

Index

- 60 Minutes*, 135
 Academy of Motion Picture Arts and Sciences, 176–177
 Accessibility, myths about CI, 227–228
 Adams, Douglas, 158
 Adaptation, 62
 Advertising, target profiles and, 128–129
 Airbus, 59
 Airline industry:
 feedback, 160
 See also specific ones
All I Really Need to Know I Learned in Kindergarten, 228
 Amazon:
 business intelligence and, 22
 change as opportunity, 75
 competitor landscape, 69
 customer loyalty and, 113
 leveraging offerings, 141
 technology and competitors, 50
 American Airlines, loyalty programs, 256
 American Express, 69
American Journalism Review, 175
Analysis Without Paralysis: 10 Tools to Make Better Strategic Decisions, 205
 Analyst, 159–160
Anathem, 168
 Andersen Consulting, 66
Annual Statement Studies, 172
 Anomalies, reviewing, 152–153
 AOL, 86–87
 Apple Computer, 61, 225
 substitute competitors and, 70
 Appliance manufacturers, 51
 Appropriateness, 170
 Arrogance, success and, 4–5
 Ask, 183
 Associations, 174
 Assumptions, 99–101, 251–252
 challenges and verifications, 256–257
 validating, 137–139
 Attorneys:
 competitor landscape, 69
 due diligence and, 130
 See also Legal issues
 Audeo, 114
 Audit, 219
 Automobile industry:
 bankruptcy, 3
 color and, 52
 creative dissent and, 149
 customer loyalty and, 44
 drawbacks of success, 4–5
 economy and, 53–54
 focus on competitor, 60
 gender bias and, 109–110
 local publications and, 177, 178
 misleading data, 82
 new competitors and, 71
 understanding customer needs, 113
 See also Motorcycle industry
 Bank of America, 3
 Banking, regulations, 54
 Barclay's Bank, 3
 Barnum & Bailey Circus, 46
 Bass Pro Shops, 45
 Battery disposal, 54
 Becker, Bob, 113
 Bensoussan, Babette E., 205
 Berkshire Hathaway, 215
 Bezos, Jeff, 113
 Bias:
 Gender, 16
 automobile industry and, 110
 sports and, 126–127
 training and, 117
 revealing, 99
 See also Assumptions
 Big Black Book, 141

282

Bizjournals.com 175
 Black-collar workers, 209
 Blindsided, xiii, 4, 6, 11, 16, 37, 130
 Blind spot, 4, 9
 Blockbuster, 69
 Blogs, 195–196
 advantages, 196–197
 disadvantages, 197
 evaluating, 154, 197
 See Internet, reviews and feedback
 Bloomingdale's, 45
Blue Ocean Strategy, 75–76
 BMW, 117
 Boeing, 59
 Booksellers:
 competitor landscape, 69
 use of coffee bars to boost sales, 45
 See also specific companies
 Borders, 45
 Boutin, Paul, 168
 Bowling, 69
 Branding consultants, 52
Brandweek, 46, 113
 Branson, Sir Richard, 132, 142, 161
 Brazil, 115
 Breast cancer statistics, 81, 87
 Breyer, Stephen, 56
 Brokerage houses, misleading data and online, 81–82
 Budget, project planning and, 207
 Buffett, Warren, 215
 Burger King, 114
 Burial options, culture and, 52
 Burns, Ken, 86
 Bush, Jeb, 237
Business Information Review, 183
 Business intelligence, 21–22, 98
 Business-to-business (B2B) companies:
 customer service and, 64
 elimination of intermediaries, 43
 market entry investigation, 212–214
 myths about, 243
 Business-to-consumer (B2C) companies:
 customer services and, 64
 market entry investigation, 212–214
 myths about, 243
BusinessWeek, 43, 117, 156, 167, 175–176
 Buy-in, getting, 214–215

 Caboodles, 123
 Cafés, 69
 California Democratic primary, 28
 California Pizza Kitchen, 75
 Calof, Jonathan, 191, 271
 Campbell, Joseph John, 225
 CareerBuilder.com, 116
 Cargill, xii
 Cash flow, due diligence and, 25
 Center for Nonprofit Management, 177
 Center for Retailing Studies, 172
 Champy, James, 132

