



REIMAGINING COMPETITIVE INTELLIGENCE STRATEGY

ELEVATING LEADERSHIP COMPETENCIES FOR THE INTELLIGENCE STRATEGIST™ AND COLLABORATIVE PARTNER ECOSYSTEMS

5 KEY LEADERSHIP COMPETENCIES



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Predicting the Unpredictable:

The COVID-19 pandemic completely disrupted the global economic landscape, creating new, undefined opportunities and subsequently unforeseen challenges and threats. The COVID-19 pandemic was not the first major disruption, neither will it be the last. As a matter of fact, to view this pandemic as a “disruptive event in time” is seriously flawed! We must view our global socio-economic dynamic as something that is **continuously under a perpetual disruption** landscape. Disruption must be viewed as being **always** a part of society and that the magnitude of the disruption is what varies across geographies, industries, and related business environments. And this level of magnitude consequently results in a corresponding level of response from business and industry – something we are all experiencing on a global scale.



Normally before the data revolution and the interconnected nature of global business, traditional organizational processes and approaches could help achieve desired goals, especially during an economic crisis. However, most companies have not considered or put an action plan in place for the pandemic disruption, and some might not have considered the direction their clients and competitors would move in such a situation. To thrive during these times, companies must adapt to the changes and strategize to not only survive the disruption but also emerge stronger than ever. According to MarketsandMarkets research, more than 320 high-growth markets that represent US \$4.6 Trillion worth of short to mid-term revenue opportunities are at risk for not having appropriately sized contingency plans in place, which would be a \$25 Trillion revenue shift by 2030. This requires a paradigm shift in perspective, behavior, and outcomes for companies to succeed in a perpetual disruption environment.

Where to start? We believe the data scientist and intelligence practitioner is best suited to provide a level of information that can be well suited to offering inputs towards the development of a business strategy. However, given this perpetual disruption platform, the intelligence playbook must change. Traditional roles and process behaviors of narrow-focused, singular-variable approaches need to be significantly altered towards developing skill sets that are much more conducive to combating this ever-changing disruption-laden business view. Consequently, “Predicting the Unpredictable” will require a major shift beyond the traditional competitive intelligence (CI) agenda to that of a new-age **Intelligence Strategist™** role, whose major challenges are –



A competitive landscape experiencing near-perpetual disruption



Competitive threats far beyond traditional players due to diversification



Heightened Mergers & Acquisition (M&A) activity as companies realign to newer realities



Re-allocation of resources towards digital transformation

Being in charge of competitive intelligence is one of the many hats that one wears. So, how can one go about running the CI/MI program that is efficient and help the business grow and thrive during a crisis and beyond?

Given the ramifications of how the COVID-19 pandemic has invoked a magnitude of disruption that has dramatically affected virtually all businesses across the world, the future can certainly be characterized as anything but “normal”. As Peter Drucker stated, **“It is the very nature of knowledge that it changes fast and that today’s certainties will be tomorrow’s absurdities.”**

In this paper, we will talk about the five key leadership competencies that are required for competitive intelligence (CI) and market intelligence (MI) in 2021 and beyond.

The “must have” competencies for an “Intelligence Strategist”(TM) of the future are:

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| <p>01
Intelligence Optimizer</p> | <p>02
Outcomes over Outputs</p> | <p>03
Communicator and Influencer Mindset</p> | <p>04
Technology and Process Native</p> | <p>05
Strategic Mindset and Risk Tolerance</p> |
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01. Intelligence Optimizer

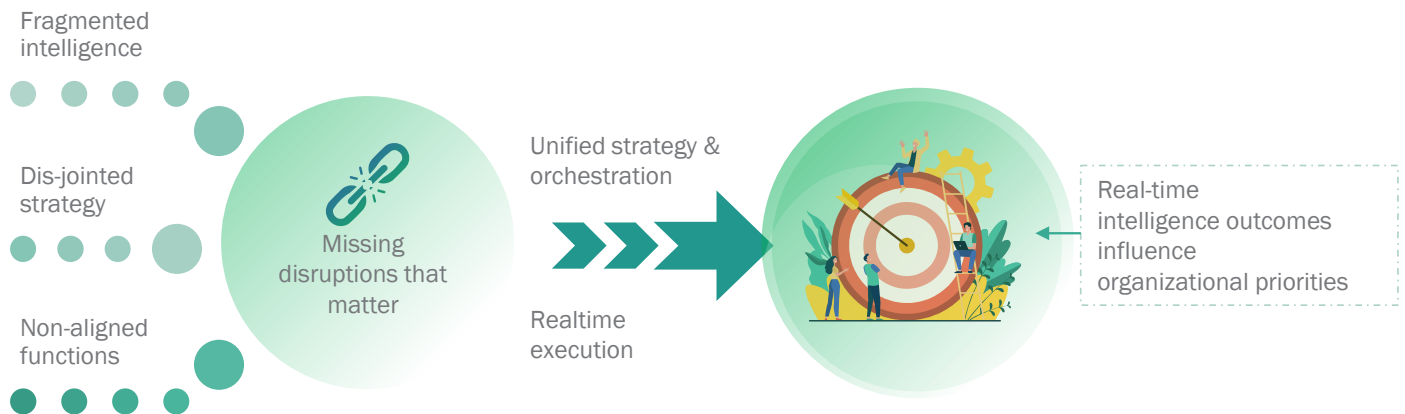
An absolute requirement of an Intelligence Strategist™ and the newly expanded role that this individual would center on extracting key information from the multitude of intelligence and data sources around us. As we all know, the proliferation of data is unprecedented, and the ability to harness “golden nuggets” of actionable intelligence becomes ever more challenging. Moving from **“managing the probable”** to **“leading the possible”** to **“predicting the unpredictable”** requires us to address challenges in a fundamentally different way.

