

# Index

- ABB automation technologies 12–16
- account management 159
  - benchmarking 168
  - customer processes 159, 162–4, 167–9
  - customer profiles 167–8
  - energy applications company 169
  - flu vaccine manufacturer 168
  - Intelligence Deliverables 167–70
  - needs 162–4
  - retailer company 167–8
  - Rettig ICC 163–4
  - sales leads 168–9
  - ship engine company 169
  - support 167–9
- acquisitions *see* mergers and acquisitions
- ad hoc services 10, 27, 69, 73–8
- advisory aspects 73–4, 76–8, 104
- advocacy 123
- Aerospace 194
- ammonium bi-fluoride market 70
- analysis
  - ad hoc 157
  - analysts 104
  - competitor 149, 167–8, 180
  - cost-benefit 54, 101
  - EWOS 157
  - industry 166–7
  - intelligence portals 90
  - Intelligence Process 64–5, 226
  - Intelligence Scope 55, 57
  - macroeconomic analysis 154, 193
  - market attractiveness 154–5
  - market monitoring 129
  - market share 165–6
  - market size 165–6, 176, 193
  - needs 50, 52–3, 64, 66–7
  - oil company 152
  - partner 179–80
  - PESTEL analysis 151–2
  - product portfolios 73–4, 79
  - scenario 148, 151–2
  - strategic 67–8, 73–4, 76–8
  - SWOT analysis 167–8
  - trend 179
- approved vendor listing (AVL) 186–7, 189, 192
- artificial intelligence 96, 231
- Assessment Questionnaire 215–20
- AVL *see* approved vendor listing
- awareness 127–40
  - energy company 127
  - focused knowledge 127–9
  - important topics 129
  - Intelligence Culture 118–19, 121–2
  - market monitoring 128–40
  - “Push and Pull Services” 128–9
- “Beginners”
  - KSF maturity 41, 43
  - program development 210–11
  - program implementation 201
  - roadmap outline 41, 201, 210
- benchmarking 168, 190, 192, 209–15
- Bernaiche, Michel 120–1
- Best Buy entertainment products 82–4
- best-in-class information 192
- best practice 209–14
- Beurschgens, Andrew 147–9
- BI *see* Business Intelligence
- blogs 137, 230
- branding 83–4, 115–18, 122–3
- briefings
  - Intelligence Culture 122
  - Orange UK 148
  - product portfolios 73–4, 79
- Britton, Philip 82–4
- Brooijmans, Jan 56
- budgets 28–30, 205
- business environment 4
- Business Intelligence (BI)
  - ABB technologies 13–16
  - Orange UK 147–9
  - Royal Vopak 43–7
- business priorities 17
- car tire company case study 171
- centralized intelligence 32, 57, 109, 232
- CEOs: *see* chief executive officers
- chemical company case studies 49–50, 70
- chief executive officers (CEOs) 116, 118, 120–1
- China/Chinese companies 6, 168
- Cintas corporate identity products 107–8, 140
- CIS *see* Commonwealth of Independent States
- Cisco Systems 58–60
  - Impact Grouping map 59
  - megatrends 58–60
  - program development 221
- co-creation 95–7, 225–6
- collaboration
  - Intelligence Tools 92–3, 95–7, 230
  - market monitoring 136–8
- Commonwealth of Independent States (CIS) 23, 70
- communication 87–98
- competition and customers 159–64
- competitive action item lists 140
- Competitive Technical Intelligence (CTI) 171
- competitor analysis
  - Orange UK 149
  - product life cycle phases 180
  - retail company 167–8
- consultation 55, 104

- continuous development  
 Intelligence Culture 121–3  
 Intelligence Deliverables 80–4  
 Intelligence Organization 111–12  
 Intelligence Process 68–70  
 Intelligence Scope 57–60  
 Intelligence Tools 95–7  
 Royal Vopak 46
- continuous services 73, 76–7, 128–9
- “Coordinators”  
 KSF maturity 41–3  
 program development 210–11  
 program implementation 201  
 roadmap outline 41, 201, 210
- cost savings of programs 16–18
- cost-benefit analysis 54, 101
- crowd forecasting 230–1
- CTI see Competitive Technical Intelligence
- culture  
 organizational culture 147  
 see also Intelligence Culture
- customer processes 159–70  
 account management 159, 162–4, 167–9  