INDEX

Changes:
 adapting to, 20–21
 benefits of, xv–xvi
 customer loyalty and, 111
 daily, 17
 economic, 133–134
 industry, 130–133
 market, 16
 responses to, 255–256
 societal, 133–134
 Charan, Ram, 44
 Charles Schwab, 75
 Charts, misleading data in, 83–84
 Checklists, 164
 Chefs, personal, 69
 Chicago Tribune Syndicate, 134
 Chrysler, 7, 110
 Cirque du Soleil, 46, 75
 City planners, 91
 Cleveland Clinic, 49
 Client. *See* Customer
 CNN:
 adapting to change, 21
 direct competitors and, 70
 success during economic downturn, xii
 Coach Leatherworks, 8
 Coca Cola, 225
 creative dissent and, 149
 Pepsi and, 226
 substitute competitors and, 70
 Coffeehouses:
 competitor landscape, 69
 See also specific companies
 Color Association of the United States, 52
 Color Marketing Group, 52
Columbia shuttle, 149
 Communication, establishing lines of, 156
 Company information:
 limitations, 180
 private, 233–235
 web sites, 179
 Competitive intelligence (CI):
 advantages, x, 227–228
 assumptions and, 99–101
 characteristics of, 93
 content, best qualities for, 216–217, 220–221
 corporate departments and titles, 272–274
 culture, 157
 customers and, 160
 courses and programs, 271–272
 from data to, 92–98
 defined, 15–17, 26–27, 37–38
 external perspective, 40–42
 getting started, 201
 leadership and, 18–19
 myths, 225–244
 practitioners, best characteristics for, 216–220
 process of, 215–216
 purpose, 79
 pyramid, 90–98
 recommended reading, 268–271

- sample company evaluation, 94, 96, 97
- software, 186–187
 - advantages and disadvantages, 238–240
 - myths, 237–238
- strategy and, 17–18, 98–99
- titles, 272
- unit, 158
- value, 247
- “Competitive Intelligence and the Espionage Act,” 266
- Competitive Intelligence Ethics: Navigating the Gray Zone*, 268
- Competitive Intelligence Magazine*, 25, 187, 267, 269
- Competitive Intelligence: Navigating the Gray Zone*, 266
- Competitive Strategy*, xvii
- Competitive Technical Intelligence*, 268
- Competitor intelligence:
 - anti-competitor strategy, 75–76
 - vs. competitive intelligence, 37–40
 - detecting change, 73–75
 - early warning, 54
 - gaps, filling, 65
 - knockoffs and innovations, 71, 72–73
 - limits of, 59–63, 65–66
 - new competitors and, 63, 71–72
 - notable differences between CI and, 64
 - strengths, 63, 66–67
 - types of, 68–71
- Competitors:
 - direct, 48, 68–70
 - drawbacks of placing emphasis on, 45
 - emerging, 63
 - indirect, 48, 68–69, 70
 - knockoffs, 72
 - new, 71–72
 - predicting moves by, 254–255
 - substitute, 48, 49–50, 68–69, 70–71
- CompUSA, 3
- Computer Architecture News*, 175
- Conference Board, 172, 185
- Conferences, 190–194
- Conference and Trade Show Intelligence*, 191, 192, 268
- Confidence, over-, 4–5
- Confidentiality, 267
- Construction firms, women in, 16
- Contract, project planning and, 206–208
- Conventional wisdom, 194
- Cool Whip, 114
- Corkindale, David, 194
- Costs:
 - due diligence and, 25
 - myths about CI, 231–233
 - See also Pricing
- Countermeasures, enabling, 254–255
- Crain Communications, 175
- Crain's New York Business*, 175
- Crest Whitestrips, 44
- Crowd sourcing, 197–198
- Culture, 52–53
 - creating a CI, 157–158
 - curse of knowledge, 9–10
 - curse of success, 10–11
- Curves Women's Only Health Clubs, 46
 - anti-competitor strategy, 75
- Customer relationship management (CRM), 238
- Customers:
 - changing base, 133
 - current, selling products and services to, 140, 141–142
 - demand and marketplace, 40–42
 - keeping focus on, 42–45
 - loyalty, 44, 112
 - new, 112
 - selling products and services to, 140–141, 142
 - outside target profile, 128–130
 - underserved, 253–254
- Customer service:
 - competitive vs. competitor intelligence, 64
 - strategy and, 80
- Daily Breeze*, 177, 234
- Dallas Business Journal*, 175
- Dallas CEO*, 178
- Darwin, Charles, 20
- Data:
 - characteristics of, 93
 - components of, 80–81
 - defined, 79–80, 81–85
 - intelligence pyramid, 90–91
 - mining, 22, 98
 - misleading, 81–83
 - myths, 241–242
 - sample company evaluation, 94, 96, 97
 - See also Metrics
- Databases, commercial, 181
- Death midwives, 52
- Decision making:
 - CI as smart, 19
 - confidence and, 260–261
 - improving, 250–252
 - myths about CI and, 236–237
 - reasons for poor, 4–10
- Definitions:
 - CI, 15, 17
 - project planning, 208–210
- Dell:
 - competitive vs. competitor intelligence, 61
 - misleading data about, 87
- Demographics, 50–51
 - understanding and evaluating, 172
- Depree, Max, 18
- Direct-to-consumer (D2C) companies, 43
- Directory of Newsletters*, 173
- Directory of Special Libraries and Information Centers*, 176
- DirecTV, 69
- Disaster recovery plan, 33
- “The Discipline of Innovation,” 73
- Disney, 66
- Dissent, valuing creative, 149–150
 - writing papers, 150–151

