

Competitive intelligence prevails management looking like idiots a few years down the road.

Do you agree with me that information is the lifeblood of the organization? But why does management in most organizations still struggle so much with the management of information? I am telling you that management is still managed by information rather than they are able to manage information as such to take the best decisions.

Despite they have many business intelligence solutions, management information systems, balance score cards, performance management and all the wonderful visually-based management cockpit solutions driven by numerous key indicators, management still misses the key insights and business foresights. Do those solutions give you the answers on following questions:

1. Do these solutions deliver you intelligence?
2. Do these solutions deliver you the actionable intelligence to make the best decisions?
3. Do these solutions give you foresights enabling you to see in time the dramatic changes in the external business environment?

Do you agree with me that the most important decisions are not taken inside organizations but outside organizations? Competitive intelligence has all of this, it enables your organization to compete successfully and it is a pre-condition for existence and long-term company survival.

**“Most of us never recognize opportunities until it is going to work in our competitor’s business”**

Almost all men are intelligent. It is method they lack. Methods are the masters of masters. Competitive intelligence is such method but above all another way of doing business. Employees make organizations intelligent and alert. Most of us never recognize opportunities until it goes to work in our competitor’s business. Success is not measured by the position someone has reached in life, but by the obstacles he or she has overcome while trying to succeed. Competitive intelligence can overcome all kinds of obstacles faced by management every day and can identify potential threats, opportunities, emerging and future events in time. It’s the ultimate driver for staying ahead of the competition by identifying the business foresights of changes that occur in your organization’s competitive landscape. Competitive intelligence is about avoiding surprises in the market place, eliminating blind spots in your strategies and in the strategies of your counterparts, counteracting complacency and arrogance. It is a new art of being able to compete anyway. It’s about making mergers and acquisitions more successful, it’s a driver for business development and innovation and it feeds the strategic management processes. It feeds into scenario planning, strategy under uncertainty and strategic war mapping.

**“Look ahead for opportunities. Forget the past. No one becomes successful in the past”**

If you decide to implement competitive intelligence in your organization, I recommend that you place this competency not in a department like marketing, nor in the middle-management layer. Although this is the practice area of competitive intelligence you must place competitive intelligence at the top of the organization, similar to what the military and governments do. You might see competitive intelligence this way as your organization’s chief of staff. Competitive intelligence starts with the guy at the top. This leaves only one possible place to position competitive intelligence within the organization: on a par with other functions that report directly to the Board.

## **“If generals can’t without good intelligence, why senior management thinks it can”**

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Joseph H.A.M. Rodenberg is managing partner of Rodenberg Tillman & Associates, based in the Netherlands. The firm is active in intelligence-based research studies, the intelligence implementation processes and in international master classes.

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