



Competitive Intelligence

Concepts, Practices and Advantages

Miguel Duarte Ferreira

VIII ATLANTIC SYMPOSIUM ON C4I

IESM – Instituto Superior de Estudos Militares

Lisboa, 9 de Maio de 2007



*"It is pardonable to be
defeated, but never
to be surprised."*

Frederick the Great

“It is pardonable to be defeated, but never to be surprised...”

Fuld & Company (2002)

- **140 leaders of top USA companies**
- **Two thirds were surprised by more than three events in previous five years**
- **40% of all managers do nothing or *short cut***

What is Competitive Intelligence?

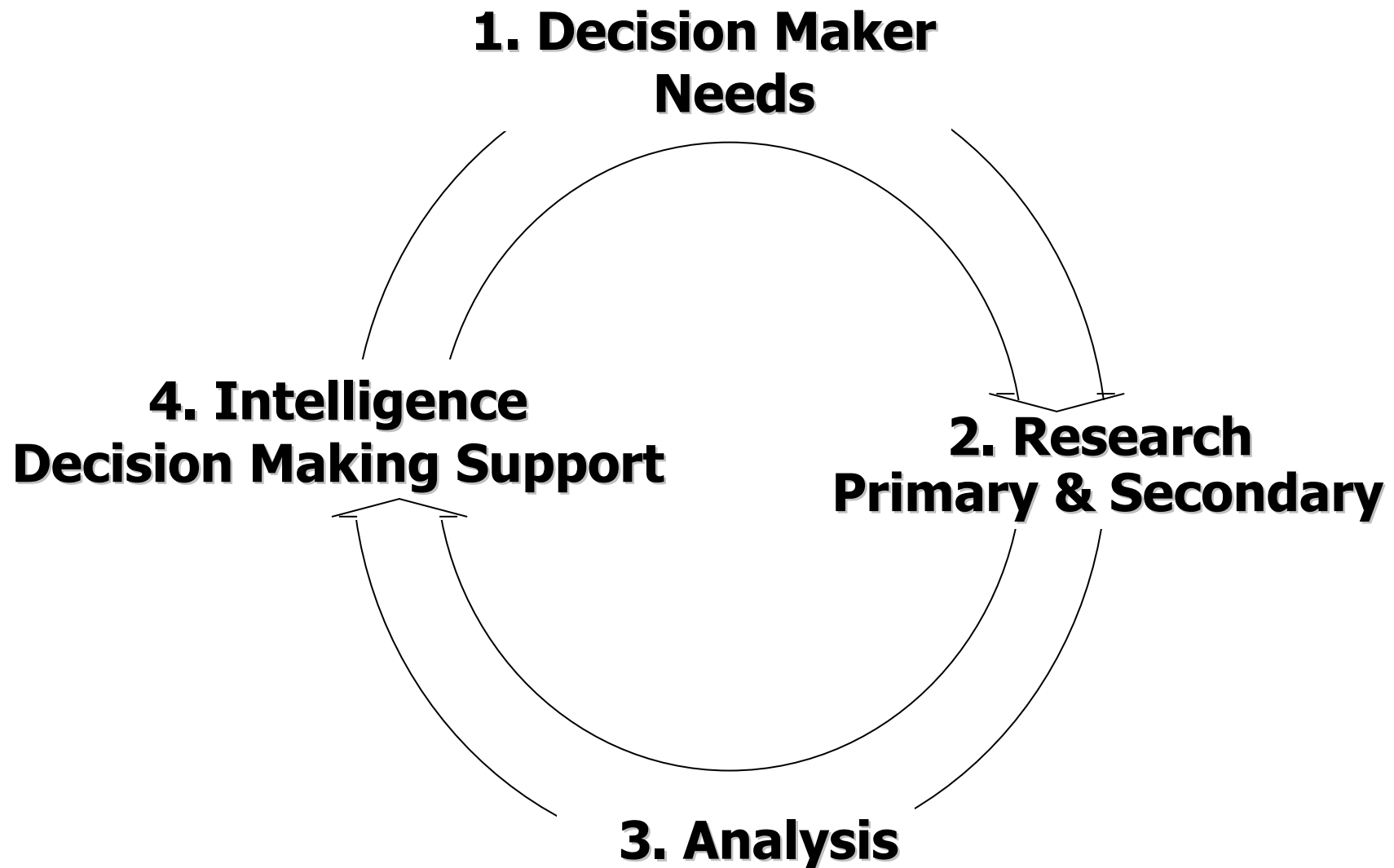
Competitive Intelligence is a systematic and ethical program for gathering, analyzing, and managing external information that **can affect your company's plans, decisions, and operations**. (SCIP – Society of Competitive Intelligence Professionals)

Competitive intelligence is the gathering and analysis of information from human and published sources about market trends and industry developments that **allows for advanced identification of risks and opportunities** in the competitive arena.

