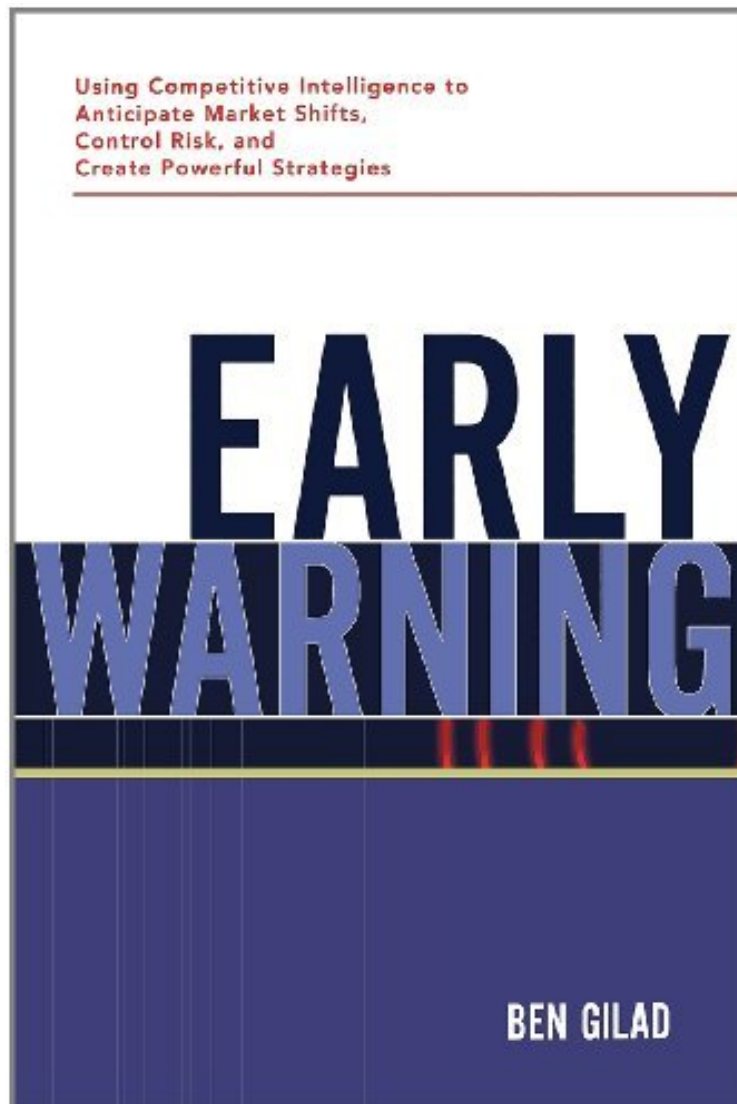


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## Early Warning: Using Competitive Intelligence to Anticipate Market Shifts, Control Risk, and Create Powerful Strategies

*Benjamin Gilad*

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**Benjamin Gilad : Early Warning: Using Competitive Intelligence to Anticipate Market Shifts, Control Risk, and Create Powerful Strategies** before purchasing it in order to gage whether or not it would be worth my time, and all praised Early Warning: Using Competitive Intelligence to Anticipate Market Shifts, Control Risk, and Create Powerful Strategies:

3 of 3 people found the following review helpful. Good introduction on competitive intelligenceBy Gary LerudeAfter

watching a webinar on competitive intelligence (CI) by Ben Gilad, impressed by his knowledge of the subject and acerbic humor, I bought this book to go deeper into the subject. I found the content informative, perhaps more appropriate for someone starting CI work. Nonetheless, the case studies and examples of CI programs at various companies would likely be of interest to most practitioners. Gilad provides a number of practical and useful dos and don'ts about the effectiveness of CI in a corporate environment, given the organizational and cultural challenges that any such program faces. The production quality of the Kindle version of the book is only fair. The graphics are poorly done, with the lettering in some of the boxes illegible by the black shadowing of the box. However I found the graphics not that illustrative, so the poor quality is perhaps a moot point. Unlike with some books, where the text font actually encourages me to read, I found the font in *Early Warning* tiring to look at for prolonged reading. Overall, I found the book informative and worth reading. 35 of 36 people found the following review helpful. Core Reference for Business Leaders By Robert David STEELE Vivas Edit of 21 Dec 07 to add links. This remains a core reference. Ben Gilad, arguably one of the top five practitioner-scholars in the competitive intelligence arena (the others, in my opinion, are Jan Herring and Leonard Fuld, his partners; Babette Bensoussan in Australia, and Mats Bjore in Sweden), makes a very important contribution with this book. It is for business leaders what Kristan Wheaton's book, was and is for government leaders. The author's earlier book, "Business Blindspots: replacing myths, beliefs and assumptions with market realities", remains one of the single best references for business intelligence professionals (but only available from Infonortics UK), together with Babette Bensoussan and Craig Fleisher's *Strategic and Competitive Analysis: Methods and Techniques for Analyzing Business Competition* I regard this book as being primarily for the manager of the business enterprise rather than the business intelligence professional, primarily because it is very helpful in breaking through old mind-sets and suggesting that very specific attitudes and activities must characterize those endeavors that wish to avoid costly surprises. I would say that this book, together with Yale business author Jeffrey Garten's book, *The Politics of Fortune: A New Agenda For Business Leaders* are "must reads" for the senior executive who desires to not just survive but to excel in the 21st Century. The author, who has a solid understanding of the history of surprise in military or national security circles, makes the point that surprise does not occur for lack of signs that can be detected, but for lack of a culture and mind-set open to seeing and understanding those signals. The book combines survey results from professionals attending the Academy of Competitive Intelligence (the single best offering in the world) with real-world accounts, "gray box" supplementals, and "manager's checklists" at the end of each chapter that are in essence an executive summary of the chapter. This is a 2-3 hour read, and well-worth anyone's time, but especially well-worth the time of the executive who is willing to consider the possibility that they are grossly unaware of real-world external threats to their future bonuses, and that there might be some relatively simple low-cost solutions to dealing with the threat that require, rather than vast sums of money, a change in mind-set. Other recommended works on my short list (with reviews): *Measuring the Effectiveness of Competitive Intelligence: Assessing Communicating CI's Value to Your Organization* *Keeping Abreast of Science and Technology: Technical Intelligence for Business* *The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information about Your Competitors* *The New Craft of Intelligence: Personal, Public, Political--Citizen's Action Handbook for Fighting Terrorism, Genocide, Disease, Toxic Bombs, Corruption* *THE SMART NATION ACT: Public Intelligence in the Public Interest* 0 of 0 people found the following review helpful. Five Stars By Brad Very useful book since many organizations do not have an EW system. Lots of good advice and examples.

Surprise is rarely a good thing in business. Unexpected developments range in their effects from inconvenient to disastrous. To avoid being blindsided, companies must develop a Competitive Early Warning system, or CEW, which combines strategic planning, competitive intelligence, and management action. Such systems let organizations manage risk more effectively and prevent "industry dissonance" -- when market realities outpace corporate strategies. *Early Warning* reveals how to:

- \* Change strategy to meet new realities
- \* Learn from the mistakes of others via the book's eye-opening stories
- \* Avoid common tactics like benchmarking and using consultants, which may do more harm than good
- \* Tell executives what they need to know -- not what they want to hear

Each chapter ends with a Manager's Checklist of key points, and the book includes numerous charts, tables, and tools. With strong opinions and wry humor, world-recognized expert Gilad reveals how to anticipate and react to early signs of trouble.