SUPER
SEARCHERS
on COMPETITIVE INTELLIGENCE

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**The Online and Offline
Secrets of Top CI Researchers**

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Edited by Reva Basch

CyberAge Books

Dedication

To my family
for wondrously and simultaneously
enduring, stimulating, encouraging, and supporting
my inquiring mind:
Frank and Betty Metcalf
Marty Bernardi and Barbara Walsh
Patrick, Michael, Kevin, and Karen
And—my best friend, mentor, and husband—David

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Foreword

This book provides a unique opportunity to gauge where the field of competitive intelligence (CI) stands today and to learn how you might benefit from many of its current successful programs and professional practices. Furthermore, Peggy Carr's insightful interview style has uncovered a number of professional as well as program mistakes that we can now avoid. The lessons learned from the book should be instructive for both the newcomer and the seasoned CI professional.

I have often been referred to as the CI profession's oldest student. I prefer to be thought of as one of its more serious students, having studied it for some 40 years. In reviewing the book's material before writing this foreword, I was pleasantly surprised by its breadth, covering some of the CI field's leading corporate intelligence programs and vendors as well as individual practitioners. For those just entering the field, there are personal examples of how journeyman CI practitioners go about their work and educational advice on how best to learn the trade. For experienced CI practitioners looking for new and better ways to do their jobs more proficiently, there are practical examples of how others have handled many of the problems we all face from time to time. And for those either managing a CI program or about to set one up, there is sage advice on how to approach the task as well as run it successfully.

Among the "lessons learned" from successful CI efforts is the organized and systematic approach taken by both CI program managers and practitioners alike—the professional application of what has been traditionally

called the intelligence cycle, i.e., needs identification, secondary and primary research, intelligence analysis and production, and the dissemination or delivery of the finished intelligence products to the ultimate users responsible for taking appropriate actions. With differing sources, methods, and delivery styles, the CI professional and information researcher focus their total effort and intellect on meeting the expressed need of their client—otherwise the whole effort would be for naught! As I have told many senior executives and business intelligence users, unless you are able to understand it and use it, it is not intelligence, just more information.

Another very useful "lesson learned" is that contemporary users' needs for more timely and authentic CI has shifted research emphasis to human sources and primary research. Secondary sources still contribute value and utility, but this shift is causing the CI profession to enhance its primary research and interpersonal skills. This trend also highlights another very important facet of CI research, the need to access and process the constantly growing volume of secondary source intelligence information more proficiently, which in turn will require both better information technology (IT) and the professional skills necessary to use such advanced IT.

Several of the corporate CI programs described in the book appear to possess excellent intelligence analysis capabilities. Their approach to developing and using such analysis techniques and methodologies provides good examples for all CI practitioners. I found the book's attention to professional learning in general to be quite satisfying. Whether you are interested in teaching others or learning yourself, this portion of all the chapter-interviews is most instructive.

For those interested in improving their own CI management skills, there are some great lessons to learn. From the well-ordered and disciplined management of Merck's highly respected Business Intelligence (BI) program to the more pragmatic development approach taken by Compaq, the book presents some invaluable lessons in starting up and managing a successful BI/CI program. Whether you share the Compaq CI Manager's choice of a promotional model (e.g., the fight business's Don King) or prefer the more disciplined approach of Kaiser Associates' vice president, these are proven and professional models to consider.

And for those of you who are looking for a good business case or exceptional CI success story to convince your company's management that it

needs a CI program, you will find both in the book. The Lockheed Martin success stories—for example, an 80 percent win rate in government proposals and participation as a member of the team that won the "fighter aircraft of the century" competition—are great. Similar success stories from Merck and other interviewees should help with your sales pitch.

As a serious student of CI, I found several of the endemic problems identified by Peggy consistent with my own experience, which in my estimation testifies to the comprehensiveness of her research. Unfortunately, there are no ready solutions, but her work helps to better define the problems for those who might solve them. Let me highlight two. The first is the difficulty that almost all those interviewed had in providing a simple definition of competitive intelligence. Until the CI profession can do this, I believe those working in it will continue to have difficulty, not only in communicating with their clients but in developing common purposes and goals among themselves, which is the hallmark of any true profession.

