Course: COMPETITIVE INTELLIGENCE

Developer: Katherine M. Shelfer, PhD
Associate Professor, St. John’s University
Fellow, Society of Competitive Intelligence Professionals
Editor, IAFIE NEWS

Contact: katherine.shelfer@att.net
Office Hours: By schedule, by appointment, by email, by texting to professor’s cell phone, and at various ‘brown bags’ and ‘off-sites’

SYLLABUS

COURSE DESCRIPTION
Competitive intelligence professionals are employed in a wide range of problem-solving work environments. This course examines (1) analytical methods used to legally and ethically uncover hidden knowledge from open source information; and (2) sources and forms of information used to acquire organizational advantages and/or counter the intelligence-gathering practices of others.

LEARNING GOALS
Participants will study and use qualitative and quantitative methods to (1) integrate and analyze various types of information (patents, financial, production, market); (2) improve strategic, tactical and operational decision-making; (3) produce intelligence reports of various types; and (4) counter the intelligence-gathering practices of others.

EXIT COMPETENCIES
Participants will be able to identify the applications of competitive intelligence/analyzed information; explain the contextual value of qualitative and quantitative analysis, analyze existing data of four types: patent, financial, production, market; and fit the presentation to the particular audience or need.

COURSE CONTENT – MAJOR TOPICS AND # SESSIONS DEVOTED TO EACH

1. Introducing and Establishing the CI Process: *Introduction; *Designing the CI Process; Organizing The CI Team; *Conducting A CI Needs Assessment; *Developing An Implementation Plan; *Organizing the CI Team [Based on Kahane; Tyson]

2-3. The Internal Intelligence Effort (Strategic KM): *Focusing the Intelligence Effort; *Gathering and Using Internal Information, with Emphasis on Qualitative Methods [Based on Heuer and Pherson]
* Gathering Published Information; *Gathering Published information; *Gathering External Information; *Effective use of Selected Secondary Databases; *CI Software

3-5. The Intelligence Effort—(CI): *Analyzing Your Competition; Patent, Financial, Production, & Market Information; CI Models & Metrics [Based on Fleisher and Bensoussan]

6. Packaging Intelligence: *Packaging Intelligence; *Sample Briefings [Based on Tyson]

7. Ethics and Security: *Guarding Your Company Secrets; *Counterintelligence; *Ethics; *Final Caveats

8. Thinking Ahead and Out of the Box: *Cases; *Scenarios; *War Games

9.* Final Project Reports; Lessons Learned
ASSESSMENT & EVALUATION
Participants will be evaluated based on their ability to incorporate information obtained from readings, lectures, discussions, independent research, in-class demonstrations, exercises, guided practice and personal observation to develop evidence-backed intelligence reports. Course grades are a reflection of qualitative and quantitative analytical expertise developed through regular study and practice.

- 60% exercises (6) related to the assigned/negotiated focus problem
- 25% development of a competitor profile, issues briefing, or situation assessment
- 15% class participation, including teamwork and peer support

COURSE MATERIALS - Required Texts and Recommended Readings:

Other 'methods' books by these authors may be substituted-- an index to 'methods' books by these authors is Attached. Books are available from the reserve desk of the University Library [Davis Library; Manhattan campus] or via an IL request, so students do not need to purchase new copies.

Professional Bookshelf (required)
1. Richards Heuer and Randolph Pherson (2010). Structured Analytic Techniques. CQ (College) Press. Rationale: This text introduces several dozen qualitative techniques. [workbook in development]

Professional Bookshelf strongly recommended)
4. Tyson, Kirk M. The Complete Guide to Competitive Intelligence. (latest ed.) $90 (US) if ordered directly from publisher: http://www.perpetualstrategist.com/publications.html Rationale: This text—while certainly not ‘complete’ does an excellent job of identifying the data elements needed for intelligence analysis and also provides examples and templates of intelligence artifacts.

NOTES:
- Additional readings to support class discussions are sometimes assigned and/or discussed in class.
- To facilitate post-course self-guided learning, a ‘core CI book collection’ (through 2007) is attached. These are the ‘classics.’ A 2012 (5-year) update is planned.
- To gain access to expertise, information, and training opportunities via the association website, course participants are encouraged to consider joining the Society of Competitive Intelligence Professionals (SCIP), located online at www.scip.org that is associated with Frost & Sullivan’s Foundation.
COURSE BIBLIOGRAPHY

Core Book Collection: - published through 2007


11. **Fuld War Room.** Ironhorse Multimedia, http://www.ironhorsemultimedia.com/. Content provided by the Fuld Group. 4 CD-ROMS and 2 manuals. (1st CD/DVD SET produced to meet the needs of SCIP members; used in some courses)


39. Tbd

---

**CI Core Book Collection 2008-present**

[Prepared by Amy Sarola and edited by Katherine Shelfer in October 2010]


