

**COMPETITIVE INTELLIGENCE STRATEGIES ADOPTED BY THE MEDIA
INDUSTRY IN KENYA: A CASE STUDY OF NATION MEDIA GROUP**

BY

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**A MANAGEMENT RESEARCH PROJECT PROPOSAL SUBMITTED IN
PARTIAL FULFILMENT OF REQUIREMENTS FOR THE AWARD OF
MASTERS OF BUSINESS ADMINISTRATION (MBA) DEGREE, SCHOOL OF
BUSINESS,**

UNIVERSITY OF NAIROBI

NOVEMBER, 2009

DECLARATION

This project is my original work and has not been presented for degree in any other university.

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DEDICATION

I dedicate this work to my family, with a special tribute to my parents, Mr. Julius Kiraithe M'Ringeera and Mrs Asenath Makena Kiraithe for the immense support and understanding given to me throughout my studies. Dad, you had clearly seen the benefits of education, thus the wise saying in our study room placard – 'the roots of education are bitter but the fruits are sweet'. This has been my mantra for a long time, giving me encouragement to get to the final end. I thank you for your constant persistence and relentlessness to ensure I tapped into my full potential. Mum, a special tribute to you for your constant prayers and encouragement throughout this long journey. I definitely know that with you guys on my side, I can do anything and be whatever I want to be.

A special dedication to all my sisters, Irene Kiraithe-Muchene, Linda Kiraithe, Anne Kiraithe and Jackie Kiraithe. I thank you all, for your constant encouragement and support throughout this journey. Thank you all for constantly raising the bar within the family and ensuring we are constantly challenging each other.

To my friends too for being there by my side, and for understanding my long silence periods while I was seriously studying to achieve this enormous task. Special thanks to my dear friend Mrs. Nkirote Mworira Njiru, for constantly keeping tabs on me to ensure I meet my set goals.

Last but not the least, most importantly, to the Almighty God for giving me good health, financial resources, wisdom, and general energy to persevere and see my studies to the end.

ACKNOWLEDGEMENT

I take this opportunity to thank God for the good health and for bringing me this far. I also want to register special gratitude to my supervisors Mr. Ochoro for the great partnership we made. His guidance, encouragement and patience in reading, correcting, re-reading and refining this work, require great applause. I highly acknowledge my parents for implanting the seed of knowledge in me and my family for their continued support and missing my presence.

Thanks to all my lecturers in all the subjects for delivering learning with all the humor which made it a joy to learn. Thanks to my colleagues for often taking me as a team member in the various assignments and sharing the workload together.

A number of people contributed to the success of this research paper. My sincere thanks go to many people who helped me directly and indirectly with the preparation of the research project particularly the respondents who made time to answer the lengthy questionnaire.

ABSTRACT

Competitive Intelligence (CI) is both a process and a product. The process of Competitive Intelligence is the action of gathering, analyzing, and applying information about products, domain constituents, customers, and competitors. This practice is good for the short term and long term planning needs of an organization. The product of Competitive Intelligence is the actionable output ascertained by the needs prescribed by an organization. Competitive Intelligence is an ethical and legal business practice. From the study Competitive intelligence is essential since it entails getting a strategy to accomplish laid down company objectives. It's an essential tool for all companies like NMG.

The study aims were to determine the competitive intelligence practices adopted by Nation Media Group. This was aimed at providing improved market knowledge which will give a firm a competitive edge thereby positioning the business at a better position in the competitive world of business.

There population for the study was all media firms in Kenya however; the researcher carried out a research on the Nation media as a case study. The population of study targeted by the researcher comprised of the managers of the Nation Media Group. NMG has 120 managers in total that formed part of the total sample population. Of these 30% of them were randomly selected for the survey. Hence the sample size was 36 managers. The sampling technique that was used was simple random method since it gives a chance of selection to every manager at every level in the organization's key departments.

From the findings Competitive intelligence is essential since it entails getting a strategy to accomplish laid down company objectives. It's an essential tool for all companies like NMG. CI affects the overall performance of a company and it should be implemented in companies. A start up CI department/function should first offer the following products / services. Market Research/Analysis, Financial Analysis and Scenario planning/simulation and Models.

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CHAPTER ONE: INTRODUCTION

1.1 Background

Competitive Intelligence (CI) is both a process and a product. The process of Competitive Intelligence is the action of gathering, analyzing, and applying information about products, domain constituents, customers, and competitors. This practice is good for the short term and long term planning needs of an organization. The product of Competitive Intelligence is the actionable output ascertained by the needs prescribed by an organization. Competitive Intelligence is an ethical and legal business practice. This is important as competitive intelligence professionals emphasize that the discipline is not the same as industrial espionage, which is both unethical and usually illegal. The focus is on the external business environment. There is a process involved in gathering information, converting it into intelligence and then utilizing this in business decision making. Competitive intelligence professionals emphasize that if the intelligence gathered is not usable or actionable then it is not intelligence (Haag, 2006).

The term is often viewed as synonymous with Competitor analysis but Competitive Intelligence is more than analyzing competitors - it is about making the organization more competitive relative to its existing set of competitors and potential competitors. Customers and key external stakeholders define the set of competitors for the organization and, in so doing, describe what could be a substitute for the business, votes, donations or other activities of the organization. The term is often abbreviated as competitive intelligence,, and most large businesses now have some Competitive Intelligence's functions with staff involved often being members of professional associations such as the Society of Competitive Intelligence Professionals. Competitive intelligence activities often use a Competitive Intelligence Solution, usually via their Intranet and internal alerts, which can also lead to Competitive Response Solution (Porter 1980).

The Society of Competitive Intelligence Professionals (Competitive intelligence) is an organization for those who are interested in learning more about Competitive Intelligence. Established in 1986, they provide education and networking opportunities

for business professionals, and provide up to date market research and analysis. “Members of the Competitive intelligence have backgrounds in market research, strategic analysis, science and technology resources, such as the Internet, have made gathering information on competitors easy. With a click of a button, analysts can discover future trends and market requirements. However competitive intelligence is much more than this, as the ultimate aim is to lead to competitive advantage.

Many companies use competitive intelligence to take market share from known competitors. A more productive use is to use it to help formulate long term, noncompetitive strategies. In this role, intelligence can describe the current environment; forecast the future environment; challenge underlying assumptions about economic, political, technological, or market-related factors; identify and compensate for exposed weaknesses; adjust an existing strategy to the changing environment or determine when a strategy is no longer sustainable

The intelligence process consists of four major parts: decide what questions need to be answered; gather and process relevant information; analyze the information relative to the questions to be answered and disseminate the results to the people who need it.

The process can have a discrete beginning and end or it can be ongoing and iterative, designed to gather and disseminate information throughout an individual organization or, ultimately, throughout an entire business ecosystem (MultiQuest, 2004).

1.2 Media industry

Media industry is very vivid and one of the most versatile industry. Mass media, as it is called theoretically, is one of the most influential industries as it is directly connected with the mass audience. The main work of Media industry is to provide information and generate public opinion. The Media industry first started with the mass distribution of newspapers and magazines. Today, the definition of media has changed and media has many sub forms like Broadcasting with the help of TV and radio, Entertainment with use of audio visuals -films and videos, internet that includes blogs, forums, music, news, then publishing which includes books, papers, magazines, and it also includes postal mail, telephony and other interactive media. The media has various purposes like providing entertainment, education, Advocacy among others (MultiQuest, 2004).

1.2.1 Media in Kenya

The media in Kenya is a diverse and vibrant growing industry which faces an uncertain future. It includes four major daily newspapers, more than 90 FM radio stations with Kenya Broadcasting Corporation (KBC) - the only nationwide broadcaster (Steadman Report, 2009).

1.2.2 The Nation Media Group

The Nation Media Group (NMG) founded in 1959 by His Highness the Aga Khan, is now the largest independent media company in East and Central Africa. It is also the leading multimedia business in Eastern Africa, producing not only print media but also publishing electronically and on the Internet, all of which attracts a regular readership quite unparalleled within the region. In addition to the flagship newspaper The Daily Nation, the group owns newspapers, magazines and radio and TV stations in Kenya, Uganda and Tanzania (www.nationmedia.com).

The Nation media Group is the largest and most influential media company in the East and Central Africa, and one of the largest publicly listed information providers in Africa. Nation Media Group's local and regional presence is well established, its current market leadership in the print media segment is likely to be maintained in the foreseeable future. Its contribution in the last financial year was about 85% of the company's revenue. The company's expansion policy, on the print and electronic media, to new markets: a move that is set to sustain the earnings growth momentum.

The NMG has subsidiary companies in Nation Marketing and Publishing Ltd (NM&P), Nation Carriers Ltd, Monitor Publications Ltd (MPL)-Uganda, Mwananchi Communications Ltd (MCL)- Tanzania, alongside operating agreements with Media24 Magazines- South Africa to locally produce magazines through NMG's subsidiary the East Africa Magazines Ltd (EAM). The Nation Media Group through its subsidiary companies is in operation mainly in the media industry with an established leadership. Locally the company runs a television and radio station previously both bearing the company's name tag, now as NTV and Easy FM respectively, and KFM, a radio station and a the Monitor TV station, both run by MPL of Uganda. The company's leadership in

the print media segment is compact with its flagship daily the 'Daily Nation' and the 'Sunday Nation' having the highest per day circulation figures of about 200,000 and 250,000 copies (Nairobi Stocks and Markets Report, 2006).

1.3 Statement of the problem

Organizations use competitive intelligence to compare themselves to other organizations, which enables them to make informed decisions. Most firms today realize the importance of knowing what their competitors are doing, and the information gathered allows organizations to realize their strengths and weaknesses. With the right amount of information, organizations can avoid unpleasant surprises by anticipating competitors' moves and decreasing response time. Some countries, including France, Japan, Sweden and the USA are most advanced in terms of the level to which companies adopt and use competitive intelligence. In these countries, competitive intelligence has earned its rightful place as an acknowledged business discipline and has become a major technique for achieving competitive advantage. These countries are also developed in terms of the role that government plays in supporting competitive intelligence activities. Sweden, in particular, is a country that is often referred to in literature as being a leader in competitive intelligence. The small number of significant Swedish international companies all share information to work towards strengthening their overall competitive situation (MultiQuest, 2004).

In Kenya, research on competitive intelligence has been carried out in various industries for example; Muiva (2001) carried out a survey on competitive intelligence systems in the Kenyan pharmaceutical industry. He found that no formal departments dealing with Competitive intelligence practices have been set up within pharmaceutical companies.

High market competition in Kenya today, among media houses has become an order of the day, sole searching and borrowing of ideas has also increased competition and making the Media houses intelligence to undo the other. As a result Media houses have confined to more aggressive competitive intelligence in order to have a bigger share in the market. No known research has been done within the Kenyan media industry in

relation to competitive intelligence. This research therefore intends to establish and explore the extent to which Media houses have adopted competitive intelligence.

Organizations use competitive intelligence to compare themselves to other organizations, which enables them to make informed decisions. Most firms today realize the importance of knowing what their competitors are doing, and the information gathered allows organizations to realize their strengths and weaknesses. With the right amount of information, organizations can avoid unpleasant surprises by anticipating competitors' moves and decreasing response time. Competitive Intelligence research is evident in Daily Newspapers, Airlines and Commercial banks (Muiva, 2001).

1.4 Objectives of the study

The study aims were to achieve the following objective:

To determine the competitive intelligence practices adopted by Nation Media Group.

1.5 Importance of the study

The study is important to the following parties:

- a) Competitive intelligence will provide improved market knowledge, improved cross-functional relationships in the organization, greater confidence in making strategic plans, and improvements in product quality versus the competition.
- b) To the business competitive intelligence will provide a competitive edge thereby positioning the business at a better position in the competitive world of business.
- c) The benefits of competitive intelligence reach the customer through better competitive products that satisfy consumer needs

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

CI involves the collection of information, internal, external and from competitors, but also from customers, suppliers, technologies, environments, and potential business relations. CI is designed to provide early warning and help to predict the moves of competitors, customers, and governments (Gilad, 1996). This suggests that the focus of CI covers the entire competitive environment, not just the competition. This systematic scanning for CI, including noticing and interpreting competitive stimuli, is critical for organizations to stay abreast of changing market conditions and avoid costly mistakes (Patton and McKenna, 2005; Anderson and Hoyer, 1991).