 competition 159–64  
 Intelligence Deliverables 164–9  
 marketing and sales 159, 161–2, 165–9  
 MI needs 160–1  
 support tools 169–70
- cyclical intelligence processes 63–5, 67–8
- da Ponte, Albert 90
- data  
 geographical positioning 96  
 insight from 8–18  
 program implementation 205  
 software tools 91, 93  
 sources 91, 93, 205  
 see also information
- DCs see distribution centers
- decentralized intelligence 109, 232
- decision-makers 3–10  
 challenges 3–8  
 co-creation 226  
 constant change 6–8  
 GIA 2011 survey 31  
 insight vs information 8  
 Intelligence Process 69  
 market monitoring 134  
 market-place complexity 4–8  
 MI fundamentals 9–10  
 needs analysis 66  
 operating environment 4–6  
 world class companies 31
- decision-making  
 ABB technologies 15  
 GIA survey 24–5, 33  
 MI program impact 11–16  
 world class companies 33  
 see also decision-makers
- decision-point intelligence 65–6, 227, 229
- deliverables see Intelligence Deliverables
- diesel engine company case study 155
- “Directors”  
 KSF maturity 41, 43  
 program development 210–11  
 program implementation 201  
 roadmap outline 41, 201, 210
- directors of companies 160
- discussion forums 137
- distribution centers (DCs),  
 Aerospace 194
- Drieman, Joost 58–60, 221
- DSM life sciences company 181–3
- Dunkin’ Brands 120–1
- Early Warning and Opportunity System (EWOS)  
 ad hoc analyses 157  
 customer processes 170  
 innovation 181  
 issue resolution 157  
 market monitoring 130–1, 138–40  
 product life cycle management 181  
 Strategic Themes Monitoring 157  
 support 156–7  
 trends in deliverables 228  
 see also strategic planning
- ecological aspects see PESTEL analysis
- economic aspects see PESTEL analysis
- emerging economies 6–7, 23
- energy applications company case study 169
- energy company case study 127
- environmental company case study 155
- EWOS see Early Warning and Opportunity System
- executive champions 111
- external information sources 99, 103–5
- external networking 103–5, 111–12
- feedback 122, 182–3
- financial crisis 2008 7
- financial services case study 115
- “Firefighters”  
 KSF maturity 40–1, 43  
 program development 210–11  
 program implementation 201  
 roadmap outline 41, 201, 210
- flu vaccine manufacturer case study 168
- forecasting  
 Aerospace 194  
 crowd forecasting 230–1  
 logistics 190  
 Luvata 145  
 strategic planning 151  
 strategic sourcing 193  
 see also trends
- Future Watch Process 142, 146  
 forecasting 151  
 oil company 151–2  
 PESTEL analysis 151–2  
 scenario analysis 151–2  
 support 150–3  
 war games 152–3  
 workshops 151–2  
 see also strategic planning
- “Futurists”  
 KSF maturity 40–1, 43  
 program development 210–11

- program implementation 201
- roadmap outline 41, 201, 210
- Geographical Information Systems (GIS) 231
- geographical positioning data 96
- GIA see Global Intelligence Alliance
- GIS see Geographical Information Systems
- Global Intelligence Alliance (GIA) 4, 9–10, 21–36, 200, 223
- Global Market Intelligence Surveys, GIA
  - 2009 survey 4, 9
  - 2011 survey 21–36, 76
  - ad hoc services 76
  - budgets 28–30
  - companies with MI 22–4
  - conduct of survey 21–2
  - continuous services 76
  - decision-making 24–5
  - geographical aspects 23, 34–5
  - investment in MI 24–5, 34–5
  - key findings 35–6
  - maturity index 30–3
  - people involved 26–8
  - strategic planning 26–8
  - top management 26–8
  - world class companies 30–3, 36
- global organizations 1–36
  - benefits 3–20
  - constant change 6–8
  - decision-makers 3–8
  - drivers 3–20
  - GIA survey 2011 21–36
  - insight vs information 8–18
- head of Market Intelligence 100, 102–3, 199
- health trends 7
- human resources (HR) 28–30, 133–4
