

Inherent Abilities (cont.)



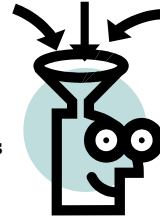
- ✓ Analytical
- ✓ Good pattern recognition
- ✓ Contrary
- ✓ Networker
- ✓ Team player
- ✓ Business savvy
- ✓ Strategic thinker/big picture oriented
- ✓ Ethical



“Learnable” Skills & Knowledge



- ✓ Business terminology
- ✓ Project management skills
- ✓ Ability to frame research issues
- ✓ Business research techniques
- ✓ Information sources and research tools
- ✓ Analytical methodologies



“Learnable” Skills & Knowledge (cont.)



- ✓ Interviewing & elicitation skills
- ✓ Written communication skills
- ✓ Presentation skills
- ✓ Oral communication skills
- ✓ Marketing & sales skills
- ✓ Information technologies/knowledge management



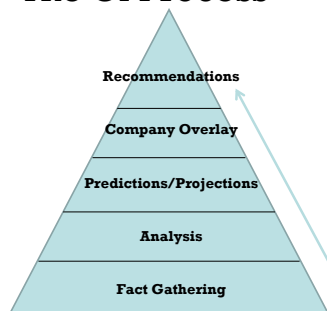
Professional Experience



- ✓ Industry knowledge
- ✓ Knowledge of corporate structures
- ✓ Knowledge of decision-making processes
- ✓ Understanding of client needs/pain points
- ✓ Knowledge of products & services



The CI Process



CI-Specific Skills & Abilities



- ✓ Corporate CI Professionals
 - Specific job requirements+
- ✓ Independent CI Professionals
 - Detailed steps for success



Corporate CI Professionals *Job Requirements*



- ✓ Collection of internal intelligence needs
- ✓ Development of tools and processes (infrastructure)
- ✓ Information collection, using secondary and primary source
- ✓ Analysis to create intelligence
- ✓ Communication of findings



Corporate CI Professionals *Job Requirements (cont.)*



- ✓ Promoting and selling CI products & services
- ✓ Evangelizing the value of CI
- ✓ Performing individually and as part of a team
- ✓ Managing internal and external resources



Corporate CI Professionals *Additional Requirements*



- ✓ Understanding corporate cultures & fitting in
- ✓ Understanding corporate politics & acting accordingly



Independent CI Professionals *Self-Assessment*



- ✓ Goals
- ✓ Personality type
- ✓ Work ethic
- ✓ Functional affinities
- ✓ Sales ability
- ✓ Self motivation



Independent CI Professionals *Examine Your Motivation*



- ✓ Why do you want to be a CI consultant?
- ✓ Are your reasons mostly negative – or positive?
- ✓ Do you like engaging with people?
- ✓ Do you want to control your future?
- ✓ Do you need to be managed?
- ✓ Or can you be truly “independent”?



Independent CI Professionals *Requirements for Success*



- ✓ Expertise
- ✓ Reputation and awareness
- ✓ Networks
- ✓ Confidence & determination
- ✓ Communications ability
- ✓ Risk-taking personality
- ✓ Being a Communicator



Independent CI Professionals *Targeting Your Market*



- ✓ What is your unique expertise?
 - Tip: It should be as individual as you are
- ✓ Identify the most likely buyers for your services
 - Use a targeted, not a shotgun approach!
- ✓ Stay focused – and on track
- ✓ Be flexible enough to change



Independent CI Professionals *Developing a Plan*



- ✓ Balance preparation against immediate needs
- ✓ Keep it simple
- ✓ Go with your strengths
- ✓ Reinvent yourself as you mature or the market changes
- ✓ But always know where you are going



Independent CI Professionals *Basic Business Needs*



- ✓ Get ready but get to that first client quickly ...
- ✓ Avoid commoditization – offer distinctive capabilities
- ✓ Build your referral pipeline
- ✓ Identify prospects
- ✓ Turn clients into contracts
- ✓ Get out and make presentations



Independent CI Professionals *Positioning Your Business or Services*



- ✓ Create a unique space in the mind of the customer
 - Positioning: (Company) is the (type of organization) that offers (unique market advantage or service)
- ✓ Design a name for your brand
- ✓ Must be memorable and distinctive



Independent CI Professionals *Promotions*



- ✓ Word of mouth is #1
- ✓ Networking
- ✓ Partnering and subcontracting
- ✓ Creating recognition and awareness
- ✓ Speaking
- ✓ Education
- ✓ ++++



Independent CI Professionals *Client Management*



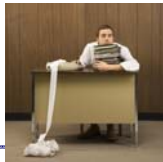
- ✓ Bidding
- ✓ Proposing – keep it simple
- ✓ Identify needs
- ✓ Building trust and relationships
- ✓ Delivering
- ✓ Communicate!!!



Independent CI Professionals

Successful Models

- ✓ A few larger players
- ✓ Broader middle market with ups and downs
- ✓ Larger tier of 2-4 person shops
- ✓ Largest group is independents
- ✓ Avoid the success trap



Independent CI Professionals

Being One of a Kind

- ✓ Find your unique path to success
- ✓ Know yourself
- ✓ Broadcast your message
- ✓ Assess what works
- ✓ Do it again
- ✓ Out-think and out-plan change
- ✓ Never stop learning ...



Opportunities for Acquiring Capabilities

- ✓ Reading & reference
- ✓ Formal education
- ✓ Training
- ✓ Mentoring
- ✓ Practice projects



Reading & Reference

- ✓ Books & magazines
- ✓ "Competitive Strategy" (Michael Porter)
- ✓ "Strategic and Competitive Analysis" (Fleischer & Bensoussan)
- ✓ *CI Magazine*
- ✓ CI Foundation publications (SCIP)
- ✓ SCIP Bookstore
- ✓ Business publications



Formal Education

- ✓ University programs
- ✓ Academy of Competitive Intelligence
- ✓ Institute for Competitive Intelligence



Training

- ✓ Professional associations: SLA, SCIP, AIP+++
- ✓ Webinars
- ✓ Conferences
- ✓ Local meetings



Mentoring



- ✓ Identify individuals with experience and expertise consistent with your goals
- ✓ Approach them with your request – most will agree to help
- ✓ Be considerate of their schedules, other commitments
- ✓ Be structured and organized, proactive, flexible and patient



Practice Projects



- ✓ Determine your goals
- ✓ Identify effective CI professionals
- ✓ Volunteer to help (“internship”), but treat it like a paying job
- ✓ Substantial payoff for your investment



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