

# Key Intelligence Topics: A Process to Identify and Define Intelligence Needs

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## EXECUTIVE SUMMARY

Defining an organization's actual intelligence needs, and doing so in a way that results in the production of intelligence that management feels compelled to act on, is one of our profession's most elusive goals. The use of a systematized or formal "management-needs identification process" is a proven way to accomplish this task. The objective is to create a cooperative environment between intelligence users and CI professionals that supports the two-way communication necessary for identifying and defining the company's real intelligence needs. To accomplish this, the private sector can learn from government intelligence models, such as the National Intelligence Topics (NIT) process for identifying national-level intelligence requirements. As adapted for the corporate world, the Key Intelligence Topics (KIT) process has been used by many companies to identify and prioritize senior management's key intelligence needs. At the heart of the KIT process is an interactive dialog with key decision makers in the company. The outcome of KIT interviews provides the focus needed to conduct effective intelligence operations, while permitting CI program designers and managers to determine the resources required to address the company's actual intelligence needs. Sample KIT protocols are provided: (1) strategic decisions and actions; (2) early-warning topics; and (3) descriptions of key marketplace players. These KITS are not mutually exclusive, as a strategy-focused KIT might also require a competitor profile and some form of early-warning intelligence to alert the user to a change in competitor activities, which, in turn, would signal a need to modify the new competitive strategy. The KIT process causes the CI unit to operate in a proactive mode, helping management to identify and define intelligence requirements. Competitive intelligence professionals' use of the KIT process should result not only in identifying the organization's key intelligence needs, but also in creating the critical communication channel's necessary to produce credible and actionable intelligence. © 1999 John Wiley & Sons, Inc.

The critical success factor in any intelligence operation is meeting the user's real needs—and doing it in such a way that the organization acts on the resulting intelligence (and, as a consequence, succeeds in whatever business endeavor is involved). In the government, these intelligence needs are called “requirements.” In the private sector, they are called by various names, including “management’s needs” or their “intelligence topics.” No matter what they are called, or by whatever process they are identified, they are the key to producing effective and actionable intelligence.

Surprisingly, there has been very little professionally written on this topic. In reality, the absence of management’s stated intelligence needs is often cited as the basic reason for poor CI program performance and growing frustration among CI practitioners. However, in the more successful competitive intelligence programs, e.g., Motorola, Merck, and NutraSweet—the use of a formal *management-needs identification process* is well known and viewed as one of their critical success factors.

So why don’t more companies have such processes? The simple answer is it’s not an easy task. For some intelligence managers it’s a daunting task to get on their senior management’s calendar and then having to interview them to identify their specific intelligence needs. More to the point, it requires a cooperative effort by both management (users) and CI professionals to create the environment necessary to support the two-way communications required to identify and define the organization’s real intelligence needs. The remainder of this article describes the process, and how CI managers and professionals can go about accomplishing this all-important task.

### Background and Purpose

I have been asking intelligence users for their intelligence requirements since the early 1970s, first as a new program manager at the Central Intelligence Agency, working with White House staff and other Cabinet Departments. Later, as the National Intelligence Officer for Sciences & Technology, I became the “point person” for identifying the U.S. Government’s national-level needs for S & T intelligence. These rather important intelligence requirements were called National Intelligence Topics (NIT) and facilitated the Government Intelligence Community’s task of organizing, prioritizing, and focusing its limited intelligence resources on those few critical needs of the national security community and its policy makers. This process worked well, once

the users understood their role and how to properly articulate their needs.

One of the responsibilities of an NIO is to work with new government officials and policy makers to be sure they understand the Intelligence Community’s capabilities and how to best use them. In many respects, it is similar to a senior account/client manager in the private sector. The NIO focuses on the task of identifying and defining those management needs that actually require intelligence and not information that could be acquired from their own departments or other government representatives overseas, such as commercial and scientific attachés. Both the NIO responsibilities and intelligence-requirements process are well developed, and usually result in well-directed intelligence collection and analysis operations that satisfied the “customers.”