2.2 Global perspective of CI

Several consulting groups have written about the intelligence concept over the years. The Global Intelligence Alliance (2007a) indicated a strong need for intelligence. Today's business environment demands a comprehensive system for managing risks in the external business environment. Never before have the forces of globalization been as intense as they presently are. Most business executives feel that these forces of change will have a major impact on their organizations.

The Global Intelligence Alliance is a consulting group of individual companies and/or individuals, represented in a number of locations, and their findings revealed that companies were grappling with the need to better understand the complexity of the external environment and integrate that into their strategic planning process. Similarly, Gilad (2004) reported that there was a need for more formal intelligence in major companies. He found that close to two thirds of the respondents in his survey had been surprised by as many as three high-impact competitive events in the past five years. In addition, 97 per cent of the respondents said their companies lacked an early warning system.

To what extent have corporations recognized the need to develop what is known as an intelligence capacity? In a Market Wire (2007) press release, it was reported that America's largest 1,000 companies were expected to increase their spending on staff and

activities associated with Competitive Intelligence to at least \$10 billion by 2012, from current spending of about \$1 billion. As a means of comparison, this number was close to zero only twenty years ago, when whatever monies spent in this arena were usually buried within the market research or perhaps strategic planning budgets.

Various estimates of the size of the CI market have been reported in the popular media. In addition to the US\$1 billion reported by Market Wire, Reuters (2001) reported that the market for business intelligence was worth about US\$2 billion a year worldwide, including services ranging from detailed investigations to a “news clipping” service. At a corporate level, a survey of 520 CI practitioners worldwide by the Competitive Intelligence Foundation (2006) reported that over 25 per cent of respondents said their company's total CI spending in 2000 topped \$100,000. Almost 14 per cent said their company spent over \$500,000 on CI or CI-related activities.

Other media and consulting groups have focused on understanding how firms manage their CI units rather than the size of their CI budget. The Global Intelligence Alliance (2005, 2007b) looked at integrated intelligence capacity among the largest international firms with a response rate of 287 in 2005 and 281 in 2007. They reported that 87 per cent of the companies interviewed had some form of integrated intelligence capability with a systematic approach for collecting and analyzing information about their external environment. These studies were carried out in two tranches, but together they covered Asia-Pacific, Belgium, Brazil, Canada, Finland, Germany, India, Mexico, The Netherlands, Norway, Spain, Switzerland, the UK and the USA.

Due to the increasing focus on CI activity within the media and consulting environment, it is not surprising that there has been some public debate about why CI is important and what its value might be to companies. Business Week (2001) magazine reported on how companies with well-established CI programmes enjoyed greater earnings per share (EPS) than companies in the same industry without CI programmes, stating: “In a recession, competitive intelligence can pay off big”. Among the examples cited was a salutary lesson from Texas Instruments. In this case, the CI team uncovered the need to pursue an acquisition before a rival could do so, and was thus able to protect what is now

a US \$100 million business with enormous growth potential. All of this was accomplished at a time when bright spots on the technology horizon were rare. PWC (2002) also reported that CEOs who rated competitor information as being either “very” or “critically” important grew revenues by 14.2 per cent, versus 11.8 per cent for all others, a 20 per cent faster rate. Significantly, those placing a premium on competitor information are outperforming their peers on sustained revenue growth, gross margins, and a number of other key performance measures.

2.3 Media industry in Kenya

The media in Kenya is a diverse and vibrant growing industry which faces an uncertain future. It includes four major daily newspapers, more than 90 FM radio stations with Kenya Broadcasting Corporation (KBC) - the only nationwide broadcaster (Media Research Report, 2009). Relations between the mass media and the Kenyan government are tense and the question of controlling these outlets is controversial. Minister for Information and Communication, introduced a Media Bill to regulate the media against irresponsible reporting, yet media owners and the Kenya Union of Journalists (KUJ) were against this and favored self-regulation. The outcomes of this argument have had far-reaching implications for the press and the government (Collender, n.d.).

Another important issue for the future of the press is the extensive cross-media ownership in Kenya, with certain media houses owning newspapers, television stations and radio stations. Questions should be asked about the motives of media owners with political and business interests and the concentration of media outlets in politically influential hands is a threat to the objectivity of the press.

The Kenyan Press: A Brief History since Independence

The political transition from British colony to independent country was mirrored by changes in the mass media in Kenya. In 1963 when Kenya became independent the vast majority of broadcasts on government-owned radio and television stations were imported British and American programmes, but this was set to change. Kenyan culture was promoted via the mass media under the presidency of Jomo Kenyatta as more programmes were broadcast in Swahili and there was a focus on African music and

dance. Likewise, newspapers covered more African traditions and culture. The press later suffered under Kenyatta's successor Daniel Arap Moi and his one-party state, which was written into the constitution in 1982. A clampdown on journalists led to arrests and imprisonment as state officials were worried about the media challenging the government.

The scene changed and the press expanded markedly with the birth of multi-party politics in 1992, which was a response to pressure from Kenyan activists and the international community. The daily newspaper market increased to four when the People Daily was set up and the alternative press -commonly called the gutter press- also emerged. Harsh criticism of the state by the press went hand-in-hand with the emergence of opposition politics and this environment was a far cry from the conformist media of the earlier era. Yet journalists were still intimidated, threatened and imprisoned by the government and in May 2002 a new unpopular media bill was passed. It requires publishers to purchase a bond for 1million Kenyan shillings (£6,900) before publishing. The move scared off a number of small time publishers, especially in the magazine sector, as they could not afford the bond (Collender, n.d.).

Press

There are four major daily newspapers in Kenya:

The Daily Nation - established in 1959 and published by the Nation Media Group (NMG). The paper was seen as the champion of the people during the rule of former Kenyan President Daniel Arap Moi and is now regarded as leaning towards the NARC government. NMG also owns NTV and radio (Q FM and Easy FM); The East African - a regional weekly paper with its core market in Kenya, Uganda, Tanzania, Rwanda and Burundi. NMG is the largest media house in Eastern and Central Africa. The Standard (formerly the East African Standard) - established in 1902. Nowadays The Standard is seen as the main critic of government policies. It is owned by a group of businessmen associated with the former Kenyan President Daniel Arap Moi. People Daily - established in 1992; is owned by an opposition politician Kenneth Matiba. Kenya Times - established in 1983 by the KANU party - the party of former Kenyan President Daniel Arap Moi.

Broadcasting

The Kenyan Broadcasting Corporation (KBC) is the largest broadcasting organization in Kenya, the only service with nationwide coverage and it is owned by the government. It is a public broadcaster which is controlled by the state. It used to be paid for by taxpayers, but now generates its own revenue through advertising. KBC's aim is to inform, educate and entertain and its work includes increasing the understanding of the government's development strategies. It operates radio and television stations and its previously generally uncritical view of the government has been replaced by a more balanced approach. The KBC was formed in 1961 and in 1964 it was nationalized under an Act of Parliament to become the Voice of Kenya. In 1989 its name was changed back to the KBC after another Act of Parliament.

Radio

Radio is the most influential form of media in Kenya as radios can be found in very remote areas, unlike televisions which are concentrated in urban areas and watched by the wealthy with their satellite dishes. There are more than 90 FM radio stations. As the radio market is now saturated, radio stations are no longer attractive as an investment.

Stations operate mainly in Nairobi and its surrounding areas. The broadcasts of most commercial radio stations are made up of light entertainment, including talk shows, phone-ins and music. Easy and Q FM, owned by NMG are very popular with the young.

Television

National broadcaster KBC -described above under broadcasting- provides KBC Channel 1, Pay Television Channel 2 and Entertainment Metro Television Channel 3. Nation TV (NTV) is owned by NMG -the same owners of the Daily Nation and The East African newspapers- and began broadcasting in 1999. Kenya Television Network (KTN) became the first private TV station in Kenya when it was allowed to broadcast in Nairobi in 1989. It is owned by the group which runs The Standard newspaper. Citizen TV is owned by business magnate Samuel Macharia - a pro-government figure.

Recent developments and the media today

A much freer press was expected with the election of the NARC (National Rainbow

Coalition) in December 2002. But the new government, which ended almost 40 years of KANU (Kenya Africa National Union) rule, has not repealed the heavily criticized 2002 media bill and it introduced another media bill to regulate the media.

A total of 250 libel cases against journalists are still pending under the penal code. Under this criminal law individuals, rather than publishing houses, are prosecuted. One such case against a journalist who accused a government minister of corruption was withdrawn after pressure from the Kenya Union of Journalists (KUJ), media owners and several foreign missions.

The media industry opposes the government's position and favors self-regulation. It set up the Media Council of Kenya in 2002 to pursue this aim, resolve complaints and improve journalistic standards. The Council has also drawn up a code of practice for ethical journalism. KUJ Secretary-General Ezekiel Mutua (2004) was at the forefront of the campaign for self-regulation of the media industry. In November 2004 he said: "The Kenya Union of Journalists will not like to see the reintroduction of punitive and restrictive legislations that will make it impossible for journalists to freely operate in the course of discharging their duties." Mutua has previously highlighted journalism's role in Kenya. He has referred to the media as a "defender of democracy" and of performing "watchdog roles", including acting "as a brake on the abuse of power by public officials" (Collender n.d.).

Relations between the state and press in Kenya have also attracted international attention and have been recorded in the US Department of State's report on Human Rights Practices for Kenya for 2003. The investigation highlighted that the Kenyan Constitution provides for freedom of speech and the press, but that these rights had sometimes been restricted by the government. It mentioned that journalists were harassed, beaten and arrested by the security forces, yet it mentioned that there were fewer such reports than in previous years. Government officials were reported to have put pressure on journalists to not cover certain issues and some editors and journalists were believed to have practiced self-censorship because of government pressure or bribes. The report added that international journalists were free to work in Kenya and that about 100 media

organizations reported from the Kenyan capital Nairobi without official interference (US Department of State's report on Human Rights Practices for Kenya, 2003).

Nation Media Group

The Nation Media Group (NMG) founded by His Highness the Aga Khan in 1959 has become the largest independent media house in East and Central Africa. It has been quoted on the Nairobi Stock Exchange since the early 1970s. As the leading multi-media house in the East African region, it has print as well as electronic media and the Internet which attracts a regular readership quite unparalleled in the region. On the financial front, the Group's performance over the years has been outstanding even in the leaner economic periods in the country and shows continuous growth and profits for the company as well as the shareholders (www.nationmedia.com).

Given the ever growing competition in the media industry in Kenya, as well as the operating environment for the media houses, effective CI mechanisms become an integral tool in NMG operations. NMG has to give its customers what they want and keep in trend with the changing environment. To achieve this CI proves an instrumental tool to gather all the needed information.

2.4 Previous studies done on competitive intelligence

The relatively few studies on competitive intelligence have focused on the companies' micro or macro economic environments, such as company size or particular industry (Wright et al., 2002; Groom and David, 2001; Wood, 2001) and also the manner in which competitive intelligence functions, such as which departments are involved and what resources are typically allocated to the function (Prescott and Smith, 1989; Lackman et al., 2000; Ghoshal and Westney, 1991; Tao and Prescott, 2000; Wright and Ashill, 1998; Breeding, 2000). However, little is known about how the decision-maker's perceptions or attitudes toward the business environment affect the formation of competitive intelligence activity.

Most surveys and studies of competitive intelligence have focused on large corporations and Fortune 500 companies with formal, working competitive intelligence units (Prescott and Smith, 1989; Lackman et al., 2000; Tao and Prescott, 2000; Breeding, 2000). Wright,

Pickton and Callow (2002), while studying competitive intelligence practices in the U.K., excluded sole proprietorships or partnerships in their sample, assuming that they were less likely to use competitive intelligence. In one of the few studies on competitive intelligence in small companies, Groom and David (2001) found evidence to suggest that they were not very concerned with it. Yet, some notable differences were evident among companies regarding to the resources allocated to competitive intelligence activity. For example, companies with a greater number of employees were also those that relied on their employees more extensively for competitive intelligence activity (Groom and David, 2001).

