

# 15. Competitive Intelligence

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**Establishing the current state of Competitive Intelligence approaches and the effectiveness of their outputs with a view towards their use in strategic planning.**

## Aims

Industry is constantly shifting: new players enter, old players change strategies. To navigate successfully in this environment, strategy should anticipate the competitors' behaviour. This project builds knowledge of how Competitive Intelligence is carried out in organizations in terms of processes and tools, and how the outputs feed into strategic planning.

“ **What are the challenges and opportunities when linking CI and Strategy for long-term organisational performance?** ”

“ **What are the challenges and opportunities when working with digital CI solutions?** ”

## Deliverables

An understanding of the current state of process, system and tool requirements, outputs and usage for Competitive Intelligence.

## Approach

The project was carried out through a combination of in-depth interviews and a facilitated round-table discussion to capture:

- An understanding of the current state of process, system and tool requirements, outputs and usage for Competitive Intelligence.
- Company feedback and comparison to other participants' approaches.

## Future research

Development of processes and tools building on observed good practice to help companies at early stages make the first step towards a Competitive Intelligence System.