- hydrofluoric acid market 70
- idea generation 18, 173–6
- impact of MI 11–16, 19, 31–3, 115–16, 209–22
- incremental innovation 173
- industries, GIA survey 24, 29–30
- information
  - architecture 53–5, 57
  - best-in-class 192
  - delivery 134
  - external sources 99, 103
  - insight 8–18
  - MI programs 10–18
  - personal networks 99
  - RFI 188
  - trends towards 2015 225, 233
  - see also data
- information technology (IT)
  - case studies 17–18, 94–5, 138
  - customer processes 170
  - outsourcing 110, 233
  - services company 138
  - trends in tools 229–31
  - see also intelligence portals
- innovation and product life cycle management 171–84
  - benefits of MI 172
  - concepts/terminology 173
  - decision points 176
  - deliverables 176–83
  - DSM 181–3
  - market monitoring 180–3
  - needs 174–8
  - product life cycle phases 174–80
    - analytical support 179–80
    - competitor analysis 180
    - concept phase 173, 175–6, 176
    - development phase 173, 176–7
    - idea phase 173–6
    - IPR analysis 180
    - launch phase 173, 176–7
    - lighting company 180
    - partner analysis 179–80
    - post-launch phase 173, 176, 178
    - trend analysis 179
  - Rettig ICC 179
  - teams 172
- insight
  - from data 8–18
  - Intelligence Culture 121–2
  - Intelligence Process 63–71
- intellectual property rights (IPR) 176, 178, 180
- Intelligence Culture 41–2, 115–24
  - acceptance of 119, 121, 123
  - Assessment Questionnaire 219–20
  - awareness 118–19, 121–2
  - business impact 115–16
  - continuous development 121–3
  - definition 42
  - Dunkin' Brands 120–1
  - financial services company 115
  - gaining assistance 119–22
  - global power solutions company 122–3
  - intelligence portals 88
  - national culture 117
  - optimized culture 117–21
  - organizational culture 117
  - program development 210, 219–20
  - program implementation 201–4
  - promotional activities 118–19
  - roadmap outline 41, 201, 210
  - Royal Vopak 47
  - trends towards 2015 234
  - useful tools 234
  - world class levels 121–3
- intelligence cycle 63–5, 67–8
  - analysis 64–5
  - delivery 65
  - feedback 65
  - needs analysis 64
  - primary research 64
  - removing bottlenecks 67–8
  - secondary sources 64
  - utilization 65
  - see also Intelligence Process
- Intelligence Deliverables 41–2, 73–85
  - Assessment Questionnaire 216–17
  - Best Buy 82–4
  - concrete products 78–9
  - continuous development 80–4
  - customer processes 164–9
  - definition 42
  - EWOS 228

- Intelligence Deliverables (*continued*)
- innovation and product life cycle management 178–83
  - integration with processes 80
  - Intelligence Culture 120, 122–3
  - Intelligence Organization 112
  - Intelligence Scope 57
  - optimized delivery 74–9
  - product development 74–5
  - product types 73–4, 78–9
  - program development 210, 216–17
  - program implementation 201–4
  - quality aspects 74
  - roadmap outline 41, 201, 210
  - Royal Vopak 46–7
  - service areas 73–4, 76–9, 81
  - strategic planning 150
  - supply chain management 191–4
  - trends towards 2015 227–9
  - user groups 80
  - visualized deliverables 228
  - world class levels 80–4
- Intelligence Organization 41–2, 99–113
- Assessment Questionnaire 218–19
  - centralization 109, 232
  - continuous development 111–12
  - daily work 100–1
  - decentralization 109, 232
  - definition 42
  - evolution 100
  - head of MI 100, 102–3
  - independent teams 233
  - leadership 99–102
  - management of MI 102
  - Merck & Co 112
  - networks/networking 99, 103–8, 111–12
  - optimization planning 101–9
  - outsourcing 109–10, 233
  - overview diagram 100
  - owners/sponsors 101
  - program development 210, 218–19
  - program implementation 201–4
  - roadmap outline 41, 201, 210