- Distractors, competitor, 67
 Distributors, 47–48
 Divorce rates, misleading data, 82
 Dolby, 43
 Doyle, Arthur Conan, 211
 Drucker, Peter:
 customer focus and, 42
 importance of outside perspective, xii, 8
 innovations and, 73
 on decision making, 19
 Dubner, Stephen J., 194
 Due diligence, 4, 16, 25–26, 122, 261–262
 metrics and, 86
 understanding customer needs and, 42–43
 validating assumptions, 137
 Dumpster diving, 188
 Dynamism, 100
- Early warning, 254, 315
 eBay, 262
 EBSCO, 173
 Economic Espionage Act of 1996, 266
The Economist, 176
 Economy, 53–54
 Electronic information, 167
 Elicitation, 187–188, 190
 Emory University, 172
 Employees. *See* Staff
 Employment statistics, 82
The Encyclopedia of Associations, 173, 174
 Energy, regulations, 54
 Enron, 66
 Entertainment industry, 129
 Environment, 39
 competitive, 37–38, 67
 ecological burials, 52
 scanning, 24
 suppliers and risk to, 46
 work, regulations and, 54
 Equipment:
 investing in new, 136–137
 medical, 140
 E-reader, 50
Esquire, 141
 Ethics, 25, 265–267
 E*Trade, 75
 Evaluation, yearly re-, 152
 Executives:
 know less, 3
 knowledge of customers, 112
 Experience, 89–90
 drawbacks of, 9
 Experts:
 education and, 117–118
 subject matter (SME), 220
 External, viii, 8, 15, 18, 23–24, 27, 40–43, 47, 63, 180,
 190, 213, 229–230, 243, 256
- Facebook, 153, 195
 Factiva, 181, 183, 231
 FAO Schwarz, 66
- Fashion designers, 52. *See also* specific ones
 Fast-food companies. *See specific ones*
 FDA guidelines, 138
 Federal Reserve, 6, 131
 FedEx:
 substitute competitors and, 50
 success during economic downturn, xii
 technology and competitors, 50
 Feedback. *See* Reviews
 Field of Dreams, 139
 Film industry, 135
 Financial services:
 competitor landscape, 69
 focus on competition, 60–61
 information verification and, 108
 Five Forces, 205
 “Flaws in Strategic Decision Making,” 99
 Fleisher, Craig S., 205
 Focus groups, CI methodology and, 28
 Food Marketing Institute, 172
 Football, 127
Forbes, 138, 180
 Ford:
 gas prices and, 32
 limits of company information, 229
 SUVs and, 7
 Ford, Henry, 113
Fortune, 175–176
 Frankfort, Lew, 8
Freakonomics, 194
 Free, information, myth of, 230–231
 Freedman, David H., 28–29
 Freedom of Information Act, 169–170
 Freedomgroup.com, 172
 Frito-Lay, 45–46
 Fulghum, Robert, 228
*The Future of Competitive Intelligence: Driven by
 Knowledge-Based Competition*, 262
- Gale Directory Library, 173
 Galvin, Bob, 262
*The Game Changer: How You Can Drive Revenue and
 Profit Growth with Innovation*, 44
 Gartner, 180
 Gas prices, 32
 Gates, Bill, 225
 GE, 225
 due diligence and, 262
 success during economic downturn, xi
 Gender. *See* Bias, gender
 General Motors:
 blaming economy, 251
 establishing lines of communication and, 156
 limits of company information, 229
 loss of leadership position, 66
 SUVs and, 7
 Volkswagen and, 226
 Generation Y, 253
 Global economy, xiv
 Goals, setting realistic, 259–260
 Godin, Seth, 196

