

## 2006 SCIP International Annual Conference & Exhibition

April 26-29, 2006 | Orlando, FL | www.scip.org

## Origins of Competitive Intelligence: A Fundamental Extension of CI Education

Presented by:

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28th April 2006

### Question

As we hone our CI skills and teaching are we drawing sufficiently from the past to inform our presentation of CI as a discipline with a long heritage and a place in commercial activity over the millennia?

## Introduction Teaching the Origins of CI

### Objectives:

- To study the ancient history of information gathering for competitive advantage
- To be aware of past successes and failures to strengthen current CI practices.
- To present CI with philosophical values and appreciate the historical figures who created them.

### Researching the Origins of CI

### Series of questions...

- How pervasive were elements of CI within historical commerce, but spoken and practiced in different terms? And in what countries?
- How did CI change during the past hundreds and thousands of years as a result of technology?
- Has CI been a natural component in commerce, just as barter was for thousands of years?

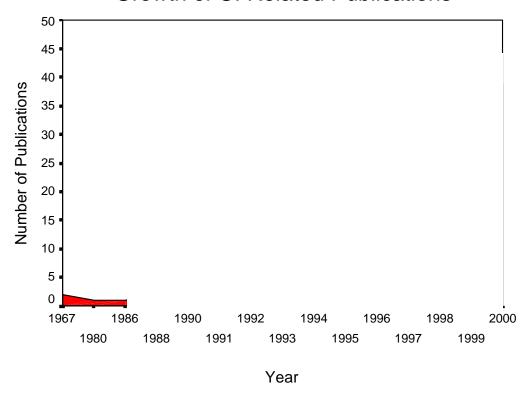
	- 1000 BC	c. 500 BC	c. 204 BC	- 2001-	- 5001-	c. 1000's	- 1100'-
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Simple comparison systems for goods and services as trade and barter develops.	Religious texts describe situations in which military intelligence is used for various decision-making processes (Conquest of Canaan).	Intelligence and spies continue to play an important role in planning for battle. Sun-Tzu of China writes "Art of War" on the value of intelligence.	Under the guise of diplomacy, Scipio Africanus, a Roman, gathers intelligence that defeats the Carthagian army.	C. 220: General Kong Ming of China writes "War Craft Strategies"; successfully used in government, military and business.	Byzantine emperor Justanian I (483 - 565 AD), employed monks to steal silk worms from the Chinese so as to understand how to make silk.	The Holy Crusades makes a case for intelligence. The Middle East uses intelligence stategems and intelligence gathering tools.	1100's: Al-Ansari's military manual writ about spies, couriers and information. 1171-1172: Sultan Al-Malik Al-'Adil Nur al-Din of Syria sets u an intelligence syste
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1 <b>234:</b> Mongul's 'Yam" system is nstitutionalized by The Great Khan Ogendi.	1300's: Eunuchs serve as palace menials, harem guards & spies for rulers throughout the ancient world in Rome, Greece, North Africa and much of Asla.  1382: The intelligence system of the Chinese, of which eunuchs like Admiral Zhu Di who were critical players, saw their liberation from the Mongols.	R.L. Wickham sent to China to gather intelligence that would make England more economically & militarily competitive. He smuggles tea shrubs Into England and India, starting up the Indian & English tea industries while crippling the Chinese tea industry.	Toyotomi Hideyoshi, the Napoleon of Japan, successfully incorporates the strategic theories of Sun Tzu.	Nathan Rothschild successfully develops & employs a critical intelligence matrix that asslited the British to defeat Napoleon; saved the London Stock Exchange from collapse, and innovated the bond market and international finance.	1860: Japanese "Joho" translated German "nanchrit" as "intelligence". 1868: Meiji Charter Oath - "Knowledge shall be sought all over the world, and the foundations of imperial rule will be strengthened" 1879: First American manifestation of marketing research activities.	1926: First American Director of Marketing, Charles Cooledge Parlin.  American's concept of monitoring competition and competitive forces make up a small percentage of an organizations operations	1940's: World War II erupts, technology for military intelliger escalates. Electronic surveillance is used I both sides.
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1956: China's Scientific and Technical Information- intelligence System provides information/ intelligence support for scientific and technological research, engineering projects,, and long-term planning for government and state-owned enterprises decision-making processes.	Publications: 1953: 'Design for Decision' by Irwin D.J. Bress, Macmillan Company 1954: 'War of Wits' by Ladislas Farago, Funk and Wagnalls. 1957: 'Strategic Intelligence Production' by Washington Platt, Frederick A. Preagner 1958: 'Applied Imagination' by Alex F. Osborn, Charles Scribner's Sons 1959: 'Competitive Intelligence' by Burton H. Alden et al., C.I. Associates 'Industrial Espionage' by Edward Furash, Harvard Business Review.	1958: Japan External Trade Organization focuses on gathering information related to import & export and provides an early warning of opportunities & threats, and competito monitoring & assessmen for international trade.  1959: Dr. Robert Williams developed Edward Dalton Co.'s Marketing Intelligence System.	1960's-1970's: Japan's benchmarking, just-in-time and TQM. Research becomes important to understand competitors.  Publications: 1961: Strategic Intelligence and the Shape of Tomorrow' by William M. McGovern, Henry Regency Co. 1966: 'Business Intelligence and Espionage' by Richard M. Greene, Dow Jones-Irwin 1968: 'Marketing Intelligence' by William T. Kelly, The Trinity Press. 1979: 'How Competitive Forces Shape Strategy by Michael E. Porter, Free Press.	1980's: Numerous companies introduce formal business intelligence-gathering functions. Revival of research and importance of Cl.  Publications: 1985: 'Competitor Intelligence' by Leonard Fuld, John Wiley & Sons. 1989: SCIP has 600 members.	Intelligence goes electronic; commercial databases become popular resources for business intelligence. Increase in the registration of Market Research consultancies.  1999: SCIP has over 6,500 members. CI is advocated as essential for business success, especially for global markets. Publications increase.	Intelligence becomes more complex; there is a need for complexity-based intelligence methodologies and tools. Many issues of effective CI processes, systems, ethics and results are researched.  CI processes are more formalized. CI advocated to be more pervasive throughout an organization. More interest in Professional CI practitioners.	© 2004 Ariff Syah Juhari and Derek Stephens  * Presented by A. S. Juhari and Dr. D. Stephens as part 'The Origins of Competitive Intelligence, A Fundamente Extension of CI Education' at SCIP 2006, FL, USA.  * Correspondence to: A. S. Juhari or Dr. D. Stepher Research School of Informa Department of Information Science, Loughborough University, Leicestershire, LE11 3TU, UK.  E-mail: ariffsyah@yahoo.cord,p.stephens@lboro.ac.uk

