

Establishing a World-class CI Capability

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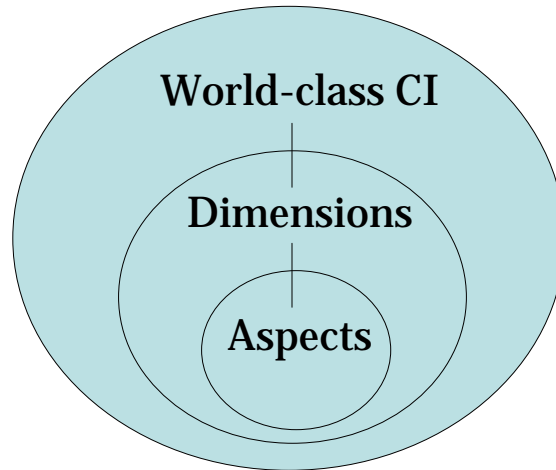


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1. Framework for Describing World-class CI



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2. Four Key Research questions

- What are the dimensions and aspects of a World-class CI function?
- How have world-class companies developed CI: what are the main phases of development and how are they described in terms of milestones relating to the various aspects?
- What are the logical relationships between the aspect milestones?
- What are the best ways to achieve world-class CI?

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3. Building the Framework

- At the present time there is no significant literature about how to define and develop a world-class CI function.
- Only small element of literature concentrates on defining key elements (eg APQC, 2000)

3. Building the Framework

- The initial Research activity started in Barcelona in September 2003 discussing the possible conceptual frameworks.
- The starting idea was applying project management as a tool for supporting the establishment, implementation and development of the CI Function.

3. Building the Framework

- Between October and May 2004 we reviewed current literature and professional presentations. The objective was to establish a first list of aspects to incorporate into our framework
- During autumn 2004 we organized 51 aspects into 9 dimensions.

3. Building the Framework

The nine dimensions

1. The strategic significance of CI
2. The CI function in the strategic business unit
3. Organization culture with respect to CI
4. Human resources for CI
5. Non-human resources for CI
6. Collection, analysis, dissemination and management of intelligence
7. Selection and management of CI projects
8. Top level management control of CI
9. Evolution of the CI unit

3. Building the Framework

Example of aspects

3. ORGANISATION CULTURE WITH RESPECT TO CI:

For world-class CI there is an organisational culture that allows the contribution of CI to be maximised.

Aspect	World-class standard
Attitudes to the gathering of intelligence or information	3.1 Everyone in the organisation who is in a position to do so does their best to gather intelligence.
Attitudes to the sharing of intelligence or information	3.2 Everyone in the organisation who is able to gather intelligence feels positive about sharing this intelligence with those working in CI.
Management support for gathering and sharing of intelligence	3.3 Managers at all levels reinforce the culture of gathering intelligence and sharing it with those working in CI.
...	

4. Testing the Framework & Analysis of Survey

- **Sample:** In January 2005, 41 best practice companies were selected using secondary literature review.
- **Method:** Telephone followed by e-mail was used to invite the firms to join a multistage research between January and March 2005.
- **Instrument:** A semi-structured questionnaire was sent to the sample with the objective of testing the 51 aspects.

4. Testing the Framework & Analysis of Survey

- Results: 14 valid questionnaire have been received from companies in different sectors:
 - *pharmaceutical (5)*
 - *IT and communication (3)*
 - *electronic and consumer (2)*
 - *chemical (2)*
 - *service (1)*
 - *industrial (1)*

4. Testing the Framework & Analysis of Survey

Totally agree	<i>I can see no arguments against this statement</i>
Agree	<i>I can see arguments for and against this statement; on balance I support it</i>
Neutral	<i>I can see equal arguments for and against this statement</i>
Disagree	<i>I can see arguments for and against this statement; on balance I do not support it</i>
Totally disagree	<i>I can see no arguments for this statement</i>
Don't know	<i>I do not feel able to make a judgement on this statement</i>

4. Testing the Framework & Analysis of Survey

- **Support for statement**
 - at least 60% of respondents totally agreed AND
 - at least 85% of respondents agreed OR totally agreed.
- **Disagreement significant**
 - at least 15% of respondents failed to agree OR totally agree
 - statement modified to reflect negative comments while maintaining positive responses

4. Testing the Framework & Analysis of Survey

- **Disagreement minor**
 - less than 15% of respondents disagreed OR totally disagreed
 - statement modified to reflect negative comments while maintaining positive responses if we considered it appropriate
- **Additional statements**
 - more than 15% of respondents suggested the same additional statement, statement added (did not occur)
 - less than 15% of respondents suggested the same additional statement, statement added if we considered it appropriate

5. Findings: the World-Class CI Function statements

- 44 out of 51 statements met support criteria
- 7 statements failed to meet criteria for support and needed further work
- 1 additional statement was suggested

	Support	Minor disagreement	Significant disagreement	Additional statements
Number of statements	37	7	7	1

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6. Follow-up Action

- Additional statement and statements with significant modifications re-sent to respondents
- 48 out of 52 statements now meet support criteria
- 4 statements still fail to meet criteria for support and need further work

	Support	Minor disagreement	Significant disagreement	Additional statements
Number of statements	48	-	4	-

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7. Next step

QUESTION:

How have world-class companies developed CI: what are the main phases of development and how are they described in terms of milestones relating to the various aspects?

METHOD:

Talk to selected companies, asking them to describe the phases of their CI development in terms of the degree of achievement of each aspect statement

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7. Next step

3. ORGANISATION CULTURE WITH RESPECT TO CI: For world-class CI there is an organisational culture that allows the contribution of CI to be maximised.

Aspect	World-class standard	5	4	3	2	1	0
Attitudes to the gathering of intelligence or information	3.1 Everyone in the organisation who is in a position to do so does their best to gather intelligence.				1		
Attitudes to the sharing of intelligence or information	3.2 Everyone in the organisation who is able to gather intelligence feels positive about sharing this intelligence with those working in CI.			2	1		
Management support for gathering and sharing of intelligence	3.3 Managers at all levels reinforce the culture of gathering intelligence and sharing it with those working in CI.			2			
The relationship of management users of CI with CI producers	3.4 Managers at all levels express a willingness to work in a participative way with those working in CI at all stages of relevant decision-making						
Management attitudes to using CI	3.5 Managers at all levels are positive about using CI at all stages of relevant decision-making (identifying a problem situation, analysing the situation, defining the problem, identifying solution options, taking the decision, implementing the decision, and evaluating the decision).						
Managers' trust in CI	3.6 Managers at all levels express their full trust in those working in CI.				2		
A code of ethics and protocols for CI	3.7 A code of ethics for CI incorporating a set of CI protocols has been clearly stated.						
Adherence to the code of ethics	3.8 All staff involved directly or indirectly with CI work understand the code of ethics and its protocols and adhere to them.	1					

— Company A
— Company B

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You are welcome to join our study!

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