SERIAL PUBLICATIONS – JOURNALS, MAGAZINES – selected examples

**SCHOLARLY/RESEARCH JOURNALS**

1. Academy of Management Review
2. Communications of the ... [examples: ACM; AIS]
3. European Journal of Marketing
4. Information Management Journal
5. Intellectual Property and Technology Law
6. JASIS&T: Journal of the American Society of Information Science and Technology
7. Journal of Business & Finance Librarianship
8. Journal of Database Marketing
9. Journal of Information Science
10. Journal of Management Information Systems
12. Journal of Strategic Marketing
13. Knowledge Management Journal
14. Marketing Intelligence and Planning
15. Marketing Science
16. R&D Management
17. Security Management
18. Strategic Direction
19. Strategy and Leadership

**PRACTITIONER/TRADE MAGAZINES**

1. Access
3. Database
4. Fast Company
5. Information Outlook
6. Information Today
7. KM World
8. Law Office Management & Administration Report
9. [example: Medical] Economics
10. Online
11. Searcher
ARTICLES - through October 2010  [Examples of Article Availability]

[prepared by Amy Sarola and edited by Katherine Shelfer]


114. Weiss, A. (2004). Should I spy with my legal eye or is there a better way? Lawful competitive intelligence for legal professionals. *Legal Information Management* 4(1): 13-16. Retrieved from [http://vnweb.hwwilsonweb.com/hww/jumpstart.jhtml?recid=0bc05f7a67b1790ec3ea20a038c1d552af2773664c099031b079f1e5f71c0a28e67b408054015925&fmt=C](http://vnweb.hwwilsonweb.com/hww/jumpstart.jhtml?recid=0bc05f7a67b1790ec3ea20a038c1d552af2773664c099031b079f1e5f71c0a28e67b408054015925&fmt=C)


**PRACTITIONER WEBSITES**

- [WWW.SLA.ORG](http://WWW.SLA.ORG)
- [WWW.RUSA.ALA.ORG](http://WWW.RUSA.ALA.ORG)
- [WWW.SCIP.ORG](http://WWW.SCIP.ORG)
ADDENDUM

BIBLIOGRAPHIC RESEARCH NOTES AND INSTRUCTOR COMMENTS

1. For articles, books, theses, dissertations, software and tutorials that study or apply specific analytical frameworks/methods/models/tools/techniques, each must be searched separately, as literature spans many knowledge domains and the ‘body of knowledge’ is disaggregated.

Example: matrix models

The BCG Growth Matrix is a proprietary method developed by the Boston Consulting Group and is referenced as the BCG Growth Matrix. Variations continue to appear, as indicated by the citation below:

