

Strategic Technology and Innovation Management Programme

How is intelligence assimilated in decision making?

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Intelligence systems are set up to capture information about emerging threats and opportunities for the business. However, no matter how important the findings, they are useless if they are not assimilated by decision makers.

Aims: This research aims to understand how intelligence could be better assimilated in decisions, combining a number of techniques.

How has Intelligence been assimilated in the past?

How? Review of past decision making history via 'Organisation Scan' technique. The tool helps companies review past events and derive lessons for the future.

This workshop method is particularly suitable to capture a number of different historical stakeholder perspectives and hence it was chosen for this project.

Progress: Development of the tool for the purpose of this research, in collaboration with Dr Michèle Routley, one of the original developers of the approach.

- 1) Development of demonstrator for the technique for audiences from different firms (2 workshops).
- 2) Testing and refinement of the method for the purpose of the research through pilot workshop with 1 STIM company
- 3) Literature review

Next steps: More opportunities to use the technique in companies are sought. Please, contact Letizia at lm367@cam.ac.uk

How is Intelligence performance evaluated in firms?

Aims: Ying Wan Loh aimed to understand how technology Intelligence activities can be evaluated.

How? Combining data from interviews with Intelligence managers and literature review.

Results:

Intelligence Evaluation Matrix

	Project-related Metrics	Firm-related Metrics
Outcome-based Metrics	<p>EXAMPLES Leads incorporated On time - On cost Specification target met Rate of lead impact on project</p>	<p>EXAMPLES Knowledge transferability Knowledge Reusability Turnover Level of diffusion of I. in company</p>
Activity-based Metrics	<p>EXAMPLES # of leads # of ideas generated # patents reviewed</p>	<p>EXAMPLES Geographical coverage Network built</p>
	Short term	Long term

Deliverables

- 1) Teaching material to showcase the technique to a mixed audience
- 2) Refined research technique to pursue the research question

Deliverables

- 1) ISMM dissertation thesis
- 2) A working paper containing implications for managers