One of the main differences between small and large companies is that strategy at small companies is driven to a large extent by the character of the decision maker (Burke and Jarrat, 2004; McCarthy, 2003). Therefore, significant differences between companies' reliance on competitive intelligence are expected, depending on the attitudes, perceptions, and personalities of the decision-makers at those companies. Shrivastava and Mitroff (1984) suggested that researchers' frames of reference regarding to information differed significantly from those of decision-makers. Researchers would value objective, measurable data, formal methods of data gathering, and a more systematic approach, whereas decision makers prefer subjective data based on experience, informal data gathering procedures, and "sense making" (Weick, 1995). One would expect competitive intelligence professionals' at large companies to tilt toward the researcher's stereotype, with managers being more inclined toward the sense making stereotype. At small companies, managers and owners would often be expected to reconcile the two roles. (Vedder et al. (1999) found that CEOs who gave the most importance to competitive intelligence were at companies actively engaged in it. Wright et al. (2003) in a study of competitive intelligence in the U.K. found that managerial attitudes toward business had a direct influence on competitive intelligence activity.

Wright et al. (2003) differentiated between four attitudes. They first perceived the company to be immune to competition, thus viewed competitive intelligence as a simple waste of resources. The second viewed the need to resort to competitive intelligence as task-specific, giving competitive intelligence a reactive connotation rather than a

proactive one. (In this case, senior management was less interested in competitive intelligence than department level management.) The third attitude viewed competitive intelligence in good light on a tactical level, yet failed to see the benefit of competitive intelligence long term.

2.5 Sources of Competitive Intelligence

More recently, various competitive intelligence authors focused on the use of Internet resources for conducting competitive intelligence research. (McRae (2000) addresses the specific techniques that allow competitive intelligence professionals to maximize their results on Internet search engines. (Vibert, 2000) discusses how Internet resources can assist organizations in finding specific types of competitive intelligence and recommends the use of specialized Internet portals such as legal information portals, regulatory information portals, and specialty business information portals.

According to Kassler (1999) another very valuable source of competitive intelligence is a company website. These websites promise to be especially important resources on information on small and private companies. As (Liu, 2000) explains, information on companies such as small banks, high-tech companies, furniture stores, printing companies, etc., has been traditionally difficult to find because they do not have legal obligations to provide financial reports to the government and because they are commonly neglected by commercial publishers. With the emergence of e-commerce, however, many small companies have created their websites, which provide a wealth of useful information including company history, description of products and services, contact information, press releases, etc. Liu argues that due to the emergence of these websites the role of traditional information producers in providing basic business information is increasingly diminishing.

However, the Internet is also seen as a "double-edged sword" for competitive intelligence gathering -- while it offers a wealth of information, it is often difficult to determine the origin of the information (Kassler, 1999). For example, many authors caution that information gathered from company websites should be accepted with reservations because information provided could be, intentionally or unintentionally, incorrect (Gross,

2000; Dishman & Nitse, 1999). Therefore, common advice for competitive intelligence and other business information professionals is to search in multiple sources in order to validate data. Ojala (1998), for example, suggests a combination of Web searches with online database. Her comparative case study of competitive intelligence research on the Web and Dialog identified that these resources complemented one another and that they were both needed for most thorough intelligence gathering.

Klein (1999), however, suggests that researchers may be missing out on vital data if they solely rely on the Internet and online databases. He recommends that competitive intelligence research in secondary sources need to be supplemented with primary research, such as field interviews. But the comprehensive search approach in competitive intelligence gathering that combines primary and secondary research may not be an option for organizations with very limited financial and human resources. These organizations often have to rely only on affordable secondary resources. But is this approach in competitive intelligence gathering the best approach when dealing with "difficult" research topics, such as finding information on small and newly-created companies? The researchers were curious to find out how the above practical recommendations from competitive intelligence literature about secondary information resources may be applied to the competitive intelligence processes involving small Internet start-up companies. To address this issue they formulated our first research question: What secondary resources are useful for gathering competitive intelligence on Internet start-up companies?

While the competitive intelligence literature offers an abundance of prescriptive suggestions where and how one should gather competitive intelligence, little is yet known about the characteristics of information-seeking processes applied in competitive intelligence gathering. The literature in library and information science (LIS) provides a number of models and categorizations of information-seeking activities in both non-electronic and electronic information environments. Classic examples include conceptual models of information seeking by Kuhlthau (1993), Bates (1989), and Marchionini (1997).

In Kuhlthau's Information Search Process (ISP), the information user moves through six stages - initiation, selection, exploration, formulation, collection, and presentation of information. Each of the stages is characterized by interplay of the user's thoughts, feelings, and actions. Moving through these stages, an information user transitions from a state of ignorance and apprehension about the task at hand to a state of understanding and clarity. Bates (1989) explains her "berry picking" model of information retrieval through the metaphor of picking huckleberries and blueberries in the forest. In this model of information-seeking behavior, the information user goes to multiple sources and collects bits of information from each in order to gather all of the information needed.

Marchionini (1995) describes information seeking as both systematic and opportunistic. His model of the information-seeking process includes a number of sub processes starting with problem definition and concluding with problem resolution. Individual sub processes can initiate each other sequentially and can also appear and disappear as activity modules, depending on the outcomes of the user's search activities. Work by Erdelez (1997) expands on the opportunistic quality of information acquisition and provides a conceptual framework for information encountering, or the unexpected discovery of useful or interesting information. Information encountering refers to situations when the information user is looking for information on a particular topic, but instead finds information relating to another topic. This behavior can be experienced in various types of information environments, including the Web (Erdelez, 2000). The uniqueness of accidental discovery of information has been furthermore recognized and explored by Toms (2000) and Williamson (1998).

The conceptual frameworks of information-seeking behavior in the LIS literature can be applied within the context of different subject areas of users' information needs, including these that drive the information-seeking process of competitive intelligence gathering.

Most of the value-added in manufacturing or product companies is created by knowledge-based service activities such as research and development, marketing research, product design, customer service, advertising, or distribution. Winning firms are organizations that most successfully master the business issues critical to their

performance, and develop the most precise understanding of definitions of value and creation of value. Competitive advantage has a lot to do with leveraging the knowledge assets of the firm, while at the same time determining how competitors are likely to leverage theirs (Liu, 2000).

The goals of this explanation are many and one of them is to adopt a strategic approach to the use of competitive intelligence; to see the intelligence function as an integral part of strategy formulation. The other one is to show how competitive intelligence is used by firms to achieve competitive advantage. Finally, there is the need to examine the process, the tools, and the output of competitive intelligence.

A Fortune 500 company survey showed 55 percent make use of competitive information in composing business strategy. Each firm is a leader in its industry and each firm knows its enemies. Companies and industries prosper through improvements in competitiveness, leveraging core competencies, and competitive intelligence is at the core of the objective of improving competitive advantage (Kassler, 1997).

2.6 Competitive intelligence is the core of competitive strategy

Why do evidently great organizations with great products, wise managers, and other successful strengths, go out of business? Economies of scale, the foundation on which big companies have based their dominance in the Industrial Era, are no longer an advantage. Changes in information technology, in the financial system, in the just-in-time production techniques, and in the rise of companies offering distribution and support systems which previously only the largest companies could afford are no longer an advantage-removing the advantages of being big. The diseconomies of scale - overhead, inflexibility - are becoming increasingly powerful (Ojala, 1998).

Some few questions firms ask themselves when implementing a competitive intelligence program are: How do we most usefully define the company's mission, its strategic intentions, its objectives and its strategic choices? What do we need to know to develop and to select strategies which are not only successful, but sustainable? What new products should we build and which markets should we enter and how? How do we implement our competitive strategy?

Whatever strategic framework the firm chooses to embrace for the management of its business, no one element remains more fundamental to competitive strategy than competitive intelligence. Competitive intelligence is more concerned with doing the right thing, than doing the thing right. The goal of a competitor analysis is to develop a profile of the nature of strategy changes each competitor might make, each competitor's possible response to the range of likely strategic moves other firms could make, and each competitor's likely reaction to industry changes and environmental shifts that might take place. Competitive intelligence should have a single-minded objective -- to develop the strategies and tactics necessary to transfer market share profitably and consistently from specific competitors to the company. A firm which does not rigorously monitor and analyze key competitors is poorly-equipped to compose and deploy effective competitive strategy and this approach leaves the firm and its markets vulnerable to attack. The basis for competitive intelligence revolves around decisions made by managers about the positioning of a business to maximize the value of the capabilities that distinguish it from its competitors. Failure to collect, analyze and act upon competitive information in an organized fashion can lead to the failure of the firm itself (Shrivastava and Mitroff, 1984).

What then is competitive intelligence; how do we define it; In what ways does it differ from market research? How is it used to make companies more competitive; who needs competitive intelligence; How is it managed and produced; How should competitive intelligence be used and by who; what are its costs and where does competitive intelligence fit within the strategic management system of the firm; what are the measurable "bottom line" benefits for managers and their organizations? The Chinese military strategist, Sun Tzu, emphasized the need for competitive intelligence: "Now the reason the enlightened prince and the wise general conquer the enemy whenever they move, and their achievements surpass those of ordinary men, is foreknowledge".

The upside of successfully predicting a competitor's future plans are apparent; as are the consequences of making business decisions based on information that is faulty.

Competitive intelligence is usually composed of five major areas of endeavor, and is performed under three main approaches in the competitive intelligence framework. These

five areas of endeavor include assessment of strategies, competitor perceptions, effectiveness of current operations, competitor capabilities, and long-term market prospects.

Strategic intelligence is concerned mainly with competitor analysis or gaining an understanding of a competitor's future goals, current strategy, assumptions held about itself and the industry, and capabilities - diagnostic components. Intelligence about the firm's major customers, suppliers and partners (in marketing or research and development alliances) is often also of strategic value (Pickton and Callow, 2002).

Tactical intelligence is generally operational and on a smaller-scale, not so centered on being predictive. Tactical issues include competitors' terms of sale, their price policies and the plans they have for changing the way in which they differentiate one or more of their products from yours. Middle-level marketing and sales manager's number among some of the main users of tactical intelligence. They want to know how to win the day, today.

Counter intelligence is defending company secrets. Every firm has competitors as interested in knowing your plans as you are in knowing theirs, maybe even more so. Often, this area of endeavor will involve security and information technology, but others are often overlooked, such as hiring and firing strategies, to contain competitor opportunities within the firm.

Competitive intelligence is the determination of solutions to these principle factors and determinants of ongoing competitive advantage. They basically answer the questions; what is the basis of competition; where does the firm compete; who does the competitor compete against; and how does the firm compete.

2.6.1 Competitive intelligence is focused on decision making

Seldom do people realize that business, just like life is merely a series of decisions. And global firms have a growing need for the necessary information on which to base decisions concerning the conduct and development of each of their firm's strategic

objectives, and the protection of their organizations against threats from their competitors.

2.6.2 Purpose and Role of Intelligence in Business

Intelligence is a process and a product - an analytical process that transforms tumultuously gathered competitor and market information into actionable knowledge about competitors' capabilities, intentions, performance, and position; as well as the final product of that process.

The focus of market research tends to be on the problems associated with the profitable marketing of a firm's products and services. The scope of competitive intelligence is far broader. Competitive intelligence is a value-added concept that layers over the top of business development, market research and strategic planning (Pickton and Callow, 2002).

The research objectives of a competitive intelligence project will often involve issues such as: the manufacturing capabilities of the competitor; analysis of alliances and/or joint ventures entered into by competitors; the competitor's future plans and strategies for specific markets, or product lines; reasons behind changes in the corporate or business unit strategy, etc.

In today's global enterprise, competitive intelligence happens at two levels - corporate and business unit. Corporate strategy concerns two different questions: what businesses the corporation should be in and how the corporate office should manage the array of business units. And, competitive strategy is concerned with how to create competitive advantage in each of the businesses in which a company competes based upon core competencies.

2.7 The Cycle of Competitive Intelligence

The competitive intelligence cycle describes the intelligence cycle as "the process by which raw information is acquired, gathered, transmitted, evaluated, analyzed and made available as finished intelligence for policymakers to use in decision-making and action."

There are five steps which constitute this cycle; the first one is Planning and direction, Collection and research, Processing and storage, Analysis and production, and Dissemination and delivery.

There are seven questions to be answered prior to making investment decisions in competitive intelligence; what do we need to know; what do we already know; why do we need to know it; when do we need to know it; what will we do with the intelligence once we have it; what will it cost to get it; what could it cost not to get it. These questions go along way in enhancing good decision making on competitive intelligence (Ojala, 1998).

