

Define the competitive and market scenario

1st lesson

Introduction to Market & Competitive Intelligence



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LIUC

Castellanza, 16 October 2018

1st lesson - 16 October 2018

- Introduction to Market & Competitive Intelligence
 - Definition
 - Objective
 - Process
- How to apply the skills of market research to the M&CI context
- M&CI and business strategy
- The reference association: SCIP (*Strategic & Competitive Intelligence Professionals*) and the ethics of CI
- The sources: field and desk
 - Relevant information for M&CI
 - The information cycle
 - What kind of information and which source : economic, financial, technological, (professional databases, Internet, *human intelligence*)

2nd lesson - 24 October 2018

- Competitive and Market Analysis Tools
 - Competitor Analysis
 - SWOT Analysis
 - Benchmarking
 - Industry Analysis
 - 4 Boxes
 - Scenario Building
- Methods for Sharing Information
 - Strategic Roadmapping
 - War Game
- Reporting the results of the intelligence activity

Collection, analysis,
interpretation and dissemination
of information
concerning the market
and competitors

Transform data and information
in valid and usable supports
for business decisions
and improve competitiveness over time

Market Research

- Primary research conducted with questionnaires (more or less structured)
- Through interviews with people or group discussions
- Usually more quantitative than qualitative

Market & Competitive Intelligence

- Analysis of information from various sources
- It uses both "desk" and "field" methodology
- Usually more qualitative than quantitative

