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*Carolyn M. Vella and John J. McGonagle, Jr.*

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**IMPROVED  
BUSINESS  
PLANNING  
USING  
COMPETITIVE  
INTELLIGENCE**

# Improved Business Planning Using Competitive Intelligence

**Craig S. Fleisher, Babette E.  
Bensoussan**



## **Improved Business Planning Using Competitive Intelligence:**

**Improved Business Planning Using Competitive Intelligence** Carolyn M. Vella, John J. McGonagle, 1988-08-18  
Written for planning professionals in corporations and the nonprofit sector this book addresses the need for adequate competitive intelligence Types of corporate planning are examined and practical detailed advice on using CI techniques to make planning more effective are offered The book begins with an overview of CI and business planning subsequent chapters address procedures involved in using CI Each chapter includes a list of key references The book concludes with a glossary of terms and four appendixes that deal with the CI process as a whole Business Information Alert  
Written for planning professionals in corporations and the nonprofit sector this volume addresses a critical facet of the business planning process the need for adequate CI competitive intelligence As the authors note at the outset a business cannot develop a sound competitive strategy without reliable CI nor can it expect to apply that strategy without an ongoing CI effort Improved Business Planning Using Competitive Intelligence examines the types of corporate planning and offers practical detailed advice on using CI techniques to make planning more effective The authors begin with an overview of CI and business planning focusing on such areas as the phases of CI the importance of planning the basic requirements of planning the types of CI available and the ways in which CI can be injected into corporate strategy formulation Subsequent chapters address the actual procedures involved in using CI gathering and analyzing data recognizing disinformation integrating CI into business planning supplementing business planning with CI shadowing markets and defending one firm from another s CI efforts Each chapter includes a list of key references A glossary of terms and four appendices dealing with the CI process as a whole complete this indispensable contribution to the literature of corporate planning *Competitive Intelligence Rescue* Carolyn M. Vella, John J. McGonagle, 2017-07-20 A powerful how to do it better book this is the first guidebook on competitive intelligence that uses case studies to provide behind the scenes insights into how professionals improve competitive intelligence processes All organizations need to stay competitive in their respective fields to ensure success Competitive intelligence CI is an established discipline that focuses on giving businesses and nonprofit organizations the advantage of staying fully informed about what their competitors are doing are capable of doing and will likely do CI is a particularly valuable and powerful tool that supports everything from strategic planning to marketing and new business development to human resources if it s executed properly This groundbreaking book uses real world case studies to expose common CI challenges and present a simple methodology for spotting problems understanding how to rectify each problem educating others in order to bring about improvements in a process and testing and validating that the changes are working *Competitive Intelligence Rescue Getting It Right* provides invaluable insights from Carolyn M Vella and John J McGonagle two of the most prolific authors recognized experts and in demand speakers on the topic of competitive intelligence worldwide Any manager executive or owner of any organization including medium sized and large enterprises such as

businesses law firms hospitals nonprofits and universities as well as anyone inside or outside of a firm who provides competitive intelligence to managers or executives will benefit from reading this book regardless of previous experience with or knowledge about CI

*Business and Competitive Analysis* Craig S. Fleisher, Babette E. Bensoussan, 2007-02-27 The Definitive How To Guide for Business and Competitive Analysis Transform raw data into compelling actionable business recommendations Answer the questions executives ask What So What and Now What Today's 24 most valuable techniques how to choose them how to use them For everyone who performs analysis managers consultants functional specialists and strategists A completely new book by the authors of the popular *Strategic and Competitive Analysis* Business success begins with deep clarity about your competition and your business environment But even as data gathering has improved dramatically few business professionals know the state of the art techniques for analyzing their data Now there's a comprehensive immensely practical guide to today's best tools and techniques for answering tough questions and making actionable recommendations *Business and Competitive Analysis* begins with end to end guidance on the analysis process including defining problems avoiding analytical pitfalls choosing tools and communicating results Next the authors offer detailed guides on 24 of today's most valuable analysis models techniques that have never been brought together in one book before They offer in depth step by step guidance for using every technique along with realistic assessments of strengths weaknesses feasibility and business value

