Competitive Intelligence

Jay Liebowitz

Competitive Intelligence Larry Kahaner,1997 In the first book designed for businesses of all sizes and managers at every level, Larry Kahaner explains the increasingly vital practice of competitive intelligence and how American companies can use it for success. With a wealth of case studies, Kahaner shows How to profile your competitors' executives to unmask their decision-making processes The line between legal and illegal or unethical activities How to protect your own company against your competitors' intelligence operations COMPETITIVE INTELLIGENCE is a practical guide to turning raw information into priceless knowledge and winning business strategy.

Competitive Intelligence C. West,2001-09-19 To beat your competitors you must know exactly what they are doing. It is impossible to put together a successful competitive strategy if you are unsure what your competitors are doing, what they plan to do or even who your competitors really are. As markets evolve even more rapidly and companies adapt their plans much faster, the demand for competitive intelligence has spiralled. Christopher West, an expert in the field, shows you how to collect, analyse and use competitive intelligence from a variety of sources, including the

internet, and change your competitive strategy accordingly.

Competitive Intelligence For the Competitive Edge Alan Dutka,2000-04-22 Get a Leg up on Your Closest Industry Rival! With years of real-world business experience behind him, author Alan Dutka offers this compelling look at competitive intelligence--the process of collecting, analyzing, and acting upon information about your competitors and the competitive environment--and how it can improve your company's bottom line and give you a leading edge. Taking a true practitioner's approach, Competitive Intelligence for the Competitive Edge shows you how to integrate your business's operations--particularly marketing, advertising, and strategic planning--with the latest competitive intelligence techniques in order to achieve positive results in all areas. The author also: Reviews the latest tools and techniques for data gathering, storage, and analysis Provides helpful insight on information interpretation and dissemination of intelligence within a corporate structure Includes numerous real-life examples of using competitive intelligence techniques in actual business situations Offers important information on obtaining competitive intelligence information for the global marketplace Provides a list of resources for competitive intelligence information Competitive Intelligence for

the Competitive Edge is a must-have for any business professional interested in launching a successful competitive intelligence program. About the Author Alan Dutka is President of National Survey Research Center, a marketing and opinion research company based in Cleveland, Ohio. He is a frequent lecturer for the American Marketing Association and for the Society for Competitive Intelligence. Mr. Dutka's other published titles include State of the Art Marketing Research, second edition, with Al Blankenship, and The AMA Handbook for Customer Satisfaction.

Competitive Intelligence For Dummies James D. Underwood,2013-07-09 Make competitive intelligence part of your business practice—and be on the cutting edge Competitive intelligence is the art of defining, gathering, analyzing, and distributing intelligence about products, customers, competitors, individuals, concepts, information, ideas, or data needed to support executives and managers in making strategic decisions for an organization. Competitive Intelligence For Dummies introduces you to this fascinating subject and gives you the tools you need to incorporate it into your business decision-making process. Conducted within an organization, competitive intelligence serves as a catalyst in planning and strategic growth. It is part of the value

chain that converts gathered data to actionable information that results in strategic decisions. Competitive Intelligence For Dummies helps readers gather valuable information on the competition, the operational environment, and the target customer. It also explains how to carefully analyze and use this information in decision making processes to gain market share and stay on the cutting edge of an industry. Whether you are just starting a business, venturing into new areas with your existing company, or looking to gain ground on a key competitor, Competitive Intelligence For Dummies gives you insight on how to gather valuable information on not only your competitors, but on your market and key customer base. Gets you up to speed on how to locate, collect, and process competitive intelligence Shows you how to carefully analyze competitive intelligence and disseminate it throughout your organization Illustrates how competitive intelligence can help you gain market share If you're a business owner, analyst, manager, or researcher, Competitive Intelligence For Dummies gives you and your business an edge.