The second problem area the book highlights is the rather poor utilization of contemporary information technology (IT) by CI providers, often under the excuse of its additional costs. In contrast, those larger corporate CI programs seem to be making better use of IT provided by the company's internal IT department—although those interviewed seemed to view it as simply a "black box" and did not appear to be demanding much from it.

I have always considered books to be a great source of learning and enjoyment. This book is a true learning experience, particularly for those professionally interested in the world of competitive intelligence and its research and analysis work. It has much to offer to both those new to the CI field and the old pros who want to learn new things about this old profession. As one of the CI profession's oldest students, I certainly have learned some new lessons—and I believe you will too.

Enjoy and learn!

Jan P. Herring
Advisor to Intelligence Professionals
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Acknowledgments

First and foremost, wild applause and kudos to the awesome Super Searchers profiled in this book. It is the incredible generosity of these consummate CI professionals that has made this book possible. I have truly enjoyed each and every interview and have learned so much from them. Ann, Anne, Bret, Cliff, Cynthia, Deborah, Dottie, Doug, George, all three Johns, Ken, Kim, Renee, Roberta, and Wayne—thank you for making this book possible.

I also had the pleasure of working with Patty and Brian Shannon of The Work Station during the entire interview process. Their dedication to transcribing the interviews accurately, quickly, and with humor and ease is to be commended. Even when faced with industry jargon and obscure names, they managed to insert phonetic spellings that were easy to decipher.

Reva Basch, whom I have considered a goddess since meeting her through the Association of Independent Information Professionals in the early 1990s, has been a constant source of encouragement and support— her advice always kind, sincere, and valuable, her answers to my numerous questions calm, concise, and quick.

The staff at Information Today, and in particular, John Bryans, editor-in-chief, and Deborah Poulson, managing editor, were a pleasure to work with. John, new-found friend and fellow jazz enthusiast, was wonderful in answering numerous emails. His upbeat and enthusiastic messages were a constant source of support and encouragement. Deborah, who had to deal with all the sticky stuff, was always helpful immediately, quick to appease

my fears and answer my questions, and dealt with all the digital photos and graphics with ease.

Jan Herring kindly accepted the task of writing the foreword for this book. I have always admired his vast knowledge of the evolution and history of competitive intelligence, and his engaging presentations. I consider it a great honor that he generously gave his time to read through hundreds of pages of mostly unedited transcripts, and to help me with numerous historical details in the introduction. Jan was a terrific advisor as well. Jan, thank you for all your contributions.

There were many others who willingly and generously contributed to this book, and I do hope I haven't left anyone out. Bob Bremer and Zack Russ of Lockheed Martin Corporation, whom I have had the pleasure of working with on various projects, were terrific in pointing me to competitive intelligence professionals and fact-checking tips and sources, respectively. Walter Barndt, Bob Cisek, Craig Fleisher, Bonnie Hohhof, Jerry Miller, and Kathy Shelfer were instrumental in providing numerous historical and emerging insights. Their thoughtful and timely replies to my emails and phone calls are sincerely appreciated. Vince Luchsinger, a fellow member of the Mid-Atlantic Planning Association and a professor at the Merrick School of Business, University of Baltimore, was a source of supporting material, historical insight, and encouragement. Mary Ellen Bates, Amelia Kassel, Suzanne Sabroski, and Risa Sacks, *Super Searcher* authors and friends, were marvelous in providing tips, advice, and kind words of encouragement from the very start.

On a personal note, I want to thank the scouts and scouters of Venture Crew 140. We have been on the trail together for many weekends, and their support, encouragement, and stamina—even when eleven thousand feet above sea level—were a great source of inspiration.

Introduction

Wow! I stand in awe of these CI professionals and what they are able to accomplish and impart in their daily work. A truly remarkable, intelligent, thinking, and proactive lot, these professionals are always on their toes, continuously seeking better answers, techniques, and marketing methods. A tremendous amount of activity, drive, energy, and enthusiasm is reflected in this book. I'm proud and pleased to present to you 15 CI-savvy individuals, all with terrific ideas, tips, and techniques, to aid you and your organization in performing competitive intelligence.

