

Ellen Naylor's Recommended Articles from CI Magazine

Alliance Networks A competitor's alliance partners can indicate their strategic intent
How to analyze alliance networks, Vol. 05 No. 04, July - Aug 2002 **Ard-Pieter DeMan**

Analysis: Analytical Tools & Techniques

What Tools Are in Your Tool Kit? Vol. 10 No. 04, July - August 2007 **Karen Rothwell**

The analysis paradox, Vol. 08 No. 05, Sep - Oct 2005 **Ken Sawka**

When bad analysis happens to good people: biases from human limitations, Vol. 06 No. 04, July - Aug 2003 **Paul Dishman**

Strategic group analysis, Vol. 06 No. 01, Jan - Feb 2003 **Babette Bensoussan, Craig Fleisher**

Benchmarking Not much is written on this although it's a popular topic at SCIP Conferences. David Gibson gave a full-day workshop on benchmarking at SCIP 07 in NY City.

Benchmarking and its myths, Vol. 03 No. 02, April - June 2000 **Robert Kennedy** *(not available electronically off SCIP's website. It's a very good article on the subject.)*

CI Career/Jobs/Traits/the Profession

A Career in Intelligence? Vol. 09 No. 05, Sep - Oct 2006 **Dan Mulligan** *(includes a list of CI academic programs, pretty complete)*

Mapping Competitive Intelligence Career Trails, Vol. 09 No. 05, Sep - Oct 2006 **Dale Fehringer**

Is CI Still CI? The Changing Face of the Profession, Vol. 09 No. 02, Mar - Apr 2006 **Cliff Kalb**

Benchmark Your CI Capabilities Using a Self-diagnosis Framework, Vol. 09 No. 01, Jan-Feb 2006
Arjan Singh, Andrew Beurschgens

Bucking the Conventional Wisdom, Vol. 09 No. 01, Jan - Feb 2006 **Ken Sawka**

Investigative journalist: an ideal job description for multidisciplinary CI research analyst, Vol. 08 No. 04, Jul - Aug 2005 **Arik Johnson**

The competitive intelligence analyst resume, Vol. 07 No. 04, July - Aug 2004 **Ken Sawka**

Team leadership: the ethos of intelligence professionals, Vol. 07 No. 03, May - June 2004
Bill Fiora

Core competencies: a practitioner's view, Vol. 06 No. 04, July - Aug 2003 **Clifford Kalb**

Moving up the CI career ladder, Vol. 05 No. 04, July - Aug 2002 **Bill Fiora**

CI Collection: Primary Sources (people)

The ups and downs of elicitation, Vol. 08 No. 05, Sep - Oct 2005 **David Carpe**

Understanding human sources, Vol. 08 No. 04, July - Aug 2005 **David Carpe**

Confessions of a call girl, or how to give good phone, Vol. 07 No. 02, Mar - Apr 2004
Debbie Bardon

CI Collection: Secondary Sources (Internet, databases)

Searching More Effectively, Vol. 10 No. 04, July - Aug 2007 **Arthur Weiss**

Uses of Publicly Available Sources for Effective CI Collection, Vol. 09 No. 05, Sep - Oct 2006 **Toni Wilson, Christine Wunderlin**

Online Business Intelligence Products, Vol. 09 No. 02, March - April 2006 **Kathrine Hayes**

CI Process issues related to setting up a CI operation in corporations or small biz

Best Practices of Providing Competitive Intelligence to Business Units, Vol. 10 No. 03, May-June 2007
Tanya Sewell

Mission Not Impossible! Define Your CI Unit Position, Vol. 10 No. 01, Jan - Feb, 2007 **Alessandro Comai**

World-Class Intelligence Programs, Vol. 09 No. 03, May - June 2006 **Jan P. Herring**

CI in action: key steps to building an internal CI function, Vol. 08 No. 06, Nov - Dec 2005 **Peter McKenney**

Create an Intelligence Program, Vol. 08 No. 05, Sep - Oct 2005 **Jan Herring**

The seven deadly sins of CI, Vol. 07 No. 04, July - Aug 2004 **Bill Fiora** (*easy reading*)

The future of competitive intelligence: driven by knowledge-based competition, Vol. 06 No. 02,
Mar - Apr 2003 **Jan Herring**

Misalignment, Vol. 05 No. 03, May - June 2002 **Kenneth Sawka** (*Don't let your CI operation get stale!*)

A bright future for CI through competitive affairs, Vol. 05 No. 02, Mar - Apr 2002 **Diane Giese**

Location! Location! Location! Positioning CI, Vol. 04 No. 05, Sep - Oct 2001 **Enrico Codogno** (*where in the company does a competitive intelligence operation reside?*)

