Competitive intelligence has a mystical allure shrouded in the romance of spying. As such executives have responded in a variety of ways ranging from keeping a healthy distance from competitive intelligence for fear of being accused of espionage to naively embracing the tenets of Sun Tzu.

Course Description:

Competitive intelligence is an art (Intelligence Driven Strategy), science (analytical techniques) and craft (learning from experience of managing and doing CI). An effective competitive intelligence program (CIP) is one of the foundations on which strategies and tactics are built, assessed and modified. CIPs can be defined as follows:

A competitive intelligence program entails a continuously evolving integration of both formalized and informal processes by which organizational members assess, disseminate and use key trends, emerging discontinuities, the evolution of industry structure, and the capabilities and behaviors of current and potential competitors to assist in formulating and implementing strategy and tactics.

Competitive intelligence is defined as:

Process of developing actionable foresight regarding competitive dynamics that can be used to enhance the speed and quality of decision making.

Actionable foresight is the result of the:

Collection and analysis of information and the dissemination of intelligence products/services to intelligence users on a timely basis

Competitive dynamics include:

* Many of the ideas in this syllabus have been adapted from the course developed by Professor John E. Prescott of the Katz Graduate School of Business at the University of Pittsburgh and many of the lectures based on materials developed by and contained in the book, Competitors: Outwitting, Outmaneuvering, and Outperforming, by Liam Fahey: John Wiley & Sons, 1999 and from materials developed by Tim Powell of The Knowledge Agency. Thanks are due all for their assistance.
Nonmarket factors, industry evolution, competitor rivalry, potential competitors
One’s own organization and the individuals making key decisions in those organizations.

**Course Materials:** On Blackboard and available in hard copy from outside of KMC 9-72


**Course Assignments**

There are three assignments in this course. Two are group assignments and one is an individual term paper.

**Group Assignments**

**Finding Data on Competitors** (ungraded, for fun)

Find the size in revenues and profits, and the financial and technological position of the Thomas Publishing Company, LLC, a privately held company. It is possible to locate these data. Spend no more than one hour each on this project.

**Term Long Group Project**

This project will be done in several parts. Choose one business in the firm or a well-defined product line in the business and *study a key competitor* of that business or product line using both the firm’s internal data on competitors (if and as available and without violating the firm’s need for confidentiality) and publicly available data. **If your employer has a competitor profile you are not to use that profile but are to compile and analyze one yourself.**

Part 1 – Analyzing the Industry and the Competitor’s Place in It

Companies compete in a multivariate world. As such, there is a need to portray competitive dynamics in multivariate ways. Increasingly, visualization techniques are being used to convey complex, multivariate messages. Your assignment is to develop a visualization competitor template that captures the economic structure—both historical and current—of the industry in which it competes as well as the focal firm’s place in that industry.

To complete this assignment you need to consider the following (among other factors) for the development of the template:

- The key players in the industry, their relevant sizes and industry concentration ratios
- A five-forces analysis
- The performance of the industry in revenues, profits, and shareholder value
- The basic economics of the industry
- The strategies and performance of the competitor(s)
- Industry trends, key success factors
- Industry and firm value chains

You are encouraged to use a variety of techniques in this template:

- The combination of words, numbers, pictures, charts, dials, etc.
- Time dimension
- Animation
- Use of color
• Creativity
The template is to be in Powerpoint or other graphical form and is to be comprised of no more than four slides.

Part 2 – Analyzing the Firm’s Marketplace Strategy

Identify the key competitor’s Marketplace Strategy as described in the course materials. Prepare a presentation of no more than 15 PowerPoint slides that describes a) your findings and b) their implications for the chosen firm. The slides must “speak for themselves.”

Part 3 – Value Chain, Capabilities, Organization, Alliances

In this assignment, you may analyze any two of the following: a) the competitor’s value chain, b) the competitor’s capabilities (primarily its technological capabilities), c) its organization, or d) its strategic alliances (all as described in the lecture materials). Prepare a presentation of no more than 15 PowerPoint slides that describes a) your findings and b) their implications for the chosen firm. The slides must “speak for themselves.”

Part 4 – The Competitors’ Likely future Strategies

Will the competitor maintain its current strategy, what direction will it most likely take, what options are available to it, what are the implications of those options for us?

Prepare a presentation of no more than 15 PowerPoint slides that describes results.

Individual Assignment: The Status of CI in My Organization

The course text, Proven Strategies in Competitive Intelligence, has two main sections in it. Part 1 is titled “Competitive Business Intelligence: Corporate Case Studies.” Part 2 is titled “Competitive Technical Intelligence.” The assignment is to write a paper of 5 pages (double-spaced, 12 point type) based on either of the two sections of the book as you see the key ideas, concepts, processes, and tools that permeate each section of the text applied to or in action in the business or organization you work for or have personal knowledge of (with the professor’s permission). Those choosing the first section may stop at page 175. Part 2 is most applicable to those students who work in either a business or technical function in a technology intensive industry in which technology and changing technology are a key competitive advantage. While the text of the paper is limited to 5 pages, appendices are acceptable and can be useful.

