

# THE PRACTICE OF DIGITAL TRANSFORMATION INTELLIGENCE AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE

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# INTRODUCTION

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Since digital transformation (DT) is central to the growth prospects of most organizations, a deep understanding of the external ecosystem around DT is critical. The COVID-19 pandemic has only accelerated the pace of DT; in many industries digital transformation is a matter of survival.

Digital transformation deals with the use of information technologies (IT) to transform business models, processes, routines, and capabilities (encompassing both products and services).

While technology is central to DT, to succeed in the “new normal”, DT needs to be a market-led activity, not technology led. The question for organizations is “**what are the customer needs we can profitably satisfy**” rather than “**what is possible technologically**”.

Rogers (2016) highlighted five domains of digital transformation:

- Customers
- Competition
- Data
- Innovation
- Value

**Organizations will not be able to sustainably create competitive advantage without being able to use data in a strategic way.**

Central to this is the ability of an organization to adapt to the new rules of competition in the digital era: changes in customers’ behaviors and expectations, shifts in competition, the rapid speed of innovation, the need to constantly create new forms of value, etc.

Given shifting customer needs and competitor capabilities, organizations will not be able to sustainably create competitive advantage without being able to use data in a strategic way. This entails the ability to collect relevant data and integrate this data in the decision-making process.

In the same vein, Dubois (2016) identified three components of digital transformation, which consist of:

- **Competitive intelligence (the ability to collect data to improve decision making)**
- **Integration of digital technologies to transform business processes and organizational capabilities**
- **Value creation (the outcome of digital transformation)**

Despite the importance of competitive intelligence to organizational performance, its value to digital transformation has not been clearly addressed by the current body of research. In addition, the connection between competitive intelligence and organizational transformation has not been studied. Thus, it is not well understood how competitive intelligence impacts the process of the digital transformation or the related outcomes.

This study focuses on the specific aspect of competitive intelligence that we label digital transformation intelligence, or DTI. Inspired by Bisson's definition of CI (2013), DTI can be defined as:

*The legal gathering of data and information, which is then processed and analyzed, allowing one to disseminate insights concerning the competitive landscape. DTI helps organizations anticipate opportunities or threats impacting the digital transformation of the entire enterprise as well as specific aspects of doing business.*

This study aims to further our understanding of the practice of DTI and evaluate its impact on organizational agility (where agility is defined as the "higher-order dynamic capability having multiple facets to effectively and efficiently sense and respond to various market conditions, see Lee, Sambamurthy, Lim and Wei; 2015, p. 405).

Our empirical findings below highlight different DTI practices and demonstrate the extent to which DTI has an impact on organizational agility.

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# IMPLICATIONS

## ORGANIZATION MATTERS

Although organizations generally don't have a person or department allocated full time to intelligence specifically around DTI, keep in mind the phrase "Everyone's job is no one's job." Most organizations would greatly benefit by having a central repository for information around DT. That gives employees one place to go, which is important as DT often touches every facet of the organization. When responsibility for DTI is located in CI, the organization will benefit from the advanced capabilities CI possesses around collection, analysis, and communication.

### Recommended next step

Designate a pre-existing department or team as the central clearinghouse for information around digital transformation. Communicate that broadly across the enterprise, not only in traditional customer-facing functions.

## DTI MUST MOVE AT SPEED

While technology on its own isn't a silver bullet, our results show that companies using advanced technologies to support CI and DTI enjoy greater agility. The most sophisticated companies were also the most likely to use AI to support intelligence collection, analysis, and dissemination.

### Recommended next step

Conduct a process audit of the CI function (or whatever department is largely responsible for DTI). Identify inefficiencies and bottlenecks and develop a plan to remediate them (the collection stage is a logical candidate for streamlining, potentially with advanced technology.)

## LOOK BEYOND COMPETITORS

The external factor that has the greatest impact on decision making around DT is customer demands. Having information about customers, suppliers, and competitors in self-contained silos is a recipe for disaster.

### Recommended next step

Successful DTI requires an ecosystem view of the external environment. If CI doesn't already track customers, suppliers, macro trends, etc., either add those to the mandate or quickly develop processes to share information and insights across other departments responsible for those areas.

# METHODOLOGY

The original model used in the survey was created by Wright, Pickton and Callow (2002) by studying best CI practices in the UK that enabled many transformations during the last 10 years as both business and technology evolve. See, for example Wright, Bisson and Duffy (2012) and Bisson (2014). The model used in this exploratory survey has been derived from the one used by Sahin and Bisson (2020) that led to the first typology of CI practices in an airline company.

The model has 5 components:

- **Gathering**
- **Attitude**
- **Technological Support** for the gathering and analysis of data/information
- **Use**
- **Location** for having people and unit dedicated to DTI

The set of descriptors for the different levels for each component is given in Table 1.

Thus, the findings from the survey were applied to this framework. The italicized categories are the ones that companies ought to reach if they want to perform DTI at an optimal level that would lead to greater performance and profits.

The evaluation of organizational agility followed 12 criteria as defined by Lee, Sambamurthy, Lim and Wei (2015, p.405), where respondents provide feedback about companies' actions and results.

The questionnaire was developed in Qualtrics ([www.qualtrics.com](http://www.qualtrics.com)) and collected anonymous online answers from SCIP members (without academic or public sector professionals) as the leading nonprofit organization of the field of competitive intelligence and strategy.

After grooming the data (e.g. incomplete questionnaires were discarded), 78 full respondent sets were analyzed. Organizational agility was measured using a 7-point Likert scale (strongly disagree, disagree, somewhat disagree, neutral, somewhat agree, agree and strongly agree), allowing us to contextualize the relative agility of each respondent's organization. Finally, cluster analysis was performed to explore the relationship between the DTI practice level and degree of agility (see respondent profiles in the appendix).

ATTITUDE	A1	Immune	Company believes it is immune to competitive and digital factors either because it is so small that it is not affected by outside shocks, or it is so large that it dominates markets and therefore competition is non-existent. Management does not support DTI practices.
	A2	Task-Driven	Departments conduct DTI activities by themselves as needed. Top management is not involved.
	A3	Operational	Top management is involved in DTI processes due to potential benefits. Processes fulfill tactical necessities and short-term applications. No strategic approach to DTI.
	A4	<i>Strategic</i>	Long term, strategic approach to DTI by all departments and top management. Future planning via war room meetings and possible scenarios are very frequent.
GATHERING	G1	Easy	Only common, free, & easily accessible media are used to gather information. Mostly done by employees themselves. Limited to no funds available for in depth research or analysis.
	G2	<i>Hunter</i>	People specifically tasked with DTI processes who spend time, effort and funds to gather hard-to-find information. Immediate return is not expected; rather the knowledge or the instinct itself is valued.
LOCATION	L1	Ad-hoc	No unit tasked with DTI activities within the company. Individual departments due to necessity do all the activities. Limited to no communication with other departments.
	L2	<i>Designated</i>	Full-time unit tasked with DTI activities. This unit meets strategic requirements, talks with all relevant departments, and dissolves communication barriers.
TECHNOLOGY SUPPORT	TS1	Simple	Only free and easily accessible tools not requiring training (e.g. websites, already available office applications) are used for gathering and documenting information. There is no specific support at this level from the company.
	TS2	Average	Simple off the shelf products or free tools are used for information scanning (specialized databases, web alerts, patent websites.) There is minimal support from the company for such tools.
	TS3	Advanced	High-level information scanning, storage, analysis and dissemination are done automatically by information systems. Statistical analysis is conducted. Strong integration within the company.
	TS4	<i>High</i>	Machine learning, AI, text mining and semantic analysis are being used. Visualization of the results and mined information is available.
USE	U1	Unaware	Occasional or non-user. Will use DTI activities because that is the trend and what others are doing. No process or structure for DTI. Doesn't understand what DTI is.
	U2	Disconnected	User acts on the information gathered by any means without analysis or validation with other departments. Leads to waste of resources. Subject to misguidance of the more aware competitors' actions.
	U3	Tactical	Constantly watches industry, regulations and competitors to understand the impact on the firm. Aware of the importance of DTI, however does not see the strategic value. Limited to no whole-company collaboration.
	U4	<i>Strategic</i>	Long-term approach involving all departments. Strategic Early Warning Systems, War Game scenarios, What If analysis and future planning based on all possible competitive and digital factor changes are conducted frequently. Information sharing is very widespread and bureaucratic barriers are limited to non-existent for DTI.

