scholarly articles and practitioner articles. Also included is an additional category of Theses and Dissertations, which gives a richer perspective of recent inclusions to the CI literature. For this installment, several new data sources have been searched and a broader range of keywords has been employed. The criteria and scope for inclusion/exclusion are explained and those discretionary filters used during the selection process are identified. Unique to this installment, is the use of some simple bibliometric analytics which enabled the identification of trends by category, publisher, author and publication title, as well as links to associated business disciplines.

An Examination of the Existence and Usage of Competitive Intelligence in Professional Sports,

Hughes, Stephanie; Beasley, Fred
V4/1, January 2007 pp 93-111

The majority of studies involving the analysis of competitive intelligence activities have focused on a few major industries. The sports and entertainment field, and professional sports in particular, have been largely ignored in most analysis of competitive intelligence activities. It could be argued that the relative "monopoly" status of major professional sports leagues in the U.S. lessens the need for cataloguing any type of competitive behavior which might give rise to intense rivalry among and between industry participants anywhere, other than on the field of play itself. However, there is an increasing amount of anecdotal evidence to suggest that competitors in the field of sports are as competitively aggressive as their other non-monopoly industry counterparts. This study surveys sports business professionals in each of the five major professional leagues (the National Basketball Association, the National Football League, Major League Baseball, the National Hockey League and Major League Soccer) about their use of competitive intelligence (CI), as well the types of CI activities used, the frequency of usage, the perceived effectiveness of CI, and their level of experience with CI. The results of the study indicate that 62% of all teams report that they maintain a competitive intelligence (CI) function and nearly two-thirds of all teams have had a competitive intelligence function for three years or more. The most effective CI activities provide intelligence that assists in player personnel decisions and the identification of market opportunities. Teams report various sources of player personnel intelligence such as scouting, film analysis, and background checks. Other effective uses of CI are for general decision support, the identification of market opportunities, the assessment of competitors' pricing strategy, and market plan development.

Using Competitive Intelligence Processes to Create Value in the Healthcare Industry,

Miree, Cynthia; York, Kenneth M; Lombardo, Shawn
V4/1, January 2007 pp 112-131

Hospitals are experiencing high job vacancy rates, and high turnover. Demographic projections predict continued labor shortages due to strong growth in healthcare-related jobs and reductions in labor force growth rates. Given these labor challenges faced by hospitals and physician offices, the development and use of human resource-related intelligence can be used to improve human resource practices and firm performance. Recommendations, based on key-informant interviews with senior executives at large and successful healthcare systems, are given that can be used to improve a firm's competitive position in the healthcare industry based on the effective management of human resources.

Comparative Study and Analysis of the Intelligence Activities of Large Finnish Companies,

Pirttimaki, Virpi
V4/1, January 2007 pp 132-155

Intelligence activities are increasing in European countries and Finland is catching up with the forerunners in intelligence practices. This article presents the major findings of the latest Finnish intelligence survey and compares them to the results of previous Finnish and global intelligence studies. The article describes the overall state and evolution of intelligence activities in Finland, one of Europe's leading countries in intelligence. The results suggest that large Finnish companies view intelligence activities not only as a defensive tool to ward off perceived threats and changes but also as a

proactive management tool for uncovering new business opportunities, trends, and weak signals in the business environment.

V4 N2 November 2007

Performance assessment in competitive intelligence: an exploration, synthesis, and research agenda.

Blenkhorn, David; Fleisher, Craig
V4/2, November 2007 p4-22.

This paper's aim is to answer the vital question – “What are the critical factors to assess competitive intelligence (CI) performance?” It will do this by examining the methods and techniques which link CI performance with measures of CI effectiveness in achieving organizational goals, while also focusing on bottom and top?line enhancement. Recommendations for establishing and assessing a CI performance assessment system and pitfalls to watch for are discussed. The paper concludes with implications for CI practitioners and a suggested agenda for future research.

Rulers for Business Intelligence and Competitive Intelligence: An Overview and Evaluation of Measurement Approaches,

Buchda, Sascha
V4/2, November 2007 pp 23-54

The need for measuring the impact of Business Intelligence and Competitive Intelligence is widely accepted among practitioners and scholars. Methods on how to conduct an evaluation of these activities have been attempted with the focus on Business Intelligence or Competitive Intelligence, yet none of these relate both concepts in the context of measuring to each other. Therefore, this article starts by making a brief comparison of the two concepts. This is followed by an account of the current state of the discussion on measuring Business Intelligence and Competitive Intelligence. In that context, the scope of measurement, the motivation for measuring, and the particular problems which arise are discussed. A portfolio of measurement scope is developed, which is then used to evaluate the current measurement suggestions.

Why Is There An Increasing Global Demand for Business Intelligence?

