

# Der Body of Knowledge für **Competitive Intelligence** Professionals

2017



**dcif** | Bundesverband  
Wettbewerbs-  
und Marktanalyse

dcif e.V. - Bundesverband Markt-  
und Wettbewerbsanalyse  
Morsbach 72a  
42857 Remscheid  
☎ 0 21 91 / 692 32 42  
☎ 0 21 91 / 692 32 52  
info@dcif.de

## Inhalt

Vorwort .....	3
SCIP's Body of Knowledge (BOK), 2008.....	5
Competency Domain 1: Design and Manage the Competitive Intelligence (CI) Function.....	6
Competency Domain 2: Promote and Incorporate CI throughout the Organization ..	8
Competency Domain 3: Advance the Evolution of the CI Function, CI Skill Sets, and the CI Profession .....	9
Competency Domain 4: Implement Needs Assessment and Manage Client Relationships.....	10
Competency Domain 5: Manage CI Projects .....	12
Competency Domain 6: Conduct Intelligence Collection and Manage Information Resources .....	14
Competency Domain 7: Conduct Intelligence Analysis and Delivery Processes.....	16

## Vorwort

Wie sieht das Berufsbild eines Market /Competitive Intelligence Professionals aus?

Das dcif e.V. - Bundesverband Markt- und Wettbewerbsanalyse – hat es sich zur Aufgabe gemacht, genau auf diese Frage Antworten zu geben und die Professionals bei ihrer Arbeit zu unterstützen, zu vertreten und gemeinsam das Berufsumfeld zu erweitern.

Im deutschen Sprachraum wenig verbreitet, aber in diesem Kontext ein sehr wertvolles Instrumentarium, ist der „Body of Knowledge (BOK)“ der SCIP.

Ein Body of Knowledge (zu Deutsch etwa „Wissensbestand“) beschreibt für einen Berufsstand die spezifischen Kompetenzen und Arbeitsgebiete, die zur Ausübung der Profession, also des Berufes notwendig sind, bzw. durch die eine Abgrenzung zu anderen Berufsständen möglich ist.

So war es im Mittelalter etwas üblich, dass ein Handwerksstand nur an eigene, auserkorene Mitglieder (eben dem eigenen Nachwuchs) die „Geheimnisse der Zunft“ weitergab. In anderen Berufsständen entwickelten sich Kontrollgremien, die Aufnahme und Ausübung eines Berufes ermöglichten bzw. kontrollierten, wie z.B. die ärztlichen Kammern, die in einer Selbstverwaltung den eigenen Mitgliedern zur Seite stehen.

SCIP (ehemals Society of Competitive Intelligence Professionals) war der 1985 gegründete Verband, der u.a. auch die Definition eines BOK als Grundlage für eine Institutionalisierung und Etablierung der Profession voranbringen wollte.

Der Autor dieses Vorworts, selbst seit 1995 SCIP Mitglied, und von 2003 bis 2005 gewähltes Vorstandsmitglied der SCIP, unterstützte dieses BOK-Anliegen als Experte. 2006 wurde unter der Leitung von Prof. John Prescott, Ph.D., Professor an der University of Pittsburgh, ein entsprechendes BOK-Projekt durchgeführt. Die Ergebnisse des Projektes wurden 2008 veröffentlicht und sind im Anhang aufgeführt. Als Anwendung des BOK wurden von den BOK-Initiatoren vier Felder genannt:

- 1) Die Unterstützung von CI-Karrieren (Arbeitsplatzbeschreibungen, HR-Entwicklung, Stellenausschreibungen etc.)
- 2) Die Entwicklung akademischer Lehrpläne
- 3) Zertifizierung und Training
- 4) CI-Publikationen (Taxonomie, Forschungsfelder, etc.)

Leider hat SCIP 2008, kurz nach Veröffentlichung des BOKs, bedingt durch finanzielle Probleme, seinen Status und seine Selbständigkeit aufgeben müssen und wurde in einem Merger mit einer Stiftung des amerikanischen Marktforschungsunternehmens Frost&Sullivan zu einer „operating division“ dieses Unternehmens.

Schließlich erfolgte im August 2010 eine Umbenennung der SCIP in „Strategic Competitive Intelligence Professionals (www.scip.org)“. Der BOK ist nach wie vor ein wertvolles Instrumentarium, um den Berufsstand der Competitive Intelligence Professionals zu definieren und weiterzuentwickeln.

Das dcif e.V. - Bundesverband Markt- und Wettbewerbsanalyse freut sich auf diese Aufgaben und eine hoffentlich angeregte Diskussion mit Mitgliedern und Interessierten.