THE PHASES

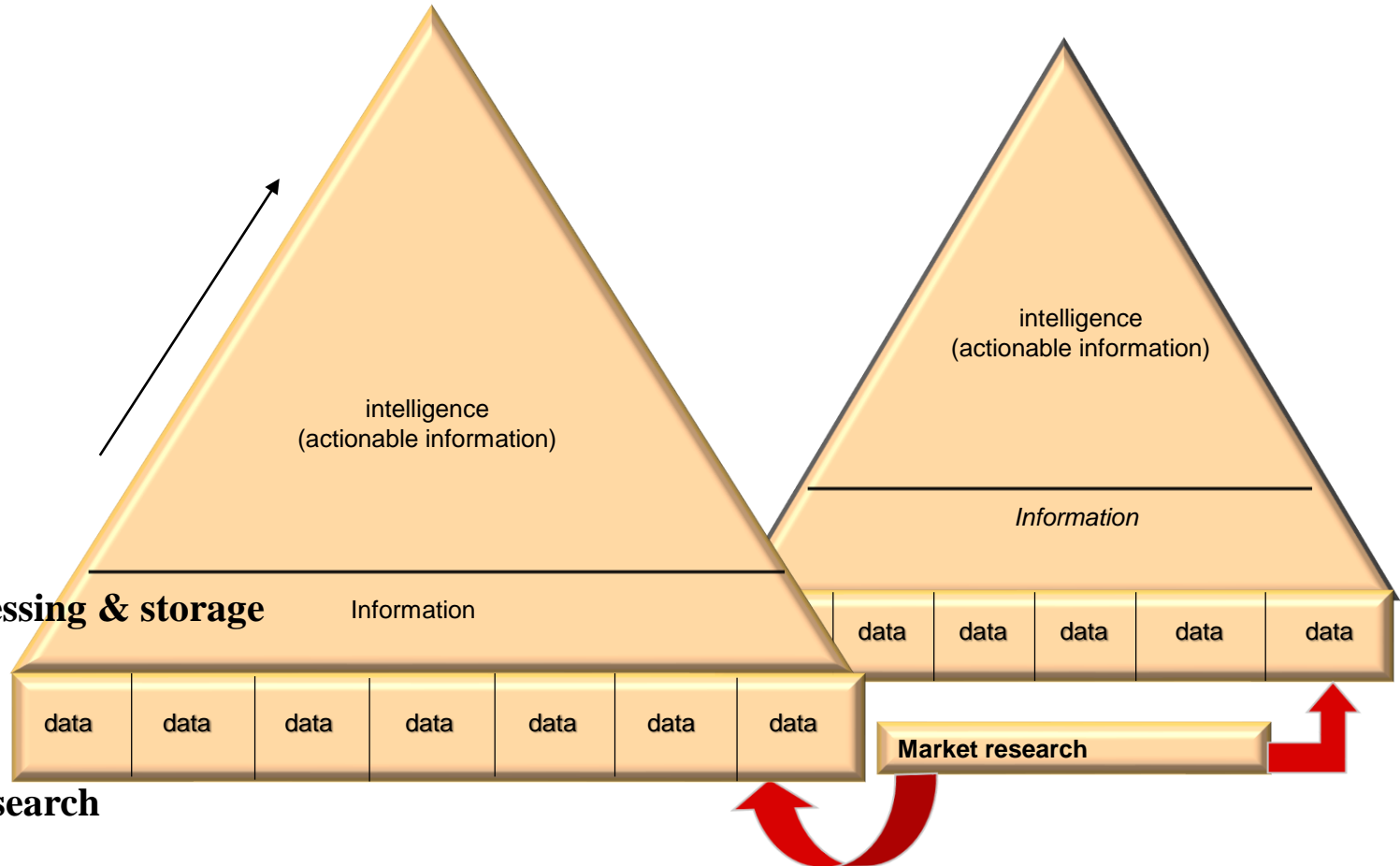
Phase V:
dissemination

Phase IV:
analysis

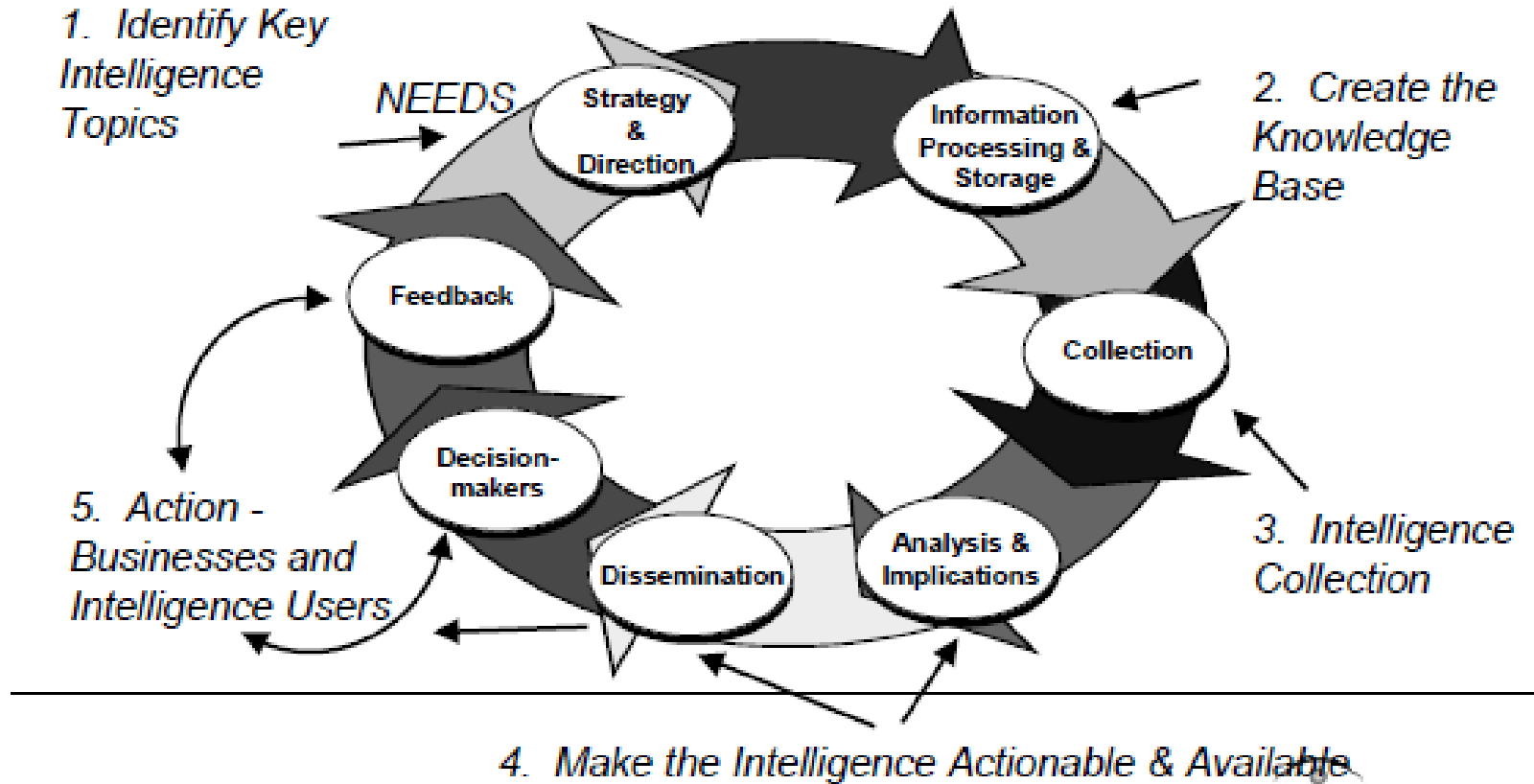
Phase III: **processing & storage**

Phase II: **data
collection & research**