You will find this book somewhat different from others in the Super Searchers series. Whereas other types of research can provide *an* answer in *a* source, these CI professionals must carry out an entire *process* in order to seek out and derive "the answer."

The definitions of intelligence and competitive intelligence for the purposes of this book are those used in the *Encyclopedia Britannica* under "Intelligence and Counterintelligence" [138, see Appendix] and by the Society of Competitive Intelligence Professionals (SCIP) [258]. The *Encyclopedia Britannica* states "Intelligence means, basically, evaluated information." SCIP defines competitive intelligence as "a systematic and ethical program for gathering, analyzing, and managing external information that can affect your company's plans, decisions."

From Spooks and Spies to Domesticated Profession

Competitive intelligence sprang from the disciplined use of intelligence in the government arena. According to "Intelligence and Counterintelligence" in the *Encyclopedia Britannica*, "military intelligence is as old as warfare itself. Even in biblical times, Moses sent spies to live with Canaanites in order to learn about their ways and about their strengths and weaknesses." Numerous articles in the open source literature suggest the use of intelligence in military applications in the Far East centuries ago. European adoption is traced and recorded in *The Oxford English Dictionary* (OED) [159]. According to the OED, the first usage of "intelligence" to describe information gathering and knowledge of events, specifically information of military value, occurred in 1450. Poring through the listed sources, one finds references to "obtaining secret information," and "spies" (groan). Philip Meilinger further points out in his review of *Most Secret and Confidential* [154], "Spies have existed for millennia because governments or military commanders have always needed to know the capabilities and intentions of a potential adversary. By the end of the eighteenth century, the bureaucracy established in England for gathering this information was both extensive and credible." The OED also notes that intelligence became additionally defined as a military *technical* term, back in, but not until, the sixteenth century.

The evolution and adoption of intelligence in the private sector is still disconnected and unconnected. Even after exploring several sources and talking to a handful of academics, I got only bits and pieces. No one seems to know of any scholarly work on the subject, and most of what I did find was piecemeal. As a history major, I find it incredible that no one has tried to work out the history of CI—especially when we are such a curious lot!

Accounts point to the first potential commercial application occurring during the fifteenth and sixteenth centuries during the rise of the house of Fugger. The Fuggers were a powerful German merchant and banking family that dominated European business during this time period. They are considered instrumental in developing capitalistic economic concepts and influencing continental politics. Jakob, one of Hans Fugger's three sons, was a driving force in discovering how intelligence could be applied to advance business strategy. According to the "Fugger Family" [128], "Fugger

Newsletters" [129], "European Competitiveness and Business" [119] and "Corporate Performance Management" [110], a blend of economic, journalism, and publishing advancements, combined with the sheer tenacity and drive of Jakob Fugger, worked together to drive the need for and the adoption and dissemination of intelligence information that, in turn, kept the far-flung branches of his international trading company executives informed. The Fugger newsletters of the sixteenth century tracked local business activities, their economic results, and local economic and political trends observed and collected by correspondents. In turn, this information was published and sent to bank managers and "corporate management" so they in turn could negotiate deals, take over weak banks, influence politics, and determine other strategic moves. Due to geographic distance, this melding of intelligence collection and dissemination in print had not previously been accomplished. It demonstrated the Fuggers' understanding that negotiating in a complex business world took intelligence, a clear strategy, and a willingness to take a calculated risk.

In *Against the Gods* [90], Bernstein credits Lloyds of London and specifically Edward Lloyd with recognizing the value of customer chatter in the coffeehouses of London. The launch of Lloyd's List in 1696, "filled with information on the arrivals and departures of ships and intelligence on conditions abroad and at sea," is now credited as an initial commercial application of intelligence. It was not until nearly a century later, however, that Lloyd's List inspired the formation of the Society of Lloyd's, establishing membership, dues, a commitment to make good on their customers' losses, and a "self-regulated code of behavior." According to Schoolnet [172], Lloyd's was incorporated by Parliament for the "promotion of marine insurance and the diffusion of shipping intelligence." It had been a very slow process, from collecting chatter over coffee, to disseminating the knowledge so collected in a systematic way, to recognizing intelligence-gathering as something truly valuable to the extent that it became institutionalized and, eventually, regarded as a profession.

