

# Competitive Business Intelligence: Strategies, Skills and Services

Special Libraries Association

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# Case Studies

- **Goodwin Procter LLP**
  - Background Process
  - Marketing or Library
  - Finding the right Candidate
  - Results
- **White & Case LLP**
  - Background Process
  - Marketing or Library
  - Finding the right Candidate
  - Global Reach

# CI as an Adaptive Process



CI as an adapted Process – not reactionary response  
Planning (What, who, where, why, when) and How

- - Needs change - especially during process
- - Data Collection  
Validated based on importance of information - then double
- - Analysis  
Organization (How client wants = Marketing)
- - Delivered Results  
What action was taken after delivery  
Discussion and modification,  
additional information

CI focuses on competitor data to keep an organization in a competitive advantage.



- **A - Alerts = Focus on competition and their potential actions.**
  - Overall goal is “early warning”
  - Allows decision maker to take action
  - Maintain competitive edge
- **B - Data - Focuses on External events and trends with internal support for**
  - Validation
  - Analysis allows for decision making.
  - Creates strategy planning
- **C - Process**
  - Resources
  - Interviews
  - Counter Intelligence
- **D - People**
  - Attorney or groups learning
  - Conference sponsorship
  - What are the chief admin doing?

# Staff and Skills Hiring Process

An untrained person cannot be expected to conduct professional research: Legal vs. non-Legal; Marketing vs. CI Professional or Google vs. Vetted Resources

- **Skills for Hiring**

- Acquired Experience - Ability to perform
- Relevant Education - Learned information or methodology, some acquired through training.

- **Skills for Performance**

- Reading comprehension/Writing Ability
- Inductive Reasoning - Combining Information, form conclusions, logical explanation of the Why
- Reasoning - Logical decision making
- Pattern recognition - Find "pattern" across materials
- Oral Comprehension - Listening
- Information Ordering - Arranging things into a meaningful order - sequence of events

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## - Performance Factors

- Data Collection, monitoring, organization, analysis, communication
- Coordination with inside departments and outside organizations
- Proactively make decisions based on logic

# Quality of Intelligence Product

- Accurate - Evaluate for deliberate mis-information
- Relevant
- Usable - Format
- Timely
- Resources must be available to meet requirements of all Clients in whatever industry or market segment
- Feedback: What is useful/non-useful. Essential to the process of going ahead in order to achieve Quality.

# Management Considerations

- **Funding and Budget:** Part of the LIR moderate costs as most resources are already available, outside LIR duplicate costs.
- **Time:** The effort takes more time than a data dump.
- **Staffing in LIR**
  - A CI Manager draws upon other research staff to gather data - can rely on resources, can guide the process, can rely on the people.

# Future Goals

- Become an integral part of the process of making business decisions
  - Example: When opening new offices.
- Building Client Profiles - Top clients?
- Building Prospective Client Profiles
- Know your Competitors: Create market share profiles
- Creating Profiles on your Clients' industries
- Become the expert on your Firm.
- Creating a CI Brand