*The Internet Age of Competitive Intelligence* John J. McGonagle, Carolyn M. Vella, 1999-01-30 Two of the most prolific and challenging authorities on the topic of competitive intelligence CI reflect on and respond to the changes in the field over the last decade The authors point out that CI users have to change what they are doing show why they are doing it and provide ways of doing it Their book reviews the problems in the development of CI since the 1980s discusses the impact of the Internet and the rise in use of other secondary sources and draws from and provides access to the growing body of CI information knowledge and literature Combining a scholarly approach with hands on advice McGonagle and Vella have written the first work to guide CI professionals through the emerging literature of their field Among the important changes in the field the authors cover are the radical changes in on line database searching and ways in which the Internet has fundamentally modified how we think of accessing data Their book explores and reports the major body of work from the Society of Competitive Intelligence Professionals now that more businesses worldwide are using competitive intelligence and either writing about their experiences with it or joining in new benchmarking studies The result is newer information on what really works what doesn't work and who is doing what with it The book is thus a starting point for people new to the field of CI as well as a resource to help experienced professionals do their jobs better

**The Complete Guide to Business Analytics (Collection)** Thomas H. Davenport, Babette E. Bensoussan, Craig S. Fleisher, 2012-10-14 A brand new collection of business analytics insights and actionable techniques 3 authoritative books now in a convenient e format at a great price 3 authoritative eBooks deliver comprehensive analytics knowledge and tools for

optimizing every critical business decision Use business analytics to drive maximum value from all your business data This unique 3 eBook package will help you harness your information discover hidden patterns and successfully act on what you learn In Enterprise Analytics analytics pioneer Tom Davenport and the world renowned experts at the International Institute for Analytics IIA bring together the latest techniques best practices and research on large scale analytics strategy technology implementation and management Using real world examples they cover everything from building better analytics organizations to gathering data implementing predictive analytics to linking analysis with organizational performance You ll find specific insights for optimizing supply chains online services marketing fraud detection and many other business functions plus chapter length case studies from healthcare retail and financial services Next in the up to the minute Analysis Without Paralysis Second Edition Babette E Bensoussan and Craig S Fleisher help you succeed with analysis without getting mired in advanced math or arcane theory They walk you through the entire business analysis process and guide you through using 12 core tools for making better decisions about strategy and operations including three powerful tools covered for the first time in this new Second Edition Then in Business and Competitive Analysis Fleisher and Bensoussan help you apply 24 leading business analysis models to gain deep clarity about your business environment answer tough questions and make tough choices They first walk you through defining problems avoiding pitfalls choosing tools and communicating results Next they systematically address both classic techniques and the most promising new approaches from economics finance sociology anthropology and the intelligence and futurist communities For the first time one book covers Nine Forces Competitive Positioning Business Model Supply Chain Analyses Benchmarking McKinsey 7S Shadowing Product Line Win Loss Strategic Relationships Corporate Reputation Critical Success Factors Driving Forces Country Risk Technology Forecasting War Gaming Event Timeline Indications Warning Analyses Competitor Cash Flow ACH Linchpin Analyses and more Whether you re an executive strategist analyst marketer or operations professional this eBook collection will help you make more effective data driven profitable decisions From world renowned analytics and competitive business intelligence experts Thomas H Davenport Babette E Bensoussan and Craig S Fleisher      **Proactive Intelligence** John J. McGonagle,Carolyn M. Vella,2012-02-10 Traditionally tapping into the power of competitive intelligence CI meant investing in the development of an internal CI unit or hiring outside consultants who specialized in CI Proactive Intelligence The Successful Executive s Guide to Intelligence offers an alternative learn how to do it yourself and how to effectively manage the parts you cannot The tools and techniques that will enable you to produce your own CI for your consumption are out there and have been honed by decades of work But you cannot just adopt them you have to adapt them Why Because when you finish reading this book you will be the data collector the analyst and the end user Traditional CI is premised on a reactive two part relationship a CI professional responding to what an end user identifies as a need by doing this yourself you can turn CI from being reactive to being proactive As the decision maker you can get what CI you need when you need it and

then use it almost seamlessly Written by two of the foremost experts on CI Proactive Intelligence The Successful Executive s Guide to Intelligence shows where and how CI can help you and your firm provides practical guidance on how to identify what CI you need how to find the data you need and how to analyze it and discusses how to apply CI to develop competitive and career advantages Each chapter is supported by important references as well as by an additional list of resources to support and supplement your knowledge Proactive Intelligence The Successful Executive s Guide to Intelligence teaches you how to generate proactive intelligence and use it to advance your business and your career making it an essential resource for managers and executives as well as everyone who wishes to integrate CI into their daily work routine Competitive Intelligence for the Competitive Edge Alan F. Dutka,2000 Competitive Intelligence for the Competitive Edge unlocks the secrets to competitive intelligence the process of collecting analyzing and acting upon information about your competitors and the competitive environment This book shows you how to improve the effectiveness of your marketing efforts by understanding what your competitors are really up to and then making that knowledge work to your and your company s advantage Apply Competitive Intelligence for the Competitive Edge offers professional marketers researchers and account managers a detailed introduction to the professional practice of competitive intelligence and provides numerous examples of competitive Plus author Alan Dutka gives insight into the most effective data gathering analysis and storage techniques research strategies and the latest tools available to business professionals for competitive intelligence pursuits