Mit freundlichen Grüßen

Rainer Michaeli  
Institute for Competitive Intelligence GmbH

Vorstandsmitglied dcif e.V. - Bundesverband Markt- und Wettbewerbsanalyse

#### Quellen

Prescott, John E., Ph.D., Chair - BOK Task Force; September 19, 2008  
Conceptual Framework and Seven Competitive Intelligence (CI) Competency Domains

Society of Competitive Intelligence Professionals' Body of Knowledge Project:  
Prescott, John E. (2009)  
The Competitive Intelligence Professional's Competency Frame-work

SCIP Competitive Intelligence Magazine, Vol 12, Number 1, Jan/Feb 2009  
Prescott, John E.  
Presentation at SCIP's Annual Conference April 17th, 2008

Michaeli, Rainer (2010)  
Training to Become a CI Professional in Competitive Intelligence  
ISBN 978-7-5023-6781-7

## SCIP's Body of Knowledge (BOK), 2008

**Competency Domain 1:  
Design and Manage the Competitive Intelligence (CI) Function**

**Definition:**

Competencies associated with designing, implementing and enhancing a CI function within an organization.

**Competencies:**

**1A. Administration and Structure**

1. Conduct needs assessment to define the role of CI, reporting relationships and revisit as CI role changes or organization needs change

2. Define and articulate the vision and/or mission of CI in the organization consistent with organization's vision and/or mission

3. Secure and manage adequate CI budgets

4. Develop and leverage an intelligence culture throughout the organization

5. Promote the ethical and legal practice of CI across the organization

6. Manage and coordinate CI projects with other parts of the organization

7. Develop and leverage a CI community of practice within the organization

8. Assess and establish counterintelligence practices

<b><i>1B. Design and Enhance Core CI Work Processes</i></b>
9. Establish a request handling and priority setting CI process
10. Coordinate strategic and tactical intelligence
11. Leverage and build on the organization's information technology infrastructure (For example, work flow management tools, search and collection, consolidation, filtering and packaging of information, accessible storage and dissemination) as appropriate
12. Establish and manage vendor and/or third-party relationships
13. Develop and utilize internal and external knowledge networks
14. Develop and adjust work processes for varying country-specific business practices and cultural environments
15. Establish a formalized process and metrics to assess the value and contribution of CI to the organization (For example, value impact, Return on Investment, quantitative and qualitative metrics)
16. Develop a CI product and service portfolio (For example, analytical alerts, newsletters, profiles)
<b><i>1C. Personnel</i></b>
17. Identify skills sets and position titles for CI personnel
18. Identify and develop CI talent and skills

**Competency Domain 2:  
Promote and Incorporate CI throughout the Organization**

**Definition:**

Competencies associated with describing, promoting, implementing and institutionalizing the role, value and limitations of competitive intelligence and the intelligence profession.

**Competencies:**

1. Gain commitment to CI from senior management
2. Develop and implement a promotional plan for CI
3. Demonstrate the value of CI throughout the organization using both quantitative and qualitative performance indicators
4. Mentor/model CI concepts and skills to all divisions, functional and service areas in the organization
5. Train CI and non-CI personnel in CI-related skills
6. Ensure that the organization adopts an external perspective to complement its internal perspective
7. Develop and implement a culture of formal and informal information sharing
8. Promote and foster the profession and practice of competitive intelligence



**Competency Domain 3:  
Advance the Evolution of the CI Function, CI Skill Sets, and the CI Profession**

**Definition:**

Competencies associated with developing thought leadership, new CI-related skills and knowledge, and how emerging business trends impact the evolution of the CI profession and discipline.

**Competencies:**

**3A. Evolution of the CI function**

1. Apply program evaluation techniques to identify new roles for the CI function as organizational needs evolve

2. Develop CI skills of individuals in cross-functional roles to increase CI visibility, effectiveness and credibility within the organization

**3B. Evolution of CI-Related Skills**

3. Evaluate and incorporate proven and new management practices, IT applications and thought leadership concepts that will positively impact CI-related skills

4. Continuously learn and apply new CI skills, techniques, and resources

5. Use best available evidence-based management in CI projects and processes

**3C. Evolution of the CI Profession**

6. Promote and transfer CI skill sets to other professions while in turn learning and adapting other professions' best practices to foster continuous learning

7. Contribute to CI professional associations to assist in the professionalization of the discipline

8. Engage, recruit and develop inter-generational CI professionals into leadership roles to sustain dynamic growth of the profession

**Competency Domain 4:  
Implement Needs Assessment and Manage Client Relationships**

**Definition:**

Competencies associated with conducting client need assessment as well as developing, maintaining and enhancing credibility and trust-based working relationships, CI clients and stakeholders associated with CI activities.

