

# Some B/CI Tools and Processes

## Summary

A corporate CI process can:

- Help a company enter and excel in new markets (top-line growth)
- Increase performance in current markets (protect the current customer base)
- Improve core production processes or market channels (strengthen the core)
- Identify and deflect emerging threats

The document below outlines some of the questions, production tools, and resulting payoff frequently associated with common needs. It also briefly describes some of the information products that professional B/CI teams may produce as result of their research efforts.

## Common Tools

The B/CI Tools described below are categorized in accordance with each step of the intelligence cycle (The Direction, Collection, Analysis, Dissemination, and Evaluation of intelligence information). Some of these tools are also listed in the B/CI Needs, Tools, and Payoff grid.

This is by no means a comprehensive list of all ways to conduct the work of intelligence production. We've only captured some of our favorites - new ways of doing this are created every day. Especially where analysis is concerned, the analytic processes applied must be tailored to suit the need, and are often unique to the problem at hand.

For our purposes, we've combined the information collection step with information processing; the intelligence analysis step with production; and the dissemination step with information application and use.

## Some B/CI Tools Applied within the Intelligence Cycle

Direction	Collection & Processing	Analysis & Production	Dissemination & Application	Evaluation
High-level opportunity pipeline review	Secondary information research and aggregation	Decision-maker and decision-culture analysis (DCA/LAB)	Customer, supplier, competitor profiles	Executive pre-brief and after-action review
New product/service development review	<i>intelsource</i> <sup>TM</sup> information collection	Value-added attribute level analysis	Competitive situation assessment	Business wargaming
Customer-profit ratios and retention reviews	techniques ( tap a network of the people who know)	Customer profiling and behavior analysis	Input to strategic, product, & market influence plans	SWOT
Scenario generation; indicator tree development	Database population using collected data (tools such as Strategy! Software) <sup>5</sup>	Competitor profiling	Input to sales team <sup>6</sup>	Porter 5 Forces
Business wargame <sup>1</sup>		Technical profiling	Input to competitive benchmarking	Quarterly and annual competitive review
SWOT <sup>2, 3</sup> review		Reverse engineering	Negotiation preparation & support	Executive “shadowing” of key customers and competitors
Porter 5-Forces Analysis <sup>4</sup>	Collection and project planning	Technical SWOT		
Counterintelligence review		Link and Timeline analysis	Internal B/CI Alert generation, website population, newsletter publication	
Development of an executive “watch” team		Alliance/partner, and network assessment		
<b>Problem and requirements analysis</b>	<b>Examine weaknesses through simulated aggressor “red team” exercises</b>	<b>Counterintelligence vulnerability assessment</b>	<b>Define and implement protective countermeasures</b>	<b>Review jointly with security and intellectual property managers</b>

<sup>1</sup> When these tools are used at the front end of the intelligence process to point up what information the company needs, their use on the tail end permits companies to comparatively assess the utility of the information gathered.

<sup>2</sup> Stands for a type of analysis that considers the target company’s strengths and weaknesses, as well as opportunities to grow, or threats that the target company may face (in some SWOT, the “opportunities and threats” portion refers to “our” opportunities in working with or against the target company, and the threats that the target company may pose against us).

<sup>3</sup> See note regarding business wargames, above.

<sup>4</sup> This makes reference to Michael Porter’s famous “five forces” competitive analysis technique outlined in “Competitive Strategy” (Michael Porter, 1980, Harvard University Press)

<sup>5</sup> Strategy! is a software package made by Strategy Software, Incorporated, based in Mill Creek, Washington, USA. It reflects some of Michael Porter’s analytical processes in its structure, and helps users to capture, store, and report analytical information. Other similar products are also available.

