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Competitive Intelligence Programmes at French Chambers of Commerce and Industry

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A REPORT BY

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Competitive Intelligence – Marketing Interface Teaching and Research Initiative

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ISBN:

1857214021

9781857214024

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November 2009

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Competitive Intelligence Programmes at French Chambers of Commerce and Industry

JAMIE SMITH | SHEILA WRIGHT | DAVID PICKTON

Introduction

Over the last ten years France has implemented regional programmes to increase the awareness of, and change attitudes towards, the Competitive Intelligence (CI) practices of enterprises. The emphasis has been on Small and Medium-sized Enterprises (SMEs) with the Chambers of Commerce and Industry (CCI) playing a central role. This is an important part of a national state effort to improve and focus a company's strategic management of information in both defensive and offensive modes.

As a first phase of data collection for a PhD study, 15 semi-structured interviews were undertaken at French Chambers of Commerce and Industry in 2009. The thesis is to identify the roles of awareness and attitudes as influence drivers in the competitive intelligence processes. The PhD student wishes to thank the employees of the CCI in France for their time and insights. As agreed, this summary is an attempt to share and disseminate the findings of these interviews.

The interviews took place between December 2008 and August 2009. Eleven of the interviews were face-to-face and four were by telephone. Only programmes which had been operational for at least one year were included and the interview itself addressed the CCI employee responsible for the Competitive Intelligence programme. That is, the person who worked directly with the SME managers. The CI programme directors were chosen as they have unique competences and experiences in working with SMEs in a CI context. The interviews were conducted in French, recorded, transcribed, and analysed in NVivo, a software programme for qualitative research. The interviews, although exploratory in nature, focused on the attitudes of the SME managers towards Competitive Intelligence concepts as perceived by the programme directors. The face to face interviews took place at the CCI facilities. Table 1 summarises the research design.

Table 1 – Research Design

Sample Frame	Chambers of Commerce and Industry in France
Sampling Method	Purposive/snowballing
Sample Size	15 interviews
Research Approach	Qualitative, Exploratory, Descriptive
Data collection Methods	Semi-structured interviews and document analysis, face to face and telephone
Data analysis	NVivo software to code, sort, classify and identify common themes
Research Questions	What is the content of your CI programme? What types of firms are targeted in terms of size and sector? Which organisations from both the private and public sectors do you collaborate with in your CI programmes? Which organisations have the most credibility for advising on CI practices? What terminology is used in the intelligence gathering process? Who is responsible for CI in the SMEs? What are the attitudes of the SME decision makers towards CI practices? What actions do you take to change the SME decision makers' attitudes? How do SMEs evaluate the effectiveness of their CI practices?

Table 2 shows the Chambers of Commerce, presented alphabetically, which participated in the interviews and the year when their CI programme commenced. All but one CCI stipulated that their actions could be considered programmes. The programmes have evolved over time often solidifying related services and activities which started before the noted years. Rennes has two ongoing programmes; one interview was undertaken with each programme manager. Estimates were stated by the CI programme directors as to the numbers of SMEs which have participated in the CI programmes. The directors have considerable exposure to SMEs in terms of CI needs, SME attitudes towards CI, and the effectiveness of the CCI activities. Most have interacted with over a hundred SMEs in some form of their programme implementation. There is an accumulated experience of 59 years for the interviewees in terms of directing CI programmes.

Table 2 – Participating CCI

Chamber of Commerce	Year CI Programme Started	Estimated Number of SMEs Involved in Programmes
Bourgogne	2000	Over 100 in 2008
Chalons en Champagne	'activities' since 1989	Currently around 200
Chambery	2007	Around 12 companies
Colmar	2000	Around 250 in 2008
Dordogne	2008	50
Franche-Comté (regional)	2006	Around 150
Le Mans	1998	80 a year face to face
Lille	2006	Around 140
Paris	2004	Around 120
Rennes (regional) Dufour	2005	Around 100
Rennes (regional) Rodrigez	2007	Around 400
Rhone-Alpes (regional)	2006	Many hundreds
Rouen 2007	2007	115
Tours	2007	Around 100
Versailles Val-d'Oise	2006	Between 300 and 400

The following summary will synthesise the nature of the programmes offered, explore the definitional issues related to CI, and discuss who is perceived as being responsible for CI in SMEs. Differing approaches to financing programmes and how this influences SME participation are examined. Examples are presented on how SMEs evaluate CI initiates and which arguments work in changing SME CI practices. Finally, public and private organisations that SMEs are perceived to collaborate with for their CI needs are identified.