**Competencies:**

**4A. Manage Needs Assessment**

1. Manage and adapt the needs assessment process to organization's decision making processes and external conditions to accurately define key intelligence needs (For example , key intelligence topics (KITs), new opportunities and threats)
2. Proactively challenge intelligence users' assumptions
3. Assess and appraise one's own industry, competitors, technologies, value chains, processes, internal and external alliances, etc. so as to have insights into managers' current and potential needs across levels of the organization
4. Define and frame problem statements and decision requirements with clients based on a clear understanding of client needs and priorities
5. Prioritize projects and activities to successfully meet client and project goals
6. Identify and address client and organizational biases

<b>4B. Manage Relationships</b>
7. Manage client expectations regarding the use, limitations and value of CI
8. Assess, build and maintain relationships with clients, vendors and third parties
9. Support and facilitate organizational team building and participation in the CI process
10. Serve in a consultative role with clients to ensure outcomes consistent with organizational goals, strategies and tactics
11. Build trust and develop credibility in working relationships

<b>Competency Domain 5: Manage CI Projects</b>
<b>Definition:</b>
Competencies associated with initiating, planning, implementing, monitoring and evaluating CI projects of various types and scope ranging from ad hoc to ongoing and strategic to tactical.
<b>Competencies:</b>
<b><i>5A. CI Project Management</i></b>
1. Manage the planning, prioritization, executing, monitoring, control, and closing for <i>multiple</i> CI projects
2. Form, establish, and manage appropriate teams and/or individuals for CI projects
3. Apply time management skills across CI projects

<b>5B. Perform CI Project</b> (For example, intelligence request, collection, analysis, dissemination, evaluation)
4. Identify need and prepare scope of work for the CI project
5. Determine resource requirements for the project and assist in securing them as appropriate (For example, personnel, budget)
6. Identify and manage appropriate information sources (For example, secondary, primary, internal, human, external service providers and vendors)
7. Produce analysis that is actionable (For example, timely, plausible and reliable) for decision making, including making recommendations, as appropriate
8. Customize and communicate deliverables as appropriate for clients
9. Conduct and use feedback provided by internal and external clients
10. Work with departments across the organization to facilitate integration of CI results into planning, strategies, and operations
11. Determine the need to deliver ongoing post-project support including assisting in the implementation of strategy and tactics

**Competency Domain 6:  
Conduct Intelligence Collection and Manage Information Resources**

**Definition:**

Competencies involving expertise in the collection, application, compilation and management of information resources and associated technologies conducted in an ethical and lawful manner.

**Competencies:**

**6A. Manage Information**

1. Apply knowledge management techniques and information technology (IT) to support CI activities (work flow management tools, search and collection, consolidation, filtering and packaging of information, accessible storage and dissemination)
2. Apply knowledge of database management tools
3. Procure and develop CI-related IT assets
4. Collaborate with knowledge management professionals to support CI
5. Understand and comply with intellectual property requirements, laws and country-specific practices (For example, patents, trademarks, copyrights, trade secrets)

<b>6B. Conduct Information Collection</b>
6. Design and implement appropriate search strategies for intelligence projects and information requests
7. Use ethical and legal information collection standards
8. Locate and use appropriate secondary information and content collection techniques (For example, open sources, databases, grey literature, Google)
9. Specify, structure and/or use proprietary internal databases
10. Use appropriate primary collection techniques (For example, interviewing, surveys, elicitation, observation, social networking, trade show intelligence, unobtrusive techniques)
11. Develop and manage internal and external resources and networks for information collection
12. Evaluate sources for their credibility, plausibility, accuracy, corroboration, trustworthiness, timeliness and reliability
13. Filter, compile and store information into accessible and useable format

**Competency Domain 7:  
Conduct Intelligence Analysis and Delivery Processes**

**Definition:**

Competencies associated with the manipulation of data to produce actionable intelligence and its delivery to CI clients at all levels of the organization

**Competencies:**

**7A. Conducting Analysis**

1. Use ethical and lawful standards in the application and interpretation of analytical methods, results and delivery processes
2. Structure and frame analytical intelligence assignments using appropriate frameworks and models
3. Adopt and use a multidisciplinary analytical approach as appropriate
4. Select and apply the most appropriate analytical techniques and methods based on project requirements, available resources and constraints
5. Develop and/or participate on analytic teams
6. Collaborate with experts inside and outside the organization to analyze and interpret CI results
7. Organize information
8. Synthesize information
9. Use contextual thinking (For example, industry structure, strategy, structure, processes, regulatory climate) in analysis and interpretation
10. Acknowledge the psychology of intelligence analysis (biases and blindspots) in interpretations, conclusions and recommendations
11. Translate analytic results into insightful and actionable intelligence (For example, timely, plausible and reliable) with the objective of influencing decision making



<b>7B Delivering Analysis</b>
12. Use the most appropriate communication formats, mediums and techniques based on the project requirements, audience, and security requirements
13. Use a variety of writing techniques- (description, explanation, interpretation, etc.) to effectively communicate the results, significance and implications of analyses and outcomes
14. Produce visual representations of intelligence conclusions and results
15. Prepare oral presentations of project results
16. Provide an unbiased view of analyses to clients
17. Use CI project results, recommendations and outcomes to identify new CI-related questions