  - roles 101, 106
  - standardized networks 103–5
  - steering groups 102
  - teams 99–100, 102–5, 111, 233
  - trends towards 2015 232–4
  - world class levels 111–12
- Intelligence Plaza software 89, 91
- intelligence portals 87–97
- analysis phase 90
  - continuous services 76
  - customer processes 169–70
  - input 89–90
  - integrated systems 96
  - Intelligence Culture 122
  - interest groups 92–4
  - internal networks 106
  - mobile devices 90
  - multiple interfaces 96
  - paints company 96
  - process diagram 88
  - “Push and Pull Services” 76, 128
  - quality aspects 89–90
  - SCC 90–1
  - special features 96–7
  - success factors 95
  - world class levels 95–7
  - see also information technology; software tools
- Intelligence Process 41–2, 63–71
- analysis development 226
  - Assessment Questionnaire 216
  - chemical company 70
  - co-creation trend 225–6
  - continuous development 68–70
  - decision-point intelligence 227
  - definition 42
  - development 65–8
  - needs analysis 64, 66–7
  - nuclear by-products study 70
  - program development 210, 216
  - program implementation 201–4
  - roadmap outline 41, 201, 210
  - secondary sources 70
  - standardization 227
  - trends towards 2015 225–7
  - world class levels 68–70
  - see also intelligence cycle
- Intelligence Scope 41–2, 49–61
- Assessment Questionnaire 215–16
  - breadth 53–5
  - Cisco Systems 58–60
  - continuous development 57–60
  - definition 42
  - depth 55
  - determining scope 51–6
  - future orientation 55–6, 223–5
  - information architecture 53–5, 57
  - KITs 52–5
  - Lubrizol 49–50
  - Merck & Co. 51
  - program development 210, 215–16
  - program implementation 201–2, 204
  - questions to ask 50
  - Randstad Nederland 56
  - risk management 225
  - roadmap outline 41, 201, 210
  - Royal Vopak 45
  - starting small 51–3
  - trends towards 2015 223–5
  - user groups 50–3
  - world class levels 57–60
- Intelligence Tools 41–2, 87–98
- Assessment Questionnaire 217–18
  - collaborative tools 230
  - continuous development 95–7
  - customer processes 169–70
  - definition 42
  - development diagrams 230–1
  - integrating tools 231
  - IT tools 229–31
  - program development 210, 217–18, 220
  - program implementation 201–4
  - roadmap outline 41, 201, 210
  - Royal Vopak 47
  - trends towards 2015 229–31
  - world class levels 95–7
  - see also intelligence portals
- internal networks/networking 99, 103, 105–8, 111–12
- inventory management see logistics

- IPRs see intellectual property rights  
IT see information technology
- Key Intelligence Topics (KITs) 52–5  
Best Buy 83  
business signals 55  
centralized intelligence 57  
cost-benefit analysis 54  
dimensions diagram 53  
geographical dimension 54  
scale of 54  
value chains 53
- key success factors (KSFs) 39–48  
ABB technologies 16  
Assessment Questionnaire 215–20  
definitions 42  
DSM life sciences 183  
intelligence portals 95  
internal/external networks 111–12  
market monitoring 133  
maturity stages 40–3  
Orange UK 149  
outsourcing 110  
program development 210–14  
program implementation 202–4  
roadmap outline 41  
Royal Vopak 43–7  
Statoil 212–14  
World Class MI Roadmap 39–43  
see also Intelligence Culture;  
Intelligence Deliverables;  
Intelligence Process;  
Intelligence Scope;  
Intelligence Tools, Intelligence Organization
- Kirkby, Robin 105  
KITs see Key Intelligence Topics  
Korea 168  
Kragten, Ubald 181–3  
KSFs see key success factors
- large companies 18–19, 22  
leadership 99–102  
Lean Sigma strategy 191  
learning, organizational 18  
legal aspects see PESTEL analysis
- lighting company case study 180  
logistics, SCM 186–8, 190, 193–4  
Loozen, Rene 43–7  
Lubrizol Corporation 49–50  
Luvata engineering company 143–5
