Competitive Intelligence & Market Research Techniques

Adele Barsh
Economics & Business Librarian
abarsh@ucsd.edu
Terms that get conflated with “competitive intelligence”

- Business intelligence
- Data mining
- Industrial espionage
- Knowledge management
- Customer relationship management
- Market Research
Definition of CI

Competitive intelligence (CI) is the label given to a systematic examination of external forces affecting a company, such as predicting competitor moves, customer moves and/or government moves.
Key Characteristics of CI

- Information gathering, analysis & delivery
- Tactical & Timely: relates to key business decisions
- Uses internal or external resources
- A process & a product
Typical ecosystems for CI & BI

### Competitive Intelligence

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press and Internet Sources</td>
<td>33%</td>
</tr>
<tr>
<td>Social Media</td>
<td>24%</td>
</tr>
<tr>
<td>Marketing &amp; Financial Info</td>
<td>16%</td>
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<td>Professional Databases</td>
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<td>5%</td>
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</tbody>
</table>

Source: summary from Meidata Infographics

### Business Intelligence

Source: *Applied Microsoft Business Intelligence* (Wiley, 2015)
Models of Competitive Intelligence within an organization infrastructure

C-suite

Competitive Intelligence Unit

Marketing Dept.

Research & Development

Information Technology

Competitive Intelligence Unit
A compact history of Competitive Intelligence
Methodology flow of CI process

- Established methodology cycle:
  - focus
  - info-gathering
  - evaluation
  - synthesis
  - dissemination/communication
  - decision
# The Periodic Table of Competitive Intelligence

## Core
- **S**: Search engines
- **W**: Website contents
- **N**: News
- **Li**: LinkedIn
- **J**: Job postings
- **Wr**: Website ranking

## Social
- **Tw**: Twitter
- **Yt**: YouTube
- **Ps**: People search
- **D**: Domain details

## Financial
- **Ar**: Annual reports
- **Cf**: Company filings
- **Ps**: People search
- **F**: Funding

## Legal
- **P**: Patents
- **Cp**: Company profiles
- **L**: Legal cases
- **M**: Marketing spend

## Exotics
- **I**: Imports
- **Tm**: Trademarks
- **Sd**: Supplier directory
- **Su**: Suppliers

## Primary
- **Tr**: Trade shows
- **C**: Customers
- **An**: Analysts
- **Pr**: Prospects
- **E**: Employees
- **Co**: Contractors
- **Su**: Suppliers

## Secondary
- **H**: Hosting
- **Th**: Theft
- **De**: Deduction

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Source: [http://www.aquate.com/infographics](http://www.aquate.com/infographics)

Please email science@aqute.com if you discover new elements.
SCIP,  https://www.scip.org/?page=CodeofEthics

- Code of ethics, paraphrased:
  - Professionalism
  - Accurately disclose info, including your identity before interviews
  - Respect confidentiality requests
  - Avoid conflicts of interest
  - Provide honest and realistic recommendations
  - Promote ethical behaviors within company and with contractors
  - Abide by company policies and guidelines
Parts of an market research report

- **Scope and Depth** - aka industry overview and definition
- **Details** - industry performance, competitive landscape & key benchmarks
- **Major companies’ profiles**
- **Observations about the research process**
  - Partly art, partly science
  - Be alert to your sources
    - facts vs estimates
      - Find & cite concrete, reputable sources
      - Beware that many analysts’ forecasts are “porous” and vary wildly
    - Consider primary research, focus groups for missing details
Possible stumbling blocks

- Terminology issues
- Don’t understand sources’ contents
- Don’t know best way to navigate interface quirks to your advantage
- Forget to apply your own critical/creative thinking to what you uncover
Terminology Technique

- Too specific?
  - Synonyms
  - Broader categories

- Too generic?
  - Keyword + a company or product brand name
  - Try a NAICS code + keywords
Selecting a source & navigating its features, 1

- Contents
  - Think: who would produce this info?
  - Familiarize yourself with types of business information resources

- Interface quirks to advantage
  - Controlled vocabulary and metadata
    - Industry codes (e.g., NAICS)
    - Tags for subsetting (by document type, etc.)
  - “Help” (and the left nav bar) are your friends

### Press and Internet Sources
- 33%

### Social Media
- 24%

### Marketing & Financial Info
- 16%

### Professional Databases
- 12%

### Interviews
- 10%

### Government Databases
- 5%
Selecting a source & navigating its features, 2

Managing your process:

- Keep an eye on the clock
  - Don’t get stuck in one source
  - Ask for help

- Use the tools for information gathering
  - Evernote
  - Link sharing for teams
  - Citation managers
You are unique: “Bring it!”
Engage your critical/creative thinking

- Don’t get stuck on how other reports portray the info
  - What are key features for you?
  - What is missing?
  - What is not necessary?

- Create a balance of information types to get your point across
  - Visuals, infographics
  - Narrative text and statistics
  - Data tables
Your class guide

- [http://ucsd.libguides.com/marketresearch](http://ucsd.libguides.com/marketresearch) (handout)

- [http://ucsd.libguides.com/](http://ucsd.libguides.com/) (all topics, including STEM, Social Sciences, Arts & Humanities)
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