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<input type="checkbox"/>	Doctor's thesis

Subject	International Business	Date	30.6.2004
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		Number of pages	89
Title	Building of a Competitor Intelligence Process Case: KONE elevators and escalators		
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Abstract

The growth of international competition and greater need for fast responses to changing competitive circumstances has intensified interest in competitors' activities. To be able to make rational decisions companies need to be familiar with every aspect of the business. Even though the practices and benefits of Competitive Intelligence have been long understood it is still considered as a relatively new and undeveloped concept among the majority of the companies.

The purpose of this study is to define a Competitor Intelligence process to support the decision – making of sales departments in a multinational company. The study focuses on defining the different phases of building a Competitor Intelligence process. These phases include: planning and direction, development of the functions and tools and rolling-out the process in practice. The research approach in this thesis is qualitative. The thesis is a constructive case study, which has both theoretical and practical contribution. The research data for defining the process is collected from individual interviews in and outside the case company. After the process roll-out the process was further evaluated by the author and some of the process participants.

The case company interviews covered three topics. The first part of the interview concentrated on the current situation and the importance of Competitor Intelligence in the interviewees' daily work. In the second part the interviewees were asked to specify their actual Competitor Intelligence needs. The latter part of the interviews concentrated on defining the needed process and identifying the people and means for running it. The external interviews concentrated on finding out how Competitor Intelligence processes were run in other companies. In addition to the process descriptions the interviewees were asked about the challenges and key learnings that they had experienced in running their processes.

In order to succeed in building a Competitor Intelligence process the company needs to focus on two key components: the people and the process. People are a major player in the success of a Competitor Intelligence process. It is clear that a process needs skilled people to perform the different tasks but besides skills the participating people also need to be highly motivated. Motivation can be attained by providing the participating people with adequate resources, communicating efficiently by the top management and involving a variety of people in the process on a practical level. Process wise the most important issue regarding the process functionality and simplicity is probably the Competitor Intelligence unit structure. Depending on the process objective a company needs to identify the structure that would support its purposes best.

Key words	Competitive Intelligence, Competitor Intelligence process, knowledge based decision-making
Further information	