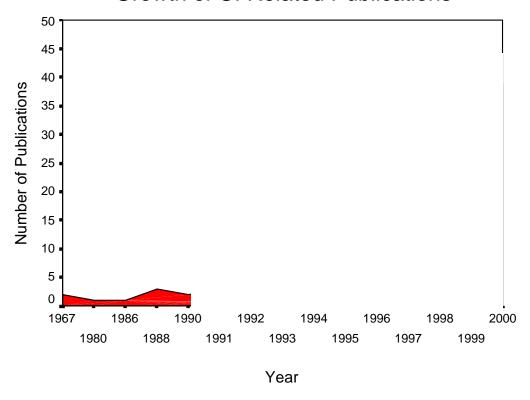
### CI and the Information Age

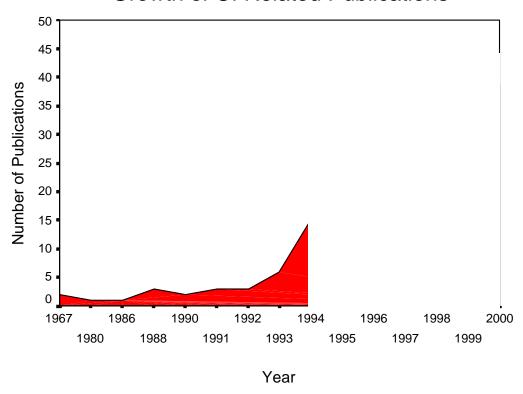
The current shift from the industrial age towards the information age, and a networking-based economy, however have led to a strong renewed interest in the discipline. [1]