2.8 Competitive Intelligence's Final Product

The product of the intelligence cycle is evaluated information. It is finished intelligence, packaged in a format appropriate as much to the intelligence itself, as it is to the customer for the intelligence, the decision-maker. In practice, the intelligence product is unlikely to be created from perfect input. We cannot truly and accurately predict the future until events has already taken place and it's too late. The firm finds itself in a position where it can only react to the competitor's move; it has lost the advantage it might have had if the right intelligence had been available earlier. So, although we can't know for certain the minutiae associated with exact details, we can discover plans and roughly-hewn strategies.

Competitive intelligence's real value is to provide managers with the organizational tool to learn what the competitor will do, not what the competitor has already done. Ethics and ethical behavior are concerns here and since the area is usually perceived as positive to a company's reputation and competitiveness, it would not be useful for a firm to undertake its intelligence activities without regard to ethical or legal considerations. Everything a firm needs to know about the competition can be obtained by legally available means. The cost of stepping over the line - into the black - is far too severe, and unnecessary.

2.9 Benefits of competitive intelligence

Competitive intelligence has got many benefits some of which include: Improved market knowledge, improved cross-functional relationships in the organization, greater confidence in making strategic plans, and improvements in product quality versus the competition. In short, better business performance through doing things better (Ojala, 1998).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design employed in this study was the descriptive survey method. This method was preferred because it allowed for generalization of the research findings. It is the descriptive survey, which sought to discover the competitive intelligence strategies utilized by the media industry (case study of the Nation Media Group).

3.2 Population and Sample

There are several media firms in Kenya however; the researcher carried out a research on the Nation media as a case study. The population of study targeted by the researcher comprised of the managers of the Nation Media Group.

3.3 Sample Size and Sample Selection

Nation Media Group has got 120 managers in total that formed part of the total sample population. These are the organization's key informants who are largely involved in the formulation of the business strategy. Of this 30% of them were randomly selected for the survey. Hence the sample size was 36 managers. The sampling technique that was used was simple random method since it gives a chance of selection to every manager at every level in the organization's key departments. This was arrived at using the sampling table below:

Department	No. of Managers
Editorial	8
Advertising	7
Shared Services (Finance, HR, Internal Audit, IT, Corporate	7

Affairs)	
Production	7
Marketing and Circulation	7
TOTAL	36

3.4 Data collection

Data was collected from primary sources using questionnaires to be filled by the 36 managers. The questionnaires were closed and open ended questions to ensure that both qualitative and quantitative data is collected. Piloting was done first to test the data collection instrument and the necessary changes were first incorporated. The questionnaires consisted of four sections. Section one collected the general information on NMG, section two focused on competitive intelligence in NMG, section three looked into the scope of CI function in NMG, and finally section four sought data on the impact of CI on NMG.

3.5 Data analysis

To compile and analyze the data, the researcher used the EDA (Exploratory Data Analysis). The researcher undertook an edit to ensure that there were no areas that had been omitted in the research. Then coding of data was undertaken by allocating numbers to each questionnaire. The statistical program for social sciences (SPSS) was used to analyze qualitative data. Descriptive statistics was used to analyze quantitative data. The frequency tables, mean, median, mode and analysis were presented in graphs, charts and tables.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter discusses the research findings, analysis and interpretation. The study aimed at discovering the competitive intelligence strategies utilized by the media industry. A specific study was carried on Nation Media Group. The researcher took a sample of 36 Managers from Nation Media Group where the 28 of them responded to the questionnaire constituting 77% response rate. Data analysis was done through Statistical Package for Social Scientists (SPSS). Frequencies, percentages and Likert Scales were used to display the results which were presented in tables, pie charts as well as the bar graphs.

4.2 Demographic Data

This section dealt with respondent's position and the duration the respondent had been working in Nation Media Group. This information helped the researcher to understand the respondents' background in regard to the organization and therefore making me decide if they were the right sample for the research.

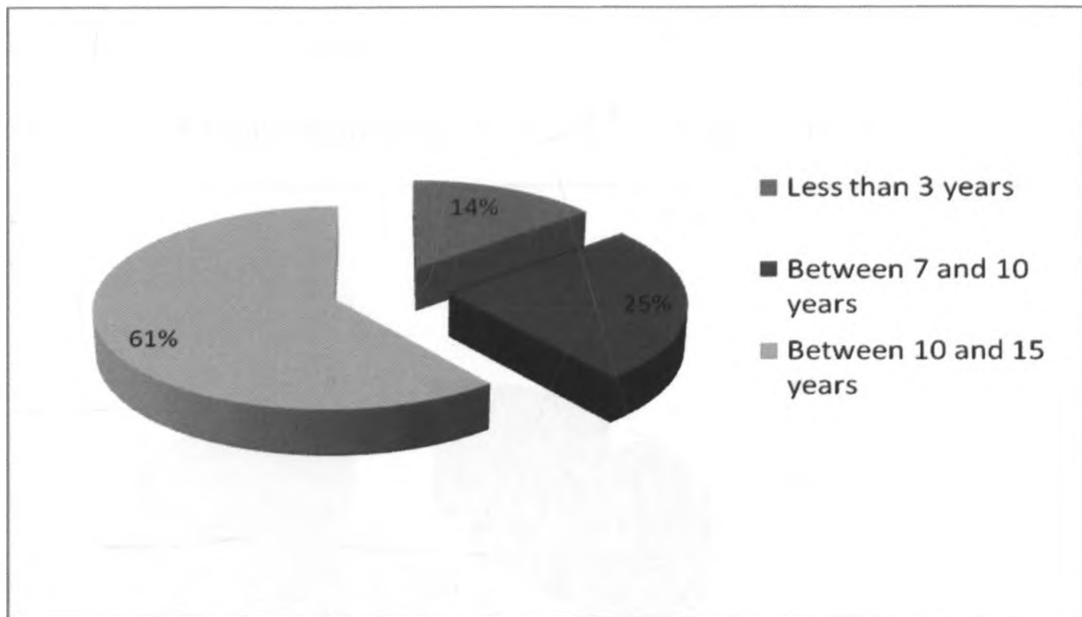
From the findings, the researcher found out that out of all the respondents majority of the respondents were, information technology managers, Management Accountants, business analyst, commercial manager, financial controller and editorial managers. This implied that the study was drawn from all departments in the organization.

Further to this, a majority of the respondents (60.7%) indicated that they had been working with Nation Media Company for a period between 10 and 15 years, 25% had worked for a period between 7 and 10 years while only 14.3% had worked with the company for less than 3 years. This implied that majority of the respondents had an in-depth understanding of the company. The results are as presented in table 4.1 and figure 4.1. From the above findings the researcher concluded that he choose the right sample for the research.

Table 4.1: Respondents length of service at Nation Media Company

		Frequency	Percent
Valid	Less than 3 years	4	14.3
	Between 7 and 10 years	7	25.0
	Between 10 and 15 years	17	60.7
	Total	28	100.0

Figure 4.1: Respondents Duration working with Nation Media Company



4.3 Findings on the Competitive Intelligence Function in NMG

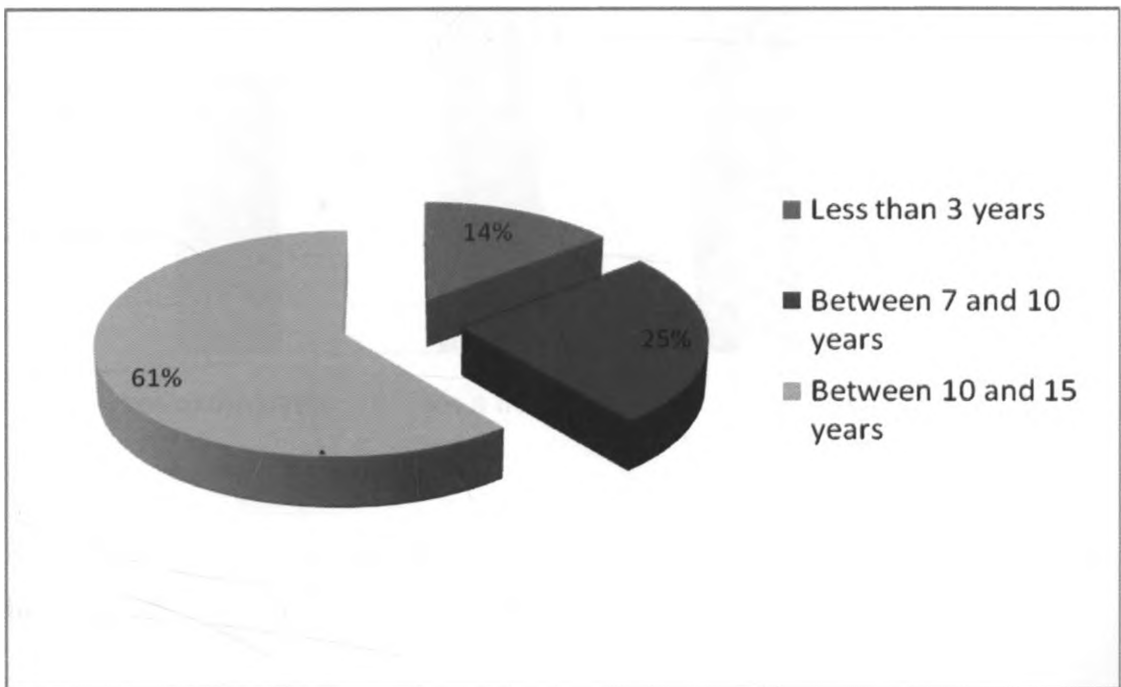
To begin with on the competitive Intelligence function in NMG, the researcher wanted to know whether the company had competitive intelligence function. The findings are as per table 4.2 and figure 4.2.

Table 4.2: Whether Respondent's Company has Competitive Intelligence function

		Frequency	Percent
Valid	Yes	15	53.6
	No	13	46.4
	Total	28	100.0

From the findings 53.6% of the respondents indicated the company has a competitive intelligence function while 46.4% indicated the company did not have competitive intelligence function. Therefore majority indicated the company had competitive intelligence function. This could imply that the function was maybe being handled by external entities or it was not known in all departments of the company.

Figure 4.2: Whether Respondents Company has Competitive Intelligence function



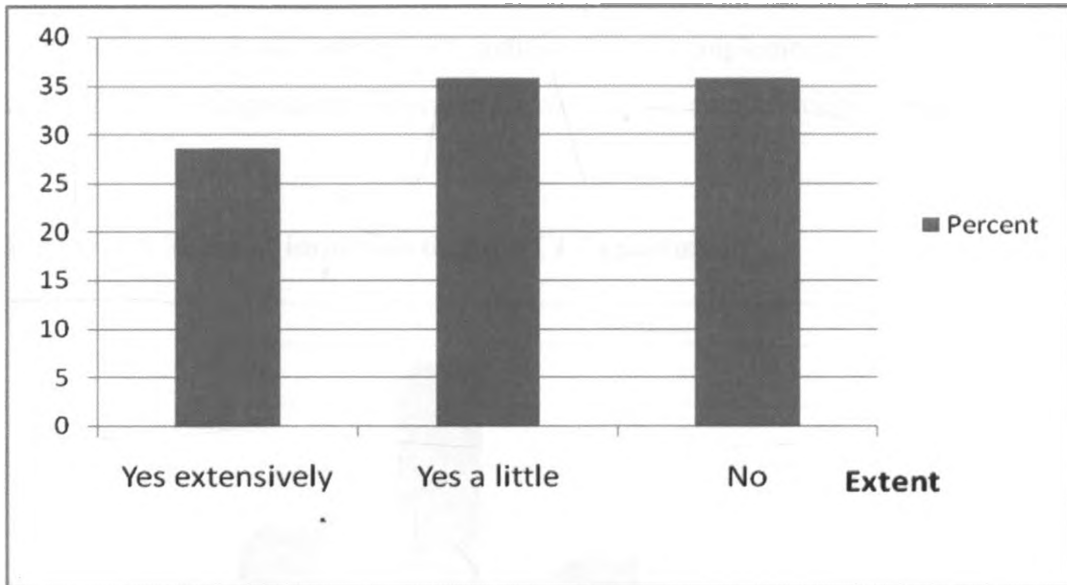
Further the researcher wanted to establish if the respondent had been involved in implementing the CI policy. The findings were as table 4.3 and figure 4.3 which indicated that 35.7% of the respondents had been involved in implementing the CI policy a little and another 35.7% had not been involved at all. Only 28.6% of the respondents

indicated they had been involved extensively. This could imply that the CI policy implementation is handled by a few individuals in the company.