When I left the government in the mid-1980s to join Motorola, Inc. to set up their business intelligence program, I adapted the NIT-requirements process to the corporate world, and it became the “Key Intelligence Topics” (KIT) process—not “*Business Intelligence Topics*,” although I did consider calling the process “*Corporate Intelligence Topics*” before settling on *Key* in the title.

At Motorola, I used the KIT process to identify and prioritize both senior management’s and the organization’s key intelligence needs. Individual business managers and executives expressed their specific intelligence needs about topics such as strategic alliances and acquisitions, technology planning and decisions, and specific competitors. Some business groups would combine individual manager’s intelligence needs and submit their organization’s prioritized lists. And, whenever individual KITs overlapped or could be logically combined to the benefit of all, I did so, properly coordinating the intelligence operations and tailoring the delivery of the resulting finished intelligence to each user-group. The process worked as well in the private sector as it had in the government.

By the time I left Motorola to become a consultant in the late 1980s, the Key Intelligence Topics process for identifying management’s specific intelligence needs had been both adapted to the private sector and used quite successfully. In my approach to assisting companies such as NutraSweet, Southwestern Bell, Texas Instruments, Ford Motor Credit, and Rockwell Automotive Design in their set up of their business/competitive intelligence programs, the KIT process played a key role.

After educating the company’s senior management

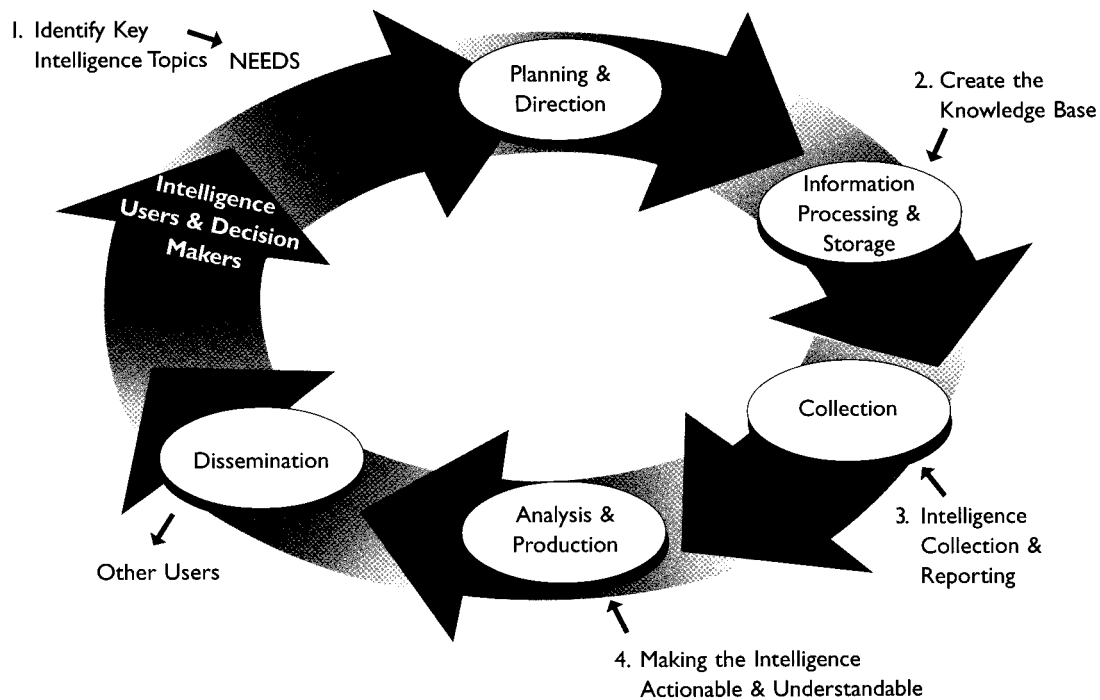


Figure 1.

*The traditional intelligence cycle.*

about intelligence production and their role in using it, the first step in the design process was to conduct KIT interviews of the key decision makers and managers. This is also the first step in the traditional intelligence cycle (see Fig. 1). More importantly, it made a lot of sense to the managers. They knew they needed intelligence, i.e., business, competitive, technological, etc., and once trained how to ask for it, they were more than willing to do so. Of equal importance, management soon became convinced that the better they could articulate their needs (KITs), the more likely they were to receive intelligence they could use.