- Godiva, 50
 Goldsmith, Marshall, 198
 Golf, 16, 125–126
 Goodwin, Larry, 139
 Google:
 advantages and disadvantages, 183–186
 Alerts, 151, 154
 “effect,” 52
 maps, 50
 metrics and, 86
 myths about
 effectiveness of, 235–236
 free information, 230–231
 new competitors and, 71
 News, 182
 understanding and evaluating, 181–182
 GPS, 50, 141
 Graphs, misleading data in, 83–84
 Graves, Michael, 74
 Gray water, 127–128
 Great Depression of 1929, xi
 Greenspan, Alan, 6, 131
 Gretskey, Wayne, 251
 Gross domestic product (GDP), demographics and, 51
 Groupthink, 197–198
 new offerings and, 7
 Growth opportunities, uncovering, 116–118, 122–124
Guardian Unlimited, 129

 Harley-Davidson, 141
 Hartley, Leslie Poles, 4
Harvard Business Review, xi, 18, 49, 73
 Harvard University:
 Business School Publishing, 172
 Program on Information Resources Policy, 80
 Hearing aids, 114
 Helicon Group, 269
 Herring, Jan, 262
 Hewlett-Packard:
 competitive vs. competitor intelligence, 61
 success during economic downturn, xi
The Hitchhiker's Guide to the Galaxy, 158
 HighBeam Research, 173
 Himelfarb, Dan, 187
 Hispanic Business, 172
 Hispanic population, investments and, 111
 Hohhoff, Bonnie, 185, 191
 Holmes, Oliver Wendell, 42
 Holmes, Sherlock, 93, 211
 Home décor firms, 52
 Home Depot, customer focus and, 132
 Honda:
 dropping Accord hybrid, 32
 local publications and, 17
 Hoover's, 172, 178
 Horowitz, Richard, 266
 Household income, 82
 Housingeconomics.com, 17
 “How Competitive Forces Shape Strategy,” 49

 HSN, 50, 257
 Hugo Boss, 141
 Humint, 168, 170, 187–194, 234
 Hyatt Corp, xii
 Hyundai, 53–54

 Ibisworld.com, 172
 IBM:
 due diligence and, 262
 focus on competitor, 60
 Idea generation, 255–256
 IKEA, 45
 Illegal activities, 25
 Impact, negative, 168
Inc., 6, 28
 Independence Day, 135
 Information:
 accuracy, 116–118
 availability of, 95
 categories of, 105–106
 characteristics of, 93
 company, 179–180
 conventional wisdom, 194–195
 enough, 210
 free, 230–231
 future insights, 115–116
 gathering, determining completion of, 210–211
 human intelligence, 187–194
 individual search, 180–182
 internet and Google, 183–186
 myths, 241–242
 published, 169–177
 questioning to gain, 107
 relevance and reliability, 108–109
 sample company evaluation, 94, 96, 97
 social media sources, 195–198
 software, 186–187
 sources, 170
 truth and, 109–115
 understanding and evaluating, 167–169
 unexpected or unknown, 177–179
 updating, 99–100
 websites, 179–180
 See also Decision making, reasons for poor
 Information Resources, Inc. (IRI), 85
The Information Resources Policy Handbook, 80
 In-house, 216–217
 In-N-Out Burger, 59
 “Innovation Predictions 2008,” 43
 Innovations, 72–73
 challenge program, 161
 “Innovative Minds Don't Think Alike,” 10
Inside DOT & Transportation Week, 175
 Instincts, 89–90, 251–252
 Institute at INSEAD, 75
 Insurance companies, 69
 Intel, D2C marketing and, 43
 Intelligence:
 pyramid, 90
 types of, 21