In either instance, papers will be evaluated on the basis of the extent to which the key ideas, concepts, processes and tools contained in the section are chosen for discussion and are explored and applied to the chosen business. Students are encouraged to interview managers or professionals in their chosen firm and to cite those sources and interviews. Lastly, the paper should assess the state of competitive intelligence in the chosen business, whether or not the business has a formal CI function. The paper is expected to be of professional quality with the use of headings and subheadings and to give appropriate citations for the source(s) of the key ideas, concepts, processes, and tools used in the paper.
Partial Resource List for Competitive Intelligence

Professional Society

Society of Competitive Intelligence Professionals (SCIP)
1700 Diagonal Road, Suite 600
Alexandria, VA 22314
703-739-0696
Fax: 703-739-2524
E-mail: postmaster@scip.org    WWW: http://www.scip.org

Journal

Journal of Competitive Intelligence and Management (online journal)
Competitive Intelligence (a magazine published by SCIP)

Some Recent Books


Some useful websites:

National Security Intelligence

www.cia.gov/ - CIA website

www.dia.mil/ - Defense intelligence agency

www.loyola.edu/dept/politics/intel - Loyola University

www.intelligenceonline.com/ - appeals to diplomats

www.dia.mil/Jmic/ - Joint Military Intelligence College

www.nwc.navy.mil/ - Naval War College

www.carisle.army.mil/ - Army War College

www.ndu.edu/nwc/ - National War College

Business Intelligence

www.scip.org – Society of Competitive Intelligence Professionals
www.competia.com/ - Competia is a consulting firm in CI and planning
www.anderson.ucla.edu/resources/library/libcoint.htm Competitive Intelligence
www.lib.cmich.edu/subjectguides/business/intelligence.htm Business/Competitive Intelligence Resources
http://piug.derwent.co.uk/archive/piug/0347.html Providers of pharma competitive intelligence-summary of responses

www.virtuallibrarian.com/research/ci/html Competitive Intelligence
www.scu.edu/library/research/business/competit.html Research Guides by Subject – Business – Competitive Intelligence – A Bibliographic Guide
www.lib.purdue.edu/mel/inst/ci.html Competitive Intelligence
www.infotoday.com/searcher/sep00/gross.htm Competitive Intelligence: A Librarian’s Empirical Approach

www.brint.com/papers/ciover.htm Competitive Intelligence Programs: An Overview

http://ace.acadiau.ca/ci/cv_top10.html Vibert’s Top 10 Links

Economic Espionage Act

www.cybercrime.gov/eea.html The Economic Espionage Act

www.cybercrime.gov/eapub.htm Current Table of Prosecutions & Sentences


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<th>Session</th>
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| 1       | February 6, 2006 | - Course Introduction and Overview  
- Team Formation  
- Thomas Publishing Assignment  
- Instructions on Industry Analysis  
- Lecture: The Process of CI |
- Case Discussion: Barco Projection Systems  
  What information would you want on Sony and Electrohome if you were Barco? Why?  
- Lecture: The Content of CI - Overview  
- Lecture: Competitors’ Marketplace Strategy |
| Holiday | February 20, 2006|                                                                               |
| 3       | February 27, 2006| -Deliver and Report out: Analyzing the Industry and the Competitor’s Place In It  
Lecture: Competitors’ Marketplace Strategy - Continued |
| 4       | March 6, 2006    | Lecture: The Competitors’ Value Chain  
Lecture: The Competitors’ Resources and Capabilities |
| Spring Break | March 13, 2006 |                                                                               |
| 5       | March 20, 2006   | Lecture: The Competitors’ Resources and Capabilities – Continued  
-Deliver and Report Out-Competitors’ Marketplace Strategy |
| 6       | March 27, 2006   | Lecture: The Competitors’ Alliances and Relationships  
-Deliver and Report Out – The Competitors’ Value Chain |
| 7       | April 3, 2006    | Lecture: The Competitors’ Organization  
-Deliver and Report Out – The Competitors’ Resources and Capabilities |
| 8       | April 10, 2006   | Lecture: Legal and Ethical Issues in CI |
| 9       | April 17, 2006   | Lecture: Competitors’ Scenarios  
-Deliver and Report Out – The Competitors’ Alliances and Relationships |
| 10      | April 24, 2006   | - Deliver and Report Out – The Competitors’ Organization  
- Deliver and Report Out – The Status of CI in my Organization |
| 11      | May 1, 2006      | -Deliver and Report Out – The Competitors’ Likely Future Strategies |
| 12      | May 8, 2006      | Course Wind-Up |

**Schedule**