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.

* 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.
**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:

Nonmarket factors, industry evolution, competitor rivalry, potential competitors, one's own organization and the individuals making key decisions in those organizations.

This course focuses on the concepts of CIP and is focused on building concepts and on developing these skills needed to produce actionable intelligence. The methods of intelligence collection, analysis, dissemination, and counterintelligence are framed within a global context.

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


**Assignments & Evaluation:**

Students will be required to complete a take-home group project and an individual paper. **The project is due two weeks after the end of the course.** The set of projects are described below.

**Paper – 45%**

**Project – 45 %**

**Participation – 10 %**

**Competitive Intelligence Assignments**

**Group Project**

As a group, choose a firm to study, most likely one of those firms that a team member works in. 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 publicly available data. Specifically, the project is to identify that 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.

**Individual Paper**

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 10 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 10 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)

Some Recent Books


**Some useful websites:**

**National Security Intelligence**


[www.dia.mil/](http://www.dia.mil/) - Defense intelligence agency

[www.loyola.edu/dept/politics/intel](http://www.loyola.edu/dept/politics/intel) - Loyola University

[www.intelligenceonline.com/](http://www.intelligenceonline.com/) - appeals to diplomats


[www.nwc.navy.mil/](http://www.nwc.navy.mil/) - Naval War College


[www.ndu.edu/nwc/](http://www.ndu.edu/nwc/) - National War College

**Business Intelligence**

[www.scip.org](http://www.scip.org) – Society of Competitive Intelligence Professionals

[www.competia.com/](http://www.competia.com/) - Competia is a consulting firm in CI and planning

[www.anderson.ucla.edu/resources/library/libcoint.htm](http://www.anderson.ucla.edu/resources/library/libcoint.htm) Competitive Intelligence

[www.lib.cmich.edu/subjectguides/business/intelligence.htm](http://www.lib.cmich.edu/subjectguides/business/intelligence.htm) Business/Competitive Intelligence Resources


[http://piug.derwent.co.uk/archive/piug/0347.html](http://piug.derwent.co.uk/archive/piug/0347.html) Providers of pharma competitive intelligence- summary of responses

[www.virtuallibrarian.com/research/ci.html](http://www.virtuallibrarian.com/research/ci.html) Competitive Intelligence


[www.lib.purdue.edu/mel/inst/ci.html](http://www.lib.purdue.edu/mel/inst/ci.html) Competitive Intelligence

[www.infotoday.com/searcher/sep00/gross.htm](http://www.infotoday.com/searcher/sep00/gross.htm) Competitive Intelligence: A Librarian’s Empirical Approach

[www.brint.com/papers/ciover.htm](http://www.brint.com/papers/ciover.htm) Competitive Intelligence Programs: An Overview

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

**Economic Espionage Act**

[www.cybercrime.gov/eea.html](http://www.cybercrime.gov/eea.html) The Economic Espionage Act

[www.cybercrime.gov/eeapub.htm](http://www.cybercrime.gov/eeapub.htm) Current Table of Prosecutions & Sentences

### Schedule

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<th>Session</th>
<th>Date</th>
<th>Time</th>
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| 1       | January 26, 2005| 6-9 pm     | - Course Introduction  
- The CI Function*  
- Continuous vs. Project Oriented CI* |
| 2       | January 29, 2005| 9 am – 4 pm| - Assessing a Competitor’s Marketplace Strategy*  
- Legal & Ethical Issues in CI*: Competitive Information Policy at United Technologies (HBS 9-392-091) |
| 3       | January 31, 2005| 6-9 pm     | - Assessing the Competitor’s Value Chain*                                                     |
| 4       | February 2, 2005 | 6-9 pm     | - Assessing a Competitor’s Resources and Capabilities*                                         |
| 5       | February 5, 2005 | 9 am – 12 pm| - Using Scenarios to Understand Industry Evolution & Competitors’ Strategies*                |

*All contained in Course Slides on Blackboard