

**Competitive Intelligence**  
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Delivering excellence in CI thinking and practice in a challenging environment  
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# CI-Capabilities & -Methods within the implementation of complex international projects

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certified „Senior Project Manager IPMA Level B®”

# Introduction

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## **Education:**

- ❖ 1998/1999 Commissioned Officer Course at the German Military Academy
- ❖ 1999-2003 Studies of Economics, Business Administration & Organizational Sciences at the University of the German Armed Forces
- ❖ 2004-2008 Doctorate Studies in Organizational Sciences
- ❖ 2009 & 2011 Strategic Management Courses at the University of St. Gallen

## **Working Experience:**

- ❖ Officer in the Paratroops and Military Intelligence Branches (international NATO-Manevres and ISAF-Missions)
- ❖ Principal Project Manager for Avionic, ATC & Army Systems at Rohde & Schwarz (customers in Asia & Northafrica)
- ❖ Trainer/Coach for intercultural Project Management

## **Hobbies:**

- ❖ My Family, Sports, Strategizing

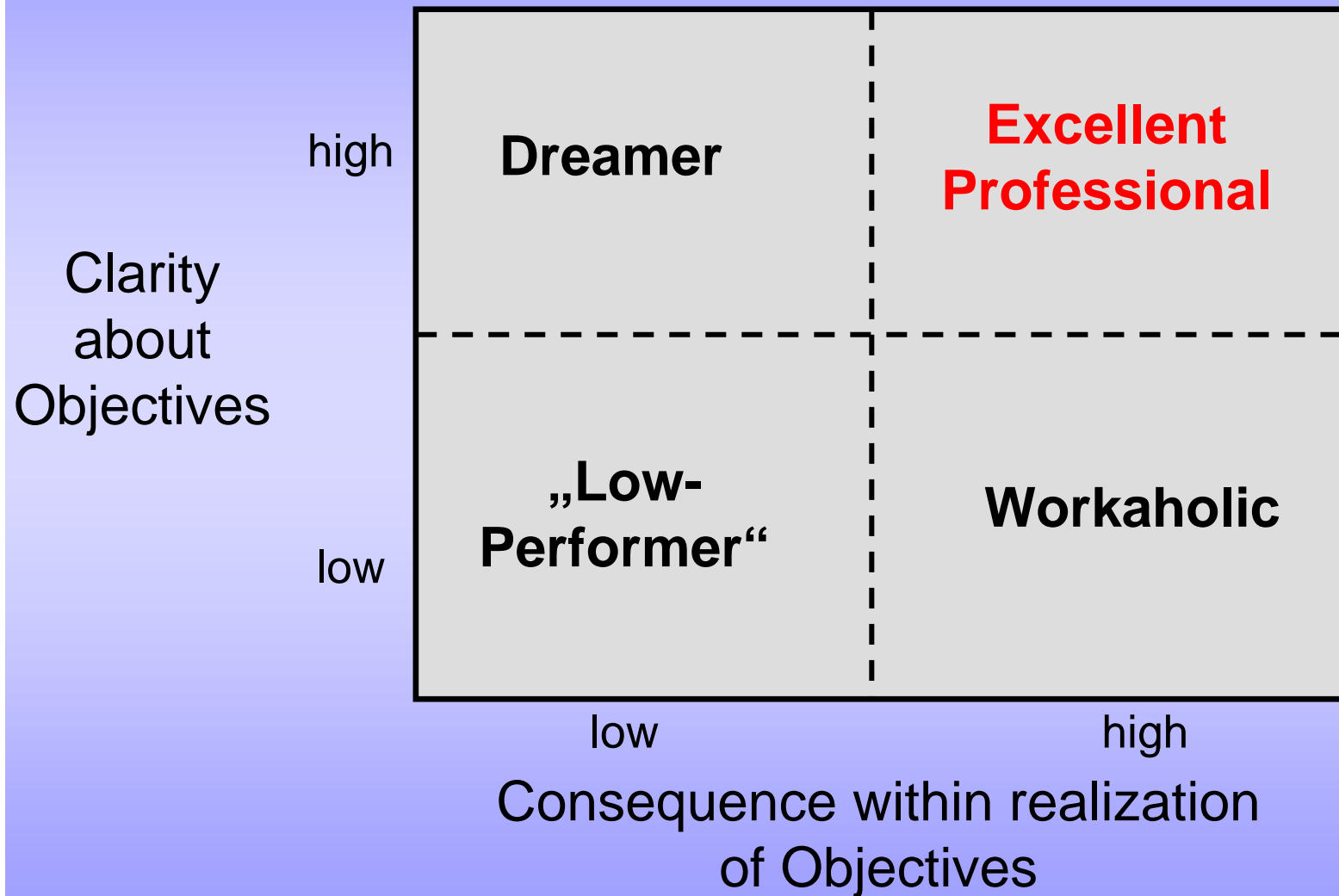