Table 4.3: Whether the Respondent has been involved in implementing CI policy

		Frequency	Percent
Valid	Yes extensively	8	28.6
	Yes a little	10	35.7
	No	10	35.7
	Total	28	100.0

Figure 4.3: Whether the Respondent has been involved in implementing CI policy



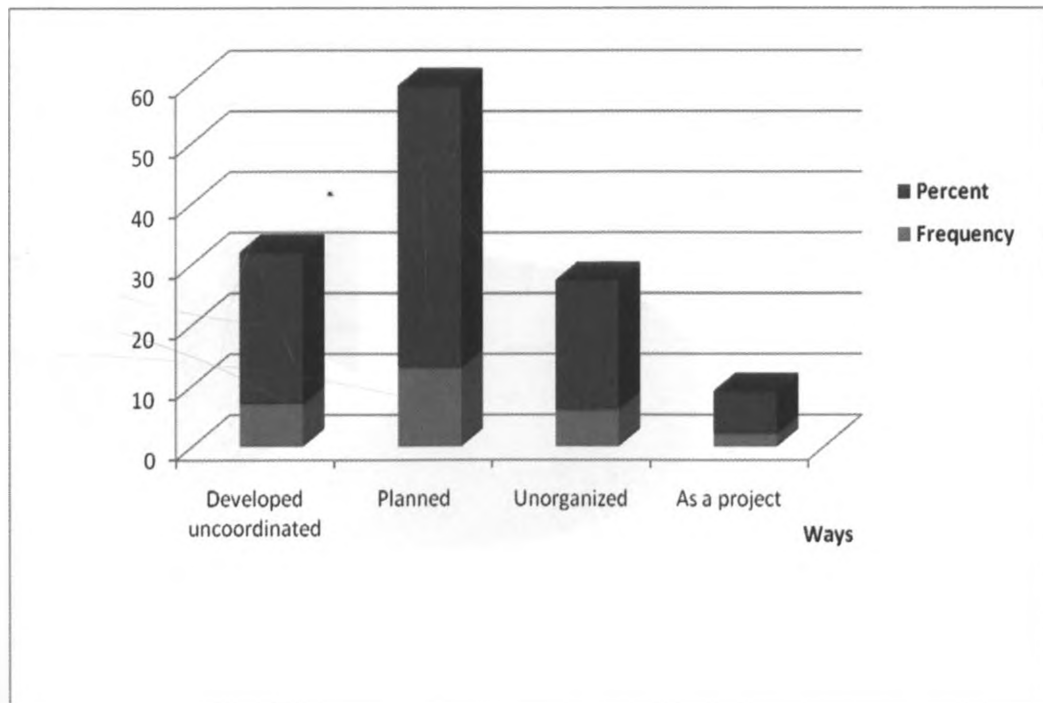
Regarding the ways of implementing or establishing the CI department/ function, the findings were as per table 4.4 and figure 4.4.

Table 4.4: Ways of implementing the CI Department

		Frequency	Percent
Valid	Developed uncoordinated	7	25.0
	Planned	13	46.4
	Unorganized	6	21.4
	As a project	2	7.1
	Total	28	100.0

Out of all the respondents 46.4% indicated that CI was implemented through a planned way, 25% indicated it was developed uncoordinated, 21.4% indicated it was implemented in an unorganized way while 7.1% indicated it was implemented as a project. Therefore majority of the respondents indicated CI was implemented through a planned way.

Figure 4.4: Ways of implementing the CI Department.

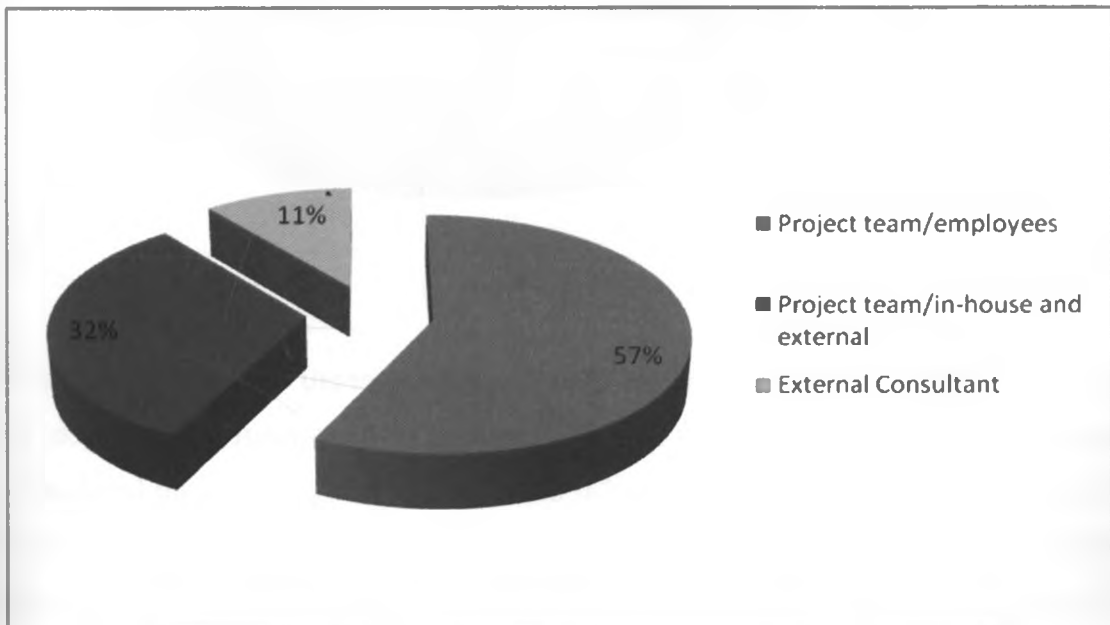


In connection to CI implementation, the researcher wanted to know the method through which the implementation was done. The respondents indicated that Project team/employees were used (57.1%), Project team/in-house and external were used (32.1%) and External Consultant was used (10.7%). Therefore majority of the respondents indicated project team/employees were used. The findings are shown in figure 4.5 and table 4.5

Table 4.5: The method through which the CI function was done

		Frequency	Percent
Valid	Project team/employees	16	57.1
	Project team/in-house and external	9	32.1
	External Consultant	3	10.7
	Total	28	100.0

Figure 4.5: The method through which the CI function was done

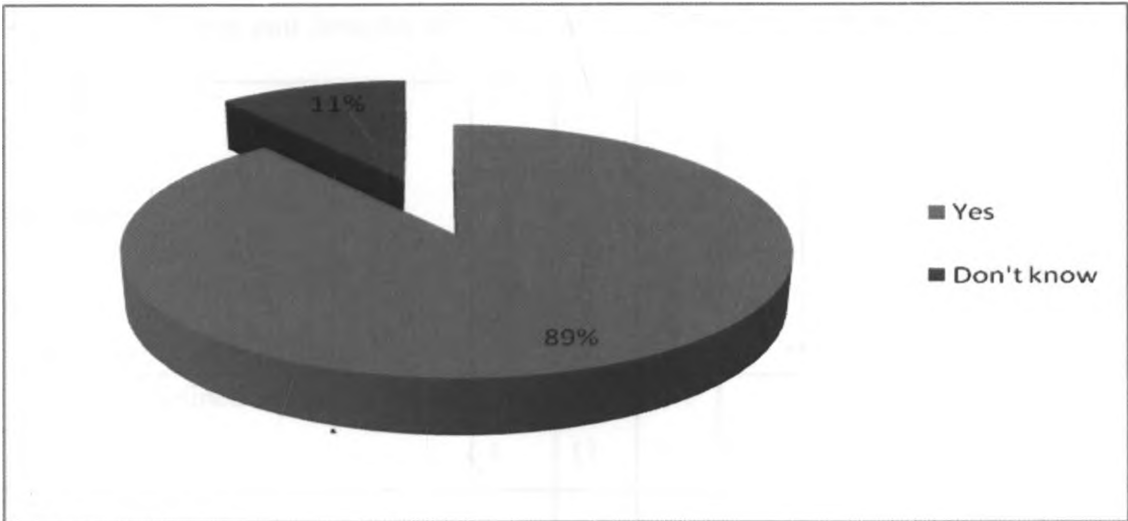


The researcher also wanted to know whether it would be an advantage to implement a CI function by having a framework (project management). Majority of the respondents (89.3%) indicated it would be an advantage while only 10.7% of the respondents indicated they did not know. This could be as a result of their not being involved in the CI function implementation. This is also given by table 4.6 and figure 4.6.

Table 4.6: Whether it would be an advantage to implement a CI Function

		Frequency	Percent
Valid	Yes	25	89.3
	Don't know	3	10.7
	Total	28	100.0

Figure 4.6: Whether it would be an advantage to implement a CI Function



Finally in this section the researcher sought to know the duration it took to establish the CI department / function. The findings indicated that the majority of the respondents considered the establishment to have taken 0-3 months as given by 60%. The other 40% indicated it took 10 months to one year. Of important to note is that only 15 respondents out of the 28 respondents responded to this question. This could be as a result of the

respondents who indicated there was no CI function in their company. The same findings are given by table 4.7.

Table 4.7: Duration it took to establish the CI department

		Frequency	Valid Percent
Valid	0-3 Months	9	60.0
	10-1 Year	6	40.0
	Total	15	100.0

4.4 Findings on the Scope of CI in NMG

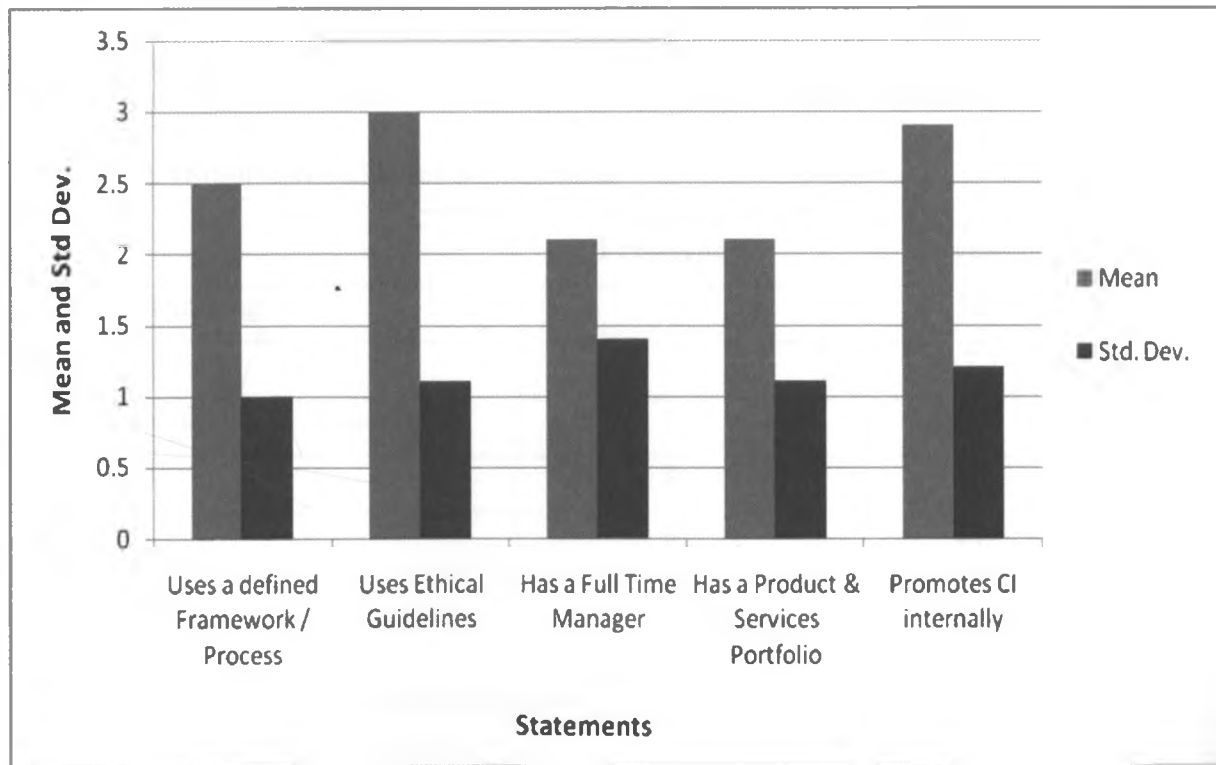
To begin with the researcher wanted to know the rating on the given statements in regard to the company's CI function. The findings are as per table 4.8 and figure 4.7.