Another family dynasty, the Rothschilds, has also been documented as utilizing business intelligence in the growth of its European banking empire during the first half of the nineteenth century. As portrayed in *The House of Rothschild* [134] and other sources, Mayer Amschel Rothschild and his five sons worked with "commercial genius and intermarriage"

establishing banks and intelligence networks and employing "agents" to build, and at times bail out, the branches of the first multinational banking houses established in London, Paris, Frankfurt, Vienna, and Naples.

In the early twentieth century, the growth of capitalism and economic pressures brought an awareness of competition. "European competitiveness and business" (noted earlier) points to Joseph Schumpeter as a major contributor in identifying competition, competitive forces, and their dynamic nature. In *Theory of Economic Development* [185], published in 1912, Schumpeter observes "a disturbance to the balance" when new products, quality methods, or methods of production are introduced, or when new markets open and new supply sources are discovered. Sound familiar?

The surge of interest in business intelligence did not occur until the 1960s, however. As observed by Ben Gilad in *The Business Intelligence System* [95], strategic planning, which came into vogue in the '60s and '70s, drove the need to approach business decisions in a different manner than looking at sheer numbers. One of the first indications of solving problems by applying research and analysis methods is Kepner and Tregoe's *The Rational Manager: A Systematic Approach to Problem Solving and Decision Making* [168], published in 1965. Additional drivers for intelligent strategic planning were identified in 1966 with the publication of Thomas J. Allen's "Performance of Information Channels in the Transfer of Technology" [160] and Richard M. Greene's *Business Intelligence and Espionage* and reinforced in 1967 with Francis Aguilar's *Scanning the Business Environment* [171].

In the 1970s, companies began to feel competitive pressure, both domestically and internationally. Interest mounted in external forces and their impact on the quality of strategic planning. Several key articles were published, including David Montgomery and Charles Weinberg's "Toward Strategic Intelligence Systems" [186]. The timeline "75 Years of Management Ideas and Practice" [89] places Michael Porter's now-famous "How Competitive Forces Shape Strategy" [163] article in 1979. In 1980, it was the publication of Porter's *Competitive Strategy: Techniques for Analyzing Industries and Competitors* [107] that solidified a strategic approach to analyzing the "competition," and driving the demand for competitive intelligence adoption in the private sector.

In response to this growing corporate need, the Society of Competitive Intelligence Professionals was formed in 1986 under the leadership of Leila

Kight [249]. Between 1988 and 2000, several articles and books—too many to list here—were published with business and competitive intelligence systems as the key idea. The marked increase in membership in the Society of Competitive Intelligence Professionals (SCIP) during 1991 and 1992 indicates that competitive intelligence had truly come of age.

The education and training of students in intelligence has evolved in parallel. Whereas intelligence education was once limited to select schools specializing in training individuals for government agency, a surge in interest in "strategic" intelligence occurred in the 1960s, and business schools in particular picked up the training ball. Promoted with "strategy," "security," and similar titles, regular courses such as that offered by Stevan Dedijer [235] of Lund University in Sweden, appeared around 1974. Competitive intelligence course electives in U.S. business schools were introduced in 1983 by John Prescott [254] at the Katz Graduate School of Business at the University of Pittsburgh and Walter Barndt [230] at the Hartford Graduate Center, Lally School of Management at Rensselaer Polytechnic Institute (RPI). In 1984, Liam Fahey [237] introduced and taught strategy intelligence courses at Northwestern University.

The teaching of CI further expanded into the library and information schools in the early 1990s, with the first known course taught by Jerry P. Miller [251] at Simmons College. Many librarians and information specialists have served as CI researchers for some time, and were integrated into CI teams around the mid-1980s. But formal training and encouragement to aspire to CI analyst and managerial positions didn't come until later, with two significant publications, "The Competitive Intelligence Opportunity" [105] and the Competitive Intelligence issue of the Special Libraries Association's (SLA) [259] *Information Outlook*, published in 2000 and 2001, respectively.