(Ben Gilad, PhD)

Competitive intelligence is a **formalized, yet continuously evolving process** by which the management team assesses the evolution of its industry and the capabilities and behavior of its current and potential competitors to assist in maintaining or developing a competitive advantage. (Prescott and Gibbons)

Competitive Intelligence Cycle



Systematic Strategic Risk Management

What creates risk? → *Uncertainty*

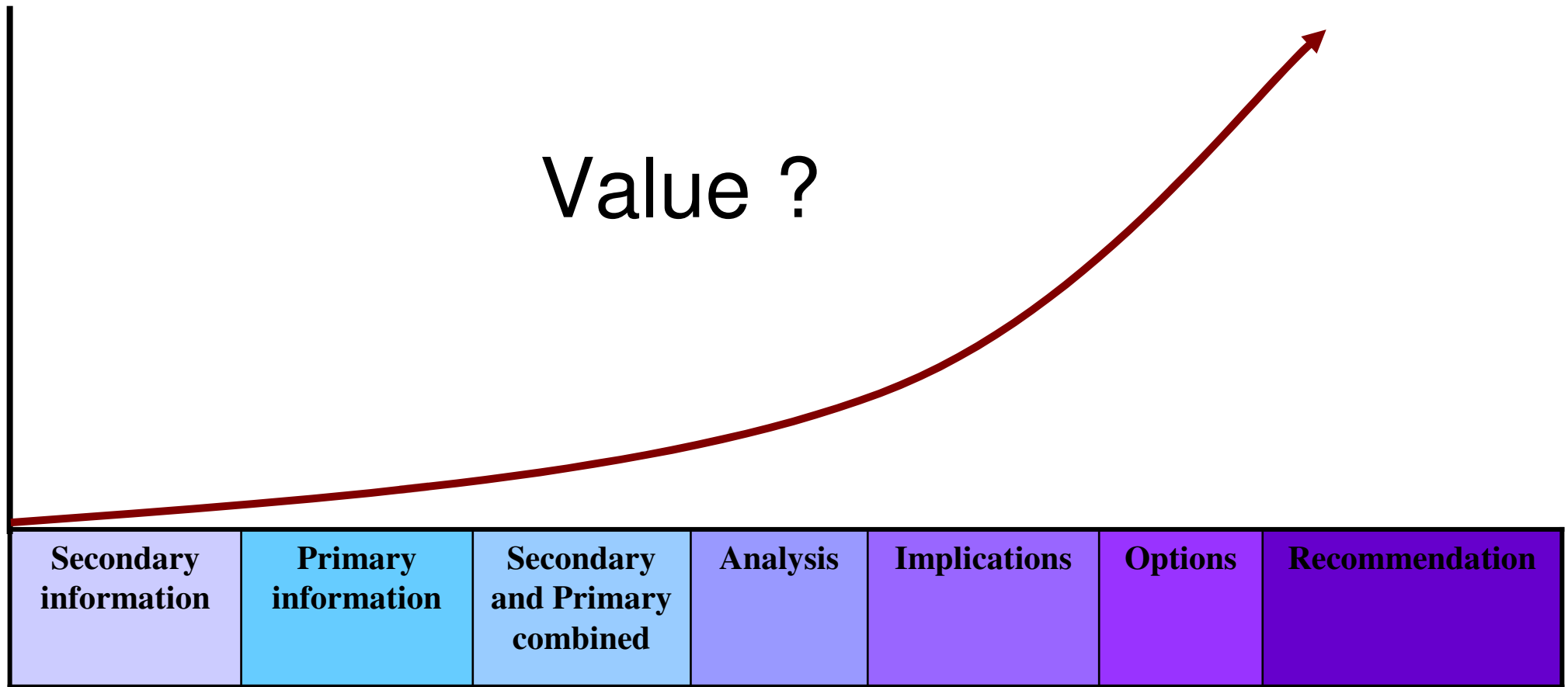
What creates uncertainty? → *Change*

Drivers of Change

- *New Technologies/Science*
- *Regulatory/Government Action*
- *Social and Demographic*
- *Competitive Action*