Proven Strategies in Competitive Intelligence Society of Competitive Intelligence Professionals,2002-03-14 Tested-in-the-trenches competitive intelligence techniques used at today's top

companies This book brings together the best thinking and practices in competitive intelligence (CI) currently being used at many of today's most successful companies. Featuring contributions from leading industry executives, it covers CI strategies across a wide range of business functions, including marketing and sales, market research and forecasting, product development, and teams. The only book on the subject offering a comprehensive view of CI, from the CEO down to the tactical CI team Numerous case studies vividly illustrating cutting-edge CI techniques in action

Competitive Intelligence Advantage Seena Sharp,2009-10-01 A practical introduction to the necessity of competitive intelligence for smarter business decisions-from a leading CI expert and speaker In Competitive Intelligence Advantage, Seena Sharp, founder of one of the first Competitive Intelligence firms in the US, provides her expert analysis on the issues and benefits of CI for today's businesses. CI is critical for making smarter business decisions and reducing risks when formulating strategies, leading to more profits and fewer mistakes. This is a practical guide that explains what CI is, why data is not intelligence, why competitor intelligence is a weak sibling to competitive intelligence, when to

use it, how to find the most useful information and turn it into actual intelligence, and how to present findings in the most convincing manner. Importantly, Sharp argues that businesses would benefit from shifting their perspective on CI from viewing it as a cost to viewing it as an investment that saves money and provides immediate value. Author Seena Sharp is a noted CI expert who established Sharp Market Intelligence in 1979 Addresses all the most common myths and misconceptions about CI Includes more than sixty examples of when to use CI Completely explains the ins and outs of CI, and why your company will act faster and more aggressively with CI Competitive intelligence is a management tool that is misunderstood and underestimated, yet results in numerous benefits. If you are a senior level executive or operate a business-and you aren't tapping the power of CI to improve your decision making-you are missing a potent advantage.

Super Searchers on Competitive Intelligence Margaret Metcalf Carr,2003 Revealing their secrets for monitoring competitive forces and keeping on top of the trends, opportunities, and threats within their industries, this book presents 15 leading CI researchers and their hard-earned secrets.

The Secret Language of Competitive Intelligence Leonard Fuld,2010-04-21 THE ART OF SMART . . . how not to get blindsided by the competition Your key competitor has a cost advantage and you can't for the life of you figure out why or how. • A new technology or competitor is on the horizon that will completely upset the applecart in your business as Google is now doing in advertising and Wal-Mart has done in retailing. • You think a key competitor may drastically drop prices or perhaps roll out a significant new product. What can you do to ascertain what their major moves will be? Competitive intelligence, the ability to see through or stay ahead of your competition, is the unspoken, hidden key to success. It is the means to knowing a customer's strategic thinking, a rival's cost structure when making a bid, or a competitor's new product plans. Much as in a game of chess, you must think many moves ahead of your rivals—exactly the advantage competitive intelligence can give you. Leonard Fuld provides the tools to cut through the smoke screens and rumors that distort reality and shows: • How to avoid becoming your own worst enemy by removing blinders that can hide a competitor's threatening moves • How to see your competitor's vulnerability and take advantage of the easily exploitable opportunities it presents •

How to run a war game to anticipate a rival's pricing moves, new product introduction, or distribution strategy, and even to avoid being surprised by new entrants who play by different rules altogether For more than twenty-five years, Leonard Fuld has been developing groundbreaking ways for managers to stay two steps ahead of the competition, providing effective ways of finding out about pricing, new product rollouts, strategic alliances, outsourcing, and cost of operations. In The Secret Language of Competitive Intelligence he shows how to take data that is widely avail-able to everyone, think critically about it, and convert it into highly refined intelligence that leads to effective market-based decisions. Table of Contents DISRUPTIONS, DISTORTIONS, RUMORS, AND SMOKE SCREENS: Page 1 Just Another Day in the Office Chapter 1 THE ART OF SMART: Page19 How Intelligence Insight Helps Win the Game of Risk and Reward Chapter 2 REALITY BITES: Page 45 Remove the Blinders Chapter 3 WILL GOOGLE BEAT MICROSOFT?: Page 69 Using War Games to See Three Moves Ahead Chapter 4 MAKE ME INTO A PEPPERONI: Page 119 Seeing the Trees to Understand the Forest Chapter 5 EARLY WARNING: Page 135 Getting Intelligence on Competitors That May Not Exist in a World That Has Not Arrived Chapter 6 THE