**Competitive Intelligence for Information Professionals** Margareta Nelke,Charlotte Håkansson,2015-01-27

Information professionals should be able to take a proactive role as a strategic partner in their organization s competitive intelligence Their role needs to focus on the outside in approach based on their organization s strategic needs and objectives Competitive Intelligence for Information Professionals explores the role of strategic information and intelligence in organizations and assesses the values and needs of intelligence in organizations The book provides guidance on how to work strategically with competitive intelligence methods for monitoring and analysis and a process oriented approach Chapters include discussions on how news monitoring and competitive intelligence interact and how this offers opportunities for cooperation between different departments Cases from the authors own experiences when working with competitive intelligence in international corporations are also included Competitive intelligence CI is a new area for Information professionals Offers perspectives on a new trend within the library and information sector Provides a comprehensive approach to CI

**Plan the Competitive Intelligent Strategy of Your Business** Pasquale De Marco,2025-08-14 Plan the Competitive Intelligent Strategy of Your Business provides a comprehensive guide to the world of competitive intelligence CI empowering businesses with the knowledge and tools they need to thrive in the competitive marketplace This book delves into the history evolution and different types of CI It explores the various sources and tools available to gather competitive intelligence and discusses the ethical implications of CI practices Through case studies and examples this book illustrates

how organizations can successfully implement CI programs and use competitive insights to drive growth and success In today s rapidly evolving business landscape CI has become an essential tool for businesses of all sizes This book provides a roadmap for organizations looking to enhance their CI capabilities and gain a strategic advantage over their competitors Whether you are a seasoned CI professional or a business leader looking to understand the value of competitive intelligence this book offers valuable insights and practical guidance By embracing the principles and practices outlined in this book you can empower your organization with the knowledge and tools it needs to make informed decisions anticipate market trends and seize new opportunities This book is essential reading for Business leaders and executives Competitive intelligence professionals Market researchers Marketing and sales professionals Business development professionals Entrepreneurs Students and researchers in business and competitive intelligence With its comprehensive coverage of CI theory and practice this book is the definitive guide to competitive intelligence in the 21st century If you like this book write a review

**Application Management** Frank Keuper,Christian Oecking,Andreas Degenhardt,2011-02-03 A number of eminent authors take a look at aspects of application management from a range of practical and theoretical perspectives and present possible solutions for current challenges demonstrating the close links between service creation and service management

**Staying Ahead Of The Competition: How Firms Really Manage Their Competitive Intelligence And Knowledge; Evidence From A Decade Of Rapid Change** Chris Hall,Babette Bensoussan,2007-10-08 This book is essential reading for any manager who has to make competitive decisions decisions which affect the competitive success of a corporation or business unit The book is unique in that it is based on detailed research spanning a decade of dramatic competitive change Thanks to the internet globalization technological and demographic change the velocity of competition is increasing and competitive decisions have to be made faster The book however shows that many senior managers are unprepared and unable to meet quite common competitive challenges even half the time Moreover many firms have developed cultures where people do not trust each other with information critical to competitive success Employees can spend more time competing with one another for the bonus pool than dealing with the real competitive forces This book will equip managers with the intelligence and knowledge they need to make good competitive decisions at all levels of the organization Sustainability

in Light of Governance and Artificial Intelligence Applications Bahaa Subhi Awwad,2025-07-03 The research presented here emphasizes the vital role of governance and artificial intelligence in ensuring business sustainability across various industries highlighting the key elements that show how business governance and AI impact company survival *The Oliver Wight Class A Standard for Business Excellence* Oliver Wight International, Inc.,2017-05-08 The Oliver Wight Class A Standard for Business Excellence is the definitive comprehensive statement of excellence in business today Oliver Wight s Class A Standard is the accumulated practice and experience of Oliver Wight Consultants around the world It reflects the effort and achievement of thousands of client companies who have used the standard and the benchmark capability it enables to

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**Developing a Turnaround Business Plan** Norton Paley, 2015-06-22 Developing a Turnaround Business Plan is an ideal resource for managers currently facing a competitive crisis as well as those who wish to avert one and must set a turnaround plan in motion before the situation results in irreversible losses Whereas the book helps readers develop a sound turnaround plan the focus of the book is on the actual process