# Agenda

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1. Excellence
2. Multinational and -cultural Aspects
3. Social Network Analysis
4. Project-Environment Breakdown
5. SWOT 2.0
6. Fishbone Diagram
7. Conclusion

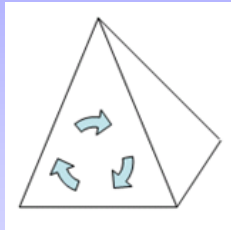
# Excellence



# Excellence

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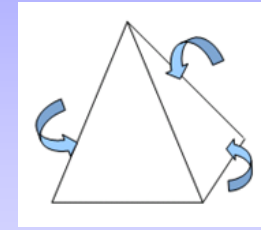
## Efficiency



***Maxim: „To do the things right!“***

- ❖ Working within the organization
- ❖ Operative level
- ❖ „Inside-“ and „Today-View“
- ❖ Realization of potentials for your success
- ❖ Accuracy
- ❖ Short-term success (yield)

## Effectivity



***Maxim: „To do the right things!“***

- ❖ Working on the organization
- ❖ Strategic level
- ❖ „Outside-“ and „Tomorrow-View“
- ❖ Evaluation of potentials for your success
- ❖ Courage
- ❖ Long-term success (competitive position)

# Multinational & -cultural Aspects

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## Roots of the German culture:

- ❖ **Greeks:** Democracy, Individual, Logic
- ❖ **Romans:** Legal System, „Pacta sunt servanta!“
- ❖ **Christianity:** 10 Commandments, Monotheism, Equity
- ❖ **Period of Enlightenment:** Rationalism, „Cogito ergo sum!“
- ❖ **French Revolution:** „Liberté – Égalité – Fraternité“