Intelligence optimization requires functionality and skills that must include the methodical collective nature of all considerations about markets from a variety of intelligence pools, including economic, market, competitor, customer, and technological intelligence insights from the myriad of complex datasets that exist. This global, multifaceted intelligence viewpoint conducted in partnership with other disciplines is critical in solving issues and creating opportunities for any organization around the world that aims to be a leader.



02. Outcomes over Outputs

From a tactical perspective, too many times there is a non-alignment between organizational priorities and intelligence outcomes. This is usually a result of fragmented intelligence efforts, disjointed strategy plans, and a general non-alignment of business functions, resulting in organizational lack of oversight for future disruption-based business challenges.



Choosing the right platform and partner for unified strategy and real-time intelligence outcomes is critical and should be determined based on organizational key growth objectives.

The platform must enable:



Hyper-personalized insights

– create tailored intelligence based on Marketing, Sales, M&A, Product Dev, CXO personas to cater to their objective/pain point thereby increasing effectiveness and accelerating GTM strategy



Enriched content -

create a customized view of market reports to integrate company PoV to answer the question ‘so what’ and call to action



Automated summaries

– Use platforms and custom tools to generate periodic executive snippets providing near-real-time insights

03. Communicator and Influencer Mindset

Many organizations have a silo-based approach to business and strategy development. The role of the Intelligence Strategist™ is to break through those siloes and be the catalyst in developing more horizontal knowledge-sharing capabilities within the organization. This is another critical element of successful strategic positioning for companies, as it enables organizations to unify around a singular strategy and can all “march to the same drumbeat”. Otherwise, fragmented priorities and non-connected action plan become more of an inhibitor towards company growth, rather than an enabler.

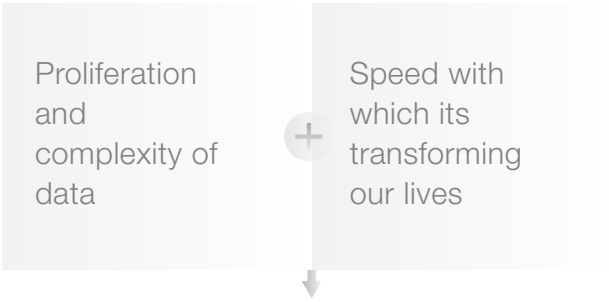
Companies are learning that they cannot meet all of the demands alone with limited resources and perpetual disruption post-pandemic. They will need strategic end-to-end intelligence partners.




EMBRACE ECOSYSTEMS AND PARTNERSHIPS

Companies must develop robust decision-influencing functions with teams of experts and end-to-end revenue impact partners that collectively integrate varying points of view and recommendations.





AUTOMATE “GOLDEN NUGGET” EXTRACTION AND COMBINE WITH HUMAN INTELLIGENCE

Utilize right mix of technology to improve agility and effectiveness



04. Technology and Process Native

The proliferation and complexity of data and the speed at which it is transforming our lives make it imperative for organizations to recognize the importance of harnessing this information into something that can be a growth enabler for the company. This can only be done by investigating and implementing sources of technology and process-driven automation capabilities.

The ever-increasing volume of data and a wider ecosystem of markets, customers, competitors, and technologies to track make it imperative for utilizing the right mix of technology and partner to generate real-time stakeholder-ready actionable intelligence and proactively identify growth spots and accelerate time to market.

Technology’s real promise lies in its ability to augment and improve human intelligence by helping us make better choices. AI/ML-driven industries are changing behavioral intelligence principles, requiring more broad-based and horizontal understandings of business processes.