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BY THE TIME I LEFT MOTOROLA IN THE LATE 1980S, THE KEY INTELLIGENCE TOPICS PROCESS FOR IDENTIFYING MANAGEMENT'S SPECIFIC INTELLIGENCE NEEDS HAD BEEN ADAPTED TO THE PRIVATE SECTOR AND USED QUITE SUCCESSFULLY.

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Key Intelligence Topics' interviews at the beginning of a CI program provide the focus and prioritization needed to conduct effective intelligence operations and produce the appropriate intelligence. They also permit the program's designers and developers to determine the number of CI professionals, their skills, and the level of external resources needed to address the organization's

actual intelligence needs. In effect, an analytical understanding of management's initial KIT (i.e., the nature and scope of the organizations' intelligence needs) permits the program resources to be optimally matched to the expected demand.

In a different vein, once management's KITs are identified and organized by business and/or functional category, the related intelligence operations can be better planned to maximize success and produce the required intelligence. Furthermore, I have found that a company's intelligence needs can generally be assigned to one of three functional categories:

- **STRATEGIC DECISIONS AND ACTIONS**, including the development of strategic plans and strategies.
- **EARLY-WARNING TOPICS**, including competitor initiatives, technological surprise, and governmental actions.
- **DESCRIPTIONS OF THE KEY PLAYERS** in the specific marketplace, including competitors, customers, suppliers, regulators, and potential partners.

This categorization can be very helpful to the CI manager, because different types of KITs require different types of intelligence operations. For example, intelligence to support decision making usually requires both business and intelligence analysis, supported by thorough secondary-

source research with current human-source collection inputs. Early-warning intelligence is critically dependent on human-source collection and monitoring, with analysis serving as the detection mechanism that “signals” possible future developments that a company should be prepared to act on. Player-oriented intelligence usually takes the form of analytical profiles, sometimes tailored to specific user questions or planned actions.

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SIGNIFICANTLY, KITS ARE *NOT* MUTUALLY EXCLUSIVE: A STRATEGY-FOCUSED KIT MIGHT ALSO REQUIRE A COMPETITOR PROFILE AND SOME FORM OF EARLY-WARNING INTELLIGENCE TO ALERT THE USER TO A CHANGE IN COMPETITOR ACTIVITIES, WHICH, IN TURN, WOULD SIGNAL A NEED TO MODIFY THE NEW COMPETITIVE STRATEGY.

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Significantly, KITS are *not* mutually exclusive: A strategy-focused KIT might also require a competitor profile and some form of early-warning intelligence to alert the user to a change in competitor activities, which, in turn, would signal a need to modify the new competitive strategy. An insightful understanding of an organizations KITS usually creates a combination of intelligence operations that causes the CI program to become truly anticipatory and produces the timely and insightful intelligence necessary to cause management to act intelligently.

### KIT Examples

Having interviewed over 1,000 executives and managers in almost every industrial sector, I found it somewhat surprising that their needs were rather similar, only the specifics were different. To illustrate these basic user needs I have listed a representative sample in Tables 1, 2, and 3. For the sake of brevity, I have left out some subtopics and shortened the original statement-of-need. Although there are only 12 sample KIT's in each category, they represent a cross-section of over 20 varied industries. Let's take an analytical look at each category.

#### Strategic Decisions and Issues

In most respects this set is the most important for a successful CI program. Identifying and meeting the specific needs of management for planned decisions or pending actions provide the most visible and tangible measures of intelligence value. Producing useful and actionable intelli-

gence in response to important business decisions and actions is what it's all about.

The intelligence topics (KITS) in this category will vary in form from specific questions and/or decision statements to the more typical “topic” subject, that must be better defined later through interactive dialogue with the user. Both forms are quite acceptable, particularly at the time they are identified, because both will eventually have to be refined when the KIT is turned into an intelligence action plan for management review and approval.