Table 4.8: Means and Standard Deviations for competitive intelligence functions.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
Uses a defined Framework / Process	4	11	7	6	0	2.5	1.0
Uses Ethical Guidelines	1	9	9	6	3	3.0	1.1
Has a Full Time Manager	15	3	1	9	0	2.1	1.4
Has a Product & Services Portfolio	10	11	1	6	0	2.1	1.1
Promotes CI internally	7	2	7	12	0	2.9	1.2

A five point Likert scale was used to interpret the rating of the statements ranging from strongly disagree to strongly agree. According to the scale the statements which were strongly disagreed with were awarded 1 while the statements which were strongly agreed with were awarded 5. Within the continuum are 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. Also mean and standard deviation was used to analyze the data. According to the researcher those statements with a mean close to 1 were considered to be strongly disagreed with while those with a mean close to 5 were considered to be strongly agreed with. On the same note the higher the standard deviation the higher the variations among the responses. According to the table most of the respondents were neutral on use of ethical guidelines (3.0) and Promotes CI internally (2.9). Other respondents disagreed on it uses a defined Framework / Process (2.5), has a Full Time Manager (2.1) and has a Product & Services Portfolio (2.1). This could imply that the respondents were not conversant with the CI function or they did not know of their company's CI function. On the same note there did not occur high variations in response among the respondents reason for low standard deviation.

Figure 4.7: Rating on the given statements in regard to the company's CI function



The respondents also gave out the following in regard to their company CI. Out of all the respondents 25% indicated that their company CI used a defined Framework / Process and another 25% indicated that their company CI Promoted CI internally. Another 17.9% said that their company CI used ethical guidelines while another 17.9% said their company CI had a Product & Services Portfolio. Only 14.3% indicated their Company CI had a full time manager. These findings are given in table 4.9.

Table 4.9: The Respondents Company CI functions

	Frequency	Percentage
Uses a defined Framework / Process	7	25.0
Uses Ethical Guidelines	5	17.9
Has Full Time Manager	4	14.3
Has a Product & Services Portfolio	5	17.9
Promotes CI internally	7	25.0
Total	28	100.0

Further the respondents highlighted that the important skills for a CI person are as given in table 4.10

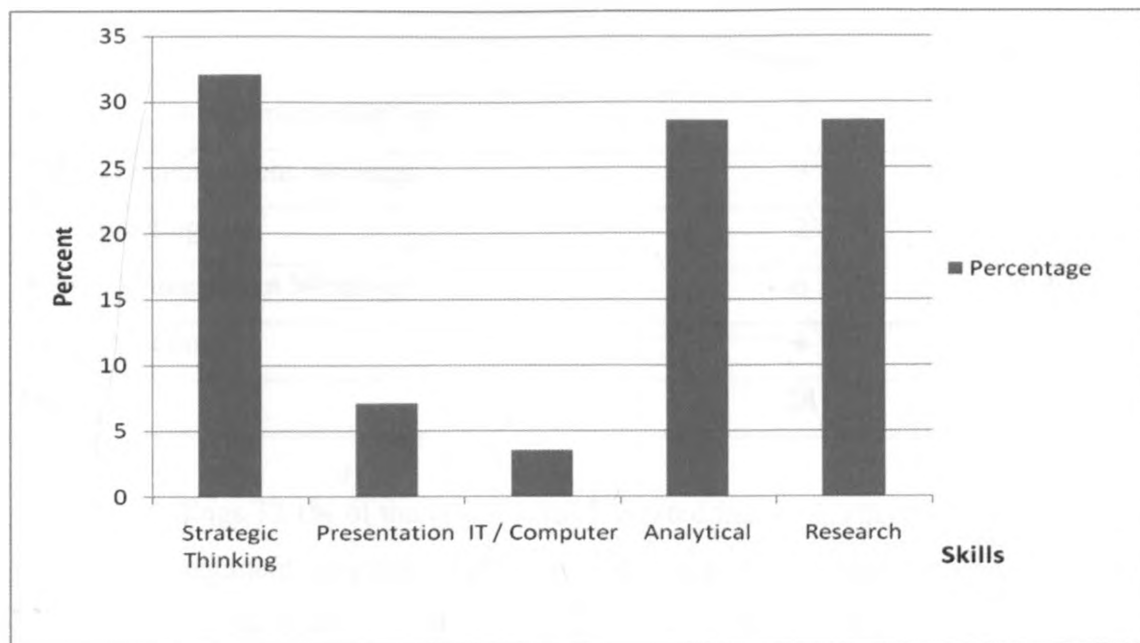
Table 4.10: Important Skills for a CI person

	Frequency	Percentage
Strategic Thinking	9	32.1
Presentation	2	7.1
IT / Computer	1	3.6
Analytical	8	28.6
Research	8	28.6
Total	28	100.0

From table 4.10 the respondents indicated that a CI person requires strategic thinking (32.1%), Research ability (28.6%), analytical (28.6%), ability to make presentation

(7.1%) and IT/Computer literate (3.6%). Therefore majority of the respondents indicated the CI person requires strategic thinking. Figure 4.8 also gives these findings.

Figure 4.8: Important Skills for a CI person



In regard to uses of CI the respondents gave out the following, analyze and understand the competition (32.1%), Monitor the external environment (28.6%), Select relevant markets (17.9%), Identify economic trends (14.3%) and Identify political and regulatory issues (7.1%). Therefore majority indicated that CI was used to analyze and understand the competition. Table 4.11 gives out these findings.

Table 4.11: Uses of CI

	Frequency	Percent
Monitor the external environment	8	28.6
Analyze and understand the competition	9	32.1
Identify economic trends	4	14.3
Identify political and regulatory issues	2	7.1
Select relevant markets	5	17.9
Total	28	100.0

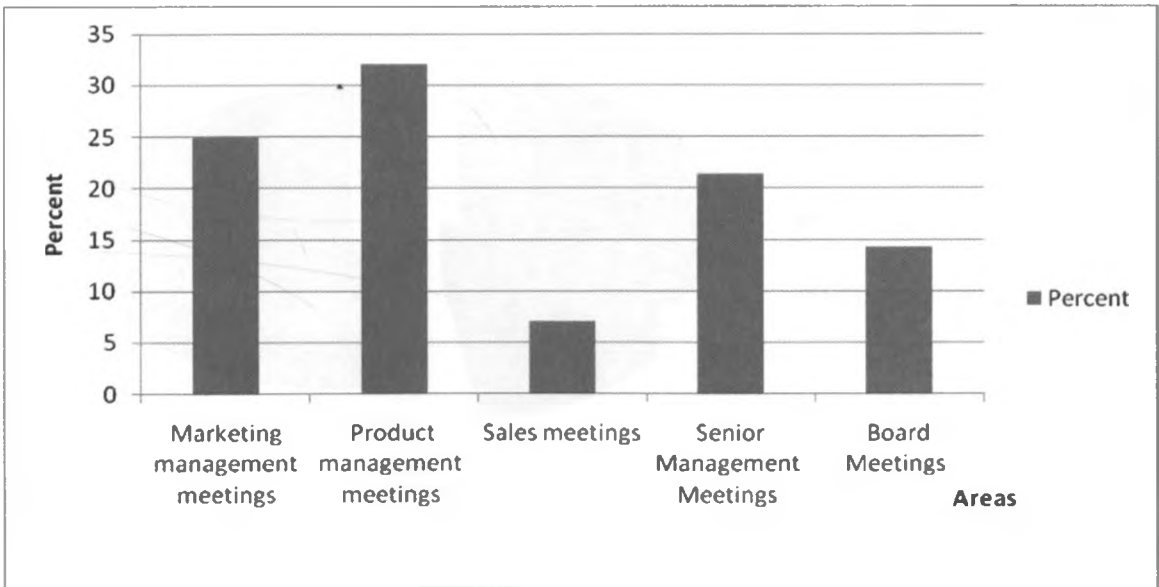
Further the researcher sought to know where the CI function is attending and influencing in the company. The findings are as presented in table 4.12.

Table 4.12: where the CI function is attending and influencing

	Frequency	Percent
Marketing management meetings	7	25.0
Product management meetings	9	32.1
Sales meetings	2	7.1
Senior Management Meetings	6	21.4
Board Meetings	4	14.3
Total	28	100.0

From the findings 32.1% of the respondents indicated that CI is attending and influencing Product management meetings , 25% indicated that CI is attending and influencing Marketing management meetings, 21.4% indicated Senior Management Meetings , 14.3% indicated Board Meetings and 7.1 indicated that CI is attending and influencing Sales meetings . Thus majority of the respondents indicated that CI is attending and influencing Product management meetings. Figure 4.9 also gives the same findings.

Figure 4.9: where the CI function is attending and influencing



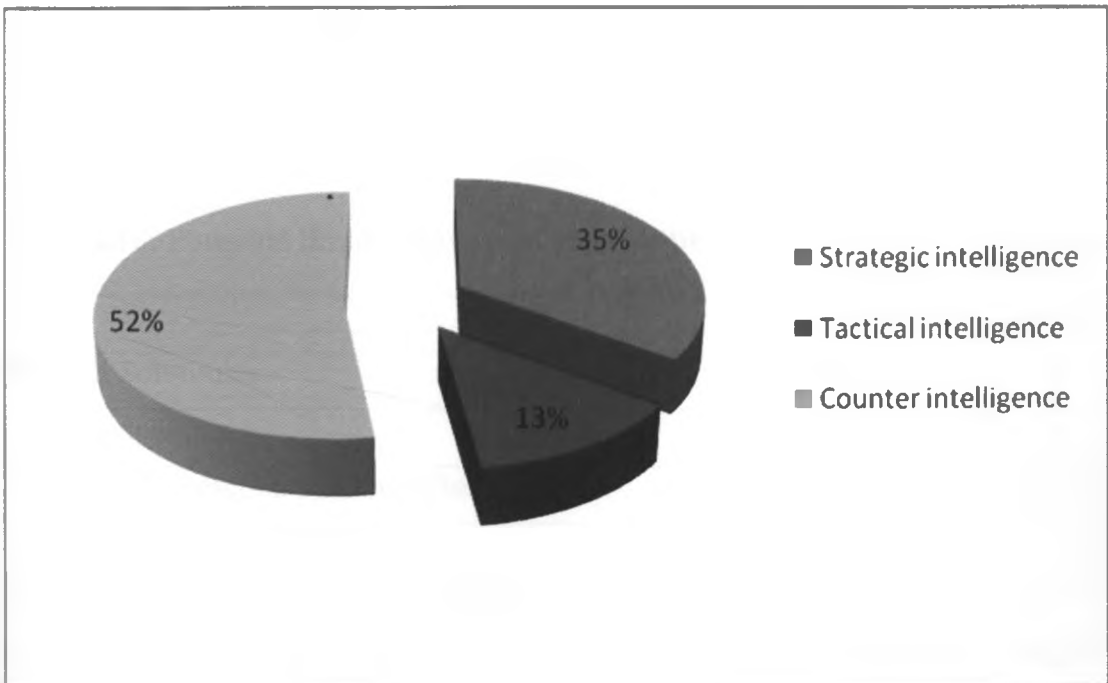
Further the researcher sought to know the types of competitive intelligence applied in the respondents company. The findings are as given in table 4.13 and figure 4.10.

Table 13: Types of competitive intelligence applied in Respondents Company

		Frequency	Valid Percent
Valid	Strategic intelligence	8	34.8
	Tactical intelligence	3	13.0
	Counter intelligence	12	52.2
	Total	23	100.0

Only 23 respondents replied to this question and the researcher considered the 23 to represent the whole sample. Out of these respondents, 52.2% indicated they applied counter intelligence strategy, 34.8% indicated they applied Strategic intelligence while only 13% indicated they applied Tactical intelligence. Thus the majority applied counter intelligence strategy.