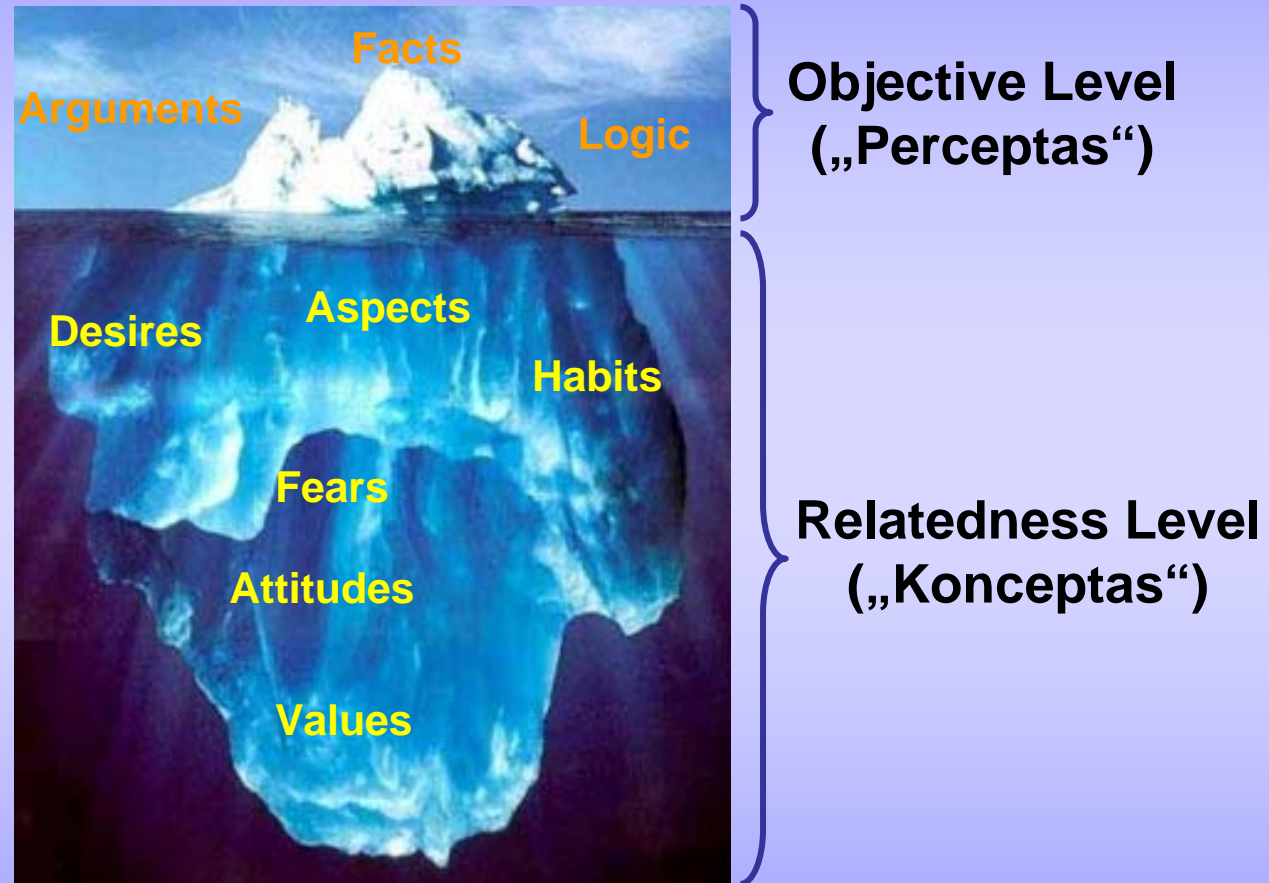


**Dualism: Black & White, Good & Evil**  
**Individual as Basis**  
**Equity**  
**Objective Accountability**

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# Multinational & -cultural Aspects