"Early Warnings", Ben Gilad, PhD, 2004 Amacon

Data, Information, Knowledge and Added Value



Key Benefits

#1

Avoid

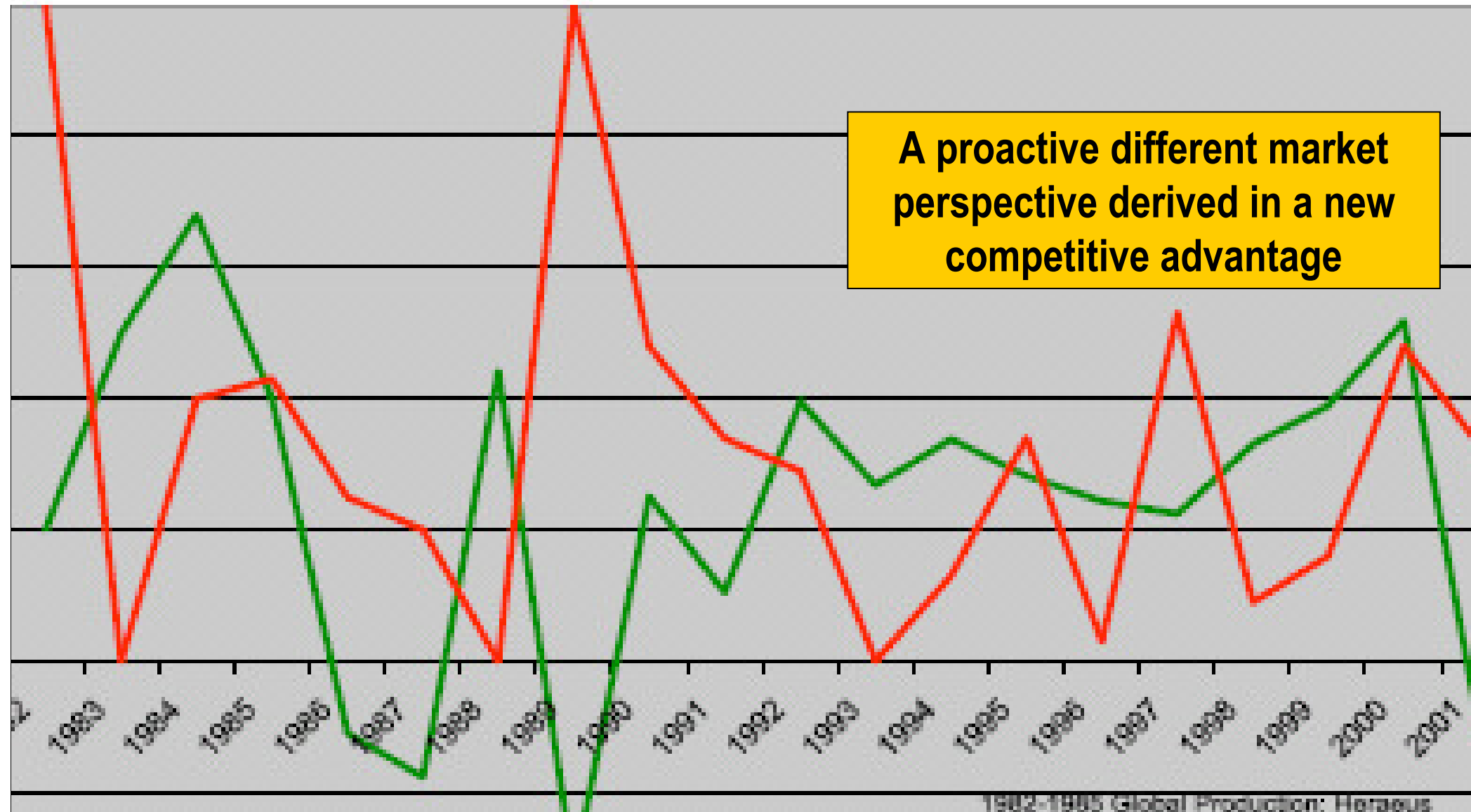
#2

Surprises!

