

Table of Contents

Introduction	xi
Chapter 1. Scanning the Environment: A Vital Necessity for Companies	1
1.1. Getting informed: a very well-established and necessary requirement	1
1.1.1. A fundamental need	1
1.1.2. “To be beaten is excusable, but to be taken by surprise is unforgivable” (Napoleon Bonaparte).	2
1.1.3. Acquiring or maintaining economic and political power.	2
1.2. The corporation and its environment	6
1.2.1. The corporation: an open system interacting with its environment.	6
1.3. Innovation and Japan	11
1.3.1. Innovation: a vital imperative for the corporation	11
1.3.2. Innovation: a mandatory strategic choice.	16
1.3.3. Scanning for innovation strategy.	18
1.3.4. The inevitable Japanese example.	20
1.4. Conclusion	28
Chapter 2. Evolution of the General Concept of Surveillance	31
2.1. The emergence phase	32
2.1.1. Scanning, F.J. Aguilar (1967).	32
2.1.2. Weak signal detection, I. Ansoff (1975)	33
2.1.3. Emergence of the notion of intelligence	34
2.1.4. France: pioneer of technological intelligence (~1970)	35
2.1.5. English and French terminology	37
2.1.6. Characteristics.	37
2.2. Phase of development.	38

2.2.1. Predominance of the concept of Competitive Intelligence	38
2.2.2. Emergence of vigilance, surveillance, Strategic Watch and economic intelligence in France	40
2.2.3. Terminologies	46
2.2.4. Characteristics	47
2.3. Phase of consolidation	47
2.3.1. From practice to theory	47
2.3.2. Terminologies	49
2.3.3. Characteristics	50
2.4. Conclusion	50
Chapter 3. The Global Measurement Model of Strategic Intelligence	55
3.1. Overview of the literature on SI effectiveness evaluation	55
3.2. Intelligence and performance	59
3.3. Definition of corporate performance and surveillance effectiveness	64
3.3.1. The general notion of performance	64
3.3.2. The general notion of effectiveness	64
3.3.3. Performance and effectiveness	65
3.4. The definition of the concept of measurement	65
3.4.1. Measurement	66
3.4.2. Evaluation	66
3.4.3. Assessment	66
3.5. A measurement model for surveillance effectiveness	67
3.5.1. The importance of evaluating intelligence effectiveness	67
3.5.2. An evaluation model for information systems adapted to surveillance systems	68
3.6. The importance of total quality management (TQM)	74
3.6.1. The origins of TQM	74
3.6.2. Principles and definitions of quality	75
3.6.3. The measurement of quality	76
3.7. The measurement of corporate performance	77
3.7.1. The different approaches to corporate performance	77
3.7.2. Contemporary performance measurement systems	81
3.8. Conclusion	89
Chapter 4. Objectives, Products, Use and Context of Strategic Intelligence	91
4.1. Functions of surveillance	92
4.1.1. The main functions of Strategic Watch	92
4.1.2. The main functions of strategic intelligence	94
4.2. Objectives of intelligence	96

4.2.1. The objectives of Strategic Watch	98
4.2.2. Objectives of strategic intelligence	98
4.2.3. Objectives of competitiveness and organizational performance of SWI	99
4.3. SWI product and services	105
4.3.1. The value of information provided by the surveillance process. . .	105
4.3.2. Production of surveillance services	110
4.4. SI uses	111
4.5. Context of surveillance	114
4.5.1. The influence of corporate environment	114
4.5.2. The influence of corporate characteristics	116
Chapter 5. Evaluation of the Organizational Resources of SI	119
5.1. Formalization of the watch and SI activity	120
5.1.1. A certain degree of formalization of the SWI activity	120
5.2. Seniority of the SWI function	123
5.3. Centralization, decentralization and the number of SWI points	124
5.4. The hierarchical connection	129
5.5. Network organization	132
Chapter 6. Evaluation of the SI Process	141
6.1. Phase 1: the determination of information needs	143
6.1.1. Extent and direction of surveillance	144
6.1.2. Field prioritizing or axes of surveillance	147
6.1.3. Updating the identification of information needs	148
6.2. Phase 2: information research and collection	148
6.2.1. Sources of information.	149
6.2.2. The value of information sources	157
6.2.3. The value of collected information	158
6.3. Phase 3: information processing	160
6.3.1. The analysis of information	160
6.3.2. Information synthesis	172
6.3.3. Formatting of information.	172
6.4. Phases 2 and 3 bis: storage.	174
6.5. Phase 4: distribution.	178
6.5.1. Recipients and the extent of distribution	179
6.5.2. The moment of distribution	180
6.5.3. Distribution channels.	180
6.5.4. Slowdowns in the circulation and distribution of information.	181
6.6. Phase 5: information use	182
6.7. Feedback	182
6.8. Control	183