05. Strategic Mindset and Risk Tolerance

Lastly, one needs to be aware of the overall surroundings of their organization and the competitive and market landscape. This may sound too large and complicated to grasp considering all the other components of a successful Intelligence Strategist™. However, the point here is - having the capability of being aware of and in tune with market ecosystem dynamics and understanding the implications of how interactions between social, economic, and political aspects can affect the organizational and business climate.

Furthermore, a key attribute in this area is to have the capability to “anticipate”, rather than “react” to potential future states. Scenario planning, war-gaming, and related AI/ML-based predictive algorithms should be employed to further flesh out the possibilities from the multitude of influences in the marketplace.



PACE OF INNOVATION AND DISRUPTION WOULD CONTINUE TO ACCELERATE



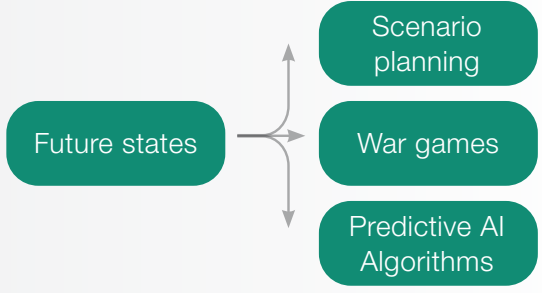
“INTELLIGENCE STRATEGIST™” MUST HAVE

AWARENESS OF COMPETITIVE AND MARKET LANDSCAPE



+

ABILITY TO ANTICIPATE



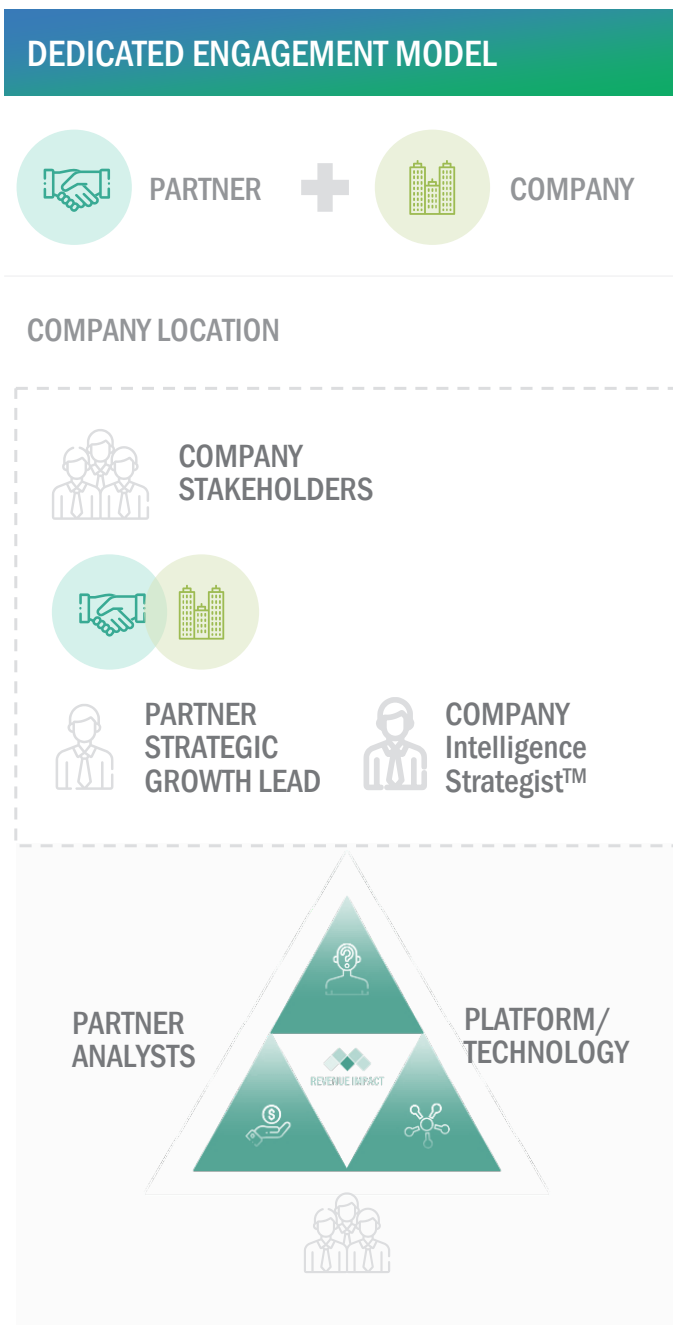
...to utilize perpetual disruption as a business growth enabler.

