

# Competitive Intelligence

A quarterly eBulletin from the people who bring you the Competitive Intelligence Executive MindXchange

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Strategic Competitive and Market Insights to Propel Profit and Growth

## Adapting to the Changing World of Intelligence: Speed, Simplicity, Perspective

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**The following is an excerpt from an address at the 16th Annual Competitive Intelligence 2009 by Joseph Goldberg, Senior Director of Corporate Intelligence at Motorola:**

The critical trend facing intelligence right now is speed. We can't be fast enough for our end-users. And speed has many facets. Speed defines virtually everything that we're going to do in our group. Every product that we've put out has to do with speed. ...

Information processes changes. Collection, analysis, production, we communicate it and we get feedback. We do this little cycle and sometimes you short circuit it, and sometimes you do different processes, a different cycle. But you have to cycle. It's got all these parts and it takes a certain length of time. ...  
In the end, the thing I've always striven for, for our group, is wisdom. The thinker. We've been around for a while. You guys have been around for a while. We've seen the good and the bad. You put all these things together and you should be able to provide wisdom to your end-user.

And now in the world of the trend of speed, where should I focus most of the time? Should I really be striving towards wisdom now? Is analysis still the cornerstone of intelligence? We do analysis really well. I don't want to knock on intelligence analysis, because analysis can be short term and long term. So, my issue is, how does speed affect the analytical things that we do? And my issue with the narrowing time horizon and with a core competence that we have in analysis, what separates us from the monkeys, which is that we are able to take all this disparate information and make something out of it is how much of the analysis is really that important to our end-users in a world of speed? ...

Performing meaningful analysis has been our core. It's something that we do really well and we're being strained to do it right now. We're being strained to do it because of the time factor and because of the need factor. And, so, where am I going to spend the resources of my group and our particular direction when we have these pressures?

These pressures provide us an opportunity. We can change and adapt with these pressures and provide them something in a new short real world time, which is what we'll get to here in a second. And, certainly, speed makes it hard to provide overall wisdom in this sort of time frame. ... In the world of speed, we need to focus on *simplicity*.

We needed to make things as simple as we possibly can. We had to examine the usability of our products. We had to examine the capabilities of my staff. We had to look at our third-party vendors, the materials that we're getting, and talk to our consultants, our vendors to continually seek improvement in the ability and the speed we're getting it, and the way that we're able to actually take it in a simple model. It applies to all of our support networks, our human networks, any IT systems we may have. ...

Let's be real. We are one globe on the 360-cycle that CEOs are dealing with. And they get information from all different types of places, from all different types of people, and all different kind of marketplace situations. Not just CEOs, wherever your end-user may be.

They're getting it from their friends on the airplane, they're getting it from cable TV, and they're getting it from the newspapers, or wherever else it may be from. They're getting a lot of stuff. And as some of the CEOs are end-users and the decision-makers are getting younger, they have created their own sort of technology or matrix. They're knowledge-users themselves. So they have this whole series of capabilities and ways and means. ... We are one piece that these end-users are using to make their decision. We're not the only piece. I'm not even sure we're the most important piece.

We can sometimes be the most important piece, or at least feel that way. But, my perspective is, we are one piece. And that's how we organize what we write. How we present it to them. And, if I differentiate that piece through the speed nowadays and simplicity, so they can understand it, and certainly put it in context, then we've added the value in the current world where things are very quick. ... We're filtering and we're doing our collection, our

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analysis, our production at the exact same time. None of the questions or filters that we're doing have more than a week or two time horizon on them right now. Zero. ...

We're adapting our model. There are opportunities here for us within that model. But, the model of going through the cycle piece by piece, maybe short circuiting it and deciding, and wordsmithing and making it look good, and putting it up on the website and mailing it to everybody. Game over. Now it's an e-mail. It's actually a text message, when something's really happening, directly to the phone of a couple individuals.

It's literally a one-page e-mail, on the things that they [CEOs] are asking questions about, and it may happen on a daily basis. That's how we communicate it. And the amount of analysis, implications and recommendations we put in have gotten much smaller to the fact that we are helping them avoid surprises. That is the number one thing they're worrying about right now. ...

Improving the quantity and quality of our intelligence products, even under short time frames, will make an immediate and direct impact on the decision-maker's use of our intelligence. Communication of our final products must assist end-user action and understanding, which is effortless. We must make our intelligence effortless to read, need to be short, concise and readable.

We need to make our intentions, our analysis, our meaning, effortless to understand. We cannot be complex and large words. It's got to be immediate. We must provide effortless customer service, the delivery of our products where it's face-to-face, e-mail or through other technologies that they need to be able to understand.

So, let's be readable. Like I said, we're down to one-page e-mails with bullet points and out it goes. Timeliness is always there. Speed and timeliness are hand in hand. ... We're short, we're focused, we're much more operational from what we used to be, even though we're a strategic corporate job, and we're constant.

We're constantly pumping down the line now ... because, the number one thing I sense from them is they don't want to be surprised. They want to know if something is happening in the market place that they need to call a peer on, or a customer, or a supplier. Or they're going to get a phone call from the media, whoever might be as an end-user. They need to be aware of that before it happens. They need to be aware of it as soon as possible.