Phase I: **problem
definition & planning**



MC&TI: the process (2/2)

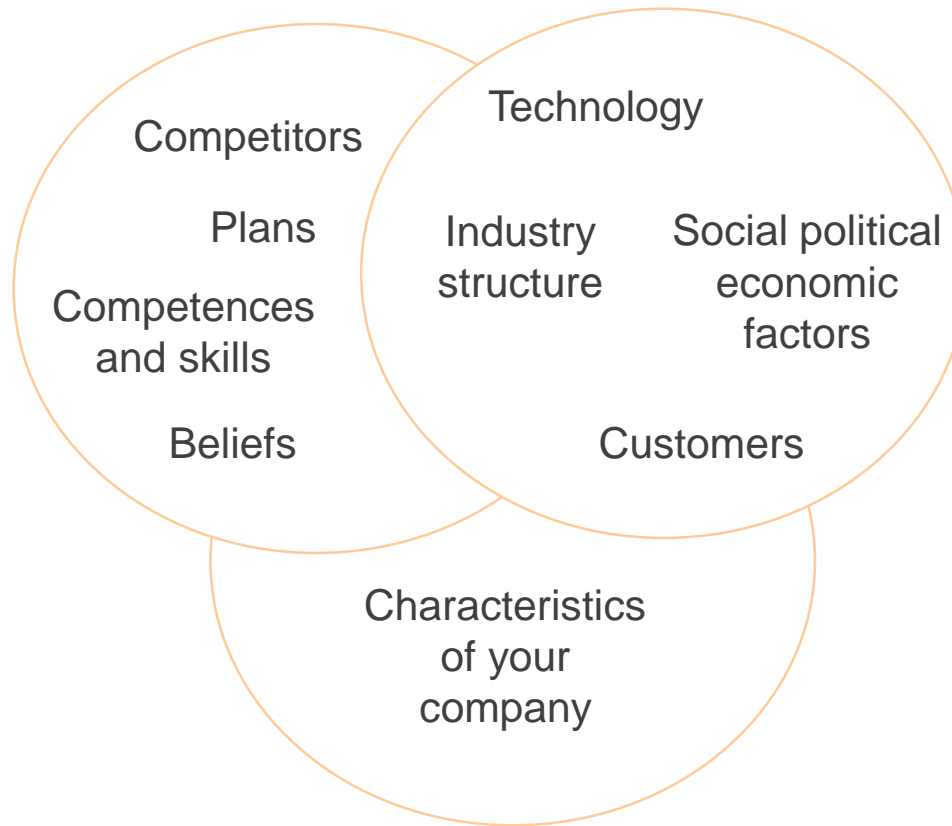


Source: Joe Goldberg, From "So what?" to "What to do?", SCIP International Conference, 2005