Herzog, Jeffrey
V4/2, November 2007 pp 55-70

This article argues that fundamental changes in the nature of international business and increasing research and development costs are driving today's demand for global business intelligence. Markets for high value?added goods are increasingly concentrated, which raises the rewards of captured market share from superior business information and increases the salience of competition. The heightened use of knowledge and innovation in these high value?added industries and vertical disintegration further increases such rewards from business intelligence due to the increased need for joint ventures, strategic partnerships and cooperation with businesses in a variety of countries.

An Examination of the "Classic" CI Model,

McGonagle, John J.
V4/2, November 2007 pp 71-86

In this article, an examination of the of the 'classic' Competitive Intelligence Cycle (CI Cycle) model is undertaken, using the literature published since the 1980s. Consideration is also given to the historical origins of this cycle, its implications and problems. Attention is drawn specifically to the ambiguous nature of the needs component in CI Cycle models, particularly regarding how this relates to the concept of key intelligence topics (KITs). The author speculates on other aspects of the current model which have emerged from US government intelligence practices which includes a discussion of the impact of these concepts on the practice of competitive intelligence.

V4N3 March 2008

Co-Editors' Letter,

Brody, Roberta; Wright, Sheila
V4/3, March 2008 p1-2.

This issue of the *Journal of Competitive Intelligence and Management* contains four peer-reviewed articles. The first of these articles, "Issues in Defining Competitive Intelligence: An Exploration" considers how CI is currently defined in the literature and who defines the term. James W. Hesford's "An Empirical Investigation of Accounting Information Use in Competitive Intelligence" presents a study in the use of competitors' accounting information by individuals engaged in competitive intelligence. "Competitive Intelligence as a Driver of Co-evolution within an Organization Population" by Mirva Peltoniemi and Elisa Vuori explores what might be the interactive and reactive consequences of CI activities within a population of competing organizations. Finally, "The Emergence and Uniqueness of Competitive Intelligence in France" by Jamie Smith and Leila Kossou considers French approaches to Competitive Intelligence.

Issues in Defining Competitive Intelligence: An Exploration,

Brody, Roberta
V4 N3, March 2008 p3-16.

This article begins by considering how some major organizations in North America address the definition of the term "competitive intelligence." That is to say, it attempts to set this exploration in the current contexts in which the term is used and defined. It attempts a synchronic exploration of current definitions and descriptions of CI by considering competitive intelligence as a term used in a body of documents and in document surrogates as represented by assigned indexing terms or controlled vocabulary metadata. Results suggest that there is not a definite description of the field. Descriptions and definitions were mostly process oriented but some defined CI in terms of products and final deliverables.

An Empirical Investigation of Accounting Information Use in Competitive Intelligence,

Hesford, James W.
V4 N3, March 2008 p17-49

This study investigates the use of competitors' accounting information by individuals engaged in competitive intelligence. In the proposed framework competitive intelligence is an activity that firms undertake to offset the adverse effects of competition. Discussions with practitioners guided theory and survey development. Using both objective and subjective measures, survey data is analyzed and hypotheses tested using a structural equations model. The results show that competition, organizational support and accounting knowledge lead to greater use of accounting information in competitive intelligence activities. Accounting information was found to be positively associated with competitive intelligence unit effectiveness that, in turn, is positively associated with organizational performance. Finally, the evidence suggests that accountants within the firm should extend their work beyond traditional, internally-focused activities to contribute to the firm's competitive intelligence effort, providing assistance with competitor cost assessment and financial statement analysis.

Competitive Intelligence as a Driver of Co-Evolution within an Organization Population,

Peltoniemi, Mirva; Vuori, Elisa

V4 N3 March 2008 p50-62

This paper discusses the implications that competitive intelligence operations may have on coevolution within a competitive organization population. The objectives and results of competitive intelligence are analyzed at the level of an individual organization. The population level consequences are conceptualized with the Red Queen effect and emergence. The study has been conducted as a conceptual analysis.

The Emergence and Uniqueness of Competitive Intelligence in France,

Smith, Jamie; Kossou, Leila

V4/3 March 2008 p63-85.

This article reviews French approaches to Competitive Intelligence. After establishing what forms CI take in French industry and language, the unique facets in France are discussed: government initiatives, the unique role of the Chambers of Commerce and Industry, and Regional Intelligence. A timeline is proposed illustrating how CI in France has evolved and who have been the key players. The equally original contribution of CI post-graduate degree programs is discussed together with the role of consultancies, support organizations, and academic research contributions. Three examples are included not only to elicit specific cases in Regional Intelligence, Consultancy, and Education, but also to illustrate how the different actors interact. Concluding remarks reflect on the outlook and restraints for CI in France.