Definitional Issues

For the purposes of this report *Intelligence Economique* (IE) has been translated into English as Competitive Intelligence. However, it is noted that IE is public policy in France and that it takes on its own French paradigm, most often anchored by the declarations of Alain Juillet, the former inter-ministerial representative of CI in France. The CI facilitators unanimously stated that the SME managers could not give a precise CI definition, even if they appeared to understand the concept. Associations with espionage and other pejorative behaviours were widely noted even if a clearer, more credible appreciation of CI concepts was emerging.

Some CCI went as far as to refuse to use the term CI, fearing SME managers' reactions. Other CCI were implementing CI services and actions while using other names such as environmental scanning or strategic information. Still others use the term CI with confidence and conviction. Overall, definitional and scope issues related to CI programmes was considered a problem. The merging of CI programmes with Innovation or Sustainable Development programmes was seen as one way of circumventing, or alleviating, the issue.

Table 3 shows a selection of responses from the CI programme directors concerning SME interpretations of CI.

Table 3 – The Terminology of CI

Interviewee Code	Selected Responses to the question: *"Can the SMEs give a definition of CI?"*
C14	"Not all, environmental scanning is used as a synonym"
C14	"The vocabulary is evolving, we don't speak of CI but of Strategic Monitoring"
C5	"They are very defensive, for many it is associated with espionage and hacking which is often how the media have presented it".
C1	"Some have never heard of IE, they can all relate to environmental scanning, but IE, no"
C9	"No, one must explain it, in any case, I don't believe in the definition myself"
C3	"Yes, but incompletely, they associate it with environmental scanning. Those who are aware of CI do relate it to anticipation and adaptation, that is, a strategic application"
C10	"You can associate everything to the word *economique*, it depends on the characteristics of the manager, protection is the priority"
C11	"No, we speak of environmental scanning, we do not use the term CI"
C12	"A complete definition no but I believe they are beginning to get a grasp as to what it's all about"
C15	"If we ask they often say espionage or trickery"

"Economic" and "Intelligence" are both ambiguous concepts. For many, environmental scanning is synonymous with CI. Nevertheless, some CCI employees readily use the term and there is a consensus that attitudes towards the CI concept have evolved from incomprehension and negative associations towards an evolving managerial function.

CCI Competitive Intelligence Programmes

The CI programmes are decentralised and do not take on a common format. However, as can be seen from Table 4, all the CCI disseminate CI concepts through conferences and virtually all engage in training and workshops. Many provide a diagnosis of the SME CI practices to determine which training and assistance is appropriate. Many also speak of accompanying the SME with their CI needs and this may go as far as setting up a CI system for them.

Table 4 – Types of Enterprises Targeted

Interviewee Code	Conferences	Training/ Workshops	Sharing of Best Practices Amongst SMEs	Diagnosis of SME CI Practices	Assistance in Implementing a CI System
C1	✓	✓	✓	✓	
C2	✓	✓	✓		
C3	✓	✓			✓
C4	✓	✓		✓	
C5	✓	✓		✓	
C6	✓	✓			
C7	✓	✓			
C8	✓	✓	✓		✓
C9	✓	✓			
C10	✓	✓	✓	✓	
C11	✓		✓		
C12	✓	✓		✓	
C13	✓	✓			
C14	✓	✓			
C15	✓	✓		✓	

Types of Enterprises Targeted

Size and sector were found to be significant factors for participation in CI programmes. The EU definition of SME, less than 250 employees, was the threshold for six of the fifteen CCI. However, two CCI were targeting less than 50 employees and another two targeting 51 to 200 and 10 to 200. Other CI programmes targeted all companies regardless of size. However, the financial assistance systematically excluded non-SMEs with the limit set at either 250 or 200 employees.