College and university CI courses now go beyond offering a course or two in how to apply CI in organizations, to nuts and bolts instruction in how to *do* competitive intelligence. Newer programs such as the Competitive Intelligence Certificate Program at Drexel's College of Information Science and Technology [236], and the degree-granting Research Intelligence Analyst Program offered through the history department at Mercyhurst College [250], reflect the increasing trend toward more CI programming at the undergraduate and graduate level. According to the CI University portion of the SCIP

Web site [258], six schools in Canada and 18 schools in the U.S. were developing or offering courses or programs in CI as of September 2002.

One disappointment, however, is that even today, enrollments still reflect a greater interest, or comfort, in applying intelligence in the government sector. Dr. Robert Cisek of the Research Intelligence Analyst Program at Mercyhurst College stated that the majority of students enrolled in their program have national security agency careers in mind. Only about 10 percent of their students enroll with an interest in the private sector, although the college is working to increase this percentage to one-third.

There Is No Magic Bullet

Just how do you perform CI? There is no single, simple answer. CI-savvy professionals have varied opinions on how to reach *the answer* that will make a difference. It is clear that intelligence is not found in a single source, or even discovered by merely combining information gathered from secondary and primary research resources. As Kathy Shelfer [256] at Drexel put it, there is no magic bullet. Intelligence is only derived after information is evaluated. That often means performing multiple functions, including gathering several disparate pieces of information from primary and secondary sources, organizing and building a picture, analyzing the whole, perhaps even taking a leap of faith, and then communicating an actionable answer. There is a process that involves multiple stages in order to connect the dots. The interviewees in this book may describe this process in terms of a cycle, a linear process, the four corners model, the scientific method, or a pyramid. They do agree, however, that you only get there by completing the *entire* process, much like assembling a jigsaw puzzle. Whether you do Step A before Step B is debatable, but if you don't cover all the bases, you can't score a homerun. Therefore, I have emblazoned on my brain, much like a slogan on a bumper sticker, Wayne Rosenkrans's warning: Don't shortchange the process.

Building the CI Sandwich

Once the process is defined, many people ask, "Where do I start and in what order do I execute the steps?" The answer from our interviewees is, it

depends. The quickest and most efficient way to perform the task at hand may start with phone calls to experts in your Rolodex, or with a secondary literature search. But the group agrees, resoundingly, that from the outset one should seek and select *only* those bits and pieces that will fit into the desired or requested deliverable. As Ken Sawka states, "Don't lose sight of the ball." There is a lot of "noise" in our information society, and it is easy to get distracted. Collect, filter, and organize only the best nuggets. And ask before you start, as you would when preparing for a hiking or backpacking trip: Where am I, where am I going, and how will I get there?

Think of it as building a sandwich. You start with planning, and you finish with a deliverable. The order of the "filling" in between can vary. Whether you have to take months to frame the question, as Cliff Kalb has experienced at Merck, an hour or a few days to work with the client to develop hypotheses, as John Wilhelm at Kaiser practices, or simply time to listen to and understand your client's expectations, as advocated by George Dennis, this initial phase is extremely important. Those of us with library backgrounds tend to think of this stage as the "reference interview." Depending upon the project, the interviewees say that planning can consume as much as 40 percent of your total project time. As Jan Herring points out in his foreword, without the correct grounding in this phase of the process, all is for naught.

As to what resources and analytical techniques and models to use, opinions also vary. Again, the answer is often that it depends on the question and the deliverable desired. The interviewees suggest practical tips, techniques, and models, and I encourage you to note them all. At least 155 analytical techniques have already been identified by Craig Fleisher [238]. For sure, one size does not fit all.

Two important points are made throughout the interviews. First, recognize that research and analysis are interdependent. Information services provide analytical guidance, and analysis often drives the need for more information. Information collection isn't over until the final deliverable. Secondly, if you delay the research process until all your dots are collected and connected, you are too late. *The Art and Science of Business Intelligence Analysis* [92] underscores these observations, saying "Without up-to-date information, on a continuing basis, the analysis can be rendered irrelevant and out of date before the assessment is even completed."