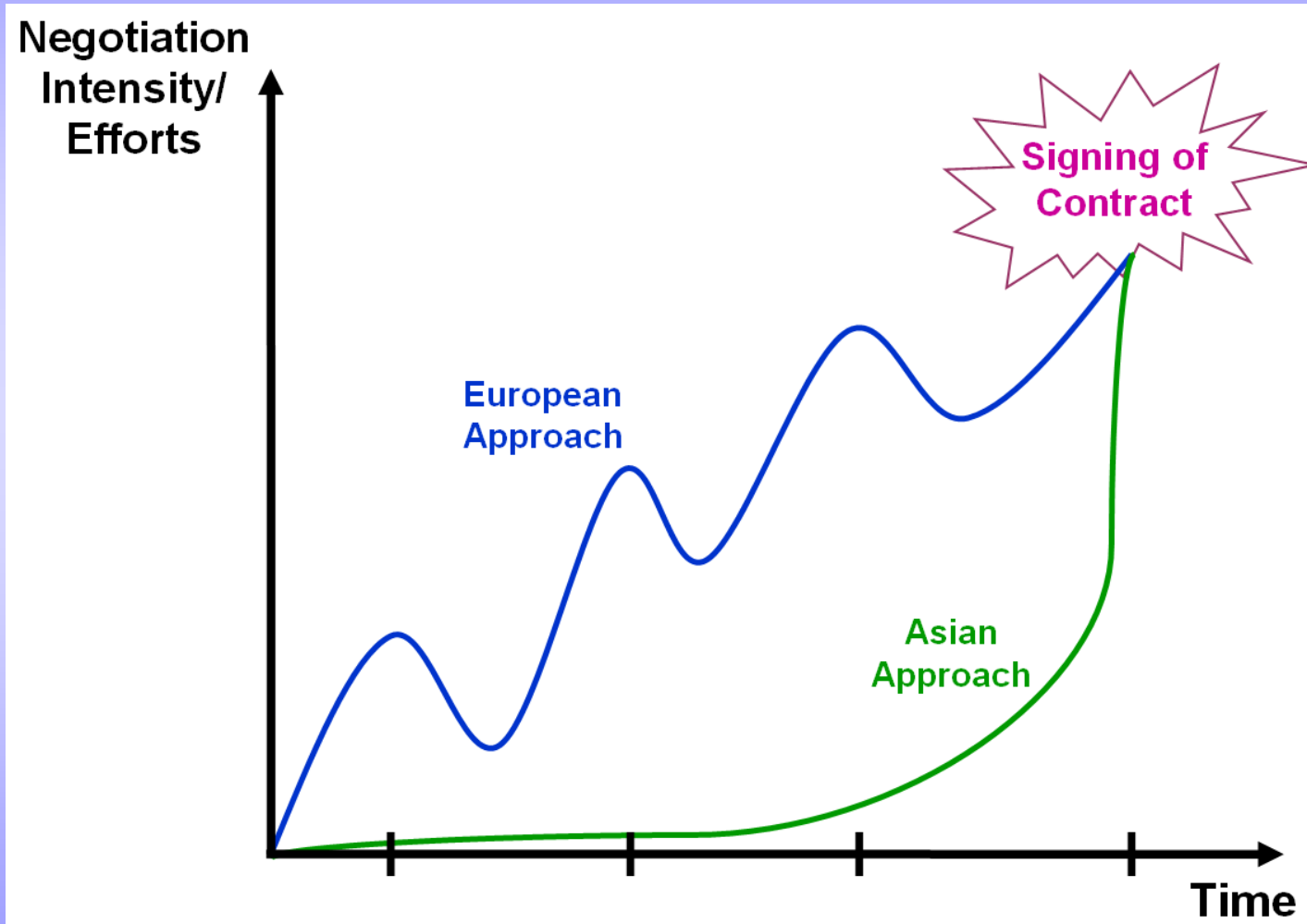
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***„You just grasp the tip of the iceberg!“***