<sup>6</sup> “Sell against” kits

## CI Needs, Tools, and Payoff: When do I need CI?

	Need	Questions	Tools	Payoff
T o p  L i n e  G r o w t h	<i>Sell more prospects</i>	Who is calling the shots on the purchase decision? What are their “hot buttons”? What is their budget? Their true timeline	<i>intelsource</i> <sup>TM</sup> information collection <sup>7</sup>  Decision-maker and decision-team analysis	Talk to the right people; say the right things; offer the right products and price at the right time; get more sales
	<i>Validate true customer needs</i>	Before we spend money to develop it, how can we be sure the customer really needs a particular product attribute?	<i>intelsource</i> <sup>TM</sup> information collection  Value-added attribute analysis  Customer behavior analysis	Shepherd scarce resources, get a more consistent return on research and manufacturing investments
	<i>Create new products faster</i>	Can we accelerate our technical innovation process? How can we find & avoid technical “blind alleys” that others have gone down?	<i>intelsource</i> <sup>TM</sup> information collection  Competitor research and technical profiling	Develop better technical solutions in less time; get better returns on R&D investments
P r o t e c t  t h e  B a s e	<i>Influence markets</i>	We want to enter new market/service areas. What can we do to remove obstructions and shift conditions to favor our entry and success?	“Five Rings” system influence planning  Four-Square scenario development; Competitive scenario generation and role play	Persuade all market players (customers, suppliers, distributors, regulators, others) to play along. Tilt the playing field in your favor
	<i>Test and validate product strategy</i>	We have a new product/market strategy. How can we reduce the risks? Can we test assumptions and more closely estimate responses from customers, competitors, and others?	Business Wargaming  Decision-maker and decision-team analysis	Save money and time by testing new plans in a “wind-tunnel test” before putting them on the runway. Make fixes on the ground, not “in flight.” Act with confidence.
	<i>Competitive strategy</i>	We’re continually “blind-sided”- surprised by our competitor’s actions. How can we get early warning of what they’ll do, to minimize damage?	<i>intelsource</i> <sup>TM</sup> collection  Early Warning – Indicator Trees and Monitoring  Competitor profiling; SWOT Analysis, 5 Forces, Decision-maker, decision-team analysis	Keep competitor’s from poaching key accounts by correctly forecasting and minimizing the effects of competitor product, price, and service changes

<sup>7</sup> Refers to a suite of tools for intelligence collection, collectively referred to as “*intelsource*<sup>TM</sup>”.

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<b><i>Protect Plans and IP</i></b>	How can we prevent our competitors, suppliers, etc. from learning our needs, processes, plans, and techniques?	Counterintelligence threat vulnerability assessment  Countermeasures	Keep secrets safe – Surprise your competitors
<b><i>Develop or validate technical strategy</i></b>	How does our technology rank with our competitors?  Are we the only ones that have developed this new process? If others have, are they using it? If not, why not?  Who has the technology we need? How can we get it?	<b><i>intelsource™</i></b> information collection  Technical Conference intelligence Operations  Reverse engineering  Technical SWOT  Link and Timeline analysis	Strengthen technical strategy and differentiation  Conserve capital, cut risks in new process implementation by learning from other’s mistakes – or quickly exploit competitive advantage  Identify and acquire the technology you need
<b><i>Improve manufacturing processes</i></b>	What are their processes? Are they more efficient or higher quality than ours? How can we improve our processes?	<b><i>intelsource™</i></b> information collection  Competitive process benchmarking	Improve output quality while cutting production costs. Stay best of breed.
<b><i>Find new alliances/distribution channels/acquisition targets</i></b>	Can we strengthen our technology base, product line, by teaming with others? Who are the best candidates? Are they as good as they say? Will our cultures work together?	Alliance/partner assessment  Alliance network analysis: Competitor network comparison  <b><i>intelsource™</i></b> information collection  Decision-maker and decision-culture analysis  Operating culture analysis and gap assessment	Build competitive advantage through stronger market networks. Find and avoid hidden risks. Plan teaming arrangements to enable fast, joint market execution
<b><i>Cut supply costs</i></b>	How can we ensure a supply of high quality ingredients, delivered to us on time? How stable and secure is our supply chain? Can we get a better price?	<b><i>intelsource™</i></b> information collection  Decision-maker and decision-team analysis  Negotiation Platform preparation & support	Cut the costs and improve the quality and conditions of component materials. Build better, less expensive products, through comprehensive supplier agreements