Market and Competitive analysis to support strategic planning

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SOURCES



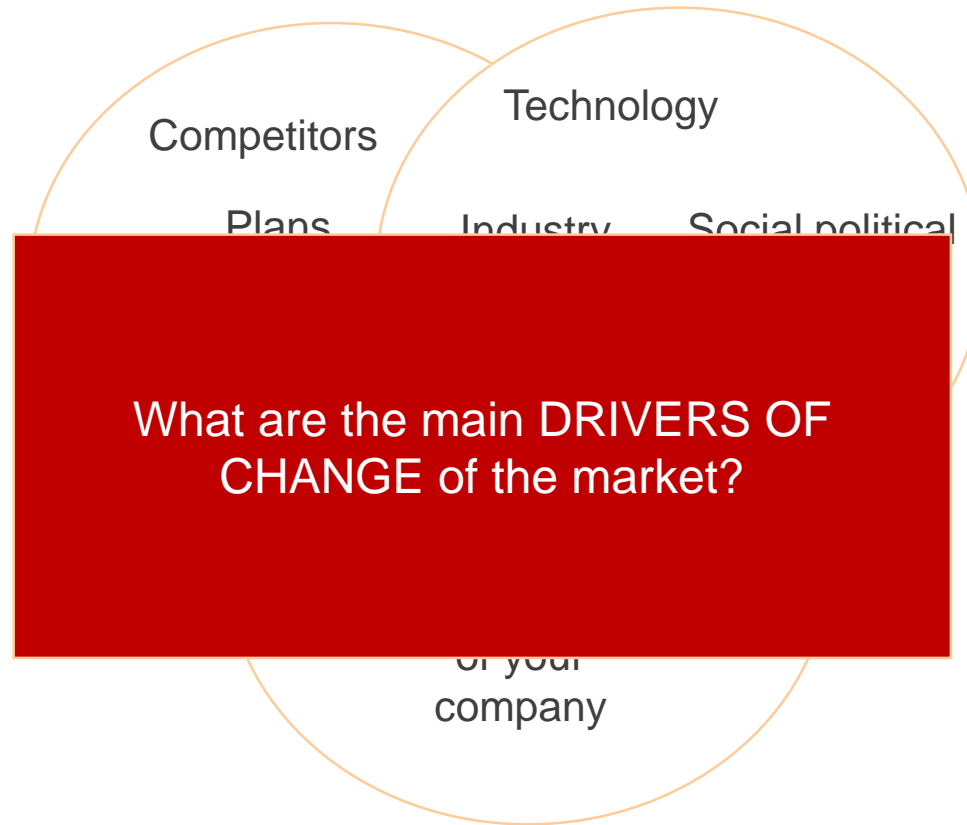
ANALYSIS

Source: Adapted by Joe Goldberg, *From "So what?" to "What to do?"*, SCIP International Conference, 2005

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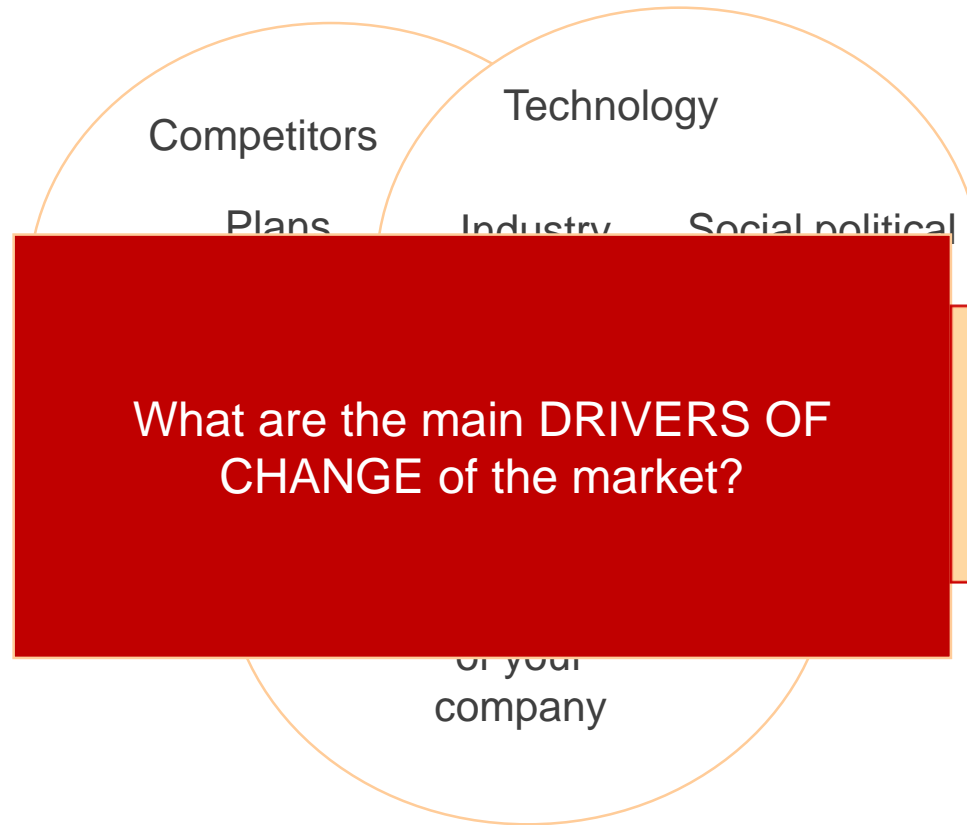