Ten things you really need to know about competitors, Vol. 04 No. 05, Sep - Oct 2001 **Terry Kendrick, Julian Blackmore** (*very easy reading*)

CI Process: Case Studies various companies experiences in CI

MetLife's roadmap for actionable competitive intelligence, Part 2: Organize for success, Vol. 08 No. 03, May - June 2005 **Flynt Tuller**

MetLife's roadmap for actionable competitive intelligence: Part 1, Vol. 08 No. 01, Jan - Feb 2005 **Flynt Tuller**

CI for small businesses: the city of Littleton's economic gardening program., Vol. 07 No. 06, Nov - Dec 2004 **Christine Hamilton – Pennell**

Differences in CI approaches for service industries, Vol. 07 No. 01, Jan - Feb 2004 **Pamela Cobb**

Creating a successful CI operation in today's corporate environment, Vol. 06 No. 05, Sep - Oct 2003 **Tim Kindler**

A guide to building an effective CI program from the ground up, Vol. 06 No. 04, July - Aug 2003 **Janel Gubeno** (also includes some CI software)

How Ericsson turned his workforce into intelligence gatherers, Vol. 05 No. 01, Jan - Feb 2002 **Pia Ormerod**

Mining the gold in financial intelligence, Vol. 03 No. 02, April - June 2000 **Donald Collier** (case study of Dell Computer in the earlier days)

CI Software communicating & sharing intelligence within your firm electronically

The 10 Steps to Selecting the Right CI Software, Vol. 10 No. 04, July - Aug 2007 **Tanya Sewell**

Implementing a successful corporate intranet, Vol. 07 No. 03, May - June 2004 **Brian Boroff**

The right recipe for next generation CI software, Vol. 07 No. 03, May - June 2004 **Raoul Farcot**

A framework for evaluating CI technologies, Vol. 06 No. 02, March - April 2003 **Robert Chamberlain**

An information technology blueprint for conducting CI, Vol. 01 No. 03, Oct - Dec 1998 **Brooke Aker** (SCIP website version incomplete, a really great article, timeless common sense.)

Supporting field sales with CI, Vol. 01 No. 01, April - June 1998 **John Cain** (Case study of setting up company Intranet at AT&T.)

Communication essential skill: both written and oral for CI Professionals

Tell Your Business Story: Eight Steps to Inspire Your Audience, Vol. 10 No. 03, May - June 2007 **Ira Koretsky**

Communicating Cooperatively: The Beginning, Vol. 09 No. 06, Nov - Dec 2006 **Ellen Naylor**

The Bad News Bearers, Vol. 09 No. 03, May - June 2006 **Cormac Ryan**

The Intelligence Boards Want -- and Rarely Receive, Vol. 09 No. 03, May - June 2006 **Leonard M. Fuld**

Blogs, wikis & rss - collaborative social communities and the value of distributed CI. Vol. 08 No. 01, Jan - Feb 2005 **Arik Johnson**

Managing the message: communicating intelligence that makes a difference, Vol. 08 No. 01, Jan - Feb 2005 **Michael Sperger**

Managing expectations: will clients ever fully understand? Vol. 06 No. 06, Nov - Dec 2003
David Kalinowski

Tell me a story, Vol. 05 No. 04, July - Aug 2002 **Jon Glassford**

The lost art of briefing, Vol. 05 No. 03, May - June 2002 **Bill Fiora**

Competitive Intelligence – Definitions lots of confusion in the marketplace

Competitive Intelligence Is Not Knowledge Management, Vol. 09 No. 04, July - Aug 2006
John J. McGonagle

What's in a word: business, competitor and competitive intelligence, Vol. 06 No. 02, Mar - Apr 2003
Arthur Weiss

Competitive Technical Intelligence (CTI) CI focus is technology, science, R&D

Technology intelligence at air products: leveraging analysis and collection techniques, Vol. 08 No. 03, May - June 2005 **Merrill Brenner**

Detecting new technologies: the biomaterial case, Vol. 07 No. 06, Nov - Dec 2004 **Elicent Cruz Jimenez**

Technical CI analysis and skill sets, Vol. 06 No. 06, Nov - Dec 2003 **Elisabeth Hefti**

Things change: countering disruptive technologies, Vol. 04 No. 05, Sep - Oct 2001 **Aaron Hill**,
Paul Dishman

Counterintelligence & Protecting Your Intellectual Property safeguarding your company's sensitive info

Counter Your Competitor's Competitive Intelligence Vol. 10 No. 04, July - Aug 2007 **Claudia Brendel** (*This article is quite long, but really goes into Counterintelligence.*)