Table 1 - Typology of Digital Transformation Intelligence Practice

# APPLYING THE TYPOLOGY TO OUR RESULTS

## DTI GATHERING

We asked respondents several questions to understand their organization's approach towards **gathering**, **sharing**, and **resourcing** intelligence to support digital transformation.

Respondents first described the various data sources that they use to support digital transformation (percentages do not total 100 since participants were able to select multiple answers). Sixty percent generally use the same sources of information for competitive intelligence as for initiatives to support digital transformation. However, 44% use at least some dedicated sources for DT.

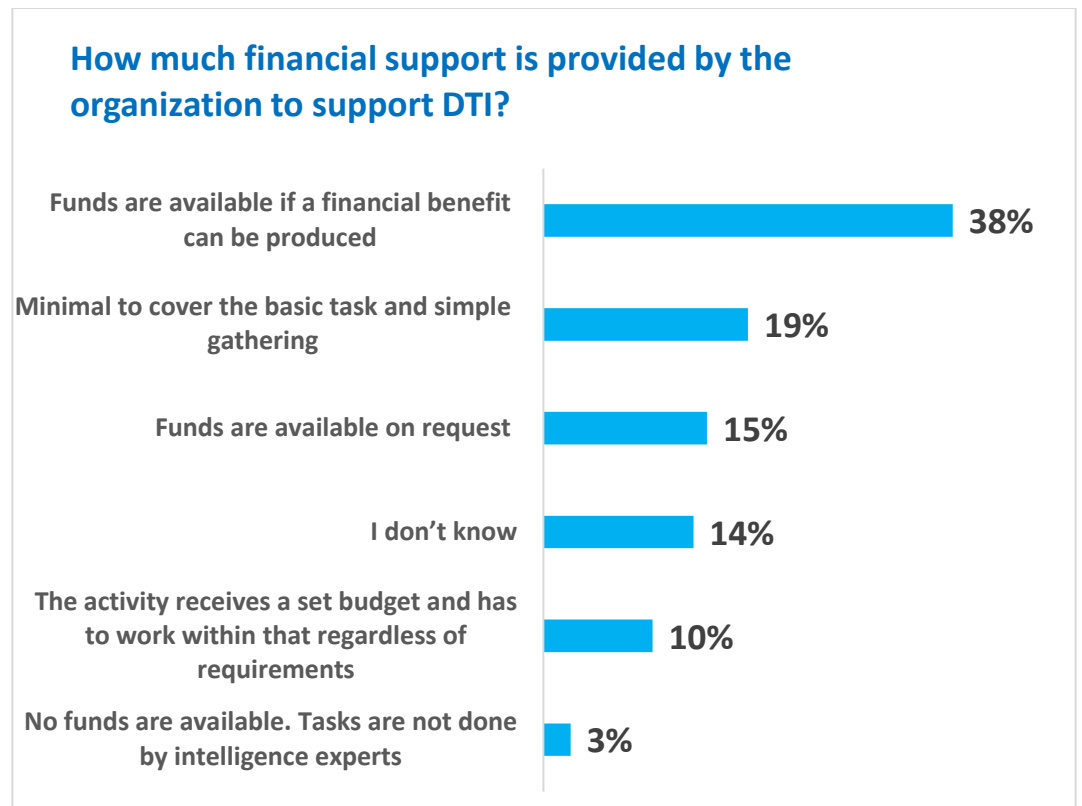
Respondents identified several unique sources they that they use for DT, including: social media listening, peer and functional best practice resources, digital marketing banners, CB Insights, customer research, CrunchBase, Maddyne, blogs, Evaluator Group, Bloomberg Terminal, Panjiva, NEMA, Wood Mackenzie, telemetry data, internal employee intelligence, pre-existing CI platform, outsourced expertise from firms or vendors, internal balanced scorecards, off-the-shelf market research reports, Gartner and Forrester.

We also asked about information relevant to DT that respondents obtain from their own employees. 64% currently obtain either a moderate or high amount of DT information from their own employees. The remaining 36% generally receive little to no information, and a few didn't know, suggesting that many are underleveraging, or even ignoring a potential reservoir of DT information.

Finally, we asked what type of financial resources respondents receive to support DTI. 19% receive minimal financial support (just enough to cover basic information gathering), and 38% indicated that funds are available if an expected financial benefit can be outlined in advance (however, CI professionals know that it can be difficult to guarantee a financial return, especially in advance.)

Not surprisingly, in many firms, respondents struggle to get funding for DTI. Fifteen percent of respondents can get some funding when requested and at 10% a budget is set and must be adhered to regardless of any changing requirements. Compared to other respondents, this last category may provide more stability, which can potentially lead to serendipity (see figure 1) and better results.

44% of respondents use at least some unique intelligence sources to support DT.



*Figure 1*

Therefore, based on the data gathered and the model outlined above in Table 1, here is how we rank respondents in terms of the sophistication of their DTI **gathering** capabilities:

#### 45% of respondents are at the “Easy” level

Only common, free, & easily accessible media are used to gather information. Mostly done by employees themselves. Limited to no funds available for in depth research or analysis.

#### 50% of respondents are at the “Hunter” level

People specifically tasked with DTI processes who spend time, effort and funds to gather hard-to-find information.

The remaining 5% of respondents are midway between Easy and Hunter.



## ORGANIZATIONAL ATTITUDE TOWARDS DTI

We asked respondents how often they collect information about their competitors, customers, and technologies. Over 50% of respondents collect information about competitors and customers at least weekly, while 44% collect information about technology at the same frequency.

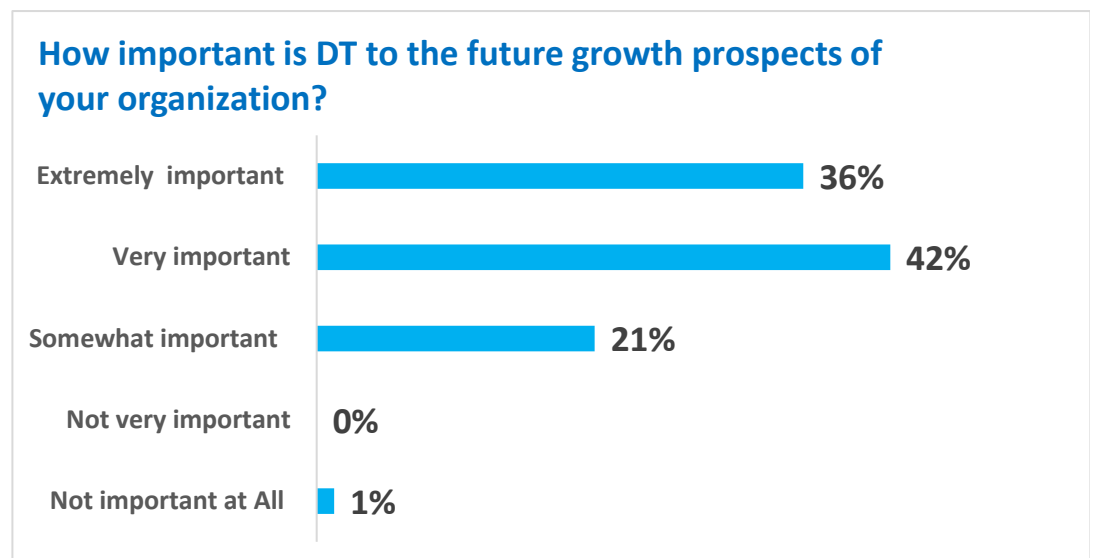
Frequency of Collection	Focus of Information Collected		
	Competitors	Technology	Customers
Daily	41%	31%	29%
Weekly	12%	13%	22%
Monthly	14%	19%	17%
Quarterly	9%	9%	6%
Annually	4%	4%	4%
Irregularly, when it becomes available	5%	5%	5%
Irregularly, when required for a project	8%	5%	8%
Irregularly, in response to monitoring demands	0%	3%	4%
Constantly, in response to monitoring demands	5%	5%	3%
I don't know	3%	6%	3%

*Table 2*

DT is extremely or very important to the growth prospects of nearly 80% of respondents.