Source: Adapted by Joe Goldberg, *From "So what?" to "What to do?"*, SCIP International Conference, 2005

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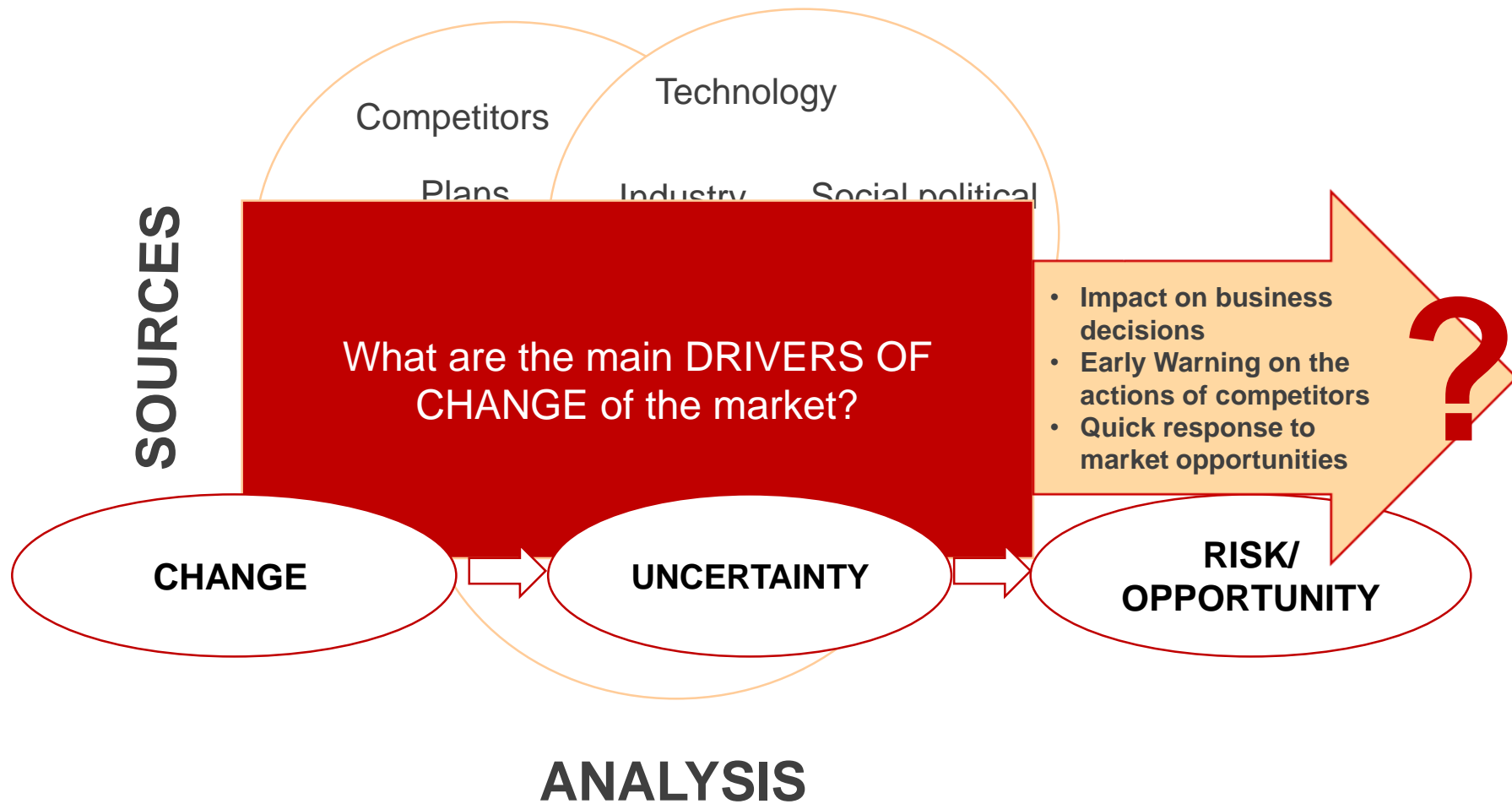
What are the main DRIVERS OF CHANGE of the market?