Chapter 7. Evaluation of Human, Technical and Financial Resources of SI	185
7.1. Human methods	185
7.1.1. Perceived importance and usefulness of surveillance.	185
7.1.2. The support and involvement of upper management	186
7.1.3. The existence and quality of the SWI manager	188
7.1.4. The quality of the other SWI players	189
7.1.5. A collective culture of information	192
7.2. Technical methods.	193
7.2.1. Information research collection tools	194
7.2.2. Tools for information processing.	195
7.2.3. Tools for information storage.	196
7.2.4. Tools for information distribution and communication.	196
7.2.5. The intranet	197
7.3. Financial resources	200
7.3.1. A budget for SWI needs	200
7.3.2. The existence of a budget specific to SWI	202
7.4. Conclusion	202
Chapter 8. SI Measurement Tools for SI Managers	205
8.1. Organizational methods	208
8.1.1. The degree of formalization of SI	208
8.1.2. Seniority of the SI function	210
8.1.3. SI organization	211
8.1.4. The hierarchical ranking.	213
8.1.5. The existence of a network organization	215
8.2. Resources for the intelligence process	218
8.2.1. Phase 1. The determination of information needs	218
8.2.2. Information research and collection phase	222
8.2.3. Information processing phase.	227
8.2.4. Storage phase	230
8.2.5. Distribution phase	231
8.2.6. SI use phase	233
8.2.7. Feedback phase	235
8.2.8. SI evaluation and control phase	235
8.3. Human methods	236
8.3.1. Perception of SI by personnel and management.	236
8.3.2. Support and involvement of upper management.	236
8.3.3. The existence of the SI manager	237
8.3.4. SIM attributes	237
8.3.5. The quality of SI professionals	239
8.3.6. Culture of the corporation	241
8.4. Technical methods.	241

8.4.1. The nature of technical tools used	241
8.4.2. The diversity of the technical tools used	242
8.4.3. The quality of technical tools used.	243
8.5. Financial methods	243
8.5.1. The SI budget	243
8.5.2. Budget appropriateness to the needs of SI	243
8.6. The SI context	244
8.6.1. Corporate environment	244
8.6.2. Corporate characteristics	245
Chapter 9. Measurement Tools for SI Users	249
9.1. SI product and services	249
9.1.1. Level of user satisfaction on information quality	249
9.1.2. The degree of user satisfaction on the quality of services offered	251
9.2. Using SI.	254
9.2.1. Products of SI used	255
9.2.2. Watch or intelligence?	255
9.2.3. The connection between intelligence and strategy.	256
9.2.4. The level of SI integration in the strategic decision.	256
9.2.5. General satisfaction with the SI department	256
9.2.6. The rate of use and level of SI solicitation	257
9.3. SI results: the intelligence–performance control panel	257
9.3.1. The measure of SI effectiveness	258
9.3.2. The evaluation of SI activity impact on corporate performance	261
9.3.3. The measure of efficiency.	266
9.3.4. Other user perceptions	267
9.4. Conclusion	271
Conclusion	273
Bibliography	275
Index	287