

9 Key Success Factors for World Class Intelligence

	Informal Intelligence	Basic Intelligence	Intermediate Intelligence	Advanced Intelligence	World Class Intelligence
Scope	No specific focus has been determined. Ad hoc needs drive the scope.	Limited scope, seeking quick wins. Focus is typically on competitors or consumers, and concentrated primarily on past or recent events.	Wide scope with the attempt to cover the current operating environment comprehensively.	Analytical deep dives about specific topics complement the comprehensive monitoring of the operating environment.	Broad, deep and future-oriented scope that also covers topics outside of the immediately relevant operating environment.
Stakeholder Management	Key stakeholder groups have not been identified and interaction is on an ad hoc basis. Intelligence practitioners are seen primarily as data providers.	Key stakeholders are identified and relationships are weak, but start to form. Background info sometimes provided in deliverables.	Stakeholder relationships are established and needs analysis conducted regularly. Intelligence deliverables are supported by analytical commentary and opinions.	Intelligence team regarded as internal consultants with deep understanding of stakeholders needs and is frequently asked for advice on intelligence findings.	Intelligence practitioners are trusted advisors to decision makers, with both tactical and strategic input. Stakeholder needs are anticipated in advance and proactively met.
Process	Reactive ad hoc process puts out fires as they emerge. Uncoordinated purchases of information.	Info collection from secondary external sources established. Little or no analysis involved in the process.	Secondary info sourcing complemented by primary info collection. Basic needs analysis and feedback collection conducted to support more sophisticated analysis.	All process for collection and analytics established. Targeted communication of output to specific business processes and decision points.	Sophisticated processes to create Intelligence deeply rooted in both global and local levels of the organization. Intelligence fully integrated with key business processes.
Digitalization	Digital collection of Intelligence without adequate filtering leading to information overflow. Digital storage and efficient dissemination is still not in place.	Basic storage of digital records emerges and information collection passes through basic filters. Intelligence distribution is partly digital through e-mail.	Digital collection of intelligence is sophisticated but limited to a few aggregating sources. Dissemination of intelligence is primarily based on digital channels.	The Intelligence process and collaboration is fully supported by digitalization. Analysis is to some extent automated, using info from internal data and external big data sources.	Intelligence collection from a wide range of big data sources and is to a large extent automated. Analysis and recommendations are supported by advanced predictive tools.
Deliverables	Ad hoc deliverables quickly put together from scratch. Formats are basic and most often PDFs, PPTs.	Regular newsletters and profiles complement ad hoc deliverables and formats become slightly more targeted.	Systematic market monitoring and analysis reports emerge as new, structured, Intelligence output.	Two-way communication is increased in both production and utilization of Intelligence output. Deliverables are tailored, in format and content, to its audience.	High degree of future orientation and collaborative insight creation in producing and delivering the Intelligence output. Highly interactive deliverable formats.
Tools	Email and shared folders as the primary means for sharing and archiving information.	Corporate intranet is emerging as a central storage for Intelligence output.	Web-based Intelligence portal established to provide access to structured output and to offer self-service analysis tools. Users receive email alerts about new info.	Sophisticated channeling of both internally and externally produced Intelligence content to the portal. Multiple access interfaces to the portal in use.	Seamless integration of the Intelligence portal to other relevant IT tools. Lively collaboration of users through the portal.
Organization	No resources specifically dedicated to Intelligence. Individuals conducting Intelligence activities irregularly.	One person is appointed as responsible for Intelligence. Increasing coordination of Intelligence work in the company. Loose relationships with external info providers.	A fully dedicated person manages Intelligence and coordinates activities. Centralized, internally or externally resourced info collection and analysis capabilities exist.	Advanced analytical, digital and consultative skills in the Intelligence team. Intelligence network with dedicated resources in business units in place. Non-core activities outsourced.	Comprehensive Intelligence skills in place. Internal network collaborating actively, also externally. Intelligence organization smoothly integrated with outsourced resources.
Management & Leadership	Intelligence management is absent and activities lack structure, processes and clear purpose.	Intelligence leadership emerges but is project-oriented. First benefits of intelligence efforts are demonstrated and recognized.	Structure, processes and purpose are being developed by an assigned leader with clear responsibility for the Intelligence program and its deliverables.	Intelligence leader manages change and a team of practitioners and contributors. Intelligence operations are supported by a steering group / sponsor at top level.	A senior leader of Intelligence is managing operations, people, processes, budget and community. A vision, mission and strategy are in place to keep intelligence future proof.
Culture	No shared understanding exists of the role and benefits of systematic Intelligence operations.	Some awareness of intelligence exists, but the organizational culture overall is neutral towards intelligence.	Intelligence awareness in a moderate level. Sharing of info is encouraged through internal training and marketing of Intelligence.	Intelligence awareness is high and people participate actively in producing content. Top management voices its continuous support to Intelligence efforts.	A strong Intelligence mindset is reflected in the way people are curious towards the operating environment and co-create insights about it.