- Impact on business decisions
- Early Warning on the actions of competitors
- Quick response to market opportunities



Market and Competitive analysis to support strategic planning

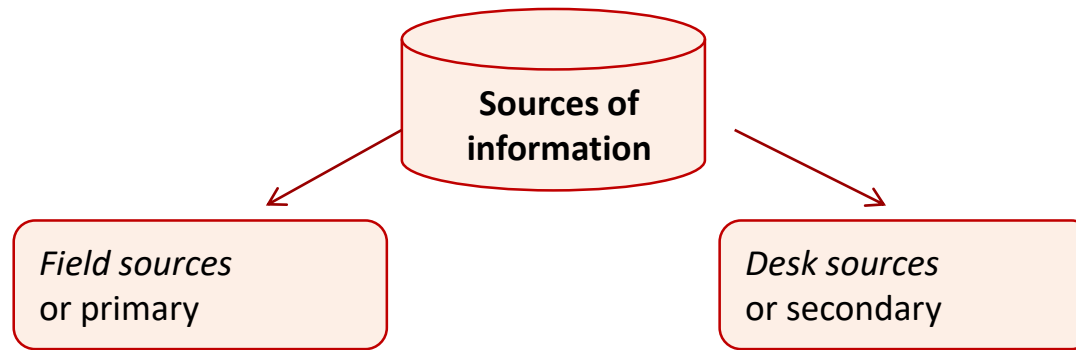
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Source: Adapted by Joe Goldberg, *From "So what?" to "What to do?"*, SCIP International Conference, 2005

- Strategic and Competitive Intelligence Professionals
- ww.scip.org
- Founded in 1986
- International organization with 4.000 members in 40 countries
- SCIP Italia founded by Milena Motta in 1996

Sources of information for competitive and market analysis



Internal

- Colleagues of different functions:
 - ✓ Marketing
 - ✓ Product Manager
 - ✓ Sales force
 - ✓ Finance/Legal

External

- Parent Company
- Colleagues in other branches
- Market research/ Focus Group
- Fairs/Seminars
- Competitors
- Clients
- Partner
- Consultants

Internal

- Reports/documents produced by other functions
- Company Portal

External

- Internet:
 - ✓ Competitors website
 - ✓ Fairs website
 - ✓ Ministerial website
 - ✓ Associations website
- Databases:
 - ✓ Major trade publications
 - ✓ Annual Reports
 - ✓ Analyst report
 - ✓ Ministerial publications

The two methodologies must be complementary .
Good field researches are always preceded and flanked
by careful online researches.

What kind of information do we need?

Competitive environment

- ✓ ...
- ✓ ...
- ✓ ...

Market

- ✓ ...
- ✓ ...
- ✓ ...

Competitors

- ✓ ...
- ✓ ...
- ✓ ...