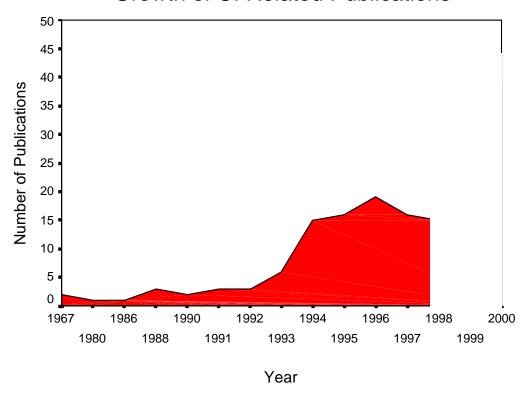
[1] Bergeron, P et al. Competitive Intelligence. Annual Review of Information Science and Technology. VOL38

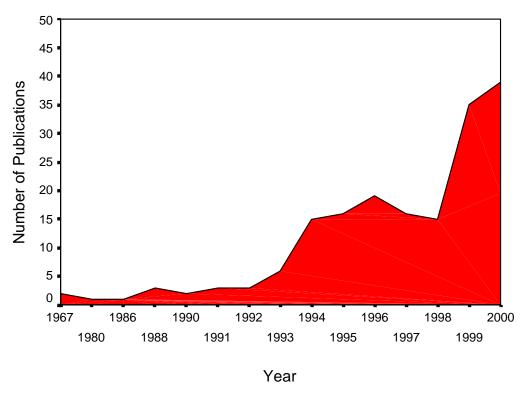
The following slides illustrate the growth in publications about CI from 1967-2000 But how much of this is about CI history?











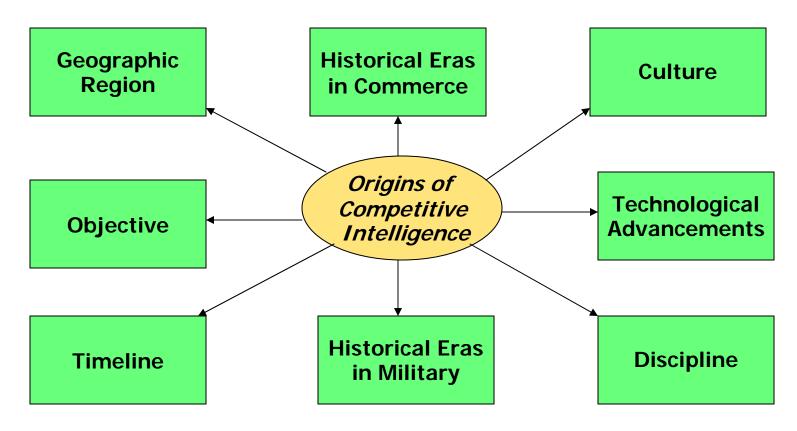
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## Benefits of expanding 'Origins' of CI to the Academic Discipline

### History...

- Can add philosophical depth that benefits the teaching & research
- Considers the different beginnings & evolutions of CI in different parts of the world
- Adds cultural perspectives and practices that influence CI practices and its continued evolution
- Advocates ethical considerations with historical contexts

## Approaches to Teaching the Origins of CI



## Conclusions Further Research on CI Origins

- Encourage research by geographic region to develop a timeline of historical incidences to be analyzed for significant CI related processes and activities.
- Or, possibly propose a coordinated collaborative across SCIP national chapters to augment the timeline through SCIP academic members.
- Thus developing the historical and societal underpinning of CI more within the CI curricula.

# Thank You Any questions