



The Wide Narrow Methodology

For Intelligence Team Productivity

Introduction

Based on the experience from workflow implementation in over a hundred global and local Intelligence teams, this white paper briefly suggests how to increase team productivity. The methodology fits formal and virtual teams alike.

Many Intelligence teams are organized by topic areas rather than roles in a structure. One of the problems with such a structure is person dependency; another one is lacking productivity. Like any other team, organized and transparent roles and responsibilities in a shared workflow, will enhance productivity and decrease person dependency.

Because the tasks of Intelligence teams are becoming increasingly complex, increased collaboration outside the core team is another critical component. By involving internal subject matter experts, i.e., sales, marketing, product management, IT, legal; additional data and analysis perspectives can be added to the intelligence process, severely enhancing the output quality.

Almost any analysis task, even outside the field of Market/Competitive Intelligence, could be condensed to three tasks:

- 1. Screen – Data collection**
- 2. Refine – Data refinement and analysis**
- 3. Report – Stakeholder communication**

Organizing the above three steps in a clear and transparent workflow boosts the productivity of any Intelligence team. An optimized workflow requires a modern set of IT-tools. In the Wide Narrow software, all three steps integrate into one system environment.

Organizing the Intelligence Team

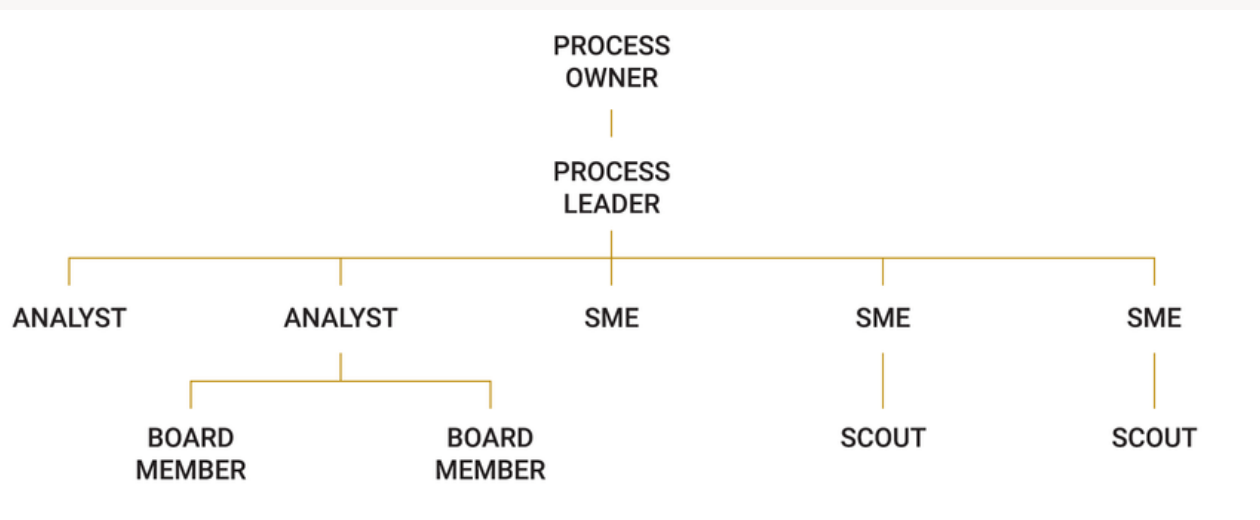
Most Intelligence organization will benefit by a hierarchical structure. Transparency improves productivity. Team members can have one or several roles, depending on team size and ambitions. Some organizations start with a limited setup and grows over time

PROCESS OWNER

- (Commonly Strategy-, Business Development- or Marketing Management)
- Ambassador towards other key stakeholders
- Facilitates Intelligence incorporation into planning and decisions
- Ensures adequate resources for the Intelligence process
- Collects feedback from Intelligence stakeholders

PROCESS LEADER

- (CI-Team Lead, or an executive from Strategy- BD- or Marketing)
- Directs the Intelligence process according to current needs
- Evaluates Intelligence team activity and performance
- Motivates team member



ANALYSTS

(CI- or corresponding analysts)

- Responsible for scheduled and ad.hoc reporting
- Organizes short- and long-term analysis questions according to target-group needs

SUBJECT MATTER EXPERTS (SME:S)

(CI- or other topic experts with specific topic knowledge)

- Screens one or several topics
- Maintains monitoring / information feed quality
- Contributes with relevant information outside the structured monitoring

SCOUTS / INTELLIGENCE CONTRIBUTORS

(Field operatives, commonly sales reps. or customer service)