286

INDEX

- Internet:
- advantages and disadvantages, 183–186
 - company information and websites, 179–180
 - competitor landscape, 69
 - hidden Web, 167, 184, 186
 - market shifts and, 153
 - misleading data, 86–87
 - myths about
 - free information, 231
 - private companies, 234
 - reviews and feedback, 44, 151, 153, 180
 - as opportunity, 160–161
- Interpersonal relationships, scenario planning and, 34
- Intuition, 89–90
- challenges and verifications, 256–257
- Inventory turnover, 25
- Invisible web, 186
- iPod, 229, 256
- knockoffs and, 72
 - substitute competitors and, 70
- Ireland, Dell in, 87
- IRS, 231
- iTunes, 70
- Jack Welch, 66
- Jackson, August, 196, 197
- Japan, automobile industry, 4–5, 177
- Jargon. *See* Definitions, project planning
- J.C. Penney, 74
- Jobs, Steve, 225
- Johnson, Derek, 240
- Jones, Phillip, 100
- Journal of Competitive Intelligence and Management*, 267
- Kaizen, 74, 149
- Kawasaki, Guy, 196
- Kickoffs, project planning and, 208
- Kim, W. Chan, 75
- Kindle, 50
- Kmart, layaway program, 252
- Knockoffs, 72–73
- Knowledge:
- management (KM), 23–24
 - overestimation of, 229–230
- KnowledgeStorm, 28
- Knowledge@Wharton, 172
- Kohl's, 74
- Kosher-labeled products, 129
- Kraft Foods North America, 52, 113–114
- Krishnan, M.S., 42
- Krispy Kreme, 66
- Kroft, Steve, 135
- Lafley, A. G., 44
- Landscape, competitive, 38
- Land use, 54
- Larry's Shoes, 138–139
- Las Vegas, 21
- Law firms. *See* Attorneys
- Leadership, 18–19
- Leadership Is an Art*, 18
- Legal issues:
- filings, 178–179
 - suppliers and, 46
- See also* Attorneys
- Legends. *See* Myths, urban
- Lego, 130
- Lehman Brothers, 3
- The Lempert Report*, 172
- Lenses, intraocular, 137
- Leverage, capabilities, 139–142
- Levitt, Stephen, 194
- LexisNexis, xii, 177, 181, 183, 231
- Lexus, 177
- Liability, due diligence and, 25
- Libraries:
- competitor landscape, 69
 - Generation Y and, 253
 - myths about free information, 231
 - resources, 173
 - sources in, 231
 - specialty, 176–177
- See also* specific ones
- Limerick, 87
- Line extension, 124–126
- Linens N' Things, 3
- LinkedIn, 195
- Local publications, 177–178. *See also* specific ones
- Logo consultants, 52
- Los Angeles Times*, 91, 177, 234
- Loyalty:
- customer, 44, 112
 - company disloyalty vs., 111–112
 - programs, 256
- Madoff, Bernard, 138
- Management Challenges for the 21st Century, 19
- Management:
- lack of awareness and staff issues, 5–9
- See also* Knowledge management (KM)
- MapQuest, 50
- Margaret Herrick Library, 176–177
- Market:
- accurate and objective views, 248
 - entry, 126–128
 - investigation, 212–214
 - intelligence, 22
 - research
 - vs. CI, 22, 27–31
 - limitations of, 31–32
 - shifts, 152–153
- Market intelligence:
- versus competitive intelligence, 22
 - components, 212–214
- Marketing plan, 134–136
- Marketing Science Institute (MSI), 172
- Marketing Sherpa, 28
- Marketing to Women*, 172
- MarketResearch.com, 172
- Marlboro:

- Intense, 256
- loss of leadership position, 66
- Marriage statistics, misleading, 87
- Mason, Jackie, 114
- Massachusetts Institute of Technology, 130
- Mauborgne, Renée, 75
- McDonald's:
 - client demand and, 40–41
 - focus on competitor, 60
 - new competitors and, 71
 - understanding customer needs and, 114
- McGonagle, John, 269
- McKinsey Global Survey*, 99
- McKinsey Quarterly*, 175, 185
- Meals. *See* Restaurants
- Medical Imaging and Technology Alliance, 178
- Medical supplies. *See* Equipment, medical
- Medved, Michael, 116
- Megatrends*, 83
- Men in Black*, 135
- Mercyhurst College, 271
- Merrill Lynch, 3
- Mervyn's, 3
- Metrics, 85–89. *See also* Data
- Microsoft, 225
 - rank as search engine, 182
 - success during economic downturn, xii
- Midwives. *See* Death midwives
- Millennials, 253
- Minority Market Report*, 172
- MinuteClinics, 49
- “Mistakes Marketers Make,” 194
- MIT, 194
- Mizrachi, Isaac, 74
- Motorcycle industry:
 - gender and, 129
 - hearses, 52
 - women in, 16*See also* Automobile industry
- Motorola, 262
- Movies. *See* Film industry; Video rentals
- MTV, xii
- Myths:
 - about CI, 225–226
 - urban, 108, 138
- Naisbitt, John, 83
- NASA, 149
- National Cancer Institute, 87
- National Electrical Manufacturer's Association, 178
- National Fundraiser*, 175
- National Trade and Professional Association Directory*, 174
- Naylor, Ellen, 240
- Neighbor industries, 54–55
- Netflix, 69
- The New Age of Innovation: Driving Co-Created Value Through Global Networks*, 42
- New York Times*, 10, 138, 167, 194
- New Yorker*, 141
- Newsletters, 175
 - Newsletters in Print*, 175
- Newspapers, 175
 - adapting to change, 21
- Next steps, 147, 156
- NFL merchandise, 127
- No Salt Week Newsletter*, 175
- Nokia, 229
- Nondisclosure agreement (NDA), 267
- Nonprofit organizations, 47
- Nordstrom:
 - customer service and, 20
 - use of restaurants to boost sales, 45
- Northern Light Search, 182
- Nussbaum, Bruce, 43
- NutraSweet, 43
- Obama, Barack, 82
- Obesity, 16
- Oettinger, Anthony G., 80
- Open source, 169
- Open source intelligence (OSINT), 22
- Open Source Intelligence: Executive Overview*, 186
- Opportunities:
 - identifying new, 254
 - lost, x
 - responding effectively to, 257–258
- Oregon Benchmarking Experience, 88
- Orwell, George, 229
- OSS, Inc., 186
- Outsmart! How to Do What Your Competitors Can't*, 132
- Outsourcing, 216–217
- OXO, 51
- Packagedfacts.com, 172
- Packaging industry, 39
- Paint industry, 54
- Paul Ziffren Sports Resource Center, 176–177
- PBS, 86
- Pepperidge Farm, 131
- Pepsi:
 - as China's largest potato grower, 17
 - Coca-Cola and, 226
- Performance indicators, key, 85
- Peters, Tom, 156, 196
- Petroleum industry, 39, 46
- PGA:
 - affluence and, 16
 - line extension and, 125–126
- Pharmaceutical companies:
 - D2C and, 43
 - regulations, 54
- Phillip Morris, 256
- Phonak Group, 114
- Pinkberry, 75
- Pirate attacks, 100
- Plano, 122–123
- Plastics industry, 39
 - environmental issues and, 46
 - regulations, 54
- PlayStations, 68
- Poland, 87

288

INDEX

- Polaroid, 262
- Population growth, 51
- Porter, Michael, xvii, 49
- PowerPoint. *See* Presentations, PowerPoint
- Prahalad, C.K., 42
- Presentations:
 - CI final report, 205
 - PowerPoint, 182, 204
 - preparation prior to research, 204–205
 - schoolchildren and improving communication, 157
- President's award, 148
- Pricing:
 - energy, 54
 - vs. information, 105–106
 - strategy and, 79–80
 - See also* Costs
- Prisons, 133
- Prius. *See* Toyota, Prius
- Private companies, myths about, 233–235
- Proactive, being, 257–258
- Procter & Gamble:
 - customer focus and, 44
 - published papers, 17
- Product launch, 108
- Project planning, 205–211
- ProQuest, 173
- Prospectus, 178
- PSFK, 173
- PT Cruiser, 21
- Published information, 169–170, 173
 - limitation, 170
- Publisher's Weekly*, 198
- Purpose, for gathering information, 201–202

- Questioning, answers to management, 248–249
- Questionnaires, 161–164
 - CI methodology and, 28
- Questions:
 - for companies to ask, ix, 12
 - about competitors, 62–63
- QVC, 50, 69, 257

