

Chapter 2

Performing the Analysis Process



Ch2. Performing the Analysis Process

Analysis as a larger function of intelligence

- Decision-maker identifies a critical intelligence need, question or topic →
- Decision-maker communicates that to the analyst and engages in dialogue →
- Analyst and decision-maker agree on the brief →
- Analyst determines appropriate analysis process, methods and techniques →
- Gathered data is classified, organized and qualified →
- Analyst identifies available data and initiates additional data acquisition as required →
- Analyst experience, analytical skills, methods and techniques applied →
- Initial output and insight derived →
- Analyst assesses gaps and considers options on how or whether to fill them →
- Analyst draws conclusions and considers recommendation →
- Analyst and decision-maker assess both outcome and process →
- Analyst disseminates their recommendation to decision-maker →
- Where needed, improvements agreed and implemented.

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Understanding the Customers of Analysis

"Basically, the work that we do for our customers, which are our executive leadership, our sales forces, our product managers, and our strategy people, should help them with their customers... our approach is very customer-focused; how are we going to help our customers help their customers?" Bret Breeding, former Global Corporate Competitive Intelligence Manager for Compaq Computer





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Defining the Analysis Problem

- Key/Critical Intelligence Questions (KIQs/CIQs)
- Key Intelligence Topics (KITs)
 - Strategic decision and actions
 - Early warning topics
 - Descriptions of key marketplace topics



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Defining the Analysis Problem 2

- Why is this project being proposed?
- Has anyone attempted it before?
- Are there any barriers I should know about?
- What data or information has already been gathered on this topic?
- What analysis process will be needed?
- Who has a stake in the outcome?
- What decisions will be made based on my work?
- How quickly is an answer needed or wanted?
- What are the customer's expectations of me?
- What does the customers want or not want to hear?
- What resources are available to support me?
- Can I do it?
- Is the potential decision worth more than the effort needed?



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Identifying the Scope of Analysis

- **Competitors**
 - Product/brand, product category, needs-based/generic, share of wallet
- **Environment**
 - Competitive, customer, economic, political/legal/regulatory, social, technological
- **Technology**
 - Innovation, product/process, R&D
- **Decision location and decision maker**
 - Strategic, tactical, operational



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Different Levels of Analysis

- **Strategic**
 - Provides a framework for the other decision levels and are long-term, mostly infrequently taken, difficult to reverse, resource-intensive and far reaching in nature. Also deals with competitive positioning issues
- **Tactical**
 - Links macro-level analysis and micro-level focus on individual and specified matters. Supports decisions that are less pervasive than strategic decisions, typically involves formulating and implementing policies for the organization. Operates principally at the functional level
- **Operational**
 - Support the day-to-day decisions needed to operate the organization. These decisions affect the organization for relatively shorter periods of time.

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Evaluating the Inputs to Analysis

- Reliability
- Accuracy
- Availability
- Ease of Access



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Making Sense of the Analysis

- Facts
- Perceptions
 - Beliefs
- Assumptions
- Projections
- Synthesis





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Infrastructure to Support the Analysis Process

- It is an alphabet soup:
 - MIS, DSS, EIS, ERP, ExIS, BI, MkIS, KM
- Intelligence Solutions
- Limitations of intelligence solutions
- Managing internal networks
- Managing external networks



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The 10 Analysis Commandments – Part 1

1. Analysis should underlie and be an integral part underlying *every one* of your organization's important competitive and strategic decisions
2. Decision-making customers shall use only *analyzed data* to direct competitive decision-making, planning and subsequent actions
3. Analytic processes should be performed in a timely manner and *products delivered to clients well in advance* of their need to use them in decision-making
4. Analytic products must contain *conclusions and recommendations* effectively presented in the optimal format to customers for their consideration
5. Analysts shall not confuse *data compilations*, digests, newsletters, static portals or summaries with analysis

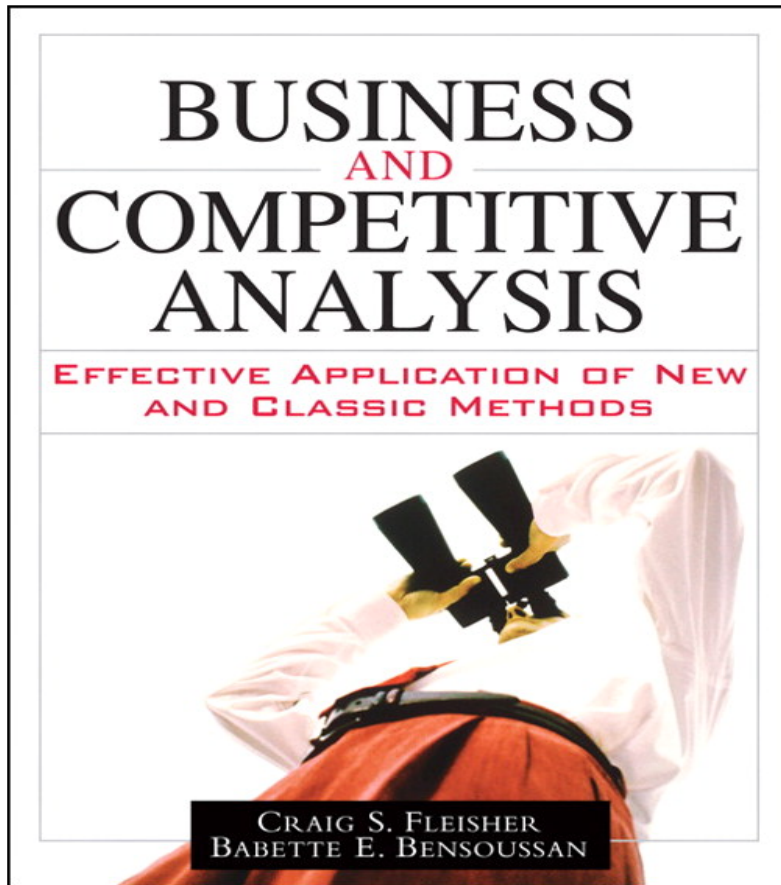


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The 10 Analysis Commandments – Part 2

6. Analysis must be *FAROUT*® and able to be relied upon to strike the best balance among these elements
7. Analysis outputs (products, advice, services, etc.) will be negotiated based on the *client's specification* to ensure that the KIT is achievable
8. Analysis should *reflect all relevant data* available, from all legitimate/legal means and sources
9. Analysis should utilize the best and most current *methods, tools and techniques* available (like the ones included in this book, and beyond)
10. Analysis must be regularly *evaluated* by both its producers as well as consumers for its contribution to your organizations mission and goals

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For More About **Business & Competitive Analysis**, and 24 Useful Analysis Methods, see:
Fleisher, Craig S. and Babette E. Bensoussan

Business and Competitive Analysis: Effective Application of New and Classic Methods

FT Press
FINANCIAL TIMES

Upper Saddle River, NJ
2007