Decision/Issue KITS run the gamut from strategic investment decisions, to action plans for new product roll-outs, to requests for intelligence inputs for the formulation of strategic plans and new competitor strategies. As long as management's stated need for intelligence involves business decisions or pending business actions, such requests are probably legitimate KITS. The examples shown in Table 1, taken from actual KIT interviews, demonstrate the breadth and variety of management intelligence needs as well as the different forms they might take.

#### Early-Warning KITS

Early-warning topics typically stress activities and subjects by which management does not want to be surprised. They are usually heavily weighted toward threats, though they need not be because good intelligence operations are also quite capable of searching for possible business opportunities. Again, topic subjects run the gamut, often reflecting the range and variety of the Strategic Decision KITS. Table 2 shows a typical set of Early-Warning KITS (specific examples about competitors have been left out for the sake of brevity).

These KITS are often more cryptic than Decision and Player KITS, mainly because managers often are expressing hunches or “fears.” This is natural, and your turning such KITS into intelligence monitoring activities will not only “quiet” a manager's fear but may, in fact, translate his or her unanalyzed concerns into potential business actions—even to the extent of contingency plans that can be initiated should intelligence discover early-warning signs of the realization of these fears and/or concerns.

#### Key Player KITS

Among the three KIT categories, Key Player KITS are the least actionable (see Table 3). They usually reflect a manager or management team's need to better understand the “player.” Typically a group of managers each have a different mental model of the player and because of that they tend to think and act differently concerning

Table 1. *Examples of Strategic Decisions & Issues*

1. Provide intelligence inputs for the company's strategic plan to create "our" future competitive environment.
2. Formulating "our" global competitive strategy: Assess the role of competitors in achieving our business objective(s).
3. Globalization of (Our) Industry: How/with whom should we proceed? What are our competitors doing? With whom?
4. Asian/South American/etc. market development: Assess current competitive situation; describe the most likely future situations.
5. Strategic investment decisions: Identify and assess changes in the competitive environment, including:
  - Key/critical industry investments by others
  - Cash requirements of other industry companies
  - Involvement/role of investment community
  - Possible alternative sources for future investments, including alliances, acquisitions, etc.
6. Should we expand our present production capacity or build a new plant with a more cost-effective manufacturing process?
7. What plans and actions must we take to maintain (our) technological competitiveness vis-a-vis key competitors.
8. "Product" development program: Identify and assess the programs of our leading competitors and assess the status of other competing technologies.
9. New product development and roll-out: How and when will the competitors respond? How will they affect our plan?
10. How will our new distribution/sales/marketing strategy be viewed by the industry? Our competitors? Our distributors?
11. Protection of "our" proprietary information/technology
  - Competitors efforts to acquire it?
  - Others interested in it?
12. Human resource issues: Hiring and retaining key employees.

that player. However, once the intelligence department provides a competitor profile or baseline assessment of the player, all the managers at least have a common understanding—although they may still have different ideas about what to do about that player. Usually, the profile or assessment is developed at the beginning of an action or related decision-making process.

Player KITs can vary considerably depending on the management teams need and sophistication. The most important aspects of such KITs are the specific user questions regarding the players. For example, "Why did they change

their manufacturing (or distribution) strategy?" The final intelligence report or profile should reflect all such user questions.

In one instance involving a large multinational corporation, I used the Player KIT questions posed by the heads of five different operating divisions about a common competitor to both define the competitor profile and to analytically frame the answers to their separate CI-requested questions. The resulting report was a comprehensive profile of the competitor that, in turn, supported the specific answers to their individual questions.

Table 2. *Examples of Early-Warning Topics*

1. Areas of possible technological “breakthrough” that could dramatically affect our current and future competitiveness.
2. Technological developments, affecting either production capabilities or product development and their uses by competitors and others.
3. Status and performance of Key Suppliers.
  - Their financial “health”
  - Cost & quality problems
  - Possible acquisition and/or alliances
4. Possible disruptions in supplies of crude-oil/components/etc.
5. Change in (our) industry procurement policies and processes.
6. Change in customers/competitors perceptions of us/our services.
7. Companies and/or combinations of companies, considering possible entry into our business or markets.
8. Changes in international political, social, economic or regulatory situations that could effect our competitiveness.
9. Regulatory Issues: Near-term changes; deviations in long-term trends; other governmental changes that could impact current regulatory regimes, e.g. people, policy, etc.
10. Intelligence on Alliances, Acquisitions, and Divestitures among our competitors, customers, and suppliers:
  - Reasons and forces causing them
  - Objectives and purposes of completed deals
11. Financial Initiatives by major competitors:
  - Changes in current financial strategy(s)
  - Alliances, acquisitions, divestitures, etc.
12. Interests and efforts by others to acquire our company.