Sectors addressed clearly followed the economic profile of the CCI region. Additionally, strategic industries and clusters identified by the government could shape the selection of SME participants. In many instances financial assistance was limited to 3 to 5 sectors. The level of financial assistance could vary between sectors.

Table 5 presents organisations and entities from both the private and public sectors. These were identified by the CCI CI programme directors as sources of advice for Competitive Intelligence for SMEs in France.

Table 5 – Collaborating Entities

French Entity	Who They Are	Number of times entity was named	Percentage of CCIs naming entity (n =15)
State Organisations			
DRIRE	Regional government for industry, research, and the environment.	12	20%
DCRI	The intelligence department of the Ministry of the Interior (still referred to as DST by some)	12	53%
INPI	Intellectual property registry	2	13%
Gendarmerie	A military body with police responsibilities	24	60%
Alain Juillet	(Former)Inter-ministerial Representative for *Intelligence Economique*	13	53%
Quasi-state organisations			
CCI/ARIST	Chambers of Commerce and Industry/ Agency for Strategic and Technology Research (part of CCI)	137	100%
ADIT	Agency for the Diffusion of Technology Information	2	13%
MEDEF	A French employers 'union' with 750,000 members	32	40%
CGPME	A French 'union' for SMEs	5	27%
Private organisations			
Consultants – consultancies	Individuals or companies which sell CI related services	152	87%
Chartered Accountants	Known in France as *experts comptables* (State Certified Accountants)	15	47%
Media	Internet, blogs and the press	22	87%

Three entities stand out as being particularly credible:

1. The CCI as a neutral public entity with qualified staff.

2. The State Certified Accountants, who work closely with the SMEs, provide expertise on a broad range of topics and on the whole are well trusted.

3. Other SME managers, especially from the same region and sector, share experiences and opinions.

The SME managers pay more attention to 'defensive' information protection authorities such as the gendarmerie. Less attention and credibility is awarded to the subject of 'offensive' CI, such as strategy. Consultants are seen by the SMEs as being motivated to sell something, expensive, who are not necessarily qualified, even though they play a critical role in most CCI CI programmes. The vast majority of CI programme directors work with consultancies at various stages of their activities.

Who is Responsible for CI?

The overall response to this question was that the owner/manager of the SME takes the initiative for CI. However, it is related to the size of the enterprise, and many other managerial roles could be involved. Twenty employees are seen as a pivotal SME size for CI responsibility. Below twenty employees and the owner/manager takes on the task, above twenty a whole host of individuals could take on a leadership role. Directors of Finance, Marketing, Sales and R&D were named as well as technical directors and project managers. Whatever the company size, support from the owner/manager was seen as critical. One recurring problem is the owner /managers who are so consumed by daily operations that deep involvement in CI initiatives becomes difficult if not impossible. Table 6 summarises the responses from the CI programme directors about responsibility for CI in SMEs.

Table 6 – Responsibility for CI in SMEs

Who is responsible for CI in SMEs?	Frequency (n = 15)
The owner manager	15
The owner manager for SMEs ≤20 employees	3
Director of Finance	1
Director of Marketing	1
Director of R & D	1
Quality Manager	1
Technical Director	1

In the face-to-face interviews, the Rouach and Santi (2001), CI attitude typology was presented to the CI programme directors. This is reproduced in its translated form in Appendix 1, and in English in Appendix 2. This typology was chosen as it has been developed and used previously for research of this nature in France, as well as USA and Canada. They were asked to identify which typologies existed for their enterprises served. Overall, every type was referenced but not by every CCI. This would reflect the diversity of the economic fabric represented regionally. Types 4 and 5 were very rare but cases could be identified. A significant insight was the sense of movement from one type to a more progressive stage, often supported by the CCI programme.

Table 7 illustrates the principal commentary for each type.