Defending Intellectual Assets from Misappropriation, Vol. 09 No. 05, Sep - Oct 2006 **Derek Johnson**

A Case for Business Counterintelligence, Vol. 08 No. 05, Sep - Oct 2005 **Bill DeGenaro**

Safeguarding Your Own CI Operations, Vol. 08 No. 05, Sep - Oct 2005 **John A. Nolan, III**

Trade shows and counterintelligence, Vol. 08 No. 05, Sep - Oct 2005 **Jonathan Calof**

Comprehensive protection of new intellectual property, Vol. 08 No. 03, May - June 2005
Peter Toren

Securing the corporation: integrating CI and security, Vol. 07 No. 02, March - April 2004
Mark Robinson

Counterintelligence, on the other hand... ©John Wiley & Sons, *Competitive Intelligence Review*, Vol. 7, Supplement 1 S7-S14 (1996), **John A. Nolan, III** (*This is the best article I know of on this topic.*)

Deliverables CI output whether oral or written

Building a portfolio of Deliverables, Vol. 08 No. 01, January - February 2005 **Bill Fiora**

Re-vamping CI deliverables to meet reduced resources, Vol. 06 No. 06, Nov - Dec 2003
Dale Fehringer

Unlocking CI's value, Vol. 05 No. 04, July - Aug 2002 **Ken Sawka**

Dissemination of CI distribution of CI deliverables

When to Disseminate Intelligence? Vol. 08 No. 05, Sep - Oct 2005 **Bill Fiora**

Early Warning find out what competitors are up to before they "do it"

Conducting Proactive Competitive Intelligence through Competitor Activity, Vol. 10 No. 03, May - June 2007 **Dale Fehringer**

Early Warning Systems For Your Competitive Landscape, Vol. 10 No. 03, May - June 2007
Alessandro Comai

Situational Early Warning, Vol. 10 No. 01, Jan - Feb 2007 **Adrian Alvarez**

Developing an early warning intelligence system, Vol. 08 No. 03, May - June 2005 **Fred Wergeles**

Early warning; the art of inference, Vol. 05 No. 01, Jan - Feb 2002 **Bradley Hoyt** (*an older article, but very well written*)

Industry risk management: CI's next step, Vol. 04 No. 03, May - June 2001 **Ben Gilad**

Ethics SCIP has a code of ethics. Many companies have ethical codes of conduct. Touchy especially in primary intelligence gathering. If outsourcing, do consultants abide by your corporation's code of ethics?

Ethics, Vol. 09 No. 02, March - April 2006 **John McGonagle**

Ethics in Competitive Intelligence, Vol. 09 No. 02, March - April 2006 **Bonnie Hohhof**

Putting an Ethics Policy in Place, Vol. 09 No. 02, March - April 2006 **Tim Kindler**

CI, law, and ethics: the EEA revisited, Vol. 06 No. 06, Nov - Dec 2003 **Richard Horowitz** (*EEA = Economic Espionage Act of 1996*)

Liar, liar: the perils of misrepresentation, Vol. 05 No. 02, March - April 2002 **Craig Ehrlich**

CI ethics: how far can primary research go? Vol. 04 No. 06, Nov - Dec 2001 **Arthur Weiss**

The P&G dilemma: espionage and ethics, Vol. 04 No. 06, Nov - Dec 2001 **John Prescott**

Hold in confidence? Vol. 04 No. 04, July - Aug 2001 **John McGonagle**

The Economic Espionage Act (EEA): The Rules Have Not Changed, © John Wiley & Sons, *Competitive Intelligence Review*, Vol. 9, (3), 30 – 38, (1998), **Richard Horowitz, Esq.** (Richard explains the EEA, passed in 1996, more clearly than anyone and this law had a big effect on CI, making certain actions explicitly illegal and punishable by law.)

Federal Govt/Military Intelligence – US many CI ideas used in corporations find their roots in military intelligence

CI for Fun and Profit in the Federal Market, Vol. 09 No. 05, Sep - Oct 2006 **Nancy Mayes**

Technology for government intelligence and CI, Vol. 06 No. 02, March - April 2003 **George Marling**

What CI can learn from military intelligence, Vol. 05 No. 02, March - April 2002 **Jon Glassford**

Financial CI looking at competitor's financial statements, ratios, cash flow etc.