Then, by analytically combining both, the competitor report provided the basis for developing a unified and coordinated response by several of the divisions to this common threat. In this case, addressing the users questions along with the requests for a competitor profile led to competitive action.

### Using the HIT Process

Purpose is the essence of all successful intelligence operations. Therefore, that operation must begin with the identification of the intelligence requirement(s) of the company’s key decision makers and/or senior management. There are two basic ways of doing this.

### Responsive Mode

The first mode is entitled “Responsive.” To perform in this mode, the CI organization must be prepared to address a broad range of user needs, i.e., anticipate the “overall” needs of its clients. Essentially, the intelligence organization receives the user’s intelligence requests and then must be prepared to deliver the necessary intelligence. This mode places a strong emphasis on taking the right orders. This, in turn, means that some intelligence requests have to be turned away.

There are two basic criteria for rejecting a user’s request for intelligence. First, only true intelligence tasks should be taken; in other words, requests that are best satisfied by other departments such as market research

Table 3. *Examples of Key Players in the Marketplace*

1. Provide profiles of our major competitors, including their strategic plans, competitive strategies, financial & market performance, organization & key personnel, R&D, operations, sales & marketing, etc.
2. Provide in-depth assessments of Key Competitors, including:
  - Their competitive intent vis-a-vis us and our major customers
  - Strategic plans and goals, including international objectives
  - Key strategies: Financial, technological, manufacturing, business development, distribution, and sales and marketing
  - Current operational and competitive capabilities
3. Identify new and emerging competitors, particularly those coming from entirely different industries and businesses.
4. Describe and assess our current and future competitive environment, including: customers and competitors; markets and suppliers; production and product technologies; political and environmental; and the industry's structure, including changes and trends.
5. New customers, their needs and future interests: What are they and how are our competitors trying to satisfy them?
6. Industry and customer views, attitudes and perceptions regarding "worth" of our branded products, services, etc.
7. Identify and assess new industry/market players, including: Suppliers, major distributors, customers and/or competitors, that are considering entry into our business.
8. New technology/product developers: What are their plans and strategies for competing in our industry?
9. Need significant improvement in marketshare and growth data, including that of our competitors.
10. Management and operations need better intelligence concerning regulatory and environmental activities for planning and decision making.
11. The investment/financial community: What are their views and perceptions of our business and industry?
12. What are the interest and purpose of various suppliers and industry observers in gathering information about our company?

should be redirected. The second acceptance criterion is whether the request is for intelligence or basic information. If it's for information, the request should be rejected, but with some advice on where and/or how the user can get the information from appropriate sources. But if the request is for "actionable information," i.e., intelligence focused on specific actions, decisions or issues related to the company's competitive situation,

strategy or long-range planning, this task probably should be undertaken.

#### **Proactive Mode**

The second mode for identifying the users intelligence needs is entitled "Proactive." This requires the manager of the intelligence unit to take the initiative and interview the appropriate company managers and decision