Next, over half of respondents (54%) do not have a formal process or system in place to collect, analyze, disseminate or store DTI. 37% indicated that they did have such a process, and 9% did not know.

Nearly 80% of respondents said that digital transformation is very or extremely important to the growth prospects of their organizations. Therefore, expectations in these companies are high (see figure 2).



*Figure 2*

Unfortunately, many do not have processes or systems in place to manage intelligence unique to DT. However, 38% stressed that there are unique processes for DTI (see figure 3).

38% have at least some unique processes to manage information around DT.

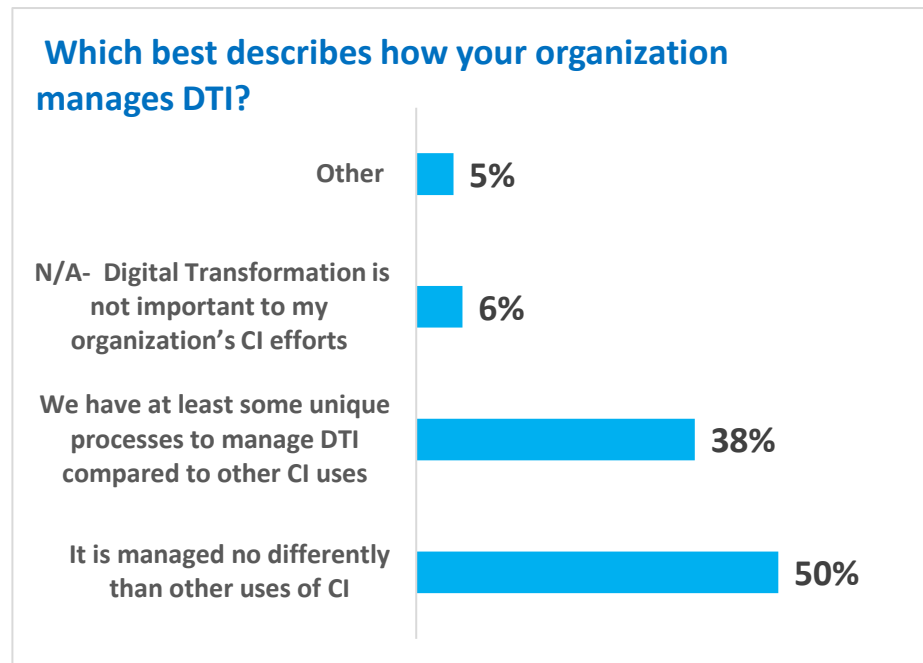


Figure 3

Therefore, referring again to the model outlined in Table 1, here is how we rank respondents in terms of their **organizational attitude** towards DTI:

#### 50% of respondents are at the “Strategic” level

Long term, strategic approach to DTI by all departments and top management. Future planning via war room meetings and possible scenarios are very frequent.

#### 15% of respondents are at the “Operational” level

Top management is involved in DTI processes due to potential benefits. Processes fulfill tactical necessities and short-term applications. No strategic approach to DTI.

#### 24% of respondents are at the “Task-Driven” level

Departments conduct DTI activities by themselves as needed. Top management is not involved.

#### 5% of respondents are at the “Immune” level

Company believes it is immune to competitive and digital factors either because it is so small that it is not affected by outside shocks, or it is so large that it dominates markets and therefore competition is non-existent. Management does not support DTI practices.

The remaining 5% of respondents are midway between Task-Driven and Operational.

## TECHNOLOGICAL SUPPORT FOR DTI

The next question deals with the type of tools respondents use to gather and analyze data and information. In addition to web sites and free alert systems, nearly half of respondents use social media monitoring tools or specialized databases. Eighteen percent use AI tools that, for example, help with text mining and analyzing pictures (see figure 4; respondents had to check all that apply).

Only 18% of respondents use AI-based text mining programs to support DTI.

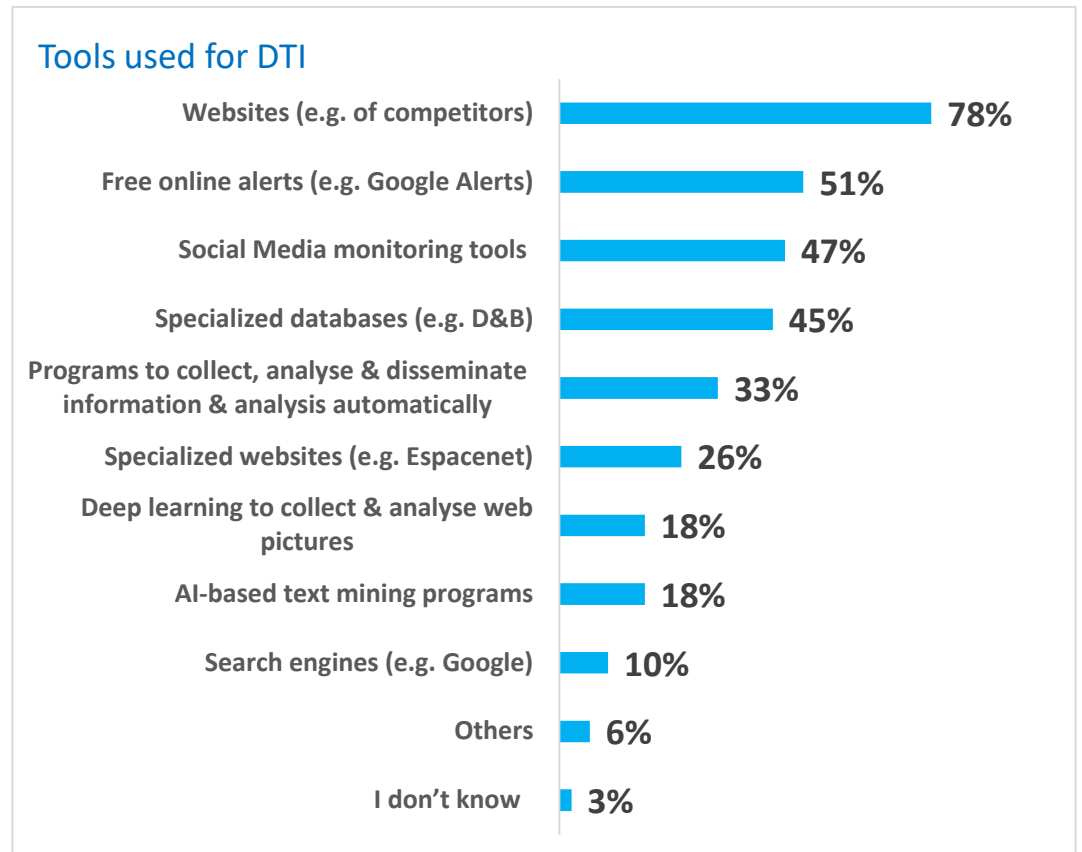


Figure 4

Here is how respondents rank in terms of the **technological support** their organizations allocate towards DTI:

### 17% of respondents are at the “High” level

Machine learning, AI, text mining and semantic analysis are being used. Visualization of the results and mined information is available.

### 49% of respondents are at the “Advanced Technologies” level

High-level information scanning, storage, analysis and dissemination are done automatically by information systems. Statistical analysis is conducted. Strong integration within the company.

### 13% of respondents are at the “Average” level

Simple off the shelf products or free tools are used for information scanning (specialized databases, web alerts, patent websites.) There is minimal support from the company for such tools.

### 18% of respondents are at the “Simple” level

Only free and easily accessible tools not requiring training (e.g. websites, already available office applications) are used for gathering and documenting information. There is no specific support at this level from the company.

The remaining 4% of respondents are undefined.

## USE OF DTI IN THE DECISION-MAKING PROCESS

The use of DTI by decision makers to increase organizational performance is obviously the objective. 41% of respondents use DTI to support day-to-day operations, and generally act on the information as soon as they receive it. 47% use DTI for long term decisions, and many of those do not immediately act after getting the information. This may allow these organizations time to explore new paths that could potentially lead to competitive advantages (see figure 5; respondents had to check all that apply).