INTERNET HOUSE OF MIRRORS: Page 165 Seeing Through the Confusion to Gather Intelligence Gems Chapter 7 COMPETITIVE FOG: Page 211 How Rothschild, Buffett, Walton, Dell, and Branson Saw Clearly and Others Did Not Chapter 8 DAY TO DAY: Page 237 Integrating Intelligence with Your Work Chapter 9 THE BIG UNANSWERED QUESTIONS: Page269 Notes 285 Acknowledgments 293 Index 297 From the Hardcover edition.

The Competitive Intelligence Playbook Fouad Benyoub, Do you believe that intelligence, not data, can shape better business decisions? Do you want to explore how to gather, analyze, and share competitive intelligence? Do you want to learn what it takes to build efficient competitive intelligence programs? Then The Competitive Intelligence Playbook is for you! In this book, you will find the main ingredients you need to take your competitive intelligence program to the next level. You will learn how to build, manage, and optimize your program. You will learn how to move your program from the tactical to the strategic level of your organization. Most importantly, you will learn how to extract the most business value from the program. Let the journey begin!

Strategic Intelligence Jay Liebowitz,2006-03-27 Strategic intelligence (SI) has mostly been used in military settings, but its

worth goes well beyond that limited role. It has become invaluable for improving any organization's strategic decision making process. The author of Strategic Intelligence: Business Intelligence, Competitive Intelligence, and Knowledge Management recognizes synergies amo

Competitive Intelligence Christopher Murphy,2016-05-23 Every business manager needs intelligence to find suppliers, mobilize capital, win customers and fend off rivals. Obtaining this is often an unplanned, instinctive process. The manager who has a conscious, systematic approach to acquiring intelligence will be better placed to recognize and seize opportunities whilst safeguarding the organization against the competitive risks that endanger its prosperity - and sometimes even its survival. Christopher Murphy's Competitive Intelligence explains: ¢ the theory of business competition ¢ how companies try to get ahead of their rivals ¢ methods of research and sources of information that generate the raw material for creating intelligence ¢ analytical techniques which transform the mass of facts and opinions thus retrieved into a platform of sound, useable knowledge to support informed business decision making. The text includes plenty of examples and experiences from the author's own consulting experience. He

draws on a wide variety of disciplines, including literary criticism (or how to read between the lines of company reports, announcements and media stories) and anthropology (understanding corporate culture), as well as the more obvious ones such as financial analysis, management theory and business forecasting techniques. This fusion of insights from many fields of expertise provides a very readable, practical and imaginative framework for anyone seeking to gather and make effective use of market and company data. While focused on the British business environment, the lessons drawn are of universal application, and examples are taken from across the globe. In addition a chapter is devoted to researching industries and companies in other countries. Although primarily concerned with commercial enterprises, many of the principles and techniques will also be of considerable practical relevance to managers in the public sector or not-for-profit organizations. Competitive Intelligence also provides a legal

Competitive Intelligence Rescue Carolyn M. Vella,John J. McGonagle,2017-07-20 A powerful how-to-do-it-better book, this is the first guidebook on competitive intelligence that uses case studies to provide behind-the-scenes insights into how professionals improve competitive intelligence processes. All

organizations need to stay competitive in their respective fields to ensure success. Competitive intelligence (CI) is an established discipline that focuses on giving businesses and nonprofit organizations the advantage of staying fully informed about what their competitors are doing, are capable of doing, and will likely do. CI is a particularly valuable and powerful tool that supports everything from strategic planning to marketing and new business development to human resources—if it's executed properly. This groundbreaking book uses real-world case studies to expose common CI challenges and present a simple methodology for spotting problems, understanding how to rectify each problem, educating others in order to bring about improvements in a process, and testing and validating that the changes are working. Competitive Intelligence Rescue: Getting It Right provides invaluable insights from Carolyn M. Vella and John J. McGonagle, two of the most prolific authors, recognized experts, and in-demand speakers on the topic of competitive intelligence worldwide. Any manager, executive, or owner of any organization—including medium-sized and large enterprises such as businesses, law firms, hospitals, nonprofits, and universities—as well as anyone inside or outside of a firm who provides competitive intelligence to managers

or executives will benefit from reading this book, regardless of previous experience with or knowledge about CI.