(Source: Rouach and Santi, 2001)

Company Typology	CI Directors' Commentary
Type 1: Sleepers/Immune/Passive • No fear of competition • No interest in Competitive Intelligence • Not invented here syndrome • Minimal or no support from management	"I'm not sure if type 1 exists, they are all afraid of the competition" "I don't know of any for the first type" "I would phrase this type differently, I think there are a lot of enterprises who don't express their needs effectively" "We call these ostriches and we have a lot of them" "I'm sure at least half of our enterprises are either type 1 or 2"
Type 2: Reactive/Task Driven • Only responds when competitors are hostile • Opportunists • Very limited budget for Competitive Intelligence • Task driven attitude • Ad hoc basis • Top management doesn't believe in the benefits of Competitive Intelligence	"It's important but not a priority" "They expect CI to be free" "They decide quickly without a lot of reflection" "SME managers have a very nebulous concept of CI, not least of all because it remains nebulous at the state level" "I've never had an SME come to me ask – I need help with Competitive Intelligence" "If there is no immediate need the message passes slowly – if there is an urgent need the message passes quickly" "We have the majority in type 2"
Type 3: Active/Operational • Actively observing the competition • Limited resources • Beginning of an operational network • Trying to understand, analyse and interpret markets • Unwilling or unable to have a long term vision on Competitive Intelligence • Management can see that Competitive Intelligence could increase profit	"There are a lot that have passed from type 2 to type 3". "I have some type 3 enterprises I work with for CI, they are going towards type 4" "I think type 3 is the most common type we have"

Company Typology	CI Directors' Commentary
Type 4: Strategic/Assault/ Pro-active • Hunt for strategic information • Professional, ethical approach • Significant resources • Human intelligence valued • Monitoring competitors moves • Top management support • An integrated procedure • Scenario planning	"Type 4 exists but it is the SME that belongs to a bigger group, they are well structured" "I had one SME that I would position between type 4 and 5, the only hesitation is they had limited resources" "We have types 1, 2 & 3, rarely type 4, never type 5"
Type 5: Highly Proactive/Value Creation • An offensive stance/war mentality • Very pro-active in managing the Competitive Intelligence process • Sophisticated tools/experts • Unlimited resources • Team approach/Competitive intelligence integrated into decision making	"An SME with a war mentality, no, we don't have that" "I've seen this mentality but never this level of pro-activity" "They exist as SMEs but they are the sub contractors in defence" "Type 5 exists but not in SME, it's the big companies" "I had a type 5, he managed a company with 1500 employees" "We had a type 5 in an SME, he had gone to 'l'École de Guerre', a real case, but I'm not sure if he is still in business, it was absolutely exceptional"

Innovative Approaches Towards Changing Attitudes and Practices

Approaches towards changing attitudes and behaviours surfaced during the interviews. As can be seen, the CCI were using both conventional and non conventional means.

Theatre

One CCI used professional actors and a play to convey the importance of strategic information and other CI concepts to SMEs. The head of the programme was convinced it worked but more senior officials were reluctant to continue such an alternative method.

SME managers sharing experiences

Many CCI invite SME managers who have implemented CI programmes to forums to share their experiences with other SME managers. SME counterparts are considered by the CCI as the most credible source.

A CI animator split between 4 SMEs each in a different industry

An interesting approach was used by another CCI which created an original employment contract for a qualified CI specialist to work in four different SMEs. The consultant, who has a degree in Intelligence Economique, spent one day a week with each enterprise to set up tools and systems and train employees on CI techniques. As the four SMEs were from different industries there were no confidentiality issues. The four SMEs jointly paid 50% of the consultant's salary, the other 50% paid by the CCI. The result was very successful. It was considered that a person who came every week becomes familiar with people and practices and therefore can be more sensitive to needs than a consultant who comes for three days and then leaves. In this case, the exceptional nature of the consultant trained and certified in CI, trilingual with 8 years overseas experience, clearly contributed to the success. In fact, the arrangement only came to an end, after one year, because the consultant moved on to other opportunities. The SMEs wanted to continue and were willing to pay 100% of the salary.

Education/Training

Many CCI fund and work closely with business schools. There are instances where SME managers will follow a CI module. More targeted training for using CI tools is often part of a CI programme.

Conferences

Seminars, speeches, 'breakfasts', are all approaches to creating awareness for the SMEs. The CCI believe that over the recent years these have contributed to a change of attitude. However, this type of activity is limited to creating awareness or changing attitudes. More structured and customized actions such as training, needs analysis, and setting up systems, are required to change behaviours.