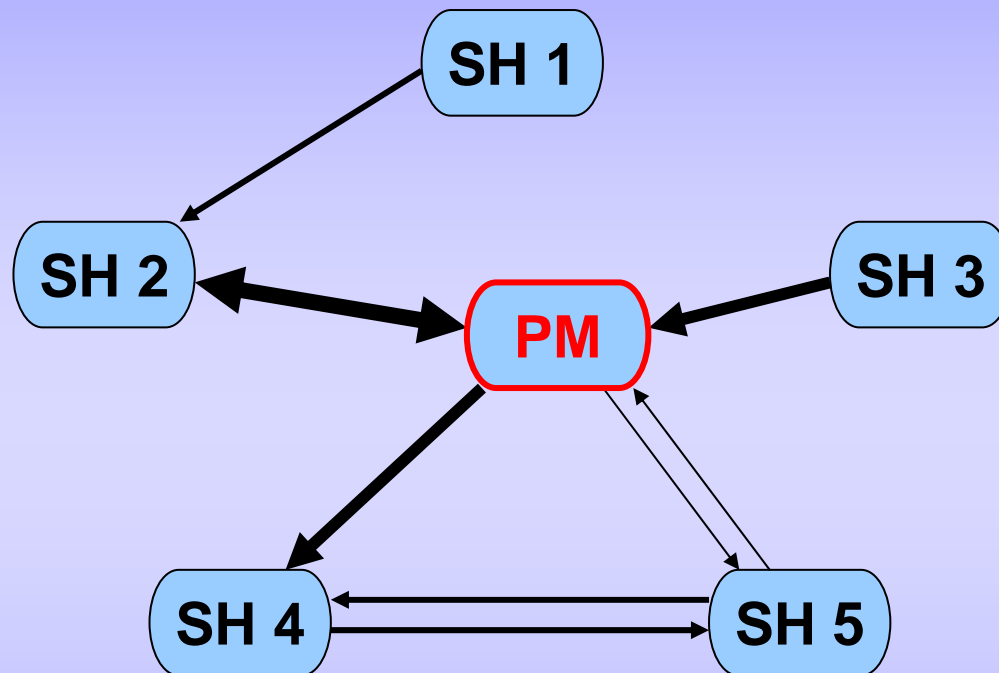
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# Multinational & -cultural Aspects





# Social Network Analysis



**Caption:**

Depiction of the relationship      Intensity

—	10%
—	20%
—	40%
—	80%

↔ two single-vectored relations

↔ complex, recursive relatedness

**Objective of a Social Network Analysis:**  
To visualize, measure, diagnose and simulate  
(social) connections between stakeholders

# Project-Environment Breakdown

## Micro-Environment of a Project

<b>Direct Peripherals</b>	Customer CEO Joint Venture Partners Projectteam	Security Situation (OpSec) Logistics (Water, Telecommunication etc.) Budget Weather Conditions Infrastructure Accommodation Contract, MoU Roadmap
<b>Indirect Peripherals</b>	Government Authorities Press / Media Bank Supplier Service Providers Local residents	Laws, Regulations etc. Environmental Protection Corporate Culture (Makro-)Political Situation Technical Framework Market Development
	<b>Social Environment</b>	<b>Factual Environment</b>

# Project-Environment Breakdown

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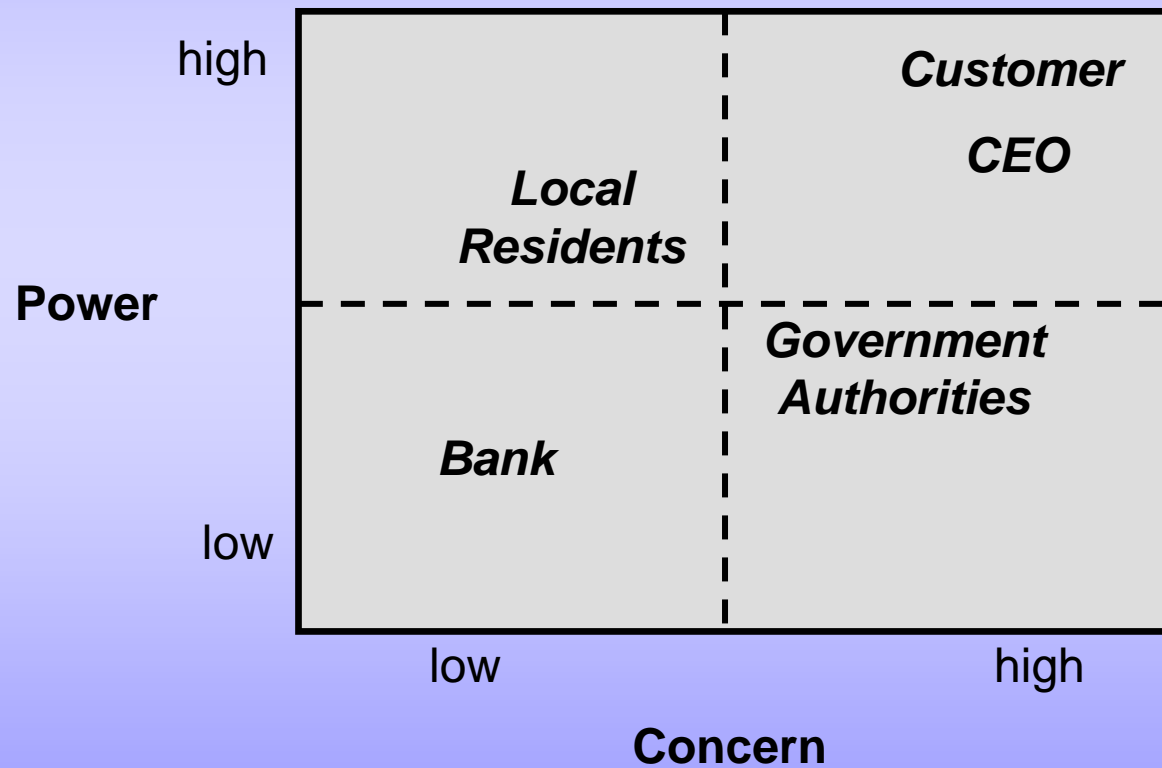
## Stakeholder-Analysis