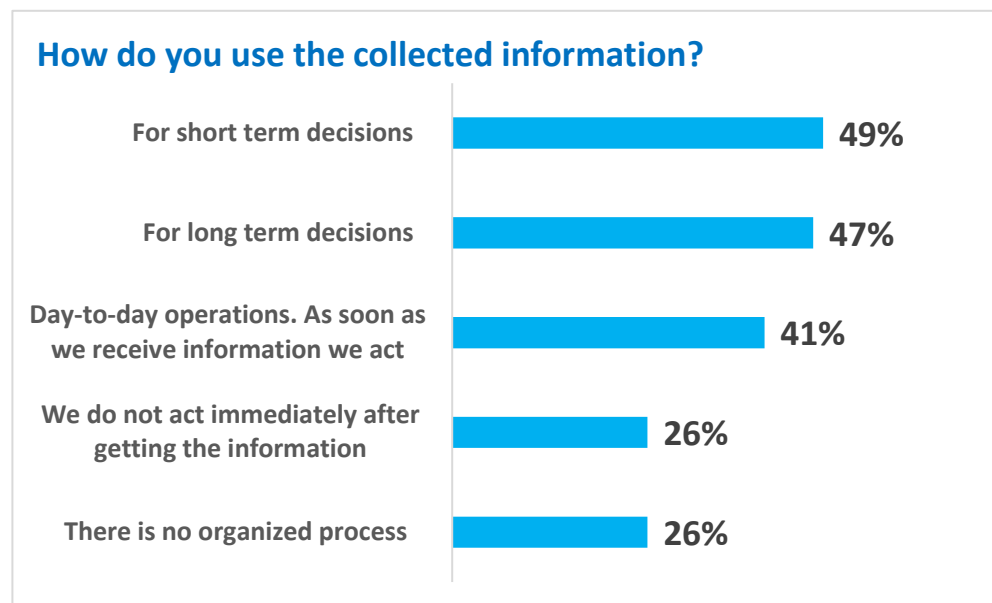


Figure 5

We next asked respondents which external, stakeholder-driven factors have the greatest impact on decision making around DT. Customer demands were most frequently chosen, followed by competitors' short term behaviors and technological changes (see figure 6; respondents had to check all that apply).

Customer demands were cited most frequently as the primary factor in decision making around DT.

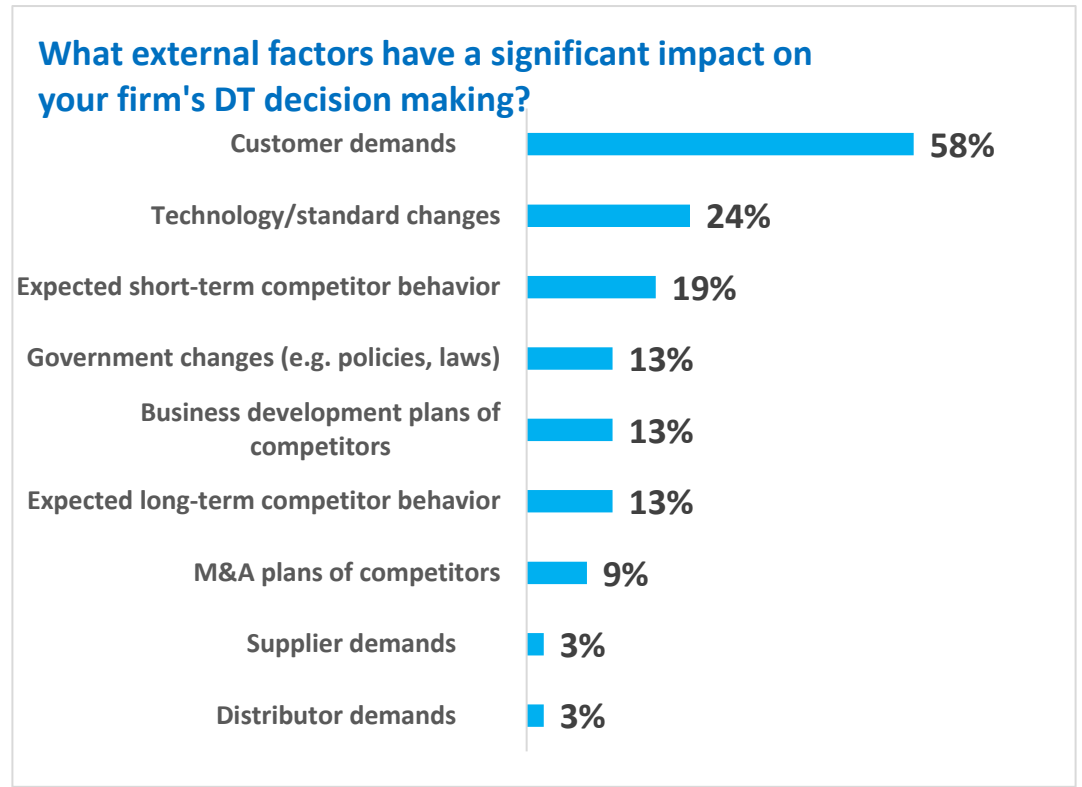


Figure 6

Referring again to the model outlined in Table 1, here is how we rank respondents in terms of **how DTI is used to support decisions**:

### 10% of respondents are at the “Strategic” level

Long-term approach involving all departments. Strategic Early Warning Systems, War Game scenarios, What If analysis and future planning based on all possible competitive and digital factor changes are conducted frequently. Information sharing is very widespread and bureaucratic barriers are limited to non-existent for DTI.

### 31% of respondents are at the “Tactical” level

Constantly watches industry, regulations and competitors to understand the impact on the firm. Aware of the importance of DTI, however does not see the strategic value. Limited to no whole-company collaboration.

### 29% of respondents are at the “Disconnected” level

User acts on the information gathered by any means without analysis or validation with other departments. Leads to waste of resources. Subject to misguidance of the more aware competitors' actions.

### 29% of respondents are at the “Unaware” level

Occasional or non-user. Will use DTI activities because that is the trend and what others are doing. No process or structure for DTI. Doesn't understand what DTI is.

## LOCATION OF DTI IN THE ORGANIZATION

Only 41% of respondents said that they always or often know to whom they should give information about DT. More troubling, 49% only occasionally know whom to share DTI with (see figure 7).

Nearly half of respondents say that employees only occasionally know whom to share information about DT with.

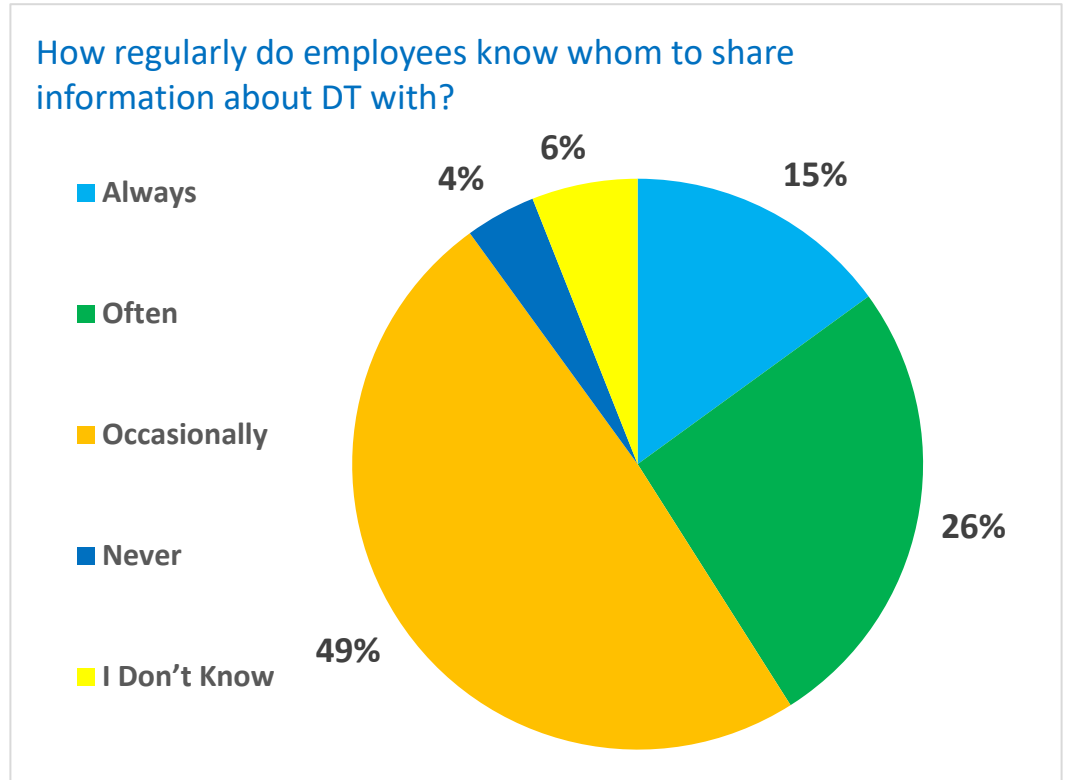


Figure 7

This is underscored by the fact that at 62% of respondents, there is no single department in charge of collecting DT. Further, 12% answered that all departments are responsible in some way for DTI. It is important to note that only 8% of companies delegate responsibility for DTI to their CI department and another 8% delegate it to the marketing department (see figure 8).