Strategic Agility via Integrated Partner and Technology Model

A dedicated engagement model with an end-to-end Partner can enhance the Intelligence Strategist™ competencies with the right mix of technologies and integrated processes to achieve the 3As - Augmentation, Amplification, and Acceleration.

Partner’s Strategic Growth Lead can build and execute a joint roadmap to proactively create a revenue impact engine with a 360-degree view of the ecosystem for organizational and stakeholders objectives.

A typical tightly coupled partnership engagement model would synergize each skill required for the Intelligence Strategist™:



INTELLIGENCE OPTIMIZER

- Gather required data and market intelligence
- Facilitate the gathering of data

COMMUNICATOR & INFLUENCER

- Provide recommendations on findings and insights, enable communication rigor
- Establish connections within the organization

STRATEGIC & RISK TOLERANT

- Define business objectives, Challenges and uncover latent opportunities and hotbeds
- Provide business context

OUTCOMES OVER OUTPUTS






- Revenue planning – define outcomes, and map the markets
- Resolve bottlenecks / constraints

TECHNOLOGY & PROCESS NATIVE

- Technology platform, Process knowledge, team and operational rigor
- Enable consumption of revenue insights and decisions

Getting started to create immediate impact and value

Organizations would be at various stages of achieving full maturity for each Intelligence Strategist™ competency, while there are a few immediate steps you can take to create impact and value.

 INTELLIGENCE OPTIMIZER	Identify at least 1 outsourced intelligence provider to explore a deeper, strategic collaboration with, and develop joint roadmaps.
 FOCUS ON OUTCOMES OVER OUTPUTS	Revisit your KPIs. Ensure that each links directly or indirectly to the KPIs of key stakeholders.
 COMMUNICATOR AND INFLUENCER	Identify 8-10 target members to initiate a horizontal network across various functions for continuous feedback and insights
 TECHNOLOGY AND PROCESS NATIVE	Identify elements of your CI workflow that can be streamlined or automated with technology
 STRATEGIC MINDSET AND RISK TOLERANCE	Ensure your CI program includes anticipatory intelligence tools (e.g. war games, predictive AI algorithms, etc.) and create pilot phases with stakeholders.

The time is now for you to take the lead

The Competitive Intelligence(CI) and Strategy function across the globe is becoming more and more complicated, in every industry. Increased market connectedness, volatility, rapid globalization, advancements in technologies, industry convergence, and to top it all, COVID-19 pandemic —all have contributed to an environment in which the strategic planning needs to be quick and agile. The main objective of agility is to respond to market shifts faster than competitors do.

Strategy and CI function is ideally positioned in an organization to see around the corner and meet the disruptive growth challenge, help organizations navigate uncertainty, and ensure long-term success for their business. Without gaining answers to fundamental questions about relevance of existing strategy and emerging choices from disruption in or outside the industry, companies might run into some unanticipated (or faster-than-expected) shifts - consumer attitudes, customer behavior, competitive dynamics, industry structure, technology, regulatory environment, etc.

To stay on top of the game in an increasingly more complex world, the competitive intelligence function needs to rewire itself with entirely new skills to become an “Intelligence Strategist™” and reimagine the way it future-proofs strategy through better partnerships and technology enablement.



This whitepaper has been jointly developed through the collective insights of MarketsandMarkets Research Pvt Ltd and SCIP (Strategic & Competitive Intelligence Professionals). It builds upon the infographic establishing [the new-age skills for the Intelligence Strategist™](#).

MarketsAndMarkets

MarketsAndMarkets Research Pvt Ltd, the world's largest revenue growth advisory firm, provides quantified B2B research on 30,000 high growth niche opportunities/threats which will impact the revenues of 70–80% companies worldwide. Almost 75,000 top officers across eight industries worldwide approach MarketsandMarkets™ to discuss their painpoints around revenue decisions. MarketsandMarkets has 850 fulltime analysts and SMEs tracking global high growth markets following the Growth Engagement Model (GEM). Their flagship competitive intelligence and market research platform, KnowledgeStore™, connects over 200,000 markets and entire value chains for a deeper understanding of unmet insights along with market sizing and forecasts of niche markets.

 www.marketsandmarkets.com

SCIP

SCIP (Strategic & Competitive Intelligence Professionals) is a global non-profit community of leaders who leverage intelligence, best practices, and unimpeachable ethics to drive growth and decrease risk in strategic choices. Members are full time professionals in strategic, market, or competitive intelligence, for a fast-growing group. SCIP increases members' impact through advancing ethical best practices, offering training and education in areas critical to professional effectiveness, curating innovative ideas, and cultivating a powerful peer community. All community members share a common goal: to drive growth and reduce uncertainty for key strategic decisions.

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