ID	Stakeholder (SH)	Interests & Expectations of SH	Power	Concern	Attitude towards the Project	Expectations towards SH	Action	Expenses
			1 ... 5	1 ... 5	+ 0 -			
1.								
2.								
3.								
4.								
5.								
6.								

# Project-Environment Breakdown

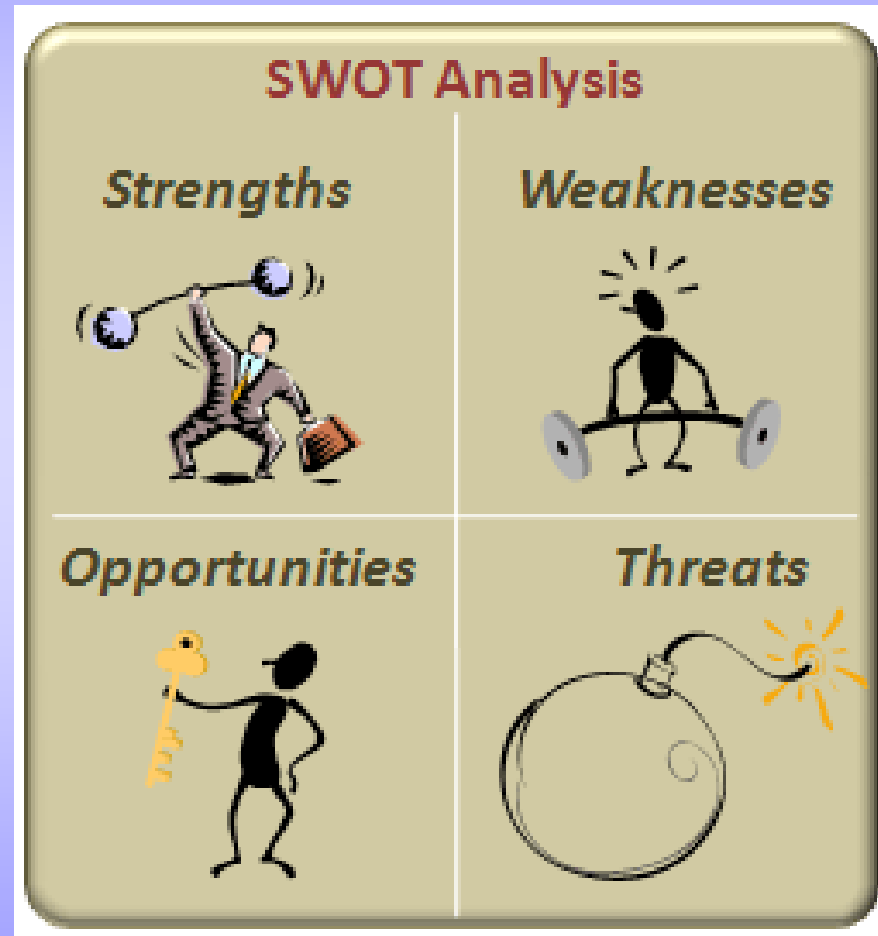
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## Stakeholder-Map