Information regarding competitive environment

1/2

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<i>Research tools</i>		<i>Newsletter</i>
<i>Google</i>	<i>www.google.com</i>	Nielsen Insights http://www.nielsen.com/eu/en/insights.html?pageNum=1
<i>Zanran</i>	<i>www.zanran.com</i>	McKinsey Quarterly www.mckinsey.com/insights/mckinsey_quarterly
<i>Yandex</i>	<i>www.yandex.com</i>	Accenture http://www.accenture.com/us-en/
<i>Baidu</i>	<i>www.baidu.com</i>	
<i>Aggregators/ interdisciplinary sources</i>		
<i>Slideshare</i>	<i>www.slideshare.net/?ss</i>	
<i>Feedly</i>	<i>feedly.com</i>	

Information regarding competitive environment

2/2

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Market information

www.profound.com

www.marketresearch.com

www.reportlinker.com

blog.euromonitor.com/category/free-market-research-downloads

www.fas.usda.gov

www.export.gov www.buyusa.gov

Statistics

www.istat.it

ec.europa.eu/eurostat

www.census.gov/

www.statista.com

Legislation

www.normattiva.it (*Gazzetta Ufficiale*)

www.efsa.europa.eu

www.ema.europa.eu

ted.europa.eu/

Public opinion

<http://groups.google.it>

www.socialmention.com

Budgetary data

www.cerved.com
www.axesor.es
wck2.companieshouse.gov.uk
<https://beta.companieshouse.gov.uk>
<http://www.sec.gov/edgar/searchedgar/companysearch.html>

Financial information

www.annualreports.com
www.hoovers.com
londonstockexchange.com
www.borsaitaliana.it

Context information and news

www.ilsole24ore.com
www.milanofinanza.it
www.ft.com *Financial Times*
www.prnewswire.com
www.bloomberg.com
www.marketwatch.com *Wall Street Journal*
www.onlinenewspapers.com

Registered trademarks

TMQuest www.tmquest.com
Global Brand Database www.wipo.int/branddb/en/
eSearchplus <https://euipo.europa.eu/eSearch/>

Science and technology

Science Direct	www.sciencedirect.com
Google Scholar	scholar.google.it scholar.google.com
Inspec	inspec.minesoft.com/pro/login.asp
Fsta	www.proquest.com
CAS	www.proquest.com
NTIS	www.ntis.gov
Medline	www.ncbi.nlm.nih.gov/pubmed
Orange Book	
	https://secure.minesoft.com/orangebook/patents.php
	www.accessdata.fda.gov/scripts/cder/ob/default.cfm

Patents

Patbase	www.patbase.com
USPTO	www.uspto.gov/patents/process/search/index.jsp
Espacenet	www.epo.org/searching/free/espacenet.html
WIPO	http://patentscope.wipo.int/search/en/search.jsf
	www.wipo.int/patentscope/en/programs/patent_landscapes/reports/
Gridlogics	http://gridlogics.com/blog/