Figure 4.10: Types of competitive intelligence applied in Respondents Company



Finally in this section the researcher wanted to know the intelligence approaches used by the respondent company. Table 4.14 gives the findings.

Table 4.14: Intelligence approaches used by the respondent company

	Frequency	Percent
Assessment of strategies	7	25.0
Competitor perceptions	7	25.0
Effectiveness of current operations	6	21.4
Competitor capabilities	5	17.9
Long-term market prospects	3	10.7
Total	28	100.0

From the findings the respondents indicated that the following approaches were used; Assessment of strategies (25%), Competitor perceptions (25%), Effectiveness of current operations (21.4%), Competitor capabilities (17.9%) and Long-term market prospects (10.7%). Therefore the respondents indicated that the approach highly used was the Assessment of strategies.

4.5: Findings on the Impact of CI in NMG.

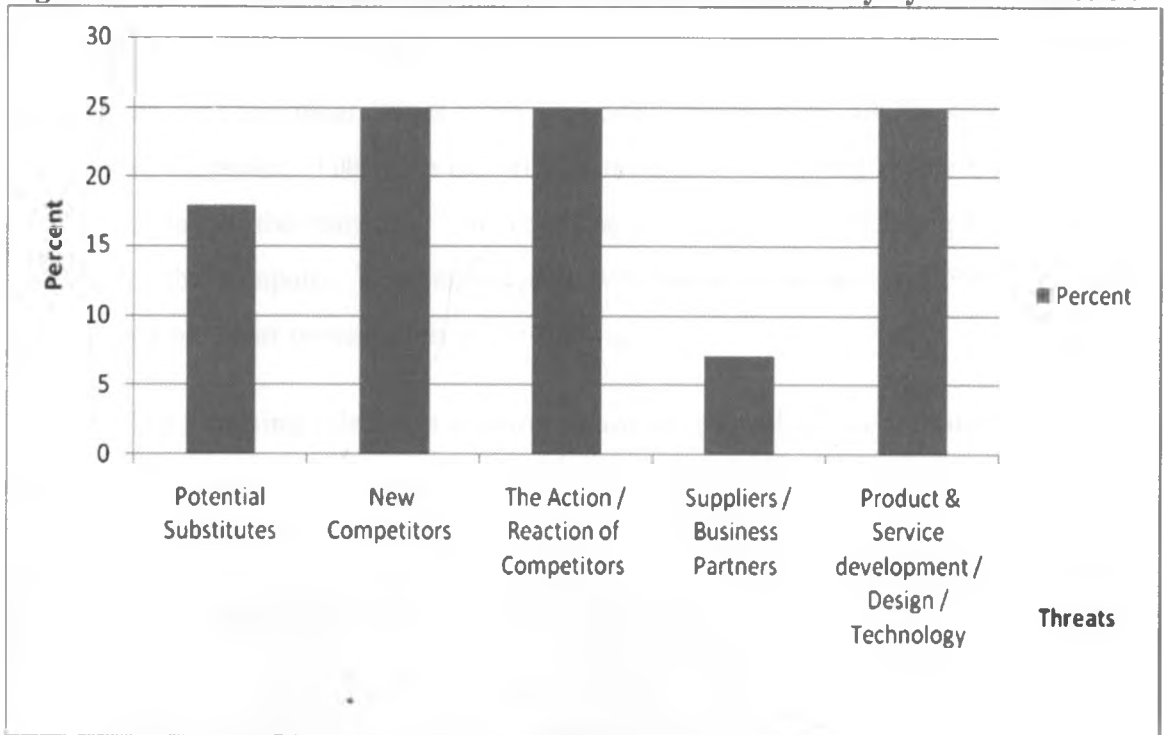
To begin with the researcher sought to know the potential threats that could be identified effectively by the CI function. The findings are as per table 4.15.

Table 4.15: Potential threats that could be identified effectively by the CI function

	Frequency	Percent
Potential Substitutes	5	17.9
New Competitors	7	25.0
The Action / Reaction of Competitors	7	25.0
Suppliers / Business Partners	2	7.1
Product & Service development / Design / Technology	7	25.0
Total	28	100.0

From the findings all respondents indicated that the top three potential threats that could be identified effectively by the CI function were; New Competitors, the Action / Reaction of Competitors and Product & Service development / Design / Technology . All the threats were represented by 25% of all the respondents. This could be as a result of their direct relation in terms of competition strategies for any company. On the other hand Potential Substitutes (17.9%) and Suppliers / Business Partners (7.1) were indicated as threats that could not be identified effectively by the CI function. The figure 4.11 shows the same.

Figure 4.11: Potential threats that could be identified effectively by the CI function



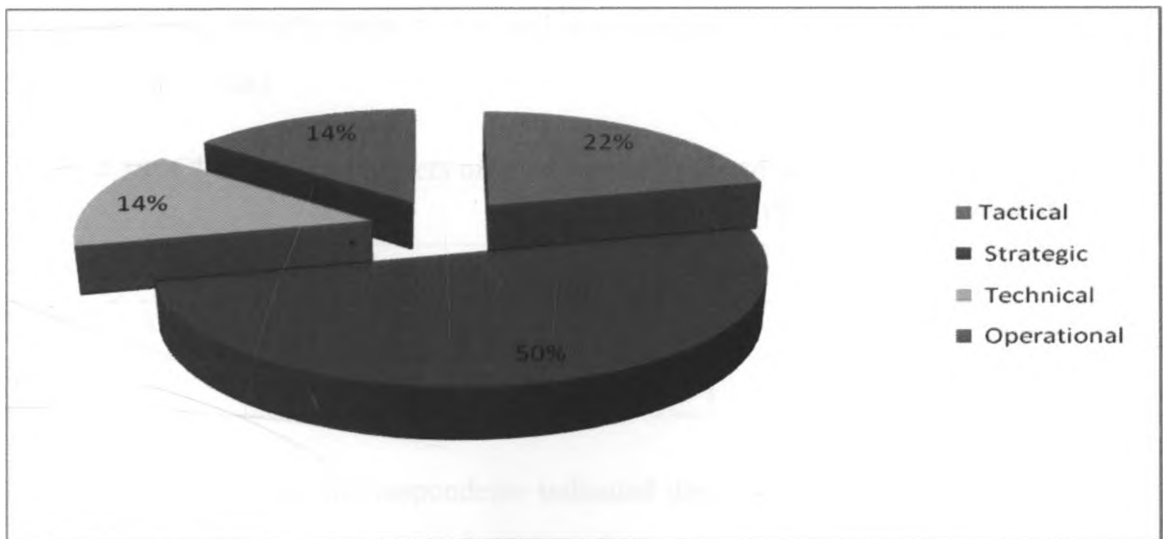
In regard to planning and decision making issues supported by the CI output, the respondents gave out the following findings as per table 4.16

Table 4.16: Planning / decision making issues supported by the CI output

	Frequency	Percent
Tactical	6	21.4
Strategic	14	50.0
Technical	4	14.3
Operational	4	14.3
Total	28	100.0

As per table 4.16, 50% of the respondents indicated that strategic issues are supported by the CI output, 21.4% said that tactical decisions are supported while 14.3% of all the respondents said technical issues were supported and another 14.3% said Operational issues were supported. Therefore majority of the issues supported by the CI output were Strategic issues of the company. This could be as a result of their being key in decision making for the company. They encompass even the other issues of a company. Figure 4.12 gives a pie chart presentation of the findings.

Figure 4.12: Planning / decision making issues supported by the CI output



Further the researcher wanted to establish how the CI department / function is measured. Out of all the respondents only 17 responded to this question. The researcher took this as a representation of the whole sample and came up with the percentage of how the CI

department / function is measured. The respondents indicated that market share was highly used as a measure. This was given by 47.1% of the respondents. Another 29.4% indicated value of output was used as a measure and the other 23.5% indicated organizational growth was used. Therefore for the majority of the respondents increase in market share was used as a measure. However the researcher noted that some respondents did not understand how this was measured. This could be due to lack of understanding on the CI function in the company. Table 4.17 gives these findings.

Table 4.17: How the CI department / function is measured

	Frequency	Percent
Value of the output	5	29.4
Market share increase	8	47.1
Organizational Growth	4	23.5
Total	17	100.0

Similarly the researcher sought to know what CI services/products are offered by the respondents company. The findings are as tabulated in table 4.18. Majority of the respondents indicated that their company offered Market Research analysis with a representation of 88.2%. Only 11.8% said their company offered Financial Analysis (e.g. via Secondary Data).

Table 4.18: CI services/products offered by the respondents company.

	Frequency	Percentage
Market Research / Analysis	15	88.2
Financial Analysis (e.g. via Secondary Data)	2	11.8
Total	17	100.0

In connection with this the respondents indicated that a start up CI department/function should first offer the following products / services.

- Market Research/Analysis
- Financial Analysis
- Scenario planning/simulation & Models

The findings on the Processes / Services the respondent's CI function uses, the researcher found out that out of the 17 respondents who responded, 52.9% said their CI used CI Ad-hoc research / on demand, 17.6% said In-depth analysis and Providing a Forum for exchange of CI relevant Information each, while only 11.8% said they used CI Alerts. Therefore majority of the respondents said their CI function used CI Ad-hoc research / on demand. Table 4.19 gives the same findings.

Table 4.19: Processes / Services the respondent's CI function uses

	Frequency	Percent
CI Alerts	2	11.8
Providing a Forum for exchange of CI relevant Information	3	17.6
CI Newsletters (e.g. weekly, fortnightly)	0	-
CI Ad-hoc research / on demand	9	52.9
In-depth analysis	3	17.6
Total	17	100.0

On the other hand, the respondents indicated they used E-mail (directly to user) (35.3%) for distributing their services, Phone (urgent information or ad hoc calls) (23.5%), Presentation / face to face (e.g. periodic / scheduled) (17.6%), Printed news letter (subscription) (11.8%) and Letter / report (directly to user) (11.8%). Table 4.20 gives the same findings.

Table 4.20: Methods Respondent Company use for distributing services / products

	Frequency	Percent
E-mail (directly to user)	6	35.3
Printed news letter (subscription)	2	11.8
Letter / report (directly to user)	2	11.8
Phone (urgent information or ad hoc calls)	4	23.5
Presentation / face to face (e.g. periodic / scheduled)	3	17.6
Total	17	100.0

Table 4.21: Whether CI affects the overall organization performance

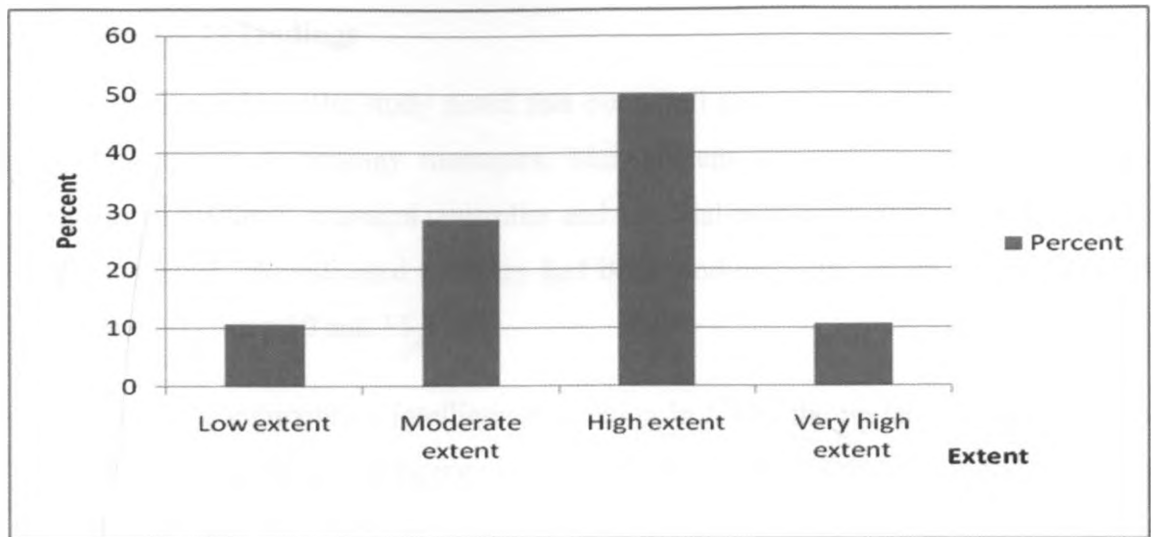
		Frequency	Percent
Valid	Yes	28	100.0

Table 4.21 indicated that all respondents agreed that CI affects the overall organization performance. They were further asked to rate the extent of this effect. Table 4.22 indicates that, out of all the respondents, 50% said the effect was of High extent, 28.6% indicated Moderate extent, 10.7% indicated Very high extent and another 10.7% indicated Low extent. Therefore majority of the respondents indicated high extent. Demonstrating the same findings is figure 4.13.