What does an SEC 10 really tell you? Vol. 07 No. 06, Nov - Dec 2004 **Kathleen Kerwin**

Prophet from profits: the evolution of financial competitive analysis, Vol. 06 No. 03, May - June 2003 **Marty Palka**

Understanding financial statements, Vol. 06 No. 03, May - June 2003 **Kathleen Kerwin**

Global-Non-US CI articles focusing on countries, issues and culture outside the US

Israel Study on Competitive Intelligence, Vol. 09 No. 03, May-June 2006 **Avner Barnea** (can't print off SCIP website.)

Data collection: the international perspective, Vol. 08 No. 04, July - Aug 2005 **Erik Glitman**

Seven European nations: a profile of current CI practice, Vol. 08 No. 04, July - Aug 2005 **Sheila Wright**

Managing the message: communicating intelligence that makes a difference, Vol. 08 No. 01, Jan - Feb 2005 **Michael Sperger**

Competitive intelligence in Russia: obstacles and opportunities, Vol. 07 No. 06, Nov - Dec 2004 **Vladimir Svetozarov**

Government information for CI in Canada, Vol. 07 No. 06, Nov - Dec 2004 **Noe Elizondo**

Collecting and analyzing CI in Europe: field notes, Vol. 07 No. 05, Sep - Oct 2004 **Noe Elizondo, Erik Glitman**

Cross cultural strategies for competitive intelligence, Vol. 07 No. 05, Sep - Oct 2004 **Robert Tian**

Introducing CI in Israeli firms, Vol. 07 No. 05, Sep - Oct 2004 **Avner Barnea** (Note: most of the same issues for small firms apply all over the world, including the US.)

Secondary data in Latin America, Vol. 07 No. 04, July - Aug 2004 **Noe Elizondo, Erik Glitman**

Data collection in China, Vol. 07 No. 03, May - June 2004 **Noe Elizondo, Erik Glitman**

Mapping cultural dynamics for cross-border CI, Vol. 07 No. 02, March - April 2004 **Noe Elizondo**

The role of cultural politics in CI, Vol. 07 No. 02, March - April 2004 **Erin Egan**

Conducting BI gathering in Europe: seven key areas, Vol. 05 No. 06, Nov - Dec 2002 **Ruth Stanat, Joe Seydel**

CI in Latin America: new science meets old practice, Vol. 03 No. 04, Oct - Dec 2000 **John Price** (*Financials are dated, but issues are still pretty accurate.*)

Seven steps to global CI, Vol. 01 No. 02, July - Sep 1998 **Michelle Robertson**

Insights into Brazilian CI practices, Vol. 01 No. 01, April - June 1998 **Tom Baranauskas**

Legal It's important to hook up with the legal dept, help with ethics issues, etc.

Forging a strategic alliance with your legal department, Vol. 07 No. 02, March - April 2004 **Jan Herring, Richard Horowitz**

Lone CI Practitioners 1 man or 1 woman CI operations

The lone CI manager's lifeline, Vol. 08 No. 06, Nov - Dec 2005 **Kenneth Sawka**

Practical tips for the lone CI practitioner, Vol. 08 No. 02, March - April 2005 **Fred Wergeles**

Networking and Connection Important to fuel and sustain an in-house CI operation

Using Internal Networks to Support Other Corporate Units, Vol. 10 No. 02, March - April 2007 **Dale Fehringer**

Social Networking Systems as Competitive Intelligence Tools, Vol. 09 No. 04, July - Aug 2006 **Steve Duncan**

Introducing Cooperative Intelligence, Vol. 09 No. 01, Jan - Feb 2006 **Ellen Naylor**

Building a CI network from scratch, Vol. 06 No. 03, May - June 2003 **Lauren Skryzowski**

The social capital of CI professionals, Vol. 06 No. 01, Jan - Feb 2003 **John Prescott**

Opportunity Assessment uncovering new markets, products, features, services, innovation & technology: often overlooked in CI if it's too narrowly defined as just the competition.

Role of CI for opportunity assessment, Vol. 05 No. 04, July - Aug 2002 **Sharada Alampalli**

Opportunity intelligence: the missing CI tribe, Vol. 03 No. 03, July - Sep 2000 **Jonathan Calof** (*not available from SCIP's website, a GREAT article: too many companies and CI professionals focus on threats. They are missing the boat to innovation!*)

Outsourcing due to the secretive nature of CI, outsourcing is common especially for collection and setting up an in-house competitive operation

Outsourcing Your CI Needs, Vol. 10 No. 02, March - April 2007 **Christine Wunderlin, John McGonagle, Claudia Clayton**

The Role of Third Party Vendors, Vol. 09 No. 01, Jan - Feb 2006 **David Carpe**

Personality Profiling profiles of competitor's leaders or company can be very insightful as to where they're heading strategically, and how they make decisions