- Radio, talk, 116
- Rae-Dupree, Janet, 10
- Ralph Lauren, 45
- Rand Corporation, 16
- Reagan, Ronald, 11
- Real estate industry, misleading data, 88–89
- Recovery plan. *See* Disaster recovery plan
- Recycling companies:
 - regulations, 54
 - water, 127–128
- Red Bull, 21
- Red ocean strategy, 75
- Reengineering the Corporation*, 132
- Regulations:
 - government and industry, 54
 - See also* FDA
- Relocation, researching for company, 135–136
- Reports.mintel.com, 172

- Research Alert*, 172
- Researcher:
 - database, 158–159
 - direct contact, 159
 - See also* Market, research
- Restaurants:
 - boosting sales through addition of, 45
 - competitor landscape, 69
 - understanding customer needs and, 114
- Retailing Issues Letter*, 175
- Retirement coaches, 52–53
- Return on investment (ROI):
 - change and, 21
 - due diligence and, 25
 - value of CI, 242, 260
- Reviews, online, 44
- Reward system, employee, 149
- Ringling Bros. Circus, 46
- Risk:
 - due diligence and, 25
 - minimizing, 19–20, 249, 250–252
- Risk Management Association, 172
- Ritz-Carlton Hotels:
 - Leadership Center, 117
 - leveraging offerings, 142
- Robert's American Gourmet, 45–46
- Rogers, Will, xiv
- Roman Catholic Church, 150–151
- Rooney, Andy, xiv
- Rosenfield, Irene, 113–114
- Rubbermaid:
 - knockoffs and, 72–73
 - loss of leadership position, 66
 - response to industry changes, 131–132

- Saatchi & Saatchi, xii
- Safety Compliance Alert*, 175
- Saint Laurent, Yves, 21
- SATs, 88
- Saturn, 110
- Scalia, Antonin, 56
- Scarborough Research, 16
- Scenario planning, 32
 - benefits and limitations, 33–34
- Schools, misleading data, 88
- SCIP, 267
- SCIP Online*, 268
- Scope, of information gathering, 202–204
- Search engines, 169, 181–186, 231, 235–236
- Searching:
 - advantages and disadvantages, 183–186
 - doing it yourself, 180–182
- Sears:
 - due diligence and, 262
 - focus on competitor, 60
 - ignoring emerging companies and, 132
 - loss of leadership position, 66
- Secondary source, 169
- Securities and Exchange Commission (SEC), 173
- Self-help books, 61

- Selipsky, Adam, 113
- Semco Group, 115
- Sephora University, 117
- Sesame Street*, 56
- Shakespeare, William, 272
- Shell, 8, 40
- Silent Generation, 237
- Sloan Management Review*, 194
- Smith, Will, 135
- Soccer, affluence and, 16
- Social media sources, 195
- Social networking, 195
- Society of Competitive Intelligence Professionals (SCIP), 185, 187, 203, 267–268
 - Competitive Intelligence Foundation, 266, 268
 - ethics and, 265–266
 - publications, 25
 - spying and, 226
- Socratic method, 203
- Software:
 - advantages, 238–239
 - CI, 186–187
 - competitor landscape, 69
 - disadvantages, 239–240
 - financial services industry, 61
 - mind-mapping, 151
 - myths about, 237–238
 - use in market research vs. CI, 30
- Solutions, unexpected sources for, 151
- Somalia, 100
- Sony:
 - limits of company information, 229
 - MP3 players, 7
 - technology and competitors, 50
- Source, published, 169
 - company, 179
 - Google, 235
 - unknown, 177
- Southwest Airlines:
 - adapting to change, 20–21
 - substitute competitors and, 49
- Sports Illustrated*, xii
- Springwise, 172
- Spying, myths about CI as, 226–227
- SRDS Business Publications*, 148
- Staff:
 - dissenting feedback, 149
 - gaining information from, 148
 - mandatory meetings, 150
 - rewarding new ideas, 149
- Stakeholders, annual checklists for, 164
- Standard Rate & Data Service (SRDS)*, 174
- Standardized tests, misleading data, 88
- The Standard Periodical Directory (SPD)*, 148, 170–171, 173, 174, 178
- Starbucks:
 - competition with McDonald's, 40–41
 - due diligence and, 262
 - focus on customers, 60
 - loss of leadership position, 66
 - new competitors and, 71
- Starr, Brenda, 134
- Starting a CI Function*, 268
- Start With the Answer*, viii
- State Recycling Laws Update*, 175
- Statement of work, 206–208
- Steele, Robert, 186
- Stephenson, Neal, 168
- Sternberg, Robert, 6
- Stop & Shop, 52
- Strategy:
 - blue ocean, 75–76
 - CI and, 17–18
 - crafting, 134–136
 - intelligence, 98–99
 - red ocean, 75
- A Study in Scarlet*, 211
- Subject matter experts (SMEs), 187
- Substitutes, vii, ix, 15, 37, 44, 46, 48–50
- Success, 214–215
 - buy-in, 214
 - drawbacks of, 10–11
 - good news/bad news, 214–215
 - overconfidence and, 4–5
 - wasted resources and, 258–259
- Suggestion box, 148
- Sumner Redstone, 66
- Sun Tzu, 72
- Supermarket business, 39
 - competitor landscape, 69
- Suppliers, 46–47
- Surowiecki, James, 198
- Surprise, avoiding, viii, xiii, 8, 12, 16–17, 34, 252–253
- Surveys, CI methodology and, 28
- Swiffer, 44
- SWOT analysis:
 - competitor intelligence and, 63
 - distributors and, 47
 - presentations and, 205
- Tapscott, Don, 198
- Target:
 - adapting to change, 21
 - differentiation and, 74
 - substitute competitors and, 49
 - success during economic downturn, xi
- Technology:
 - Companies, validating assumptions and, 139
 - competitors and, 50
 - to create a database of information, 151
- Teenagers, sexually active, 82
- Television ratings, metrics and, 86
- Tesco, 22
- Texting, 153
- Thieme, Jens, 272
- Thorlo socks, 54–55
- Tide Coldwater, 44
- Timing, project planning and, 207–208
- Tire industry, 70
- Tom Peters Times!*, 156
- Tommy Bahama, 45

