COURSE INFORMATION

Competitive Intelligence
LIS 8840 Sec. G01 CRN 40373
Building: CDC Room: 5
Monday/Wednesday 6:00 – 9:00 PM
45 contact hours

Instructor
Stephen Schulz
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651-204-6813
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http://www.stkate.edu/~mlisweb/people/schulz.php

COURSE DESCRIPTION
A study of the functions and activities of corporate competitive intelligence (CI) and analysis. Topics include the intelligence process; key intelligence topics (KITs); early warning intelligence; intelligence gathering and elicitation; financial, industry, and company analysis; scenario planning and war-gaming; strategy; designing a CI function, legal and ethical considerations, technical CI and professional development.

LEARNING OBJECTIVES
Upon completion of this class, students will be able to:

• Describe competitive intelligence and its benefits and challenges, and differentiate it from other information-based disciplines.
• Execute a competitive analysis project
• Execute an on-going competitive intelligence early warning campaign
• Develop a plan for creating a competitive intelligence process within an organization
• Develop a personal framework for ethical business practices and boundaries as they relate to CI

Students will learn and practice the following skills:

• Research – identifying and finding information
• Elicitation – gathering information from human sources
• Analysis - analyzing intelligence data and drawing out actionable insight
• Verbal communication – presenting intelligence findings
• Written communication – writing intelligence reports and briefs
• Definition – defining the objectives, outcome, setting expectations
• Knowledge management – organizing and managing intelligence dissemination
• Process design skills – designing a competitive intelligence process
LEARNING ENVIRONMENT AND POLICIES

We will use a practical, problem-solving approach, and combine a range of theoretical and pragmatic perspectives to analyze and understand competition among businesses in order to support strategic decision making. It is important to accumulate and build upon the knowledge gained from each week's readings so that you can develop an increasingly sophisticated understanding of the forces that impact competition and performance across industries. You will be expected to learn primarily through your analysis of readings, projects, preparatory exercises and through discussion with your colleagues and myself both in-class and out-of-class.

Instructional methods will include active group discussion of readings, lectures, case studies, in-class activities, guest lectures, peer-to-peer feedback, ongoing intelligence and project work.

Three primary topic areas will be covered: 1) ongoing competitive intelligence, 2) competitive analysis, 3) design of a CI program. Certain special topics will be included because they deserve special attention, are paramount to entire concept of CI, or are based on some specific application (applications of CI, ethics and legal, intellectual property and technology, etc.),

EXPECTATIONS

Expectations for Students
- Attend class
- Read material before class
- Participate in discussions
- Complete all assignments
- Fully participate in group assignments
- Deliver all assignments and projects on time

Academic Integrity
The course will follow the academic integrity policy as found in the St. Catherine's Student Code of Conduct and Community Expectations. An excerpt can be found at: http://minerva.stkate.edu/gradcatalog.nsf/web_retrieve/mgsn-7amlvf?OpenDocument

Expectations for Instructor
- Create a positive learning environment by covering interesting topics, using different teaching techniques, and facilitating open exchange of ideas.
- Provide feedback and suggestions
- Be available for individual instruction and discussion

ASSESSMENT AND GRADING

The standard grading scale for graduate programs that is in place for the Master of Library and Information Sciences program will apply.

The basis for grading is as follows:
- Individual weekly intelligence brief and summary report and presentation – 10%
Strategy case study report and presentation – 10%
CI Sources report and presentation – 10%
Human source elicitation report – 5%
Group competitive analysis project – 20%
Group competitive analysis project individual assessment – 5%
Group business case development – 15%
Group business case development individual assessment – 5%
Participation (in-class and in-group) – 20%

Late assignments and projects – because intelligence that is delivered after a decision has already been made has little value, no assignments delivered past due will be accepted and they will receive a ‘0’ grade.

DISABILITIES RESOURCES AND REQUESTS
Classroom accommodations will be provided for qualified students with documented disabilities. Students are required to contact the O’Neill Center for Academic Development for requests for academic accommodations for documented disabilities at 651-690-6563.

For further information contact the O’Neil Center at oneill_center@stkate.edu or 651-690-6563.

ASSIGNMENTS
1. Weekly intelligence brief. You will play two roles in this assignment – analyst and decision maker. 1) In the analyst role, you will create an ongoing, weekly communication covering a key intelligence topic (KIT) that will be approved by me. For any company in any industry of your choice, you will create a weekly briefing focused on the KIT. Each week you will email it to a class partner who will play the role of decision maker at your company and provide you with feedback each week. 2) As the decision maker, you will receive the brief from a class partner and provide weekly feedback to her/him. This will be done in teams of three so you will be sending your brief to one person and receiving a brief from a different partner. We will also discuss the newsletters in class. As a final exercise, you will summarize all of your briefs and present to the class.
   a. Individual assignment.
   b. One-page brief done in Word or similar. Professional format may include images, bullets, etc.
   c. Email your brief to your partner and to me no later than the beginning of class on the day it is due.
   d. Email your feedback to your other partner and to me no later than the beginning of class the following week.
   e. Summarize your briefs in a 10 – 15 minute class presentation in class session #11.
   f. Your key intelligence topic must be presented to me by end of class #2.
   g. Done mostly outside of class.