Competitive Intelligence, Analysis and Strategy Sheila Wright,2014-07-10 The Holy Grail for most organisations is the successful attainment, and retention, of inimitable competitive advantage. This book addresses the question of how to leverage the unique intangible assets of an organisation: its explicit, implicit, acquired and derived knowledge. The refreshingly innovative concept of Intelligence-Based Competitive Advantage© is one which will eclipse the cost-driven and resource-reduction attitudes most prevalent in the first decade of this century. Tomorrow's organisation will need to derive IBCA© through the expert execution of bespoke competitive intelligence practice, unique analytical processes, pioneering competitive strategy formulation, and timely execution of all three, if they are to succeed. This volume consists of insights from Competitive Intelligence practices at both country and organisational level, Competitive Analysis processes within the firm and within challenging sector and economic environments and Competitive Strategy formulation in profit, non-profit, real and virtual world contexts. It is essential reading for anybody wishing to gain a formal understanding of the

practical and intellectual challenges which will face organisations in the future as they strive to achieve strategic foresight and Intelligence-Based Competitive Advantage. This book was originally published as two special issues of the Journal of Strategic Marketing.

The Manager's Guide to Competitive Intelligence John J. McGonagle,Carolyn M. Vella,2003-09-30 There is very little material available that provides practical, hands-on assistance for the CI professional who is providing CI to one client—his or her employer—and who constitutes the largest single group of CI practitioners in existence. This book meets that need by serving as a desk reference for CI managers to help them understand their own circumstances and determine what works best for them. Competitive intelligence (CI) is now becoming a mature profession. With that maturation comes the need to develop and understand the how's and why's of managing CI, as distinguished from understanding how CI works. There is very little material available that provides practical, hands-on assistance for the CI professional who is providing CI to one client—his or her employer—and who constitutes the largest single group of CI practitioners in existence. This book meets that need by serving as a desk reference for CI

managers to help them understand their own circumstances and determine what works best for them. In addition to providing hints on diagnosing individual situations, many forms and checklists that the manager can use immediately are included.

Hyperformance T. J. Waters,2010-01-29 Effective strategies for outsmarting the competition and driving better bottom-line results In this groundbreaking book, T.J. Waters has turned his experience collecting and analyzing competitive intelligence for the CIA into effective strategies for businesses wanting to stay on the leading edge of their industries. The book describes a practical process from planning (identifying competitive threats and determining the resources needed to counter them) through implementation (creating an organizational strategy) to execution (collecting key information and turning it into bottom-line results). The book is filled with illustrative examples of companies from start-ups to multi-nationals that have used similar strategies successfully. Offers a key resource for gaining competitive advantage in tough times Outlines a proven strategy for planning, implementing, and executing a strategic plan for bottom-line results Written by T.J. Waters who has combined his intelligence expertise with his years of business experience This book clearly shows that it's no longer

a question of becoming the next Google, IBM, or Coca-Cola-it's all about knowing what your competitors are doing.

The Secret Language of Competitive Intelligence Leonard M. Fuld,2010

Competitive Intelligence and Senior Management Joseph H. A. M. Rodenberg,2007 In the fast-paced world of international business, competitive intelligence is necessary for the daily survival of small firms and national economies alike. In Competitive Intelligence and Senior Management, veteran consultant Joseph H. A. M. Rodenberg argues that business leaders should devote more of their time and attention to seeking out and interpreting information about competitors. This instructive volume offers tools that will help senior managers to increase their firms' competitiveness, carry out successful mergers and acquisitions, and avoid surprise attacks from corporate raiders and private equity firms.