Only 8% of respondents formally delegate responsibility for DTI to the CI team.

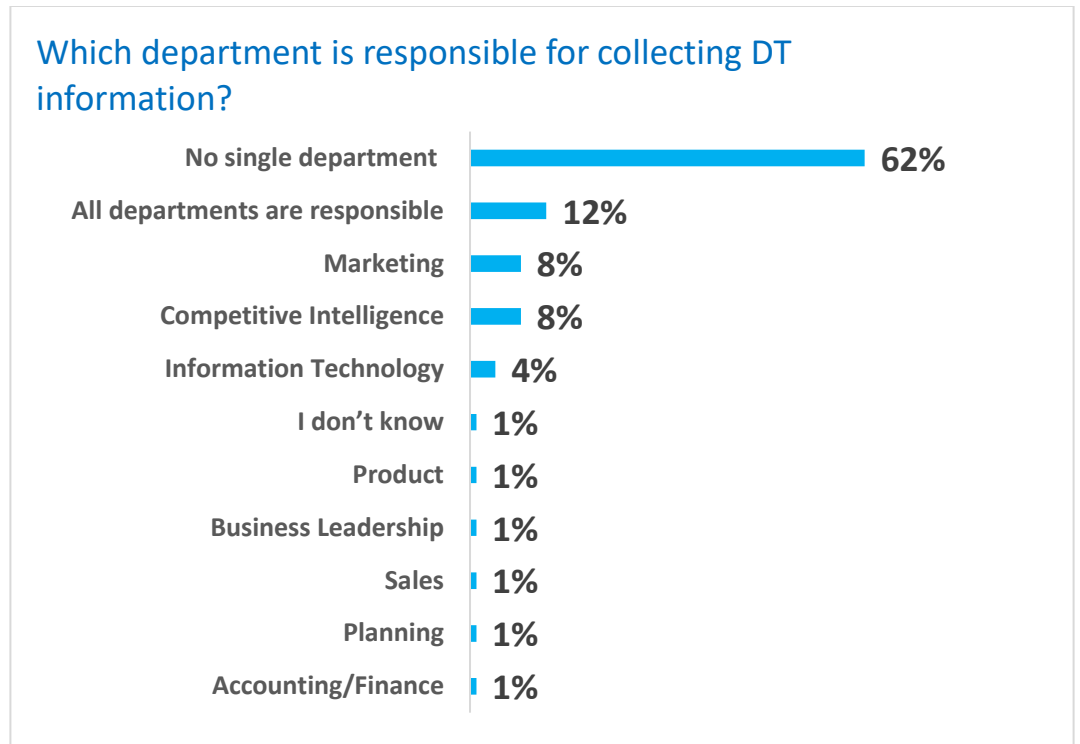


Figure 8

Finally, we asked if respondents had a person in the organization whose job (either full or part time) it is to gather, analyze, disseminate and store information to support DT. 42% answered 'yes' and another 42% as well said 'no'. 15% stated 'I don't know'.

Looking specifically at those who answered yes, we asked if they regularly participated in meetings with senior management meetings. 58% indicated that they did, 30% that they did but not on a regular basis, and 12% did not. It is encouraging to see so many respondents involved in the decision process at a high level, rather than simply 'pushing' information. The best results are yielded when decision makers work closely with DTI stakeholders, whether they're a dedicated department or CI professionals working to support DT.

Referring again to the model outlined in Table 1, here is how we rank respondents in terms of **where DTI is located** in the organization:

#### 45% of respondents are at the "Designated" level

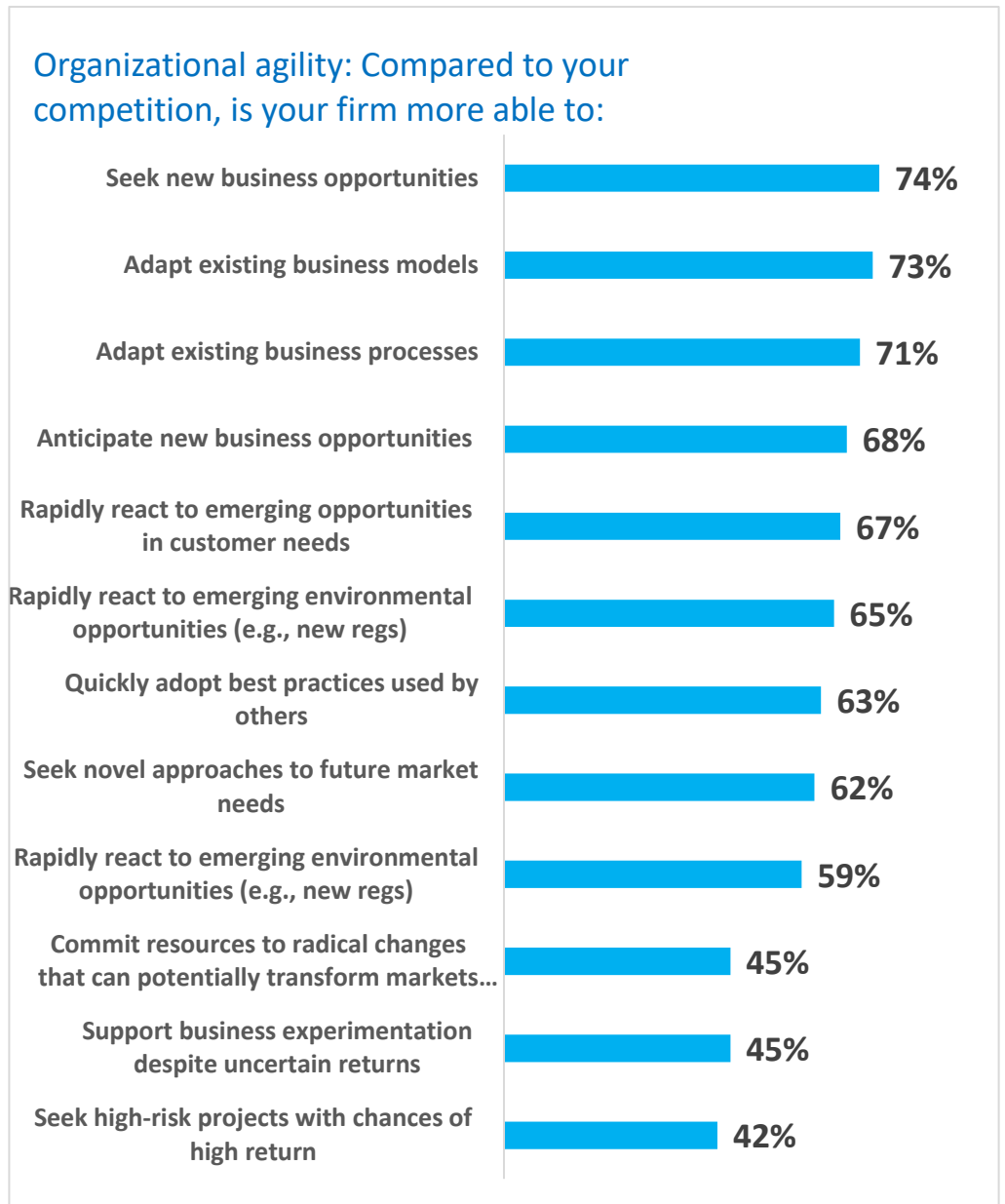
Full-time unit tasked with DTI activities. This unit meets strategic requirements, talks with all relevant departments, and dissolves communication barriers.