2. Strategy Case Studies. You will choose an organization that has been successful and study the strategic decisions it has made and the information it used to make them.
   a. Individual assignment.
   b. Organization studied will be approved by me.
   c. Three to ten pages, single spaced typewritten paper in Word or similar.
   d. Emailed to me and posted on Blackboard by 6:00 on the day you are to present.

5/5/2010
e. Using three to six PowerPoint slides or flipchart pages, present to the class in a 5 to 15 minute overview.
f. This should be written from a historical perspective. Required components include:
   i. Who is the organization?
   ii. What was the context (industry situation, markets, company itself)?
   iii. What one to three key actions did it make to be successful?
   iv. What information was likely available to the organization?
   v. What knowledge of the competition did it likely utilize?

3. CI sources. You will present to the class a set of sources for competitive information based on a specific scenario.
   a. Choose teams of 2.
   b. Sign up for scenarios at Class #1.
   c. Present to class in 15 – 30 minutes using the computer and screen to display some of the sites and/or locations of the sources. These can be free or for-fee sources.
   d. 1 – 3 page list of sources including name, location (url or other), free/fee-based. Handed to me hard copy and posted to Blackboard on the day of your presentation.

   a. Choose a piece of information that you would like to obtain from someone. This should be some information that is not customarily volunteered such as time of day or directions to the coffee shop.
   b. Gain approval from me before you begin.
   c. Choose a human source of that information. The source should be someone you do not know and have not met before.
   d. Attempt to gather the information in face-to-face conversation or by phone using the elicitation techniques we will study. (email, social media, and other forms of written communication are not acceptable).
   e. Prepare a short report (one page maximum) in Word or similar format. No other format requirements.
   f. Submit your report to me by email by midnight of due date.
   g. You will be graded on your report and effort only.

5. CI analysis project. This will be a beginning to end competitive intelligence project covering 8 sessions. You will design the project, gather information, analyze, write the report and present findings. Done inside and outside of class. You will be given approximately 30 minutes at the end of each class period to convene. Final presentations are due class session #12.
   a. Choose teams of 3-4.
   b. Select an industry and within that industry, choose two actual companies that sell similar products/services and compete for the same customers. Choose one of the companies as the focal firm and assume that your team is the CI department at that company.
   c. Assume that your group has been asked to research the industry and the key rival.
   d. Your choice of industry and companies must be approved by me.
   e. Class presentations will be 20 – 30 minutes using some of the slides from your report.
   f. Report must be delivered to me hard copy and posted to Blackboard by the beginning of class on the day you present.
   g. Report should be delivered in PowerPoint (or similar) format. 10 to 30 slides.
   h. At minimum, answer the following questions:
i. Where is the industry headed? Suggested time horizons are 1 year, 3, 5 years. What will be the consequences? Implications for us? Where will future competition come from?

ii. How are we positioned vis-à-vis our key rival? Now and in the future?

iii. What are our rival’s strategies? What is it contemplating? When are they likely to occur?

iv. Given the direction of the industry and the strategies of our rival, what should we do?

i. Individual component. Submit a performance evaluation of your team and yourself relative to your performance as a team and as an individual contributor. One page, single spaced maximum.

6. CI business case. Choose an organization, assume that it does not already have a formal CI program and create a business case for developing one. Done inside and outside of class. Presentations due class session #15.

a. Teams of 3 – 4 selected at random by me.

b. Research and select a business case model

c. At minimum, answer the following questions:

i. Background

ii. Current and desired state

iii. Alternatives

iv. Recommended solution including stakeholders, activities & deliverables, information flow and process, organizational alignment, cost/benefit analysis, evaluation and control, introduction plan.

d. Report must be delivered to me hard copy and posted to Blackboard by the beginning of class on the day you present.

e. Report should be delivered in PowerPoint (or similar) format. 5 to 10 slides.

f. Present your report to the class in a 10 – 20 minute presentation.

g. Individual component. Submit a performance evaluation of your team and yourself relative to your performance as a team and as an individual contributor. One page max.

RESOURCES AND COURSE READING


- Starting a Competitive Intelligence Function. Society of Competitive Intelligence Professionals, 2008. Purchase as a guest or member (student membership is $25) Available at: http://www.scip.org/publications/ProductDetail.cfm?Itemnumber=5543
5. Dishman, Paul Two tools for M&A analysis. SCIP Magazine Jan/Feb 01, 4/1, p23-26.(BB)
7. Gilad, B. “No, We Don't Know What Makes Intelligence Functions Effective, So Now What?” Starting a Competitive Intelligence Function. SCIP 2008
16. Lawrence, T. “Writing a successful competitive intelligence newsletter.” January/February 05, 8/1 p18-22. (BB)

BB = article will be available on Blackboard. Otherwise it can be located in the general literature or purchased online.