# SWOT-Analysis

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# SWOT 2.0

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Market Peripherals Corporate Peripherals	Opportunities: ...	Threats: ...
Strengths: ...	SO-Strategies	ST-Strategies
Weaknesses: ...	WO-Strategies	WT-Strategies

# SWOT 2.0

Market Peripherals	Opportunities: ...	Threats: ...
Corporate Peripherals	SO-Strategies	ST-Strategies
Strengths: ...		
Weaknesses: ...	WO-Strategies	WT-Strategies

## SO-Norm-Strategies:

- ❖ To seize corporate strengths by application of the environmental chances
- ❖ To invest & undertake expansion attempts
- ❖ To utilize current trends with existing resources

=> „How can we exploit and develop our strengths in order to take advantage of the market chances?“

# SWOT 2.0

Market Peripherals	Opportunities: ...	Threats: ...
Corporate Peripherals	SO-Strategies	ST-Strategies
Strengths: ...	WO-Strategies	WT-Strategies
Weaknesses: ...		

## ST-Norm-Strategies:

- ❖ To capitalize corporate strengths in order to reduce or balance environmental threats
- ❖ To utilize corporate relations (network) for bearing environmental effects

=> „Which of our corporate strengths can minimize which threats?“



# SWOT 2.0

Market Peripherals	Opportunities: ...	Threats: ...
Corporate Peripherals	SO-Strategies	ST-Strategies
Strengths: ...		
Weaknesses: ...	WO-Strategies	WT-Strategies

## WO-Norm-Strategies:

- ❖ To reduce corporate weaknesses by application of the environmental chances

=> „Which of our corporate weaknesses detain us from taking advantage of the market chances?“

# SWOT 2.0

Market Peripherals	Opportunities: ...	Threats: ...
Corporate Peripherals	SO-Strategies	ST-Strategies
Strengths: ...	WO-Strategies	WT-Strategies
Weaknesses: ...		