Profiling for leadership analysis, Vol. 07 No. 04, July - Aug 2004 **Marta Weber**

Analyzing corporate personalities, Vol. 04 No. 04, July - Aug 2001 **Cheryl Ann Wells**

Regulatory Intelligence monitoring/influencing regulators to get a leg up on the competition

Regulatory intelligence: the missing piece of the corporate strategy puzzle, Vol. 07 No. 06, Nov - Dec 2004 **Doug McMullen, Barbara Orr**

ROI Measurement from CI touchy issue, as it's hard to quantify all the benefits of CI

Global CI, Vol. 07 No. 05, Sep - Oct 2004 **John McGonagle**

Determining measures of success, Vol. 01 No. 02, July - Sep 1998 **Neil Simon**

Sales & Marketing Intelligence CI through sales, marketing, advertising & PR

How high is your Sales IQ? A process-based approach to sales intelligence, Vol. 06 No. 06, Nov - Dec 2003 **Tim Powell, Cyndi Allgaier**

Why companies lose sales opportunities: subtle factors play a key role, Vol. 06 No. 06, Nov - Dec 2003 **Rick Reynolds**

Sales intelligence, Vol. 05 No. 04, July - August 2002 **Annette Rich** (*discussion of customer intelligence*)

Capturing CI through your sales force, Vol. 05 No. 01, Jan - Feb 2002 **Stephen Schultz**

Deconstructing advertising: strategy indicators, Vol. 05 No. 01, Jan - Feb 2002 **Cherry Britton**

Using CI to close the sale, Vol. 05 No. 01, Jan - Feb 2002 **Erik Glitman**

Capturing competitive intelligence from your sales force, Vol. 03 No. 01, Jan - Mar 2000 **Ellen Naylor** (*not available electronically through SCIP's website...Ellen Naylor will email an electronic copy.*)

Enhancing Sales & Marketing Effectiveness through Competitive Intelligence, ©John Wiley & Sons, *Competitive Intelligence Review*, Vol. 9 (4) 29 – 41, (1998), **Cynthia Allgaier & Tim Powell** (*survey of Sales Intelligence market, the only one ever conducted at SCIP*)

Scenario Planning a key analytical tool in CI strategy

Scenario Planning and CI's Role, Vol. 09 No. 04, July – Aug 2006 **Sam Johnson**

Breaking Down the Scenario Myth, Vol. 09 No. 01, Jan - Feb 2006 **Sam Johnson**

Can you use scenarios? Vol. 07 No. 04, July - Aug 2004 **David Francis**

The four analytical techniques every analyst must know, Vol. 06 No. 04, July - Aug 2003 **Ken Sawka**

Strategic CI CI with longer term application, versus tactical such as sales intelligence

Impact strategic decisions with CI, Vol. 08 No. 06, Nov - Dec 2005 **Ellen Naylor**

CI + marketing strategy formulation, Vol. 07 No. 03, May - Jun 2004 **Ahmad Badr, Sheila Wright**

Strategic intelligence: an oxymoron, Vol. 07 No. 01, Jan - Feb 2004 **Ken Sawka**

Strategic intelligence, Vol. 05 No. 05, Sep - Oct 2002 **Douglas Bernhardt**

Trade Show Collection trade shows are a key spot to gain timely competitive intelligence, also an occasion for the competition to learn about you!

Collecting CI at Tradeshows: The International Perspective, Vol. 10 No. 01, Jan - Feb 2007 **Erik Glitman**

Working the Floor, Vol. 09 No. 03, May-June 2006 **Jonathan Calof** (*can't print off SCIP Website*)

Mining conferences for intelligence: beyond key questions, Vol. 08 No. 06, Nov - Dec 2005 **Alison Bourey**

Trade show intelligence, Vol. 08 No. 02, March - April 2005 **Jonathan Calof**

Wargaming popular strategic exercise in CI involving competing teams representing competitors

Neither a War, nor a Game, Vol. 09 No. 06, Nov - Dec 2006 **Ben Gilad** (*Can't download article off SCIP website*)

What is a business wargame? Vol. 07 No. 04, July - Aug 2004 **Arthur Weiss**

Introduction to business wargaming, Vol. 05 No. 06, Nov - Dec 2002 **Jay Kurtz**

Win/Loss Analysis popular tactical CI analytical tool, part of sales intelligence process

Increasing sales through win/loss analysis, Vol. 05 No. 05, Sep - Oct 2002 **Ellen Naylor**

Seven steps to building a successful win/loss analysis, Vol. 05 No. 05, Sep - Oct 2002 **Stephen Schultz**