

RESEARCH ON ENTERPRISE COMPETITIVE INTELLIGENCE INFORMATION SOURCE AND ITS COLLECTION STRATEGY

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Competitive Intelligence Collection on the basis of clarifying key intelligence requirements, we need to accurately locate information sources, appropriately select collection methods, effectively organize intelligence collectors, and follow certain collection strategies to successfully complete intelligence collection tasks and goals. This article focuses on the subject of competitive intelligence collection, sorts out competitive intelligence information sources, summarizes intelligence gathering strategies, and helps companies conduct competitive intelligence analysis.

Keywords: Competitive Intelligence; Information Source; Collection Strategy; Big Data.

Business strategy is the result of a series of strategic decisions. According to Simon's research on the decision-making process, the decision-making process consists of three stages: a. Ask questions and clarify goals. b. Design and choose a plan; c. Implementation and control of the program.

The first stage of strategic decision-making needs to start from changes in the competitive environment, customers' opinions reflected in quality, price, service, etc. Changes in the internal economic indicators of the enterprise. Perceive the problem and clarify the problem. In the second stage, decision makers need to plans, these plans must be based on a comprehensive consideration of the various aspects of on the basis of various benefits and effects. In the third stage, to ensure the smooth progress of the strategy. Decision-makers need to understand the implementation progress of the strategy and discover the implementation of the plan or program in time. Problems in the industry and changes in environmental factors have discovered new signs and opportunities.

This requires tracking the changes in the environment and the dynamics of competitors, evaluating the capabilities of the company and comparing it with the situation of competitors. Make predictions on development, make early warnings of opportunities and challenges in the face of the company, and provide deeper and more detailed content through certain thematic studies.

Summarize the information work content of the above three stages to provide decision-making. Information support includes extensive collection of information, tracking, research, forecasting, environmental analysis and decision-making consultation, among which information collection is the basis of information analysis.

The formulation of business strategy requires a large number of external information support, especially external information support. The role of information collection one is reflected in the continuous monitoring of the corporate environment. The second is reflected in the discovery of the problem further in-depth investigation required to solve the problem. It is because of strategic decisions that are not often important, good decisions can bring huge benefits. Poor decision-making will produce serious consequences, so in order to solve the problem and make the right decision, considerable effort must be spent to gather information. The information content to be collected can be summarized into the following four parts: market information; beauty information about competitors; internal company information; corporate environmental information.

The above-mentioned information can come from many sources. For the information of competitors alone, the sources include publicly published reports, speeches of competitors' senior managers, economic news, sales teams, customers and suppliers that the company and competitors have contact with, Testing of competitors' products, speculative opinions of the company's engineering and technical personnel, and sporadic information that can be collected from management or technical personnel who have left the company To get the above information, it is often necessary to collect it bit by bit instead of flooding like a river. And it must be summarized for a period of time to get a comprehensive picture of competitors. It can be seen from the foregoing that there is a lot of information related to corporate strategic goals, and the information sources and information channels are very extensive, fragmented, and continuous, including the collection of a large amount of non-document information.

The formulation of competitive intelligence collection strategy mainly includes the following three key links:

a) Clarify the needs and goals of competitive intelligence.

Regardless of whether the time span of a competitive intelligence collection task is long-term tracking or short-term monitoring, whether the object is about the competitive environment, competitors or the company itself, its first task is to clarify the needs and goals of the competition report. Clear competitive intelligence demand is the basis for enterprises to carry out competitive intelligence activities, and it is also one of the difficulties in enterprise competitive intelligence work. It can help intelligence analysts clarify the users' met, unsatisfied and potential intelligence needs, and determine intelligence products, intelligence sources and needs based on this the number of intelligence analysts and their skills, etc., continuously improve the company's competitive intelligence activities, and provide timely, high-quality, actionable intelligence products.

b) Select the source of competitive intelligence information and collection method. Competitive intelligence information is constantly flowing inside and outside the enterprise. Enterprise information flow and dissemination are mainly divided into three levels. The first layer is the information flow within the enterprise, such as between R&D, production and sales departments, and between management and employees. Sales staff, as well as department heads, managers and other management personnel are all competing. The second layer is the information flow between the company and the upstream and downstream personnel organizations and partners of the industry, including suppliers, distributors, customers, strategic alliances, competitors, etc. The third layer is the information flow between the company and other relevant external organizations in the business environment in China (such as news media, industry executives, regulatory agencies, third-party consulting agencies, etc.). Investigating the flow and dissemination of these three layers. For competitive intelligence information, we must think about which information is solidified into printed and electronic texts, which information is hidden in people's brains; which information is publicly reported, and which information is sensitive and confidential. This will help us choose the appropriate information sources and collection methods.

c) Competitive Intelligence Collection Feedback Evaluation. Intelligence demand and feedback assessment are the driving force of competitive intelligence gathering. Strictly speaking, «feedback evaluation» is not an independent part of competitive intelligence collection. It runs through the entire process of competitive intelligence collection from beginning to end. It is a process to further clarify the essence of intelligence needs and tap potential intelligence needs. Competitive intelligence collection feedback evaluation mainly includes regular reports and exchanges with customers, filling in customer evaluation forms, etc., and can take various forms such as interviews and questionnaire surveys. Competitive intelligence products cited by corporate members in public, intelligence budgets of various departments, etc. User feedback is an important resource for competitive intelligence gathering. By categorizing and summarizing the feedback evaluation, problems in the competitive intelligence collection process, collection methods, collector skills, work quality, etc. can be found: from this, the advantages and existing problems of intelligence collection can be discovered, and even new collections can be discovered. So as to achieve the goal of improving the collection of competitive intelligence, improving the quality of collecting competitive intelligence, and better serving the follow-up analysis process of competitive intelligence.

This article focuses on the subject of competitive intelligence collection, sorting out the different classifications of competitive intelligence information

sources and different methods of information search. On this basis, it summarizes competitive intelligence collection strategies and improves the quality and efficiency of competitive intelligence research. Insight into the state of industry competition and an important path to gain competitive advantage/

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