Financial Assistance

The more advanced programmes of the CCI such as setting up a CI unit, following up after a needs analysis, or training, are financed by the state (funds are distributed through the regional government). The subsidy can be implemented in different ways and typically represents 50% to 80% of total cost but sometimes it is 100%. One programme stated that the first year the SME paid almost nothing, much more in the second year and 100% in the third year. They will not participate if there is no financial assistance. Many CCI fear however that they are giving the SME managers the false impression that information is free.

Evaluating CI Effectiveness

One CI programme director argued that CI is never, or very really internalised in an SME, therefore evaluation is meaningless. However, even if an external entity provides the CI processes for an SME there is still a need for evaluation. Two CI directors stated that the SMEs do not evaluate their CI effectiveness, at least not factually. Table 8 classifies CI director responses on how they see SMEs evaluating CI effectiveness. They are shown both quantitatively and qualitatively.

Table 8 – Evaluating CI Effectiveness

Qualitative Evaluation	Quantitative Evaluation
Customer satisfaction	Win more bids
Concrete decisions	Integrate with quality system generating quantitative criteria
Improve their overall situation	Register patents
Anticipate new markets before competitors	Launch new products
Business development	Win market share/sales
Security test	Bigger markets
	Higher margins
	Apply consultant's evaluation tool

SME Attitudes Towards CI

The CI programme directors were asked how they perceive SME attitudes towards CI. This open ended question elicited valuable insights into SME frames of mind about CI and CI concepts. Table 9 illustrates principal responses.

Table 9 – SME Attitudes Towards CI

CCI Code	Principal Responses of CI Programme Directors
C13	"It's important but not the priority, they are over-stretched by daily operations"
C13	"In France, they expect information to be free"
C14	"It's always the personality of the SME owner that plays the biggest role"
C13	"They think it is necessary but they haven't got the time"
C5	"There is scanning, protection, and networks. They are always strong on one but never at all three, they are either technical, managerial, or sales oriented"
C5	"For now they don't see a return on investment for information"
C4	"They are not disappointed, it is rather a question of non-comprehension at the beginning"
C1	"It depends more on the personality of the manager than the sector"
C6	"There are two attitudes, those that are really enthusiastic and think it will solve all their problems, and those who might be curious but lack conviction"
C6	"For those SME we accompany who ask for help, we have never had one dissatisfied"
C6	"Now, for them, they understand that information is important, in fact, they want information on everything, which is not possible"

Table 9 – SME Attitudes Towards CI, continued.

CCI Code	Principal Responses of CI Programme Directors
C 8	"They are sceptical before starting, but once we get going they really get on board"
C 7	"It's always the same problem, everyone has their own interpretation of Competitive Intelligence"
C 9	"Often the SMEs are run by engineers who have no notion as to what is a market"
C 9	"They are a lot more open than they used to be"
C 9	"I don't think they are structured in their attitudes"
C 9	"They don't know their needs, that's why we do the needs analysis"
C 2	"Now they are much more involved because of the economic crises"
C 2	"They state that they cannot have these competences internally"
C 2	"When it is put in place correctly they see right away the benefits"
C 3	"For them it remains conceptual, it is for large companies"
C 15	"For many SMEs it takes an event, a lost client, a burglary, poor performance, they are very reactive"
C 15	"They are interested, the more examples I give the more convinced they are but when they leave they drop right back into their world"
C 10	"They only commit if there is financial assistance"
C 12	"What is missing is a global approach, everyone in the company is in their corner, and that is not how CI works"
C 12	"It depends a lot on who helps them with their CI, if it was someone questionable, well, CI is to blame"

While the perceived attitudes of SMEs towards CI are heterogeneous certain themes can nonetheless be identified. First, attitudes can be, and have been, changed. Second, evidence of benefits and the provision of support are necessary in both the short and the long term. Third, two recurring perceived handicaps are the lack of resources of SMEs and lastly, the lack of conceptual clarity surrounding CI processes from an SME perspective.

Summary of Findings

Table 10 summarises the principal findings of the research questions as set out in the research design (Table 1).