- Contributes with specialist- or field knowledge

INTELLIGENCE BOARD MEMBERS

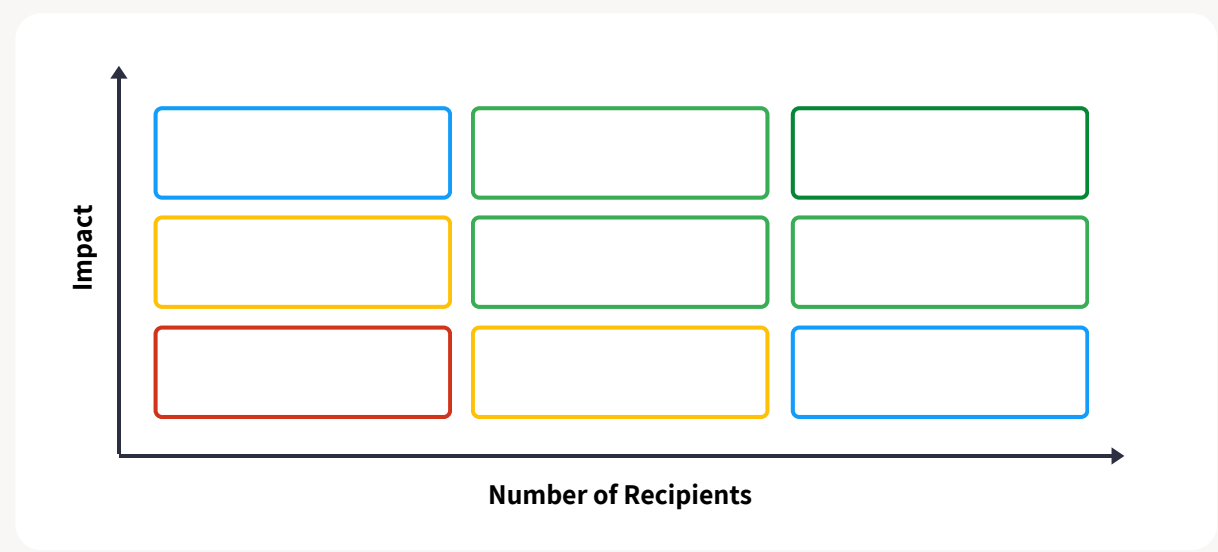
(Relevant executives or specialists)

- Adds valuable perspectives when finalizing reports

Prioritizing Deliverables

Prioritizing current and planned deliverables is key to successful reporting. The matrix below is a tool that helps to figure out the value/effort of different deliverables, e.g., a strategic Executive Management report vs. a weekly newsletter to 2,000 recipients.

Deliverables in the upper right corner are those with the highest impact as well as the largest group of receivers. Top row going left, you'll place deliverables with high impact but fewer recipients, right column second row would be deliverables with lower potential impact, yet many receivers.



Resource Estimation

The required time for different roles is relative to the process -scope and -ambition. When estimating average time spent on the Wide Narrow process, the below figures serve as pointers for an Information Intelligence network with the right Intelligence Software.

(Dedicated CI-staff usually spends much more time, depending on their number of tasks and how many are supported by Wide Narrow)

ROLE	# STAFF	HOURS / MONTH	% OF FTE
Process Owner	1	2	>2%
Process Leader	1	6	>4%
Analyst	3-4	12	>8%
SME	4-6	2	>5%
Scouts		2	
Board Members		1	

Networked Intelligence Teams

Global and diversified organizations usually create several intelligence networks, set up by region or business unit. Networks should be able to communicate and share individual Intelligence tasks- and results. Networks can be independently organized or included in a single Intelligence process hierarchy.

Key Success-factors

The design of a successful and sustainable Intelligence process varies based on each organization's prerequisites, but there are common denominators. From our experience, best-practice Intelligence processes commonly involve the right focus on a few key areas.

EARLY STAKEHOLDER ENGAGEMENT

Engage key stakeholders as early as possible and understand what they want to know. Compare which deliverables will have the highest impact based on the lowest team effort to find quick and easy ROI. Somewhat regular feedback meetings with stakeholders ensure deliverables are on par to their expectations, which motivates the intelligence team.

MANAGEABLE INFORMATION QUANTITIES

For qualitative analysis, information manageability is more important than information quantity. Manual contributions can more easily cover many needs than extensive monitoring. See if you can make more use of the information your staff already acquires, manually or from services.

OPTIMIZED DISTRIBUTION OF RESOURCES

Analysis and reporting add value. Most organizations will benefit from more knowledge, as opposed to more information. Successful Intelligence teams commonly supply and aggregates that knowledge, so it's both current and evolving. Most organizations benefit from a long-term perspective, along with events that quickly may trigger new insights.

COLLABORATIVE ANALYSIS

Engage more than one person in the analysis workflow. More than one perspective will balance conclusions thanks to different competencies and angles. Collaboration is the best way to reach meaningful insights and a powerful knowledge builder.

Want to see Wide Narrow in Action?

Schedule a demo today
www.widenarrow.com