- M&A see mergers and acquisitions  
macroeconomic analysis 154, 193  
Madureira, Luis 90  
MAMOS see Market Monitoring System
- management schemes, structured 19  
managers 160  
see also top management
- market attractiveness analysis 154–5  
Market Intelligence (MI)  
definition 9–10  
overview 18–20
- market monitoring 128–40  
analytical 129  
benefits 129  
big picture 132–3  
Cintas 140  
collaboration 136–8  
company strategy 130–8  
company taxonomy 135–6  
content delivery 134–6  
customer processes 169–70  
future orientation 131–2  
human resources 133–4  
innovation and product life cycle management 180–3  
Intelligence Deliverables 73–4, 76–7  
IT services company 138  
KSFs 133  
Outotec 137  
“Push and Pull Services” 128–30  
social media 136–8  
strategic context 134–6  
strategic sourcing 193–4  
technology 133–4  
timing of actions 131–2
- Market Monitoring System (MAMOS)  
context 135  
customer processes 170  
future orientation 131–2
- innovation and product life cycle management 181  
IT services company 138  
strategy implementation 130–1, 136  
see also Early Warning and Opportunity Systems
- market signals  
customer processes 170  
Intelligence Culture 122  
market monitoring 132–3, 136–9  
product portfolios 73–4, 78–9  
see also market monitoring
- market size analysis 165–6, 176, 193  
market-place complexity 4–8  
marketing and sales 159  
benchmarking 168  
customer processes 159, 161–2, 165–9  
customer profiles 167–8  
deliverables 165–70  
energy applications company 169  
flu vaccine manufacturer 168  
industry analysis 166–7  
market segmentation 166  
market share analysis 165–6  
market size analysis 165–6  
medical equipment company 166  
mobile gaming 166  
planning needs 161–2  
planning support 165–7  
process needs 162  
retailer company 167–8  
sales leads 168–9  
ship engine company 169  
support 165–9
- Marvik, Anders 211–14  
maturity index, GIA survey 30–3  
maturity stages of KSFs 40–3  
medical equipment company case study 166  
megatrends, Cisco Systems 58–60  
Merck & Co. 51, 112  
mergers and acquisitions (M&A) 155–6  
MI see Market Intelligence  
Microsoft Sharepoint 94–6, 230–1  
mid-size companies 22

- middle class in emerging economies  
6–7
- mobile devices 90, 93–4, 229–30
- mobile gaming case study 166
- modernization of programs  
199–200
- monitoring see market monitoring ...
- national culture 117
- needs  
account management 162–4  
analysis 50, 52–3, 64, 66–7  
customer processes 160–1  
decision-makers 66  
innovation and product life cycle  
management 174–8  
intelligence cycle 64  
Intelligence Process 64, 66–7  
marketing and sales 161–2  
SCM 189–91
- networks/networking  
Best Buy 83–4  
Cintas 107–8  
external 103–5, 111–12  
internal 99, 103, 105–8, 111–12  
personal 99  
recruiting members 106–8  
world class MI 32
- Niederer, Daniel 12–16
- nuclear by-products study 70
- Nycomed pharmaceutical  
company 105
- offshoring 103
- oil company case study 151–2
- “On Demand Services” 77–8  
see also ad hoc services
- operating environment 4–9  
complexity 5  
constant change 6–8  
information management 9  
model 4–6  
players 5–6  
trends 5–6  
value chains 5
- Operational Excellence  
method 190
- opportunities 4
- see also Early Warning and  
Opportunity System; SWOT  
analysis
- optimization  
business information 16–17  
Intelligence Culture 117–21  
Intelligence Delivery 74–9  
Intelligence Organization 101–9
- Orange UK 147–9
- organizational culture 117, 147
- organizational learning 18
- outlier signals 138
- Outotec technology solutions 137
- outsourcing  
external networks 103  
GIA survey 27  
Intelligence Organization 109–10,  
233  
trends towards 2015 226, 233
- owners of Market Intelligence 101