#### 54% of respondents are at the "Ad Hoc" level

No unit tasked with DTI activities within the company. Individual departments due to necessity do all the activities. Limited to no communication with other departments.

## MEASURING ORGANIZATIONAL AGILITY

We next measured the organizational agility of respondents' companies using 12 questions. We created answer groupings whenever, for example, respondents answered that they somewhat agreed, agreed or strongly agreed (see figure 9; respondents had to check all that apply).



*Figure 9*

Relative to their competition, respondents were most confident about their organization's agility to 'seek business opportunities' (74%) followed by 'adapt existing business models' (73%), and 'adapt existing business processes' (71%). Respondents indicated the lowest level of agility in the ability to 'seek high-risk projects with chances of high return' (42%) and 'support business experimentation despite uncertain returns' (45%).



## DTI IN THE CONTEXT OF ORGANIZATIONAL AGILITY

Next, we sought to compare the level of DTI practice in respondents with their organizational agility. Our results showed that **the agility of the studied companies is in fact related to the level of DTI practice** (see table 2). Three main conclusions can be highlighted:

- 1 It is apparent that companies with strategic DTI (characterized by **Strategic** attitude and a **Hunter** approach towards intelligence gathering) exhibit higher agility. In contrast, companies where DTI is ad-hoc are less agile.
- 2 The existence of a dedicated department or unit that focuses on DTI enables organizations to improve their agility. For example, the 25% of companies with professionals in charge of DTI who regularly participate in senior management meetings exhibit the highest degrees of organizational agility (agile and highly agile). This stresses that DTI is not simply the ‘eyes and ears’ of the company for DT but rather the ‘brain’ of the company as outlined by Bisson and Barnea (2018). Therefore, by being strongly involved into the decision process, being close to decision makers pays off!
- 3 The highest level of agility is correlated to the highest level of technological support for data gathering and analysis. The digital capabilities used in DTI are important in fostering agility **but are not enough to enable agility**.

Agility Level	% of Respondents	DTI Practice Level	DTI practices				
			Strategy		Technology support	Organizational structure and processes	
			Gathering	Attitude	Technology support	Usage	Location
Not Agile	6%	Basic business driven DTI	Easy gathering	Strategic attitude or Task-driven attitude	Different levels of technology support	Unaware User or Tactical User	Ad-hoc Location
Not Very Agile	36%	Basic business driven DTI	Easy Gathering	Task-driven attitude	Advanced technology support	Unaware User	Ad-hoc Location
Some-what Agile	33%	<i>Strategic DTI</i> but no dedicated location of DTI	<i>Hunter Gathering</i>	<i>Strategic attitude</i>	Advanced technology support	Disconnected user	Ad-hoc Location
Agile	22%	<i>Strategic DTI</i> Advanced technology support	<i>Hunter Gathering</i>	<i>Strategic attitude</i>	Advanced technology support	Tactical User	<i>Designated location</i>
Highly Agile	3%	<i>Strategic DTI</i> High technology support	<i>Hunter Gathering</i>	<i>Strategic attitude</i>	<i>High technology support</i>	Disconnected user or Tactical User	<i>Designated location</i>

Table 3 - Agility & DTI Performance Levels

To summarize, DTI practices entail **not only technological capabilities but also strategic and organizational aspects that lead to improved organizational agility**. Given the agility of the companies and their DTI practices, we can distinguish five groups of companies outlined below:

### Highly agile and strategic DTI

Companies in this group are best in class. They are highly agile and at the same time they have a strategic approach towards DTI through data gathering, frequent data collection, and use of technological support for data analytics. They also have a DTI dedicated location. Only 3% of companies from our sample are in this category.

### Agile and strategic DTI

22% of companies of our sample are in this group. These companies demonstrate organizational agility as well as a strategic approach towards DTI. DTI has a dedicated location. The main difference with the first group is that they rely on advanced technological support (TS3) while companies in the first group enjoy higher technological support. This shows the extent to which relying on AI can be a source of enhanced agility.

### Somewhat Agile, Strategic DTI but no dedicated location of DTI

These are characterized by hunter gathering, a strategic attitude to data, and a reliance on advanced technological support (TS3). However, unlike the previous two groups, DTI does not have a dedicated location and users are not necessarily aware of DTI's importance. This may lead to a loss of information as well as a waste of time. Thus, while DTI is perceived as strategic for the company, DTI is not integrated into the organizational structure and business processes. 33% of companies are in this group.

### Not very agile, DTI driven by basic business needs

The 36% of companies in this category do not perceive themselves as agile. They rely on easy gathering of information that is already available. DTI is task driven, conducted by departments as needed, and does not have a dedicated location. Users are unaware of DTI, their engagement in DTI efforts is driven by basic business needs, and there are limited to no DTI processes. Thus, while these companies have technological support for DTI, their DTI practices are not strategy driven but rather tactical. DTI has not changed their organizational structure or business processes.

### Not agile, DTI driven by business needs

Only 6% of companies of our sample fall in this category. In this case, DTI is not strategic for the companies but it is driven by basic business needs. The organizational structure and business processes are not impacted by DTI.

The distinction of the five groups of companies based on their agility and DTI practices show the extent to which the highly agile companies exhibit DTI practices that revolve around digital capabilities, organizational structure and processes and strategy. Thus, the most agile companies are those that invest in advanced digital capabilities (AI), have a strategic use of DTI and also integrated DTI in their organization structure and processes.

# CONCLUSION

Competitive intelligence is a multidisciplinary field that deals with data and information: its gathering, analysis and dissemination to support decision makers, and to anticipate threats and opportunities.

It is often said that it is difficult to demonstrate the value of CI since it deals with the intangible, including the decision-making process itself. However, the pandemic has ended 'business as usual' and many companies need to reinvent their decision-making processes (and sometimes even their business models). At the heart of these shifts, we increasingly see the digitalization of processes, products, and services, throughout companies. For many, the pandemic has drastically accelerated the importance of digitalization and thereby the pace of its development.

Therefore, in order to help companies better succeed in their digital transformation, we introduced the concept of digital transformation intelligence and explored the practice levels of DTI at 78 companies. We introduced a new-to-world model that could potentially inspire companies from all sectors from all around the world. We demonstrated that the more sophisticated the DTI practices were, the greater agility exhibited by the company, and ultimately, the greater its chances to be successful, gain market share and increase profits in a sustainable way.

More specifically, our results highlighted three interrelated components of DTI practices, which are strategy (strategic DTI vs. basic business driven DTI), organizational structure and processes (existence of dedicated BU for DTI vs. ad hoc structure) as well as digital capabilities that impact the agility of the company.

In addition, our results show that having professionals focused on DTI who participate in meetings with senior managers can pay dividends. This helps emphasize that CI can be the 'brain' of companies rather than being simply the 'eyes and ears'. Finally, we saw that respondents whose companies exhibited the greatest degree of agility were also more likely to use AI to support their intelligence collection, analysis, and dissemination work.

In conclusion, a dedicated CI structure with skilled professionals, clear processes, very closely linked with decision makers, and augmented by the power and intelligence of the machine will lead to greater agility and organizational performance in the post pandemic era.

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## RESPONDENT PROFILES

Eighty-five percent of respondents provided their job titles. They occupy various positions in the fields of CI, Strategy, Marketing, and Finance and many of them are high level managers.

Head of Business Insights and Analytics	Market Intelligence Manager	Senior Competitive Strategy Manager
Managing Partner	Consultant	Commercial Director
Consultant	Engineer	Deputy General Manager
Senior Director	Competitive Intelligence Leader	Vice President
Owner	Competitive Analyst	CI Manager
Head of business development	Business Intelligence manager	Manager
CI Manager	Financial Intelligence	Senior Manager
Senior Consultant, Competition	Founder	Global BCI Manager
President	Junior Consultant	Director, Global Market Intelligence
Global Head of Market and Competitive Intelligence	Manager, Competitive Intelligence	Competitive Intelligence Manager
Competitive intelligence manager	Analyst	Competitive Intelligence Manager
Market Intelligence Manager	Account Executive	Information Research Scientist
Head of Market Research & Competitive Intelligence	Researcher	Strategy Director
Sales	Founder Chairman	Market Intel Manager
Founder & CEO	Competitive Intelligence Manager	Intelligence Manager
Head Market Intelligence	Associate Director Global Market Analytics	Corporate Research Team Leader
Director, Business Intelligence and Analytics	Strategic Information Director	VP sales
Global Market Intelligence Manager	Competitive Intelligence Analyst	President
Director, Competitive Intelligence	President	Head of Customer Experience Management
Capture / Program Manager	Director, Market Intelligence	Network Development Manager
Manager Innovation and Digital Platforms	Senior Director	General Manager
Global Head of Sales Transformation and Competitive Intelligence	Marketing Manager	CEO

*Table 4 – Titles of respondents*

IT was the most heavily represented sector, comprising 24% of respondents, followed by the healthcare sector.

