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# 2013 GLOBAL COMPETITIVE INTELLIGENCE (CI) PRIORITIES SURVEY RESULTS

## Offense-Defense Balancing Act

Successful competitive positioning depends as much on a good offense as it does on a good defense—as much on scoring points as it does on blocking opponents' moves. For this reason, competitive intelligence leaders continually seek a balance between traditional defensive tactics, such as intelligence- and counter-intelligence gathering, and other, more offensively minded activities that contribute more directly to top-line revenue.



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### Key CI Challenges

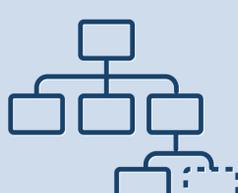
Respondents identified their top internal challenges for 2013 and the associated root causes.

#### PRIMARY CHALLENGE AND ROOT CAUSE

Developing, implementing, and monitoring counter-intelligence tactics



Inadequate employee skills



### CI Resource Trends

Respondents shared their expected 2013 budget and staffing levels.

#### STAFFING LEVELS



65%

Expect staffing to remain constant

#### BUDGETS



58%

Predict levels will remain constant



### Supporting Stakeholder Decision-Making

Respondents shared their perspectives on stakeholder support activities and how they measure the ROI of their efforts.

#### PRIMARY STAKEHOLDER



67%

Indicate Sales is responsible for the bulk of the research portfolio

#### TOP ACTIVITY FOR SALES



60%

Develop tools that position Sales against specific competitors (e.g., Battle Cards)

#### Primary Metric



46%

Use sales or win/loss ratios

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➤ "Market Research and Competitive Intelligence Priorities: 2013 Global Survey Results"

SOURCE: "Market Research and Competitive Intelligence Priorities: 2013 Global Survey Results" <http://www.frost.com/sublib/display-market-insight.do?id=278715011>

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