**Handbook of Research on Strategic Innovation Management for Improved Competitive Advantage** Jamil, George Leal, Pinto Ferreira, João José, Pinto, Maria Manuela, Magalhães Pessoa, Cláudio Roberto, Xavier, Alexandra, 2018-04-13 Innovation is a vital process for any business to remain competitive in this age This progress must be coherently and optimally managed allowing for successful improvement and future growth The Handbook of Research on Strategic Innovation Management for Improved Competitive Advantage provides emerging research on the use of information and knowledge to promote development in various business agencies While covering topics such as design thinking financial analysis and policy planning this publication explores the wide and complex relationships that constitute strategic innovation management principals and processes This publication is an important resource for students professors researchers managers and entrepreneurs seeking current research on the methods and tools regarding information and knowledge management for business advancement

**Improve Your Marketing to Grow Your Business** Hunter Hastings, Jeff Saperstein, 2010-06-28 Improve Your Marketing to Grow Your Business provides the tools and techniques to harness the power of the Internet and innovative technologies to succeed in doing the most important job to increase top line growth building brand equity This book will explain how achieving top line revenue growth and sustaining profits will depend upon the corporate embrace of the re engineering of marketing through new processes to unleash the power technology affords The book begins by presenting the shift in thinking that must take place to tap into this new marketing capability including focusing on becoming customer centric re engineering the marketing function re thinking the marketing organization and re designing the technology systems In addition it provides a new way to think about building a customer centric process and the metrics to measure effectiveness The book then goes on to provide intimate insider interviews with leading marketers of major brands in major industries and companies to illustrate application and practice The interviews and perspectives of leading executives will provide real world examples and stories of what went right and wrong in the transition to a new way to put marketing to work In the final section the book presents the secrets for how to



get it done Managing information creating a culture of accountability creating communities of practice and empowering change agents at every level of the organization This is the future and it works

**Competitive Intelligence** Larry Kahaner,1997 In the first book designed for businesses of all sizes and managers at every level Larry Kahaner explains the increasingly vital practice of competitive intelligence and how American companies can use it for success With a wealth of case studies Kahaner shows How to profile your competitors executives to unmask their decision making processes The line between legal and illegal or unethical activities How to protect your own company against your competitors intelligence operations COMPETITIVE INTELLIGENCE is a practical guide to turning raw information into priceless knowledge and winning business strategy

*Implementing IT Governance - A Practical Guide to Global Best Practices in IT Management* Gad Selig,2008-04-12 The issues opportunities and challenges of aligning information technology more closely with an organization and effectively governing an organization s Information Technology IT investments resources major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management in enterprises on a global basis An integrated and comprehensive approach to the alignment planning execution and governance of IT and its resources has become critical to more effectively align integrate invest measure deploy service and sustain the strategic and tactical direction and value proposition of IT in support of organizations Much has been written and documented about the individual components of IT Governance such as strategic planning demand portfolio investment management program and project management IT service management and delivery strategic sourcing and outsourcing performance management and metrics like the balanced scorecard compliance and others Much less has been written about a comprehensive and integrated IT Business Alignment Planning Execution and Governance approach This new title fills that need in the marketplace and gives readers a structured and practical solutions using the best of the best principles available today The book is divided into nine chapters which cover the three critical pillars necessary to develop execute and sustain a robust and effective IT governance environment leadership and proactive people and change agents flexible and scalable processes and enabling technology Each of the chapters also covers one or more of the following action oriented topics demand management and alignment the why and what of IT strategic planning portfolio investment management decision authority etc execution management includes the how Program Project Management IT Service Management with IT Infrastructure Library ITIL and Strategic Sourcing and outsourcing performance risk and contingency management e g includes COBIT the balanced scorecard and other metrics and controls and leadership teams and people skills

**S.A.M. Advanced Management Journal** ,1992

**Navigating the Technological Tide: The Evolution and Challenges of Business Model Innovation** Bahaaeddin Alareeni,Allam Hamdan,2024-07-27 In an era defined by technological breakthroughs such as AI blockchain and IoT this book offers a fresh and practical approach to Business Model Innovation BMI It delves into how technological advancements drive new business models and enhance operational efficiency providing actionable insights and

real world examples for business leaders strategists operations managers entrepreneurs and students in business and technology disciplines Encouraging diverse research methods including theoretical empirical and multimethod studies it welcomes manuscripts with clear managerial or policy implications Aimed at students scholars researchers professionals executives government agencies and policymakers this book equips readers with tools to succeed in today s dynamic business environment and supports multidisciplinary research to advance innovation management practices

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