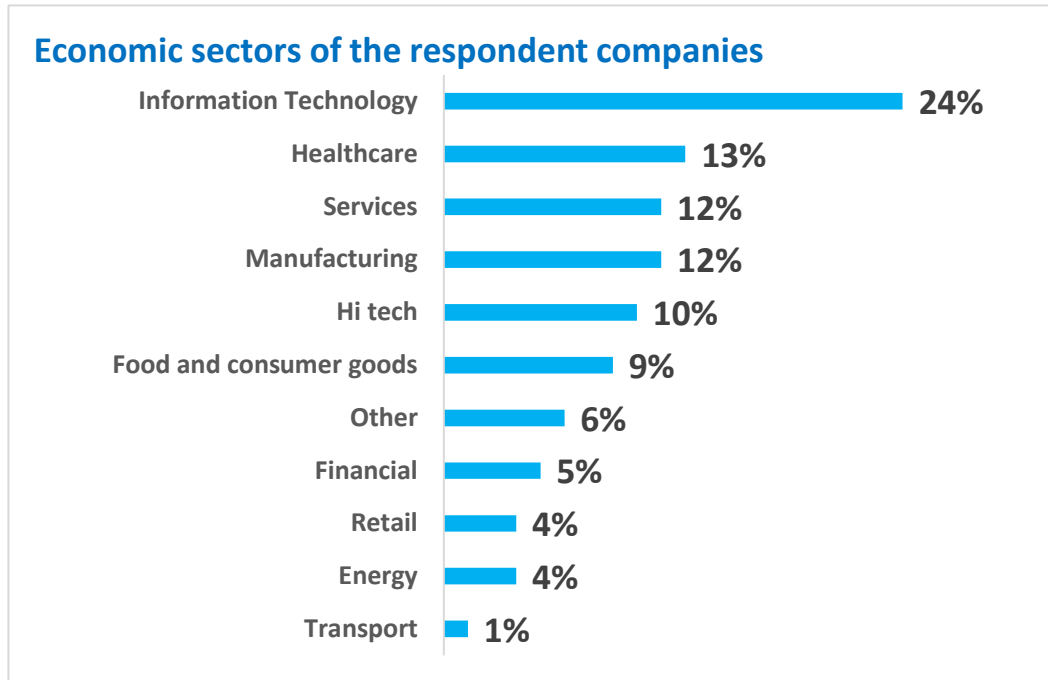


Figure 10

A diverse set of company sizes were represented both by revenues and by number of employees.

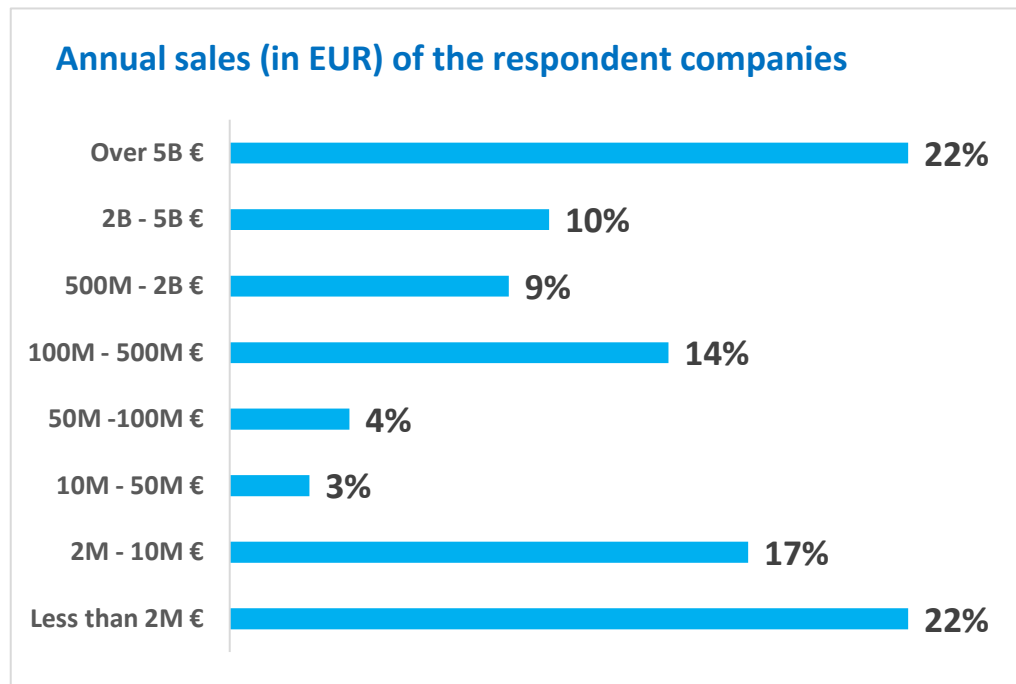


Figure 11

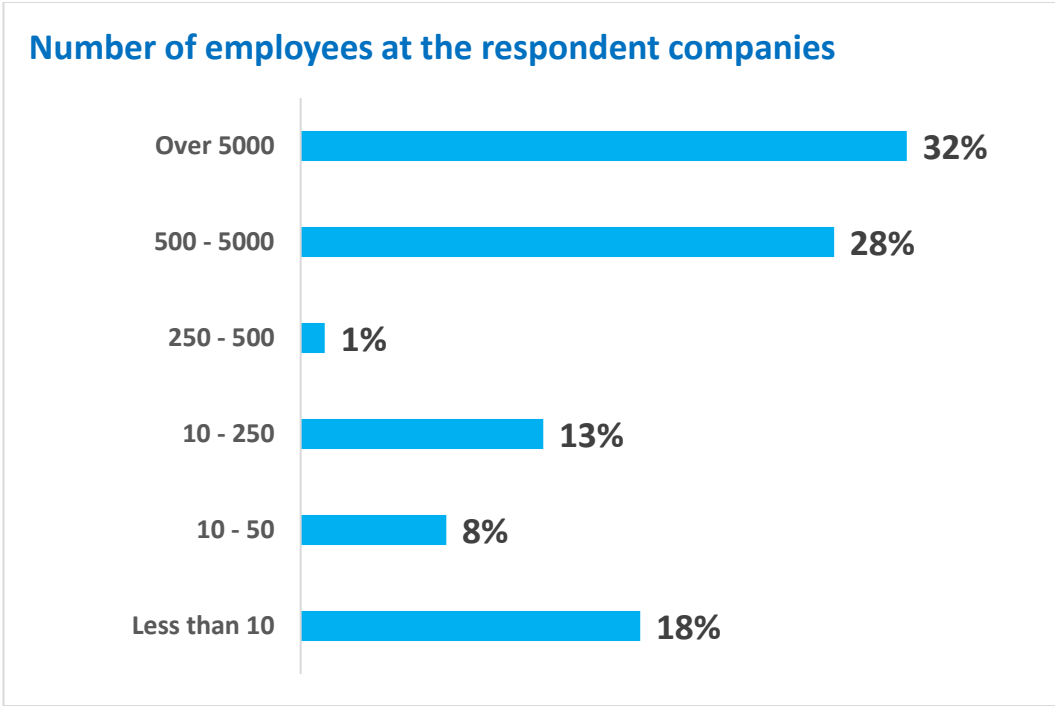


Figure 12

Similarly, a wide range of countries were represented, with organizations headquartered in the USA and France most frequently represented.