Table 10 – Summary of Findings

Research Question	Most Common Response
What is the content of your CI programme?	Conferences, training always, perhaps a needs analysis, rarely setting up a CI system
What types of firms are targeted in terms of size and sector?	Below 250 employees (the EU definition). Sectors depend on region and government strategy
Which organisations from both the private and public sectors do you collaborate with in your CI programmes?	Consultants were named first, the gendarmerie second
Which organisations have the most credibility for advising on CI practices?	CCI first (modestly disclosed)
What terminology is used in the intelligence gathering process?	Competitive Intelligence (i.e. *Intelligence economique*) is **not** the language of SMEs. No common substitute has emerged but environmental scanning is the easiest to relate to SMEs
Who is responsible for CI in the SMEs?	The SME manager, could be someone else for SMEs with more than 20 employees
What are the attitudes of the SME decision makers towards CI practices?	Mixed attitudes, mostly interested but don't have the time or resources, attitudes are moving in a positive direction
How do SMEs evaluate the effectiveness of their CI practices?	Qualitatively, but quantitative approaches are used too

Conclusion

The CI programme directors of the CCI have proved to be a rich source for qualitative research into SME CI practices. The programmes themselves are innovative, decentralised, constantly evolving and original. The awareness and attitudes of SMEs towards CI have indeed changed since these programmes were initiated. The snowball effect of multiple players should however be acknowledged. The CCI is but one of numerous public and private entities that influence SME CI practices. Collectively, they have changed attitudes towards CI practices. A theme that permeates the CI directors' responses is that despite resistance SME attitudes towards CI have evolved in a positive manner. The resistance from SMEs is due to limited resources, limited time, and an inability to know their CI needs. There is a strong consensus that the personality of the SME manager is the decisive factor. Nevertheless, the provision of financial assistance is necessary to win commitment from SMEs.

Appendix 1 – Cinq Types d'Attitude d'Intelligence Economique

Type 1 **Dormeurs/immunitaire/passif**	• Pas peur de la concurrence • Aucun intérêt en Intelligence Economique • Syndrome pas inventé ici, donc pas de besoin • Peu ou pas de soutien de la direction
Type 2 **Poussé par le besoin**	• Répond uniquement lorsque les concurrents sont hostiles • Opportunistes • Budget très limité pour l'Intelligence Economique • Poussé par le besoin • Ad hoc • Top management ne croit pas aux bienfaits de l'Intelligence Economique
Type 3 **Actif/opérationnel**	• Observation active de la concurrence • Des ressources limitées • Début d'un réseau opérationnel • Essayer de comprendre, d'analyser et d'interpréter les marchés • Ne veulent pas ou ne peuvent pas avoir une vision à long terme de l'Intelligence Economique • La direction peut voir que l'Intelligence peut augmenter la rentabilité de l'entreprise
Type 4 **Strategic/Assault/Pro-actif**	• Recherche d'information stratégique • Approche professionnelle, Ethique • Ressources importantes • Valeur de l'intelligence humaine valorisée • Suivi des actions des concurrents • Soutien de la direction de l'entreprise • Procédure intégrée • Planification de scénarios
Type 5 **Très pro-actif, offensif**	• Une attitude offensive/mentalité de guerre • Très proactif dans la gestion du processus de l'IE • Des outils sophistiqués/experts • Des ressources illimitées • Approche d'équipe/Intelligence Economique intégrée dans la prise de décision

Translated from Source: Rouach, D. and Santi, P. (2001) Competitive Intelligence Adds Value: Five Intelligence Attitudes, European Management Journal, Vol. 19, No. 5, pp. 552-59

Appendix 2 – Five Intelligence Attitudes

Type 1 **Sleepers/Immune/Passive**	• No fear of competition • No interest in Competitive Intelligence • Not invented here syndrome • Minimal or no support from Management
Type 2 **Reactive/Task Driven**	• Only responds when competitors are hostile • Opportunists • Very limited budget for Competitive Intelligence • Task driven attitude • Ad hoc basis • Top management doesn't believe in the benefits of Competitive Intelligence
Type 3 Active/Operational	• Actively observing the competition • Limited resources • Beginning of an operational network • Trying to understand, analyse and interpret markets • Unwilling or unable to have a long term vision on Competitive Intelligence • Management can see that Competitive Intelligence could increase profit
Type 4 Strategic/Assault/Pro-active	• Hunt for strategic information • Professional, ethical approach • Significant resources • Human intelligence valued • Monitoring competitors moves • Top management support • An integrated procedure • Scenario planning
Type 5 Highly Proactive/Value Creation	• An offensive stance/war mentality • Very pro-active in managing the Competitive Intelligence process • Sophisticated tools/experts • Unlimited resources • Team approach/Competitive Intelligence integrated into decision making