- paints and coating company 96
- partner analysis/screening 177–80
- patents 176
- people  
Intelligence Organization 99–113  
MI teams 26–8  
role of 19
- personal information source  
networks 99
- personalized delivery 229
- PESTEL analysis 151–2
- Pfeffer, Troy 108
- Pharma Services 185
- planning  
Intelligence Organization 101–9  
marketing and sales 161–2, 165–7
- Planning Process 142, 146, 153–6  
diesel engine company 155  
environmental company 155  
M&A 155–6  
macroeconomic analysis 154  
market attractiveness analysis  
154–5  
profiles 156  
support for 153–6  
see also strategic planning
- political aspects see PESTEL analysis
- da Ponte, Albert 90
- portfolios see product portfolios
- POs see purchase orders
- power solutions company case study  
122–3
- priorities, business 17
- procurement, SCM 186–90, 192
- product life cycle management see  
innovation and product life  
cycle management
- product portfolios 73–85  
analysis reports 73–4, 79  
Best Buy 82–4  
briefings 73–4, 79  
concrete products 78–9  
defining products 75  
development 81–4  
market signals 73–4, 78–9  
product types 73–4, 78–9  
profiles 73–4, 79  
workshops 73–4, 79
- profiles of companies 73–4, 79
- program development 209–22  
assessing MI status 214–20  
Assessment Questionnaire  
215–20  
benchmarking 209–15  
best practice 209–14  
Cisco Systems 221  
execution stage 220–1  
impact 209–22  
Statoil 211–14
- program implementation 199–207  
execution stage 206  
head of MI 199  
KSFs 202–4  
modernization 199–200  
resources 205  
set up 204–5  
world class levels 207  
World Class Roadmap 200–3
- programs 10–19  
ABB technologies 12–16  
benefits 11  
centralized 32  
efficiency 16–18  
impact 11–16  
IT company 17–18

- large companies 18–19  
 new ideas 18  
 organizational learning 18  
 see *also* program development;  
 program implementation  
 Project Management Triangle 67  
 promotional activity 118–19  
 purchase orders (POs) 186, 190  
 purchasing, SCM 186–7, 189, 191–2  
 “Push and Pull Services” 76–7,  
 128–9, 170
- quality aspects 74, 89–90
- radical innovation 173  
 Randstad Nederland 56  
 rapid response research 67–8, 73–4,  
 76–7  
 request for information (RFI) 188  
 request for proposal (RFP) 188  
 request for quotation (RFQ)  
 186, 188  
 research/researchers 67–8, 73–4,  
 76–7, 104  
 resources  
 GIA survey 31–3  
 HR 28–30, 133–4  
 Intelligence Organization 99–113  
 program implementation 205  
 retailer case study 167–8  
 Rettig ICC heating company  
 163–4, 179  
 RFI see request for information  
 RFP see request for proposal  
 RFQ see request for quotation  
 risk management 225  
 roadmap see World Class Market  
 Intelligence Roadmap  
 Royal Vopak liquid storage company  
 43–7  
 Russia 23, 70, 155
- sales  
 networks 107–8  
 representatives 161  
 sales lead monitoring 168–9  
 see *also* marketing and sales  
 Sarbanes–Oxley Act 2002 225
- SCC see Sociedade Central de  
 Cervejas e Bebidas  
 scenario analysis 148, 151–2  
 SCM see supply chain management  
 scope see Intelligence Scope  
 security and software 92–3  
 senior management see top  
 management  
 service level agreements (SLAs) 69  
 Sharepoint, Microsoft 94–6, 230–1  
 ship engine company case study 169  
 Six Sigma business strategy 112, 190  
 skills 103–5  
 SLAs see service level agreements  
 smart phones 229–30  
 social aspects see PESTEL analysis  
 social media  
 awareness 129  
 intelligence portals 93  
 Intelligence Process 225  
 Intelligence Tools 230  
 market monitoring 136–8  
 recent developments 8  
 Sociedade Central de Cervejas e  
 Bebidas (SCC) 90–1  
 software tools 87–95  
 collaboration 92–3  
 content management 91, 93  
 data sourcing 91, 93  