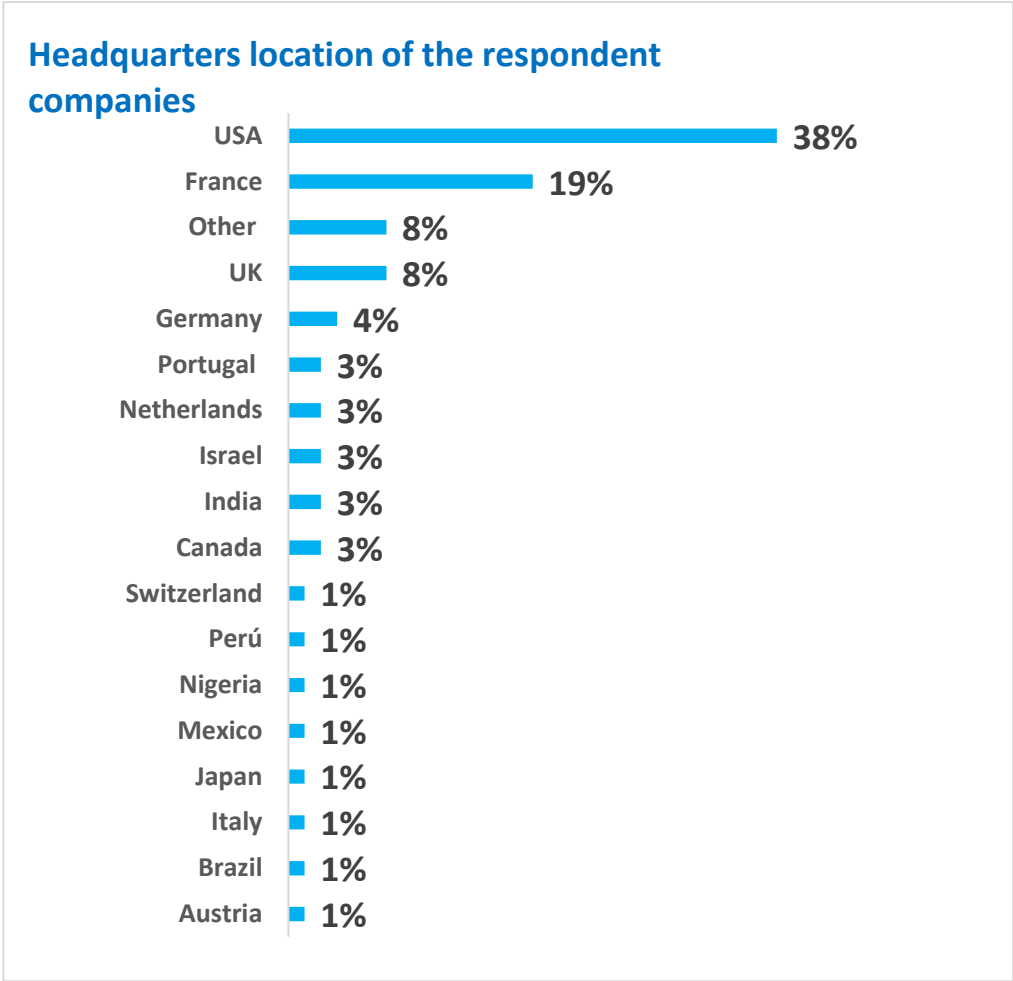


Figure 13

While a clear majority of the respondents conduct at least some of their sales online, few of the respondents were pure digital players who conducted all their business online.

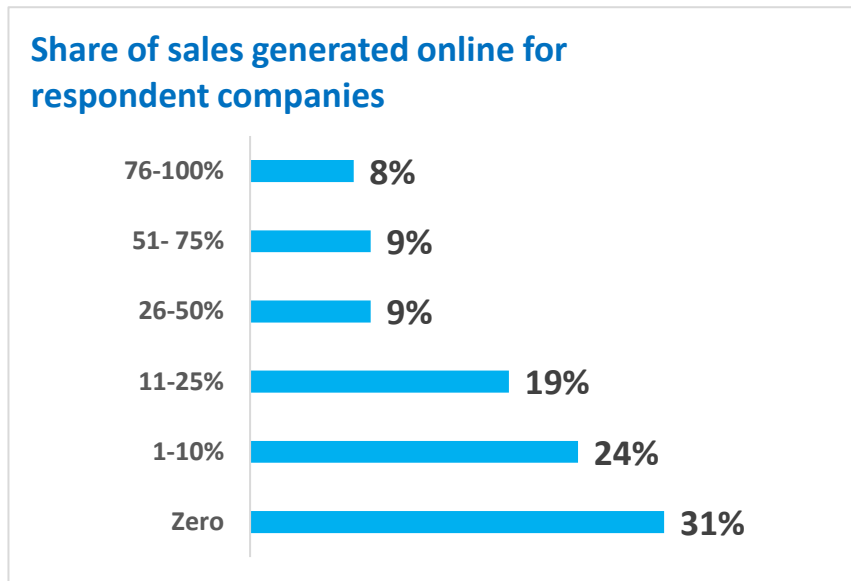


Figure 14

When asked about their competitive environment, respondents noted that competition is getting more intense, and increasingly, 'Non-traditional competitors are emerging as threats'. As physical and digital business ecosystems are growingly intertwined, competitors are increasingly one click away (respondents had to check all that apply).

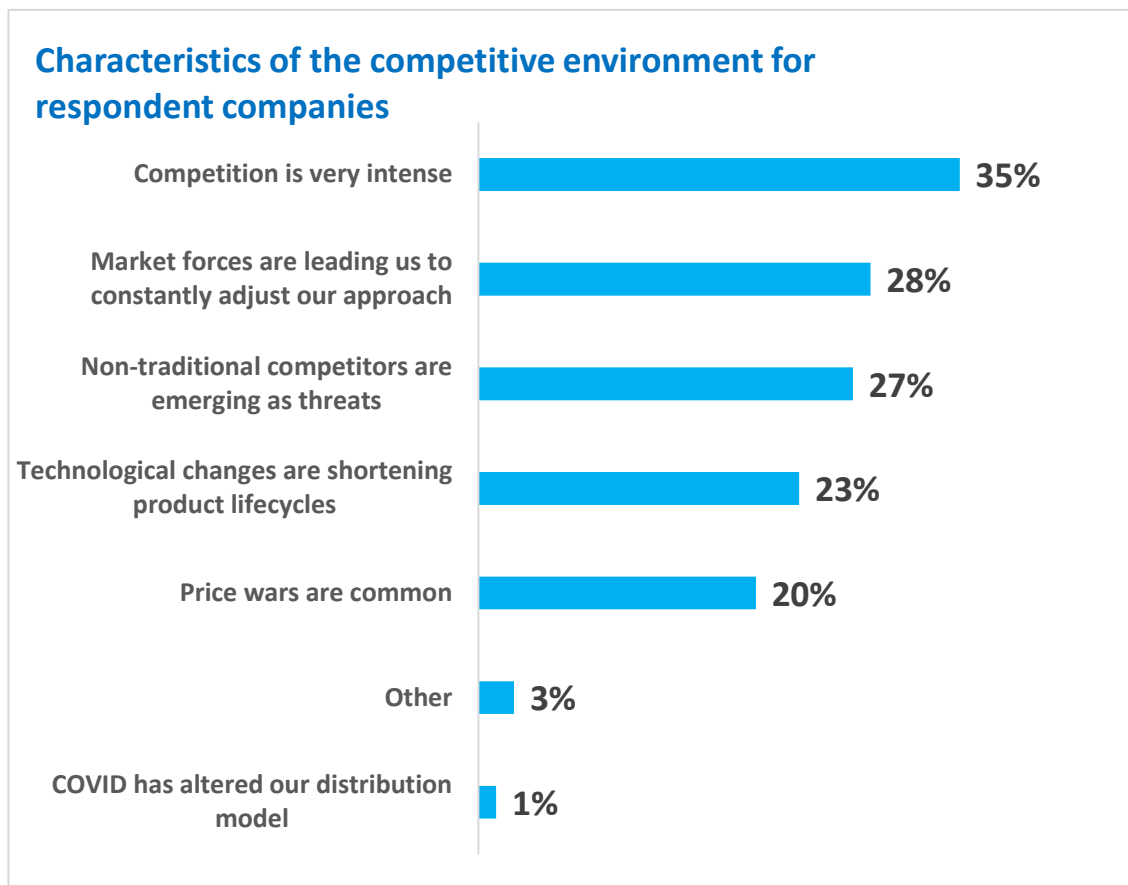


Figure 15



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