Source: Rouach, D. and Santi, P. (2001) Competitive Intelligence Adds Value: Five Intelligence Attitudes, European Management Journal, Vol. 19, No. 5, pp. 552-59

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Jamie Smith is a Lecturer in Marketing Strategy at the Rennes School of Business, France. Although Jamie has spent his adult life in many countries his nationality is English. His professional experience includes building and managing a business in Florida USA, as well as launching an executive training company in Paris. Jamie has taken a research interest in CI and has twice been a speaker at international SCIP conferences and has presented papers at colloquiums on CI across Europe. He has taught CI at L'Ecole du Petrole et Motor in Paris and integrates CI thinking and models into his Strategy and Marketing Intelligence courses. Executive education assignments have taken him to the Czech Republic, Egypt, Greece, Finland and France. He has an MBA from the Helsinki School of Economics.

He is a PhD student at the Competitive Intelligence and Marketing Teaching and Research Initiative (CIMITRI) at De Montfort University. His research area focuses on the role of awareness and attitudes as influence drivers on Competitive Intelligence processes in Small and Medium-sized Enterprises. His publications in the field of Competitive Intelligence have been in both French and English.

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Sheila holds the post of Reader in Competitive Intelligence & Marketing Strategy at Leicester Business School, De Montfort University, UK and is a Fellow of the Chartered Institute of Marketing. As well as supervising PhD students, she teaches Strategic & Competitive Analysis, Competitive Intelligence and Marketing Strategy on selected MSc, executive and corporate programmes. She is the author of dozens of articles on CI, analysis and strategy, has been the guest editor for a ground-breaking Special Issue on CI for the *European Journal of Marketing*, is the former co-editor of the *Journal of Competitive Intelligence and Management*, and leads the Competitive Intelligence and Marketing Teaching and Research Initiative (CIMITRI) at De Montfort University. Her research interests are competitive intelligence, analysis, positioning, strategy formulation and decision making.

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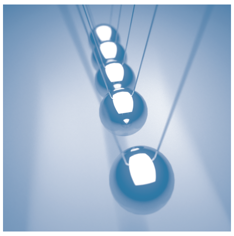
David is a founder member and Head of the Department of Marketing at Leicester Business School, De Montfort University; one of the largest marketing departments in the UK. He is a Fellow and Chartered Member of the Chartered Institute of Marketing, a Fellow of the Royal Society of Arts and a Fellow of the Higher Education Academy. He supervises PhD studies in his key areas of expertise: Competitive Intelligence, Marketing Communications and Marketing Management. He is on the editorial boards of a number of international journals and is a reviewer for several book publishers. He has been a visiting/guest lecturer and examiner at numerous universities and has delivered key note speeches at international conferences.

David has published papers in leading Journals including *Long Range Planning, Marketing Intelligence and Planning, Strategic Change, Journal of Competitive Intelligence and Management, Journal of Marketing Communications* and *International Journal of Advertising*. As well as providing several book chapters, he is joint author of a leading text, *Integrated Marketing Communications*, published by Financial Times, Prentice Hall, and *Marketing: an introduction* published by McGraw-Hill.

As a practitioner, David has been involved in both public and private sectors and has acted as a registered consultant with the Department of Trade and Industry for a number of years. He has undertaken work in management training, research and consultancy with a range of firms, including Dunlop, Chewynd Advertising, VW/Audi Group, Royal Mail, Golden Wonder, Paterson Candy International, Mailplan International, GKN, Norsk Hydro, Sun Alliance, Pye Telecommunications, Swinton Insurance, British Telecom International and numerous small businesses.



ISBN:
1857214021
9781857214024

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