And the final deliverable? Obviously, you need one. As to the format, again, it all depends. According to the interviewees, this can be anything from a phone call to a one-page executive summary, to a full-blown bound report or a quarterly newsletter. One must consider the audience and its expectations. One should also plan on "mini-deliverables"—interpersonal communications from beginning to end—starting with the definition of the ultimate desired product, then staying on track throughout the project, and then delivering the final assessment efficiently and effectively. And for heaven's sake, the interviewees warn, never deliver a total surprise. Early warning of problems or severe deviations in the assumed result should be conveyed early, and perhaps often, so that your final presentation is better received and credible to your audience.

Our Weakest Link ...

Our interviewees remarked on one weakness that has also been cited in the literature and echoed in my conversations with practicing CI professors: We still tend to overemphasize the research phase. We are criticized for spending too much time on research and not enough on analysis; we recognize that we don't devote enough time or training to the intelligence piece of competitive intelligence. We've been mired in the exponential growth of available information. Bob Cisek, mentioned earlier, also feels we were so preoccupied with learning how to *get* the information that we're only beginning to awaken to how to analyze it. Originally, the problem was getting our arms around the information and pulling it together. Now we're so enamored with what we can get our hands on—we spend the bulk of our time trying to make sure we've done a comprehensive search, tapped all the available resources—that we lose all sense of time and the analysis doesn't get done.

With regard to what analysis really is, however, we're apparently agreeing to disagree. The common denominator is that "intelligence" means you have to do something with the information you've collected in order to make it meaningful. Whether we consider analysis to be the result of examining several pieces of information and relating the parts to the whole, or of determining upon examination that a single "gold nugget" of information holds the key and reporting it as such, we are communicating the added value that turns information into intelligence. As Jan Herring observes in the foreword,

all of our interviewees try to grapple with this issue. Ken Sawka goes to some length in his interview, as well as in his article "It's the Analysis, Stupid" [140], to clarify the differences between delivering research results and delivering intelligence.

And Where Is Information Technology?

Literature speaking to the development and application of information systems to support CI exists. Examples are Bonnie Hohhof's "Developing Information Systems for Competitive Intelligence Support" [116], Jerry Miller's *Millennium Intelligence* [153], and the annual "CI Software Report" [102]. In practice, however, the adoption of information technology (IT) for CI has been slow. As Jan Herring mentions in the foreword, perhaps IT isn't being leveraged as much as it could or should be. I would add that the vendors need to do a better job of marketing their products. We rarely get to see these products up close and personal, and with a few exceptions, they are not engagingly discussed or reviewed in the literature. What I do see does not encourage me to consider a trial run, much less purchase any of the available software products. Most professionals are inundated with sales literature daily, and we need to know up front what products exist, how robust they are, how they compare to other past or current products, how they're going to make a positive difference in our workflow and decision making, and how soon we can expect to see a return on our investment, given the investment of both money and time to learn the software. As Deborah Sawyer of Information Plus points out, a product's narrow application or specialization often doesn't justify the time and effort, much less the money, to invest in it. Kim Kelly of Lockheed Martin also sends the message that vendors need to check out their pricing schemes; many seem insensitive and cost-prohibitive for smaller or scaleable CI projects and budgets.

No Practitioner Is an Island

You will find that all of our interviewees' work habits include working with others. All reach out to colleagues, whether they are solo CI analysts in their organizations or one of many in a dedicated department. One does not and

cannot perform CI alone. You need others to bounce ideas off, assist with your approach, brainstorm for additional sources, collect already-filtered information from internal intelligence sources, perform reality checks on your assumptions, or gain proofreading expertise on a deliverable. CI work is not performed in a vacuum. Everyone needs multiple data points and fresh pairs of eyes. The interviewees also conveyed that you cannot be all things to all people. They stress the need to specialize in some aspect of CI, be it a subject or industry area, or research vs. analysis.