 dissemination 92–3  
 input features 91, 93  
 Intelligence Plaza 89, 91  
 IT company 94–5  
 security 92–3  
 selection 91–5  
 self-service access 92–3  
 Sharepoint 94–6  
 see *also* intelligence portals  
 sponsors of Market Intelligence 101  
 standardization  
 external networks 103–5  
 Intelligence Process 227  
 Statoil 211–14  
 steering groups 102  
 strategic analysis 67–8, 73–4, 76–8  
 strategic intelligence, ABB 13–15  
 strategic planning 141–58  
 challenges 141–5
- EWOS 142, 146, 150, 152, 156–7  
 Future Watch Process 142, 146,  
 150–3  
 GIA 2011 survey 26–8  
 Intelligence Deliverables 150  
 Luvata 143–5  
 Orange UK 147–9  
 themes needing support 145–9,  
 153–4, 156  
 see *also* Planning Process  
 strategic sourcing, SCM 186–8, 191,  
 193–4  
 Strategic Themes Monitoring 157  
 strengths see SWOT analysis  
 structured management schemes 19  
 success see key success factors  
 supply chain management (SCM)  
 185–95  
 Aerospace 194  
 functions 186–8  
 logistics 186–8, 190, 193–4  
 needs 189–91  
 Pharma Services 185  
 procurement 186–90, 192  
 purchasing 186–7, 189, 191–2  
 strategic sourcing 186–8, 191,  
 193–4  
 surveys see Global Marketing  
 Intelligence Surveys, GIA  
 SWOT analysis 167–8  
 systematic Market Intelligence 10,  
 22–3, 25
- taxonomy of company 135–6  
 teams  
 analysts 104  
 external information 103  
 ideal skill sets 103–5  
 independent teams 233  
 innovation management 172  
 Intelligence Organization 99–100,  
 102–5, 111, 233  
 numbers in teams 26–8  
 Nycomed pharmaceuticals 105  
 product management 172  
 program development 211–12  
 program implementation 205  
 Statoil 211–12

- technical intelligence 171
- technology
  - market monitoring 133–4
  - oil company 151–2
  - PESTEL analysis 151–2
  - see also information technology; Intelligence Tools
- text mining 96, 231
- Thiele, Terry 49
- threats 4
  - see also SWOT analysis
- time savings 16–18
- tools see Intelligence Tools
- top management
  - awareness 127–8
  - GIA survey 26–8
  - Intelligence Culture 115–16, 118
  - MAMOS 132
- trends 223–36
  - analysis 179
  - GIA survey 223
  - health/wellness 7
  - Intelligence Culture 234
  - Intelligence Deliverables 227–9
  - Intelligence Organization 232–4
  - Intelligence Process 225–7
  - Intelligence Scope 223–5
  - Intelligence Tools 229–31
  - megatrends 58–60
  - operating environment 5–6
  - towards 2015 223–36
  - user groups 127–95
  - value chains
    - KITs 53
    - operating environment 5
    - trends towards 2015 223–4
  - Vejgarden, Fredrik 143–5
  - vision, Statoil 214
  - visualized deliverables 228
  - Vopak liquid storage company 43–7
  - war games 152–3
  - weaknesses see SWOT analysis
  - weblogs 137, 230
  - wellness trends 7
  - wikis 230
  - workshops
    - benchmarking 214–15
    - Intelligence Culture 122
    - Orange UK 148–9
    - product portfolios 73–4, 79
    - program development 214–21
    - strategic planning 148–9, 151–2, 157
- world class levels
  - companies 30–3
  - Intelligence Culture 121–3
  - Intelligence Deliverables 80–4
  - Intelligence Organization 111–12
  - Intelligence Process 68–70
  - Intelligence Scope 57–60
  - Intelligence Tools 95–7
- World Class Market Intelligence
  - Roadmap 37–124
  - Intelligence Culture 115–24
  - Intelligence Deliverables 73–85
  - Intelligence Organization 99–113
  - Intelligence Process 63–71
  - Intelligence Scope 49–61
  - Intelligence Tools 87–98
  - key success factors 39–48
  - maturity index 30, 32
  - program development 210
  - program implementation 200–3
  - roadmap outline 41, 201, 210
- world class programs 197–236
  - program development 209–22
  - program implementation 199–207
  - trends towards 2015 223–36