Other Resources
- SCIP  www.scip.org
- SLA  www.sla.org
- ALA  www.ala.org

COURSE SCHEDULE

<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Notes / Assignments</th>
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<tbody>
<tr>
<td></td>
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<td>Definition of CI</td>
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<tr>
<td>2</td>
<td>6/7</td>
<td>Intro to Strategy</td>
<td>Hunger. Chapter 1, 5.4</td>
<td>CI Project proposal due by end of class.</td>
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<td>Environmental Scanning</td>
<td>Jan Herring, “Defining Competitive Intelligence Needs: The Role of Key Intelligence Topics.”</td>
<td>Intelligence brief KIT proposal due by end of class.</td>
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<td>Lawrence, T. “Writing a successful CI newsletter.”</td>
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<td>3</td>
<td>6/11</td>
<td>Strategy</td>
<td>Levitt, T.  Marketing Myopia</td>
<td>Strategy case proposal due by end of class</td>
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<td>Project-based CI</td>
<td>Prescott. “Project-Based Competitive Analysis”</td>
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<td>Defining CI Needs</td>
<td>Andreasen - Backward Market Research</td>
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<td>4</td>
<td>6/13</td>
<td>Information Gathering</td>
<td>Carpe, D Ups and Downs of Elicitation</td>
<td>CI Sources #1</td>
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<td>Legal and Ethics</td>
<td>Hohof. “Ethical Intelligence.” (Optional) Paine, L.S. “Corporate Policy and the Ethics of Competitor Intelligence Gathering”</td>
<td>Human source proposal due by end of class.</td>
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<td>6/18</td>
<td>Analysis Frameworks</td>
<td>Hunger, Chapter 3.2, 5.1, 5.2, 5.3</td>
<td>Strategy Case #1, 2</td>
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<td>McKenney, P. “How to Use Common Intelligence Analytics”</td>
<td>CI Sources #2</td>
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<td>6/20</td>
<td>Analysis – Industry, Company, Financial, Product</td>
<td>Hunger – 11.4, Kerwin. Understanding financial statements.</td>
<td>CI Project Proposal due, Intelligence brief #1 to partner</td>
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<td>6/25</td>
<td>Dissemination</td>
<td>Abela, A. “Achieve Impact Through Persuasive Presentation Design”</td>
<td>Strategy Case #3,4 CI Sources #3</td>
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<td>Fiora. “Writing Intelligence Reports that get Read.”</td>
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<td>Glassford, Jon. “Tell me a story”.</td>
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<td>6/27</td>
<td>Developing a CI function</td>
<td>Powell. “Intelligence: Developing the Business Case”</td>
<td>CI Sources #5 Strategy Case #5,7,8 Human source assignment due CI Business case assignments made</td>
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<td>APQC – L2. Developing a CI Program</td>
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<td>7/2</td>
<td>Managing the CI Function</td>
<td>APQC – L3. Managing the CI Function.</td>
<td>Strategy Case #9, 10 CI Sources #6 Intelligence brief #3 to partner</td>
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<td>Hoppe, M. “Working With Culture: The Key to Success”</td>
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<td>10</td>
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<td>Coordinating Intelligence</td>
<td>APQC – L4. Coordinating Actionable Intelligence.</td>
<td>Strategy Case #11, 12 CI Sources #7</td>
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<td>Singer, M. “Creating Internal Networks: The How and Why”</td>
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<td>(Optional) Matteo, M. “CTI in a European-Based Global Pharmaceutical Company.”</td>
<td>Intelligence brief #4 to partner</td>
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<td>11</td>
<td>7/11</td>
<td>Impacting Decisions</td>
<td>APQC - L5. Attending to the CI Audience</td>
<td>CI Sources #8 Strategy Case #13, 14</td>
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<td>Hare, K. “Using Technology to Support Competitive Intelligence</td>
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<td>12</td>
<td>7/18</td>
<td>CI Projects</td>
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<td>Group Presentations – CI project</td>
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<td>13</td>
<td>7/23</td>
<td>Selected Topics</td>
<td>Gilad, B. Neither a War, Nor a Game.</td>
<td>CI Sources #9</td>
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<td>Dishman, “Paul Two tools for M&amp;A analysis.”</td>
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<td>Selected Topics</td>
<td>Calof, Jonathan, “Event Show Intelligence: Examples of successful projects.”</td>
<td>Strategy Case #15, 16</td>
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<td>Intelligence brief summaries - individual presentations</td>
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<td>7/30</td>
<td>CI Business Case</td>
<td>Gilad, B. “No, We Don’t Know What Makes Intelligence Functions Effective, So Now What?”</td>
<td>Group Presentations - CI Program Design</td>
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<td>Future of CI Wrap-up</td>
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<td>CI Program Design</td>
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<td>CI Program Design individual assessment due</td>
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