Table 4. *Competitive Intelligence Needs Survey*

<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>● To identify your needs for Competitive Intelligence (CI)</li> <li>● To obtain your ideas and suggestions on how to best develop an intelligence capability for the company.</li> </ul> <p><b>I. Intelligence Needs: Your Key Intelligence Topics (KITS)</b></p> <p><b>A. Decision making/Operational Responsibilities</b></p> <ul style="list-style-type: none"> <li>➤ Planned/future decisions or actions</li> <li>➤ Strategic plans and related actions</li> <li>➤ Strategy formulation and implementation</li> </ul> <p><b>B. Early-Warning Intelligence</b></p> <ul style="list-style-type: none"> <li>➤ Examples of “past” surprises</li> <li>➤ Concerns about: Company; industry; government; etc.</li> <li>➤ Competitors: Their actions and intent</li> </ul> <p><b>C. Players: Competitors, Customers, Suppliers, Others</b></p> <ul style="list-style-type: none"> <li>➤ Which players are you most concerned about?</li> <li>➤ What types of information and intelligence do you need?</li> <li>➤ What uses would you make of such intelligence?</li> </ul> <p><b>II. Intelligence Capabilities and Uses</b></p> <ul style="list-style-type: none"> <li>➤ What experience/familiarity do you have with intelligence?</li> <li>➤ What types of intelligence do you currently receive?</li> <li>➤ What intelligence capabilities does your organization have?</li> <li>➤ Who in your organization do you expect to be regular users?</li> <li>➤ Will your organization conduct intelligence operations to help other divisions?</li> <li>➤ Any barriers to sharing?</li> <li>➤ What types of intelligence products would you like to receive? (e.g., field reports, analytical alerts, competitor and competitor product assessments, intelligence briefings, etc.)</li> <li>➤ How should the company’s intelligence system be organized?</li> <li>➤ How will you evaluate the intelligence that you receive?</li> </ul>
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makers, to help them identify and define their intelligence requirements. An interview protocol can be very useful to ensure the consistency of results. Table 4 and Figure 2 are examples of such protocols. Table 4 would be used initially, possibly at the start of an intelligence program. Once the program is ongoing, the Figure 2 protocol would be more appropriate. In some cases, after a CI program has been well established, and there is good rapport between the intelligence manager and the various intelligence users, no formal protocol is needed.

The “proactive” mode, which I have called the Key Intelligence Topics (KIT) process, has several operational virtues. These stem mainly from the regular meetings with the principal intelligence users. Such meetings can be used to define and refine the users’ needs as well as coordinate related intelligence requirements across the company for more effective and efficient intelligence operations. These meetings also provide a means for getting feedback from the users concerning past and ongoing work.

The operational benefits from the KIT process are

### 1. Business Decisions and Strategic/Tactical Topics

*What decisions and/or actions will you/your team be facing in the next \_\_\_\_ months, where CI could make a significant difference?*

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- How will you use that CI?
- When will it be needed?

### 2. Early-Warning Topics

*(Begin by identifying/discussing a past “surprise” in your industry, business, or company.)*

*Identify several potential surprise topics that you do not want to be surprised by.*

*For example, new competitors, technology introductions, alliances & acquisitions, regulatory changes, etc.*

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### 3. Key Players in Our Marketplace: Competitors, Customers, Suppliers, Regulators, etc.

*Identify those players you believe the company needs to better understand.*

- Who are they? \_\_\_\_\_  
\_\_\_\_\_
- What specifically do we need to know?

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**Figure 2.**

*KIT protocol.*

also significant. First, it permits efficient planning and direction of the intelligence operations. Second, it actively involves management in the intelligence process. And finally, it, in effect, “guarantees” an interested user for the intelligence that is produced.

In my experience, some combination of these two user-selection processes is probably most appropriate. *However*, successful CI programs must also operate on their own initiative, identifying and addressing new and emerging intelligence topics that no manager has yet recognized. Intelligence programs that operate in all

three modes are the most successful and produce the most valuable intelligence for their organizations.

#### **Go Ahead—Take the Initiative**

When it comes to intelligence production, you have three basic choices:

1. *Produce the CI you believe is needed by your management;*
2. *Wait until they ask you for it; or*
3. *Take the initiative and ask them what decisions and*

*actions they are considering where good intelligence could help them make the right choices.*

In reality you probably should be doing all three, but I would start with the third choice—the other two will evolve over time.

In taking the initiative and seeking management's Key Intelligence Topics, you should be prepared for what I call the *three classic problems*. These are situations that are likely to derail the efforts of most inexperienced CI professionals. But if you are prepared for them, you should be able to overcome them—at least on the second attempt.