#3

War Story #1

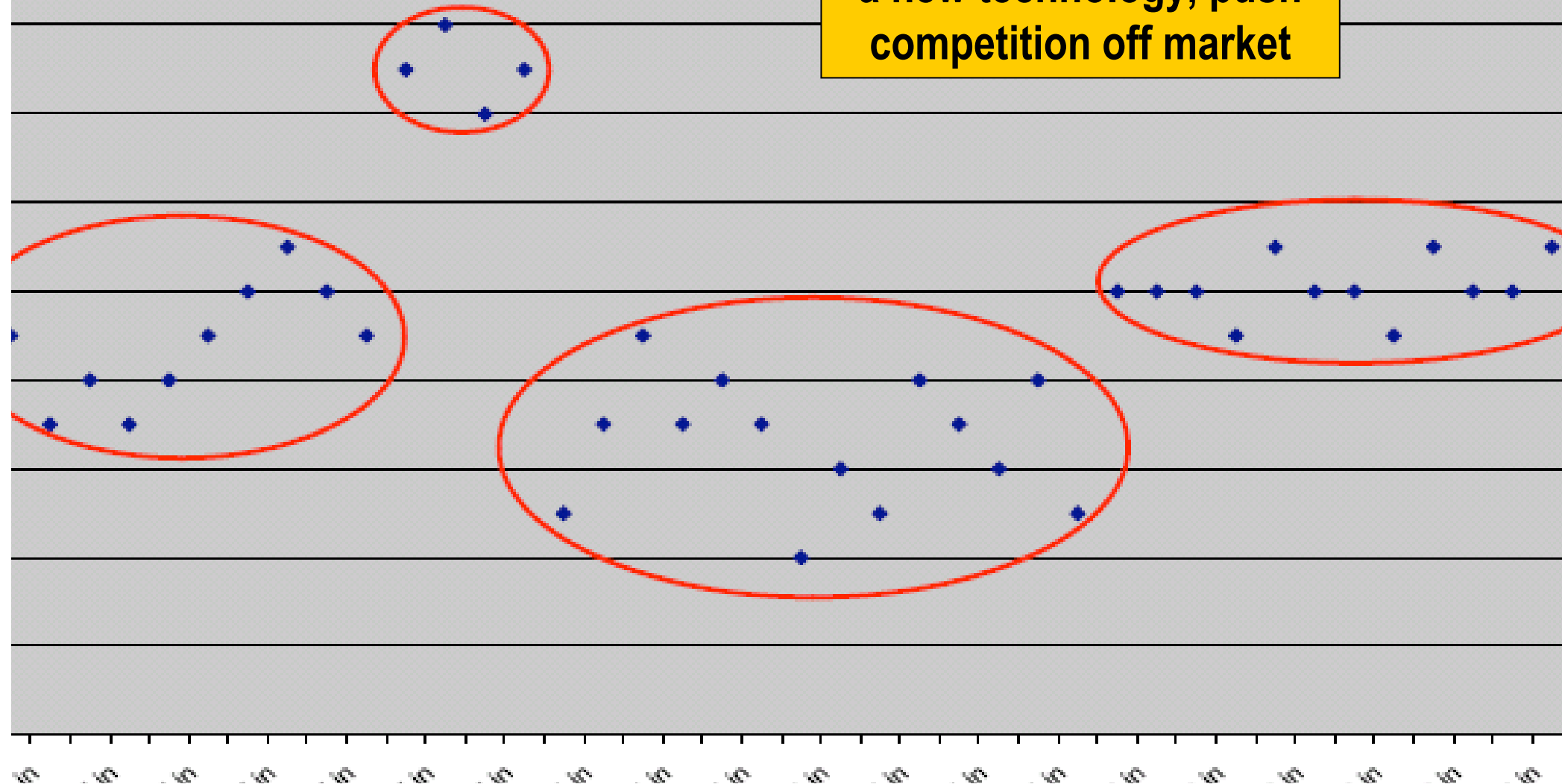
A proactive different market perspective derived in a new competitive advantage



1992-1995 Global Production: Heraeus

War Story #2

Market entrance based in a new technology, push competition off market



War Story #3

PLEASE DO NOT
OBSTRUCT THIS
ENTRANCE

**Blocking the entrance of
a competitor in the
marketplace**

Competitive Intelligence Benefits

- Outward looking
- Fosters decisions based on facts
- Business kept adjusted with its environment
- Supports & promotes sense of competitive urgency
- Increases the chances of improving performance

Thank you very much

Miguel Duarte Ferreira

miguelduarte@telepac.pt



Competitive Intelligence

Concepts, Practices and Advantages

Miguel Duarte Ferreira

VIII ATLANTIC SYMPOSIUM ON C4I

Academia Militar

Lisboa, 9 de Maio de 2007

