

Competitive Intel and Government Libraries

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Talking Points

Ro's opins and not those of LC

Thank the CI and Mil Lib section for sponsorship of this program

Audience Poll – Who doing CI as part of current job or as their current job?

In which sectors?

Ro's **Def** of CI: process that gathers data/info from diverse sources and puts all together by using analytics to evaluate, interpret and apply that mosaic to a specific industry, organization, program, project or event. Libr Sci call this "information analytics."

Tom Davenport: "systematic use of information about your business to understand, report, and predict different aspects of performance." Key is starting with good data and not have decisions made through intuition.

Term "CI" now often called BI because it is both internally and externally focused. In government, often called "strategic intelligence."

Over 90% of CI information comes from open sources

Trendsetter study in 2002, established **competitive advantage** of CI: Revenue producing decisions based on CI increased bottom line by 14.2% and at 20% faster rate of growth than companies not using CI/CI processes to make decisions.

What **distinguishes LS and CI?**

LS tends to look at "hard facts" – known authority, authenticity, reliability, experience with source. Preference for government stats, scientific data, confirmed sources in news...

CI looks at hard fact sources, but also "soft sources" – rumors, anecdotes, op-eds, customer feedback AND also rates information on confidence levels of HIGH (solid), MODERATE (plausible/credible but not corroborated) and LOW (scant, fragmented, problems with source...)

Today, LS and CI getting closer because LS now finding ways to incorporate Web2.0 into our culture—blogs, wikis, micro/nano-blogs...AND Grey Lit.

BUT both using same kinds of sources and same basic sources.

Both practice proactively -- Libr: Macro (collection develop/KM) CI: Micro: fact/trend tracking

How CI is used:

- To validate or change a business model
- To create networks, alliances and partnerships
- To evaluate core processes (budgeting, accounting, billing, hiring)
- To pursue R&D (skunk works, M&A, Tech Transfer [very important in gov't])
- To analyze production systems or workflows
- To prioritize clientele(s)
- To deploy delivery and communications channels
- To enhance customer experience
- To secure “brand”

Most orgs look at CI on four horizons:

- 1—Present: maintain status quo (external accreditors, auditors, regulators)
- 2—Execution of Core business or mission: same business but more through new channels, new customers, slight changes to any of above list
- 3—Line Extension: new products or services relating to existing ones (commercial airlines versus defense systems “Boeing’s Military Strategy Faces Test in Downturn”)
- 4—New Territory: entirely new operation in one or more of above list (“Auto Suppliers Attempt Reinvention” auto parts to medical devices and green energy)

Standard Techniques used in full cycle CI analysis:

Step 1—FRAMING used to put organization in its current position competitors/sector/economy/infrastructure [Librarian]

SWOT: smaller org

PEST: Political, Economic, Social, Technology

PEST/LE: above plus Legal and Environmental

STEEPLED: Social, technology, education, economics, politics, legal, environment, and demographics

5 Competitive Forces (Michael Porter): On horizontal: threat of substitute products or services and threat of established rivals with vertical: threat of new entrants, bargaining power of suppliers/distributors, and bargaining power of customers.

Step 2--SCANNING used to identify the external factors [Librarian]

STEP: Strategic Trend Evaluation Process

STEP Example: How will wireless revolution impact X industry(ies)

Airlines: 2-D bar code boarding passes scanned right from smart phone (AA, Delta, Continental)

Banking

Education

Energy: smart meters control home from remote locations

Health Care: provider/consumer

Politics: Obama announced Joe Biden VP as text message

Publishing: ebooks

Environmental Scan (*Meso* scan—factors over which have some control or influence/
Macro scan—factors over which have no direct control or influence)

Step 3—Forecasting consider a range of future possibilities (often short-term/transitional/long-term) [**Economist/Sociologists**]

Step 4—Envisioning based on above steps select a vision for organization and give it a time frame (China and the Information Infrastructure 2020) [**Futurists**]

Step 5--Strategic Plan pathway to the vision [**MBA**]

Step 6—Business Plan [**Accountants**]

CI Concurrent or Ongoing Practices:

- **Bench-marking** compare to peers and aspirational peers (academic sector)
- **Best Practices/Best in class**
- **Leading Indicators usually social, economic, health/edu, environmental** [**US workforce: 10% manuf/86% services/4% unaccounted China workforce: 49% manuf/40 services/11% unaccounted**]
- **Bellweathers: cosmetic purchases, restaurant dining, luxury good purchases, use of credit cards, price of petro** [**Fed lobbying on rise—restaurant reservations and rooms at five-star hotels**]

Very common today for nations, states, regions, and cities to engage in competitive intelligence, then use **IP systems, regulations, tax incentives, banks, immigration, local universities and schools, health care, quality of life, transportation systems, etc** to compete with peers.

7 Emerging Nations for 21st Century Leadership

Finland (education innovation)

Philippines (workforce/work ethic)

Korea (manufacturing efficiencies)

Nigeria (shipping gateway/connection to Eur and US)

Netherlands (open society)

Norway (flexible and citizen-empowered government)

Brazil (combined raw mats and manuf)(BRIC—new *world* currency countries)

7 Potential Leaders

Russia (corruption/currency stability) (BRIC)
China (quality of work/environment/depend on exports)(BRIC)
India (socio-economic spread/internal markets)(BRIC)
US (access to health care and BIG government)
EU/Japan (depopulating)
Singapore (government control)

Case Studies to touch upon with audience:

Selecting a Supreme Court Justice
Future of the Republic
Dewey Policy
LC e-Science

Library of Congress and e-Science: Line Extension or New Territory
FLICC/FEDLINK

My Favorites:

World Future Society
OECD
Federal Reserve
USDA
US Dept of Commerce
Wall Street Journal
Seed (Adam Bly)
Science (AAAS)

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