The first classic problem is the reticent manager. Although most successful business managers I have interviewed are “naturals” when it comes to *using* intelligence, they are not good at *asking* for it—at least not in the beginning. They need a little coaching and/or some good examples to follow. The best way to do this is through some form of education. A management seminar on KITs and related action plans is one way. Another is having an experienced manager in the meeting with you and the executives during your first KIT interviews. Or, if you are a CI professional who is well respected in your company, you can conduct the KIT interviews by yourself, using past examples of successful intelligence operations to demonstrate how the KIT was initially described. Executive education about intelligence and how it's used is a critical success factor in the CI world.

The second classic problem is the manager who responds, “Tell me everything” about a particular competitor or competitive situation. He or she seems incapable of expressing intelligence needs in terms of a future decision or some plan or action they are contemplating. When asked what they are really looking for, they typically say, “I don't exactly know, but I will recognize it when I see it.” This situation presents several dilemmas for the CI professional: The never-ending search for “the answer”; or possibly, they want an answer that fits their preconceived solution/decision. My best advice in this situation is to focus on helping managers define their need *before* beginning your intelligence collection and analysis. If this fails, try providing them with preliminary results quickly, and then using these findings to help the manager define the actual KIT.

This situation is likely to be a frustrating relationship for the CI manager. But when the intelligence operations are successful—and, they often are—the business manager is quite pleased, not only for the intelligence, but for your assistance in helping them understand the competitive situation they faced. (To understand man-

agement's decision-making styles better, I recommend you review the 1995 SCIP Annual Conference presentation on the “Dynamics of Decision Makers,” by Hans Hedin and Katarina Svensson.)

A third classic problem concerning management's intelligence needs is the executive that responds with, “You tell me what intelligence I need.” In my estimation this is the most frustrating situation. But you should be prepared to do just that. The KIT process is a proven and practical way of getting management's input and involvement in the intelligence process. It usually leads to a successful intelligence operation and the production of useful and actionable intelligence. But management cannot envision every possible need for intelligence, and most importantly they cannot anticipate those future competitive situations or competitor initiatives that are only beginning to evolve. These are the responsibility of the intelligence department.

So when asked, “What do I need to know?,” be prepared to list several new and emerging competitors or an evolving competitive situation you have begun to study, or a new competitive strategy that others in your industry have recently begun using but your company has not. Raise any competitor-related topic that you know well, but stay away from issues and/or topics about your own company. You are the competitive intelligence expert and that is why they value your advice and input.

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THE COGENT IDENTIFICATION AND CLEAR  
ARTICULATION OF INTELLIGENCE NEEDS ARE THE  
SHARED RESPONSIBILITY OF INTELLIGENCE USERS  
AND INTELLIGENCE PROFESSIONALS.

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There are other difficulties and frustrations that you will likely face in the process of identifying and defining management's key intelligence needs. That's part of managing an intelligence department or operations. Hopefully, you will be able to cope with them based on your intelligence experience and managerial competence.

Not everyone in the intelligence program is “cut out” to interview management for their key intelligence needs. Not everyone wants to. But it's important that someone does it, and usually that person is the head of the unit. Managing an intelligence unit or department is a serious responsibility, including being responsible for legal and ethical practices as well as producing useful and actionable intelligence for some

of the company's most important decisions and actions. Selecting the right person for the CI manager's job is tantamount to choosing the appropriate individual to identify and define the company's most important intelligence needs.

### HITs Are a Shared Responsibility

The identification of a company's most important intelligence needs is the *critical step in the intelligence cycle* (Fig. 1). *Their cogent identification and clear articulation are the shared responsibility of the users and the intelligence professionals. For management, their stated needs for intelligence—by whatever process—provides them actionable access to CI resources throughout the company. For the intelligence professional, well-defined intelligence needs are the prescription for planning and carrying out the right intelligence operations and producing the appropriate intelligence products. Both players have a critical stake in getting the “requirement” right. To accomplish this successfully requires a well-educated user and an experienced CI manager who together have created the professional environment necessary to identify and communicate real intelligence needs throughout the company. Mutual respect, trust, and confidential dialogue are the essential elements of such communications.*

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