

2020 Strategic Technology & Innovation Management Programme

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

Contact: Andi Jones, aij48@cam.ac.uk

Dr Clemens Chaskel, clemens.chaskel@eng.cam.ac.uk

Industrial / managerial need addressed

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.

Expected deliverables

- 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.
- Working paper that outlines the above to inform future research.

Engagement opportunities

Four to six companies are invited to participate in the following activities to help form an understanding of the current state of competitor analysis:

- Survey
- Phone interviews
- Case studies

Approach

Through surveys and interviews a first baseline will be established, which will be further explored in one or more in-depth case studies.