The Right Stuff

So what does it take to be a CI professional? You'll find several ideas on what makes the perfect competitive intelligence practitioner. Some feel that a degree in finance, or a master's degree in business or library and information sciences is essential. Others believe a good grounding in the liberal arts with additional attributes such as Bret Breeding of Compaq's dose of passion; Roberta Piccoli's imagination, tenacity, and integrity; John Shumadine of Deloitte & Touche's treasure-hunt mentality and yearning to learn; and Cliff Kalb of Merck's "sponge" combined with a good, strong, and confident gut will go a long way. Interviewees also make practical, real-life recommendations, such as Ann Potter's suggestion to enroll in a basic reporting course in a journalism school. CI is often considered as much an art as a science; John Prescott of the University of Pittsburgh adds a terrific twist and third dimension: CI is also a craft whereby an apprenticeship helps round out the CI professional.

You've Come a Long Way, Baby?

When you consider that "competitive strategy" didn't creep into the business lexicon until the 1980s, and that competitive intelligence didn't take off until the early '90s, the pace at which CI has been adopted into the private sector is phenomenal. As you will hear throughout the interviews, customers are learning to come to the CI professionals first, get the CI unit involved earlier in the process, and include the unit "at the table" throughout the decision-making process. Has the profession arrived, then? Well, yes and no. As

Jan Herring points out in his foreword, we still struggle to come up with a simple definition of competitive intelligence that everyone can agree on.

Also, many of the interviewees agree, Rodney Dangerfield's "I get no respect" still applies. Although we can all find mentors and supporters within the institutions we support, getting a *consistent* ear, and *action*, from *senior* management remains a problem.

To some degree, the profession's roots in government intelligence work brought about a "Catch-22." Along with the disciplined structural framework and systematic approach for deriving intelligence, we also inherited (and, much to our chagrin, have kept to too great a degree) the perception and image of spies, covert operations, and underhanded detectives in trench coats—images that, correctly, are no longer tolerated in an ethics-aware society. As the interviews in this book reflect, we must move beyond the old image problem, define ourselves better and more accurately, and continue to prove our worth. Education and action will speak louder than words.

Raison d'Etre

So why do people choose to go into this profession? What energizes a CI professional even when a critical assessment is ignored or support and recognition are hard to obtain? Lots! CI professionals are inherently curious. Our raison d'etre is portrayed enthusiastically in each interview. Dell's Renee Daulong points to the thrill of the hunt, Merck's Kalb to the new adventure each phone call brings, Lockheed Martin's Kim Kelly to the drive to get the answer right the next time, and Washington Researchers' Doug House to the satisfaction of seeing the "aha!" expression on clients' faces when they see how it all fits together.

Toto, We're Not in Kansas Anymore

On the brighter side—and most encouraging to our profession—is the revelation that we have pushed the envelope in the course of our efforts to continuously improve methods, efficiency, and productivity; to improve our culling of unique, disparate, unindexed, and unpublished sources; and to deliver better analyzed answers. Our interviewees find that they too have evolved and are moving further up the value chain. We have gone beyond

the traditional CI boundaries; the once-final frontier of getting the competitive strategy process down pat and "delivering the answer" is somewhere behind us. Now, our interviewees find themselves in a brave new world, invited to and participating in long-range scenario planning and war gaming, as evidenced by both Astra Zeneca Pharmaceutical's Wayne Rosencrans and United Technologies' Dottie Moon. Furthermore, CI teams are being invited to influence decisions and formulate *strategies*—as CI did centuries ago—on the basis of the research and analysis performed, rather than being relegated to merely influencing *tactical* movements of the corporation. As Deloitte Touche's John Shumadine states, the CI profession is providing "enhanced solutions." Yet another threshold has been crossed!

Onward and Upward

This book has been created for you, the reader, whether you are new to the field of CI or a war-torn vet. We have sought out a representative sampling of the best and brightest in varied industries so that all may learn and add new tips and techniques to their repertoire. The questions asked of each interviewee were designed to elicit their informed opinions on all major corners of the CI process, and to share resources, models, analytical techniques, practical tips and strategies, and seminars and literature for continuous learning, as well as pitfalls to avoid.

It has been a great pleasure to work with the 15 CI experts I interviewed for this book, many of whom I have known only by name for several years. I am particularly grateful to the interviewees for generously taking the time to convey their best practices and lessons learned. I have learned an immense amount from their insights, tips, and techniques and have truly enjoyed their candid and honest remarks. I hope you feel the same way.