Business and Competitive Analysis Craig S. Fleisher,Babette E. Bensoussan,2015-01-12 Meet any business or competitive analysis challenge: deliver actionable business insights and on-point recommendations that enterprise decision makers can’t and won’t ignore! All you need is one book: Business and Competitive

Analysis, Second Edition . This generation's definitive guide to business and competitive analysis has now been thoroughly updated with additional methods, applications and examples. Craig S. Fleisher and Babette E. Bensoussan begin with a practical primer on the process and context of business and competitive analysis: how it works, how to avoid pitfalls, and how to communicate results. Next, they introduce their unique FAROUT method for choosing the right tools for each assignment. The authors then present dozens of today's most valuable analysis methods. They cover "classic" techniques, such as McKinsey 7S and industry analysis, as well as emerging techniques from multiple disciplines: economics, corporate finance, sociology, anthropology, and the intelligence and futurist communities. You'll find full chapters outlining effective analysis processes; avoiding pitfalls; communicating results; as well as drill-downs on analyzing industries, competitive positioning, business models, supply chains, strategic relationships, corporate reputation, critical success factors, driving forces, technology change, cash flow, and much more. For every method, Fleisher and Bensoussan present clear descriptions, background context, strategic rationales, strengths, weaknesses, step-by-step instructions, and references. The result is a book

every analyst, strategist, and manager can rely on – in any industry, for any challenge.

Managing Frontiers in Competitive Intelligence David L. Blenkhorn,Craig S. Fleisher,2000-11-30 For specialists and nonspecialists alike, this perceptive selection of the newest and up and coming tools and techniques of competitive intelligence, offering a well balanced combination of theory and practice. It shows how advances in computers and technology have accelerated progress in CI management, and the ways in which CI has affected (and been affected by) all major business functions and processes. It explores applications to organizations of various sizes and types, in both the public and private sectors. Editors Fleisher and Blenkhorn link leading-edge research in CI to advances in current practice, and balance pragmatic against conceptual concerns. Analysts, strategists and organizational decision makers at higher levels will find the book especially valuable, as they seek to make sense of the business environment and assess their organizations' evolving, dynamic places in it. The pace of change in today's global, competitive economy is greater than at any time in recorded history. Thus, as never before, companies need better tools for business and competitive analysis.

The book surveys applications of CI that are critical to business processes, such as mergers and acquisitions, and to evolving industries, such as biotechnology. They focus on how push and pull Internet technologies affect data gathering and analysis and how CI can be managerially assessed using multiple evaluative approaches, unavailable until now in the public domain. They then turn to the future, and lay out some startling yet plausible viewpoints on what the next frontiers of competitive intelligence will be and how organizations can and must ready themselves for them.

Competitive Intelligence and the Sales Force Joel Le Bon,2013-11-14 Because of their daily presence in the field and favored relationships with their customers, salespeople are the eyes and ears of their companies. In the new economic war, managers cannot take the chance of not being fully aware of the way they could be threatened by the competition. Yet, organizations face great difficulties to stimulate salespeople's collection and dissemination of competitive intelligence, and to manage market-based intelligence efficiently. This book aims to assist sales and marketing managers in facing such challenges while providing them with action-oriented answers to the following

key questions: What kind of information salespeople should collect from the field and how to transform such information into intelligence? How to improve salespeople's competitive intelligence collection and exploitation skills? How to enhance the sales force's commitment to competitive intelligence activities? How to manage and distill market-based intelligence throughout the organization and maintain market leadership? And, how to approach the ethical aspects of competitive intelligence and remain protected against competitors' competitive intelligence activities? By leveraging the latest research, practitioners' interviews, companies' best practices, along with practical tools and guidelines, this book help organizations achieve their market-orientation strategy and maintain a sustainable competitive edge.

Discover tales of courage and bravery in Crafted by is empowering ebook, Unleash Courage in **Competitive Intelligence** . In a downloadable PDF format (*), this collection inspires and motivates. Download now to witness the indomitable spirit of those who dared to be brave.

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