290

INDEX

- Toyota:
 Camry, 83
 change as opportunity, 74
 communication and, establishing lines of, 156
 education classes, 117–118
 limits of company information, 229
 local publications and, 177
 myths about private companies, 234
 Prius, 156
 Toys “R” Us, 149
 Trade publications, 171–173, 174–175
 gaining information from, 147–148
 Trade shows, 190–194
 Training:
 CI courses and programs, 271–272
 personnel, 117
 Transportation industry, regulations, 54
 Trends:
 social, 52
 understanding and evaluating, 172
 TrendWatching, 43, 172
 Tufts University, 6
 Twain, Mark, 95, 139
 Twitter, 153

 Unexpected input/solutions, 151
 U.K. Royal Navy, 142
 U.S. Bureau of the Census: misleading data, 87
 U.S. Department of Agriculture, 130
 U.S. Postal Service, 50
 U.S. Supreme Court, 56, 150–151
 Unit, creating a CI, 158–160
 UnitedHealth Group, xi
 University of Ottawa, 191
 Unlearn, viii
 Updates, project planning and, 208
 Urns, customized, 52
USA Today, 21

 Versace, 141
 Veterans, 116
 Video rental, competitor landscape, 69
 Virgin Airlines, 161

 Virgin Group:
 customer focus and, 132
 leveraging offerings, 142
 Volkswagen, 71, 226

 Wages, regulations, 54
 Walkman, 229
Wall Street Journal, 81, 86, 138, 168, 185, 231
 Wal-Mart:
 color and, 52
 D2C marketing and, 43
 management awareness of staff issues, 5
 sales data, 85
 Walton, Sam:
 consumer focus, 43
 store visits and staff meetings, 5
The War, 86
Washington SmartCEO, 178
 Watches, 70
 Welch, Jack, 225
 When Growth Stalls, xv
 Whiteboards, electronic, 151
 Wiki, 151
Wikinomics: How Mass Collaboration Changes Everything, 197, 198
 Wikipedia:
 success during economic downturn, xi
 understanding and evaluating, 181–182
 Williams, Anthony D., 198
Wire Industry News, 175
 Wisdom, conventional, 194–195
The Wisdom of Crowds, 197, 198
 Wonder Bread, 131
 Wrestling, 126–127
 Wright, Sheila, 271

 Xerox, 75

 Yahoo!, 86, 182, 183, 184
 Youngblood, Ava, 203

 Zinc fittings, 64
 Zogby, 28