Other desk sources

- Newspaper/industry journals
- Associazioni di categoria

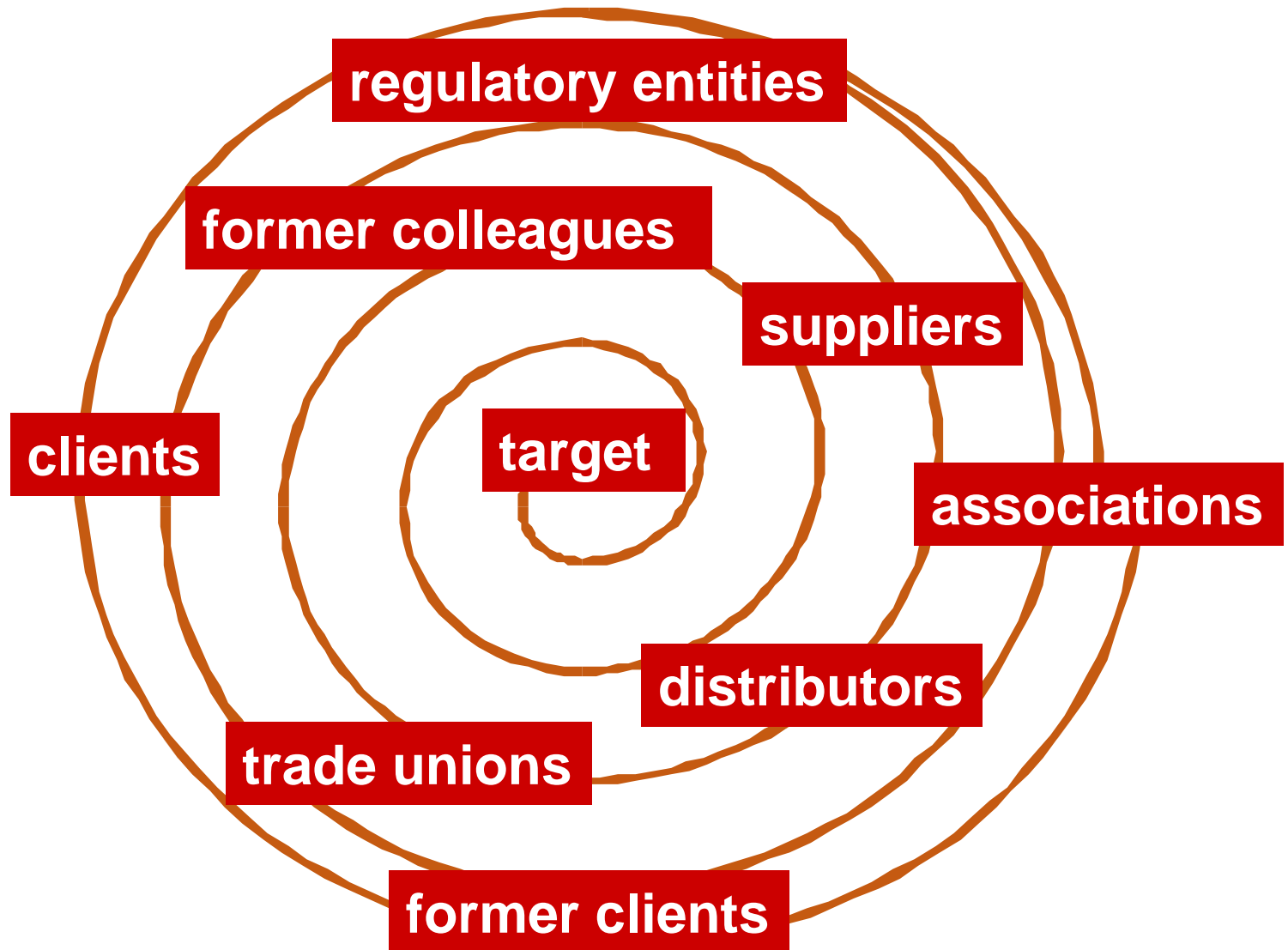
Other field sources

- Conferences
- Fairs

Beware of:

- Ethical aspects
- Adherence to company guidelines
- If necessary involve colleagues from the legal department
- *Counterintelligence*
- What I absolutely must not leak by my company

The information cycle: human intelligence



Processing and storage

- Read the information to organize it according to the type of analysis
- Get an overview of the salient trends and facts
- Check to see if the information contradicts or confirms each other
- Check what kind of information is missing
- Investigate any new working hypotheses

Publications (1/2)

- Craig S. Fleisher & Babette E. Bensoussan, *Analysis Without Paralysis: 10 Tools to Make Better Strategic Decisions*, 2008
- Benjamin Gilad, *Business War Games: How Large, Small, and New Companies Can Vastly Improve Their Strategies and Outmaneuver the Competition*, 2008
- Craig S. Fleisher & Babette E. Bensoussan, *Business and Competitive Analysis: Effective Application of New and Classic Methods*, 2007
- Alessandro Comai & John E. Prescott, *Workbook: World-Class Competitive Intelligence Function*, 2007
- Benjamin Gilad, *Early Warning: Using Competitive Intelligence to Anticipate Market Shifts, Control Risk and Create Powerful Strategies*, 2003
- John J. McGonagle & Carolyn M. Vella, *The Manager's Guide to Competitive Intelligence*, 2003

Publications (2/2)

- Craig S. Fleisher & Babette E. Bensoussan, *Strategic and Competitive Analysis: Methods and Techniques for Analyzing Business Competition*, 2002
- Kirk W. M. Tyson, *The Complete Guide to Competitive Intelligence*, 2002
- John E. Prescott & Stephen H. Miller & SCIP, *Proven Strategies in Competitive Intelligence: Lessons from the Trenches*, 2001
- Chris West, *Competitive Intelligence*, 2001
- Larry Kahaner, *Competitive Intelligence : How to Gather, Analyze, and Use Information to Move Your Business to the Top*, 1998
- Leonard M. Fuld, *The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information about Your Competitors*, 1994

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