Table 4.22: Extent of CI effect on the overall organization performance

		Frequency	Percent
Valid	Low extent	3	10.7
	Moderate extent	8	28.6
	High extent	14	50.0
	Very high extent	3	10.7
	Total	28	100.0

Figure 4.13: Extent of CI effect on the overall organization performance



Finally the researcher wanted to know how the effect on overall performance of the organization is measured. The findings are as per table 4.23.

Table 4.23: How the effect on overall performance of the organization is measured

		Frequency	Percent
Valid	Return on investment	14	50.0
	Effectiveness	3	10.7
	Output of intelligence	3	10.7
	Reaction time for requested intelligence	5	17.9
	Cost for the department / function	3	10.7
	Total	28	100.0

Majority of the respondents (50%) indicated the effect on overall performance of their organization was measured in terms of Return on investment. Others indicated the use of Reaction time for requested intelligence (17.9%), Cost for the department / function (10.7%), Output of intelligence (10.7%) and Effectiveness (10.7%). Therefore the majority of the respondents indicated the effects were measured in terms of Return on investment.

5.1 Summary of Findings

On the demographics, the study noted that out of all the respondents' majority of them were Information technology managers, Management Accountants, Business analyst, Commercial manager, financial controller and editorial managers. Further majority of the respondents (60.7%) indicated that they had been working with Nation Media Company for a period between 10 and 15 years.

Findings on the competitive Intelligence function in NMG the researcher found out that NMG had a competitive intelligence function though 46.4% of the respondents indicated the company did not have competitive intelligence function. Further 35.7% of the respondents had been involved in implementing the CI policy a little and another 35.7% had not been involved at all. Only 28.6% of the respondents indicated they had been involved extensively.

Further majority of the respondents indicated CI was implemented through a planned way by use of Project team/employees, Project team/in-house and external and External Consultant. Regarding advantage of implementing a CI function by a framework majority of the respondents (89.3%) indicated it would be an advantage while only 10.7% of the respondents indicated they did not know. Finally the findings on the duration it took to establish the CI department / function, majority of the respondents considered the establishment to have taken 0-3 months as given by 60%. The other 40% indicated it took 10 months to one year.

Findings on the scope of CI in NMG by rating on the given statements in regard to the company's CI function indicated that most of the respondents were neutral on use of ethical guidelines (3.0) and Promotes CI internally (2.9). Other respondents disagreed on it uses a defined Framework / Process (2.5), has a Full Time Manager (2.1) and has a Product & Services Portfolio (2.1). This could imply that the respondents were not conversant with the CI function or they did not know of their company's CI function.

The respondents also gave out that their company CI used a defined Framework / Process (25%), their company CI Promoted CI internally (25%), their company CI used ethical guidelines(17.9%), their company CI had a Product & Services Portfolio (17.9%) and their Company CI had a full time manager (14.3%).The important skills for a CI person were noted as strategic thinking (32.1%), Research ability (28.6%), analytical (28.6%), ability to make presentation (7.1%) and IT/Computer literate (3.6%).

In regard to uses of CI the respondents gave out that CI was used to analyze and understand the competition (32.1%), Monitor the external environment (28.6%), Select relevant markets (17.9%), Identify economic trends (14.3%) and Identify political and regulatory issues (7.1%). Also the respondents indicated that CI is attending and influencing Marketing management meetings (21.4%), Senior Management Meetings , 14.3% indicated Board Meetings and 7.1 indicated that CI is attending and influencing Sales meetings. Majority of the respondents further noted they applied counter intelligence strategy.

On the impact of CI in NMG, all respondents indicated that the top three potential threats that could be identified effectively by the CI function were; New Competitors, the Action / Reaction of Competitors and Product & Service development / Design / Technology. In regard to planning and decision making issues supported by the CI output, the respondents gave out strategic issues, tactical decisions and Operational issues.

Further the researcher wanted to establish how the CI department / function is measured. Out of all the respondents only 17 responded to this question. The respondents indicated that market share was highly used as a measure. This was given by 47.1% of the respondents. Another 29.4% indicated value of output was used as a measure and the other 23.5% indicated organizational growth was used.

Similarly the researcher sought to know what CI services/products are offered by the respondents company. Majority of the respondents indicated that their company offered Market Research analysis with a representation of 88.2%. In connection with this the respondents indicated that a start up CI department/function should first offer the following products / services.

- Market Research/Analysis
- Financial Analysis
- Scenario planning/simulation & Models

On the other hand, the respondents indicated they used E-mail (directly to user) (35.3%) for distributing their services, Phone (urgent information or ad hoc calls) (23.5%), Presentation / face to face (e.g. periodic / scheduled) (17.6%), Printed news letter (subscription) (11.8%) and Letter / report (directly to user) (11.8%).

All respondents agreed CI affects the overall organization performance. They were further asked to rate the extent of this effect. Table 4.22 indicates that, out of all the respondents, 50% said the effect was of High extent, 28.6% indicated Moderate extent, 10.7% indicated Very high extent and another 10.7% indicated Low extent. Therefore majority of the respondents indicated high extent.

Finally the researcher wanted to know how the effect on overall performance of the organization is measured. Majority of the respondents (50%), indicated the effect on overall performance of their organization was measured in terms of Return on investment. Others indicated the use of Reaction time for requested intelligence (17.9%), Cost for the department / function (10.7%), Output of intelligence (10.7%) and Effectiveness (10.7%).

5.2: Conclusions

Competitive Intelligence (CI) is both a process and a product. The process of Competitive Intelligence is the action of gathering, analyzing, and applying information about products, domain constituents, customers, and competitors. This practice is good for the short term and long term planning needs of an organization. The product of Competitive Intelligence is the actionable output ascertained by the needs prescribed by an organization. Competitive Intelligence is an ethical and legal business practice. From the study Competitive intelligence is essential since it entails getting a strategy to accomplish laid down company objectives. It's an essential tool for all companies like NMG.

5.3 Recommendations

From the research, the researcher wishes to make the following recommendations.

First the researcher found out that 46.4% of the respondents indicated the company did not have competitive intelligence function. This could be as a result of carrying out the study on all departments even those not concerned with business planning. The researcher therefore would recommend information on company's business to be communicated to all in the company since it's vital for all to understand the company's operations.

Secondly, Only 28.6% of the respondents indicated they had been involved extensively in implementing the CI policy in the company. Thus the researcher would recommend the incorporation of all stakeholders in the key stages of implementing e.g. market research and the use of Project team/in-house and external so as to get feedback from all.

Thirdly, the researcher would recommend for education to their staff on such issues like CI. Some respondents did not understand what the issue was all about in their company.

5.4 Suggestion for Further Study

As a result of the study the researcher observed that there is need for further study on the topic with a measurable scenario where one can calculate the effect of the CI function on overall performance of the Company. The study mentioned Return on Investment but no tangible figures were given.

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APPENDICES

Appendix I : Questionnaire

SECTION ONE: ORGANISATION PROFILE

1. What is your position in the organization?

Chief Accountant ()

Marketing Manager ()

Human Resource Manager ()

Information Technology Manager ()

Others

2. How long have you been working in Nation Media company?

Less than 3 years ()

Between 3 and 5 years ()

Between 5 and 7 years ()

Between 7 and 10 years ()

Between 10 and 15 years ()

Over 15 years ()

SECTION TWO: COMPETITIVE INTELLIGENCE FUNCTION IN NMG

(3) Does your company have a competitive intelligence function?

Yes ()

No ()

(4) Have you been involved in implementing the CI policy?

Yes, extensively ()

Yes, a little ()

No ()

Will be involved ()

No comment ()

(5) Way of implementing or establishing the CI department / function

Developed uncoordinated ()

Planned ()

Unplanned ()

Unorganized ()

As a project (with external help) ()

(6) The CI function implementation was done through

Project team / employees ()

Project team / in-house and external ()

In-house consultant ()

External consultant ()

(7) Do you think it would be an advantage to implement a CI function by having a framework (project management?)

Yes ()

No ()

Don't know ()

(8) How long did it take to establish the CI department / function?

0 - 3 month ()

4 - 6 month ()

7. - 9 month ()

10 - 1 year ()

2 years and above ()

SECTION THREE: THE SCOPE OF CI IN NMG

Information about the internal positioning of the CI unit / function (9) Please rate on a scale of 1 – 5 the extent to which the following statements are true of your CI function, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

The CI function in your company:	1	2	3	4	5
a) Uses a defined Framework / Process					
b) Uses Ethical Guidelines					
c) Has a Full Time Manager					

d) Has a Product & Services Portfolio					
e) Promotes CI internally					

With this format, you get more analysis out of your data, i.e., your data is more useful in presenting discussions and drawing conclusions.

(10)The CI function in your company;

- Uses a defined Framework / Process ()
- Uses Ethical Guidelines ()
- Has Full Time Manager ()
- Has a Product & Services Portfolio ()
- Promotes CI internally ()
- Others (specify please).....

(11)Important Skills for a CI person are (Tick the Top 3 skills required)

- Strategic Thinking ()
- Presentation ()
- IT / Computer ()
- Analytical ()
- Research ()

12) CI is used to:

- Monitor the external environment ()
- Analyze and understand the competition ()
- Identify economic trends ()
- Identify political and regulatory issues ()
- Select relevant markets ()

Others

13) The CI function is attending and influencing

- Marketing management meetings ()

- Product management meetings ()
- Sales meetings ()
- Senior Management Meetings ()
- Board Meetings ()

Others

14) What types of competitive intelligence are applied in your company?

- Strategic intelligence ()
- Tactical intelligence ()
- Counter intelligence ()

(15) What intelligence approaches does your company use?

- Assessment of strategies ()
- Competitor perceptions ()
- Effectiveness of current operations ()
- Competitor capabilities ()
- Long-term market prospects ()

SECTION FOUR: HOW CI HELP NMG WORK BETTER (IMPACT)

16) Which potential threats can be identified effectively by the CI function (name the Top 3)

- Potential Substitutes ()
- New Competitors ()
- The Action / Reaction of Competitors ()
- Suppliers / Business Partners ()
- Product & Service development / Design / Technology ()

Others

17) Which planning / decision making issues are supported by the CI output

- Tactical ()
- Strategic ()
- Technical ()

Operational ()

Others.....

18) What / how is the CI department / function measured (Part 2)

Value of the output ()

Foster sharing of information ()

Knowledge management ()

Market share increased ()

Organizational Growth ()

Others

19) What CI services / products does your CI function offer

Success Factor Analysis ()

Financial Analysis (e.g. via Secondary Data) ()

Win / Loss ()

Market Research / Analysis ()

Benchmarking ()

Others

20) What CI services / products should a start up CI department / function offer first (name Top 3)

Success Factor Analysis ()

Financial Analysis (e.g. via SEC Data) ()

Scenario planning / Simulation & Models ()

Market Research / Analysis ()

Benchmarking ()

Others

21) Which Processes / Services is your CI function using / providing

CI Alerts ()

Providing a Forum for exchange of CI relevant Information ()

CI Newsletters (e.g. weekly, fortnightly) ()

CI Ad-hoc research / on demand ()

In-depth analysis ()

Others

22). What methods do you use for distributing your services / products?

E-mail (directly to user) ()

Printed news letter (subscription) ()

Letter / report (directly to user) ()

Phone (urgent information or ad hoc calls) ()

Presentation / face to face (e.g. periodic / scheduled) ()

23) Does CI affect the overall organization performance?

Yes ()

No ()

24) If yes give the extent

No extent ()

Low extent ()

Moderate extent ()

High extent ()

Very high extent ()

25) How is the effect on overall performance of the organization measured? In terms of

Return on investment ()

Effectiveness ()

Output of intelligence ()

Reaction time for requested intelligence ()

Cost for the department / function ()

Others

Thank you very much for working your way to the end of this questionnaire.