<table>
<thead>
<tr>
<th>#</th>
<th>Method, Model Tool, Technique</th>
<th>Decision Support Category (Best Fit)</th>
<th>Source by Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BCG Growth/Share Portfolio Matrix</td>
<td>Market</td>
<td>29</td>
</tr>
<tr>
<td>2</td>
<td>Competitor Analysis</td>
<td>Finance</td>
<td>40</td>
</tr>
<tr>
<td>3</td>
<td>Financial Ratio and Statement (see also Competitor Cash Flow Analysis)</td>
<td>Finance</td>
<td>111</td>
</tr>
<tr>
<td>4</td>
<td>Industry 5 Forces</td>
<td>Management</td>
<td>95</td>
</tr>
<tr>
<td>5</td>
<td>Industry-Porter’s 5 Forces</td>
<td>Management</td>
<td>95</td>
</tr>
<tr>
<td>6</td>
<td>SWOT</td>
<td>Management</td>
<td>111</td>
</tr>
<tr>
<td>7</td>
<td>Political Risk (see also Country Risk)</td>
<td>Finance</td>
<td>131</td>
</tr>
<tr>
<td>8</td>
<td>Scenario</td>
<td>Management</td>
<td>169</td>
</tr>
<tr>
<td>9</td>
<td>Macroeconomic (STEEP/PEST)</td>
<td>Management</td>
<td>169</td>
</tr>
<tr>
<td>10</td>
<td>MWT</td>
<td>Management</td>
<td>169</td>
</tr>
<tr>
<td>11</td>
<td>Value Chain</td>
<td>Production</td>
<td>199</td>
</tr>
<tr>
<td>12</td>
<td>Competitive Positioning</td>
<td>Marketing</td>
<td>103</td>
</tr>
<tr>
<td>13</td>
<td>Business Model</td>
<td>Finance</td>
<td>119</td>
</tr>
<tr>
<td>14</td>
<td>ERP/IV</td>
<td>Management</td>
<td>139</td>
</tr>
<tr>
<td>15</td>
<td>Supply Chain Management (SCM)</td>
<td>Production</td>
<td>155</td>
</tr>
<tr>
<td>16</td>
<td>Benchmarking</td>
<td>Management</td>
<td>171</td>
</tr>
<tr>
<td>17</td>
<td>McKinsey 7S</td>
<td>Market</td>
<td>191</td>
</tr>
<tr>
<td>18</td>
<td>Benchmarking</td>
<td>Market</td>
<td>206</td>
</tr>
<tr>
<td>19</td>
<td>Product Line</td>
<td>Production</td>
<td>223</td>
</tr>
<tr>
<td>20</td>
<td>Windows</td>
<td>Market</td>
<td>241</td>
</tr>
<tr>
<td>21</td>
<td>Strategic Relationship</td>
<td>Marketing</td>
<td>255</td>
</tr>
<tr>
<td>22</td>
<td>Corporate Reputation</td>
<td>Marketing</td>
<td>275</td>
</tr>
<tr>
<td>23</td>
<td>Critical Success Factors (CSF)</td>
<td>Management</td>
<td>291</td>
</tr>
<tr>
<td>24</td>
<td>Country Risk (see also Political Risk)</td>
<td>Finance</td>
<td>309</td>
</tr>
<tr>
<td>25</td>
<td>Driving Forces</td>
<td>Market</td>
<td>329</td>
</tr>
<tr>
<td>26</td>
<td>Event and Timeline</td>
<td>Market</td>
<td>343</td>
</tr>
<tr>
<td>27</td>
<td>Technology Forecasting</td>
<td>Market</td>
<td>359</td>
</tr>
<tr>
<td>28</td>
<td>War Gaming</td>
<td>Market</td>
<td>377</td>
</tr>
<tr>
<td>29</td>
<td>Indications and Early Warning</td>
<td>Market</td>
<td>391</td>
</tr>
<tr>
<td>30</td>
<td>Historical Graphical Analysis</td>
<td>Management</td>
<td>405</td>
</tr>
<tr>
<td>31</td>
<td>Statistical Interpretation of Data</td>
<td>Finance</td>
<td>417</td>
</tr>
<tr>
<td>32</td>
<td>Competitor Cash Flow (see also Financial Ratio and Statement)</td>
<td>Finance</td>
<td>433</td>
</tr>
<tr>
<td>33</td>
<td>Analysis of Competing Hypotheses (ACH)</td>
<td>Management</td>
<td>451</td>
</tr>
<tr>
<td>34</td>
<td>Ulrich</td>
<td>Market</td>
<td>463</td>
</tr>
<tr>
<td>35</td>
<td>Benchmarking</td>
<td>Marketing</td>
<td>512</td>
</tr>
<tr>
<td>36</td>
<td>Brainstorming</td>
<td>Idea Generation</td>
<td>5.1</td>
</tr>
<tr>
<td>37</td>
<td>Brainstorming</td>
<td>Idea Generation</td>
<td>5.2</td>
</tr>
<tr>
<td>38</td>
<td>Design Impact Matrix</td>
<td>Idea Generation</td>
<td>5.4</td>
</tr>
<tr>
<td>39</td>
<td>Customer Segmentation</td>
<td>Marketing</td>
<td>162</td>
</tr>
<tr>
<td>40</td>
<td>Customer Value</td>
<td>Marketing</td>
<td>180</td>
</tr>
<tr>
<td>41</td>
<td>Delphi</td>
<td>Customer</td>
<td>x</td>
</tr>
<tr>
<td>42</td>
<td>Experience Curve</td>
<td>Production</td>
<td>313</td>
</tr>
<tr>
<td>43</td>
<td>Functional Capability and Resource</td>
<td>Production</td>
<td>205</td>
</tr>
<tr>
<td>44</td>
<td>GE Business Screen Matrix</td>
<td>Management</td>
<td>47</td>
</tr>
<tr>
<td>45</td>
<td>Growth Vector</td>
<td>Production</td>
<td>334</td>
</tr>
<tr>
<td>46</td>
<td>Management Profiling</td>
<td>Management</td>
<td>225</td>
</tr>
<tr>
<td>47</td>
<td>Morphological (see also Quadrant Crunching)</td>
<td>Idea Generation</td>
<td>5.6</td>
</tr>
<tr>
<td>48</td>
<td>Nominal Group Technique (NGT)</td>
<td>Idea Generation</td>
<td>5.3</td>
</tr>
<tr>
<td>49</td>
<td>Patent</td>
<td>Production</td>
<td>347</td>
</tr>
<tr>
<td>50</td>
<td>Product Life Cycle</td>
<td>Production</td>
<td>364</td>
</tr>
<tr>
<td>51</td>
<td>Quadrant Crunching (see also Morphological)</td>
<td>Idea Generation</td>
<td>5.7</td>
</tr>
<tr>
<td>52</td>
<td>S-Curve (technology life cycle)</td>
<td>Production</td>
<td>381</td>
</tr>
<tr>
<td>53</td>
<td>Stakeholders</td>
<td>Management</td>
<td>298</td>
</tr>
<tr>
<td>54</td>
<td>Brainstorming</td>
<td>Idea Generation</td>
<td>5.5</td>
</tr>
</tbody>
</table>