## WT-Norm-Strategies:

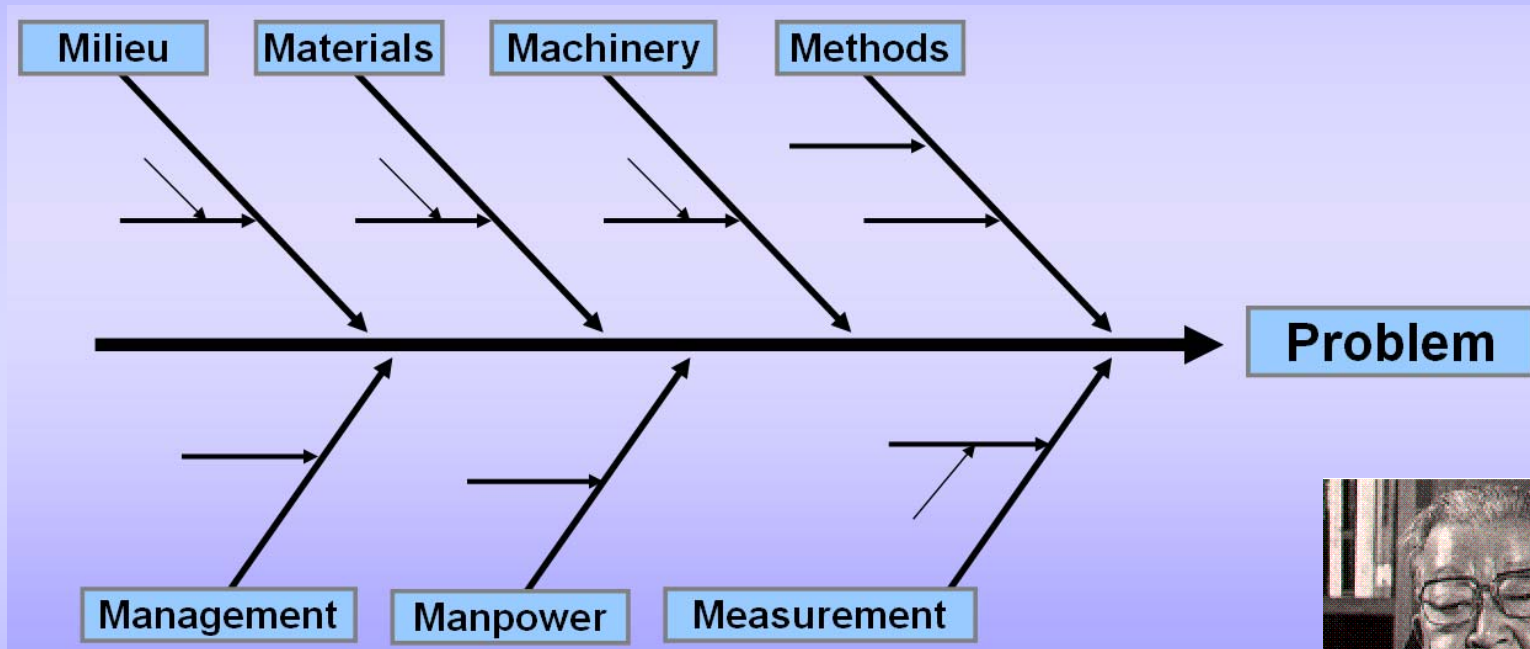
- ❖ To reduce corporate weaknesses in order to minimize the impact of environmental threats
- ❖ To raise corporate efficiency
- ❖ Not to invest

=> „Which corporate weaknesses encounter which threats?“

# SWOT-Analysis 2.0 (Example)

<p><b>Market Peripherals</b></p> <p><b>Corporate Peripherals</b></p>	<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• New defense markets in Eastern Europe</li> <li>• Access to new/civilian markets (dual-use goods)</li> <li>• Pan-European projects (Eurofighter Typhoon)</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Military budget cuts</li> <li>• New competitors in Europe</li> <li>• Concentration tendencies within the branch</li> </ul>
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Technological leadership</li> <li>• Good relations towards governmental authorities</li> <li>• Robust Cash Position</li> </ul>	<p><b>SO-Strategies:</b></p> <ul style="list-style-type: none"> <li>• Development of new products and services (systems)</li> <li>• Expansion towards markets in Eastern Europe</li> </ul>	<p><b>ST-Strategies:</b></p> <ul style="list-style-type: none"> <li>• Cooperations or acquisitions with European enterprises</li> <li>• Raise of marketing efforts</li> </ul>
<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• High manufacturing costs</li> <li>• Inflexible in-house processes</li> <li>• Unincisive sales networks</li> </ul>	<p><b>WO-Strategies:</b></p> <ul style="list-style-type: none"> <li>• Establishment of new Joint Ventures</li> <li>• Formation of sales units</li> </ul>	<p><b>WT-Strategies:</b></p> <ul style="list-style-type: none"> <li>• Closing or Outsourcing of unprofitable business units</li> <li>• Increase of efficiency</li> </ul>

# Fishbone-Diagram



**Also: „Ishikawa-Diagram“**



Dr. Kaoru Ishikawa

# Summary

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„Do not repeat the tactics that gained you one victory, but let your methods be regulated by the infinite variety of circumstances.“



Sun Tzu,  
Chinese military strategist,  
circa 490 BC

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