Enterprise Intelligence Maturity Model

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Abstract: This paper outlines a maturity model for enterprise intelligence operations. It is intended for plain self-assessment or structured capability development planning. The model comprises all aspects of the intelligence apparatus, from definitions and goals to software systems and output models.

Background

To develop and deploy new operations in an organization is a stimulating as well as a challenging task. To claim that one operation would be more challenging than another to implement would, in general, be a mistake as all such initiatives harbor their very own and specific "traps". Still, the further away from the core operations of the business (normally product/service development and product/service sales) we get, the harder it tends to be to assess the value generated and the "status" of the operation at hand.

An enterprise intelligence apparatus is a school book example of a group level support operation, often seen as very distant from the core operations and hence constantly under scrutinizing monitoring with regards to its value contribution. This need not be the case. All such group level support operations usually suffer from the fact that many practitioners take their existence for granted (which is reasonable), but forget that colleagues not involved may not at all understand the contribution provided to the core operations. One could argue that it all boils down to the *level of maturity* the operation has developed in the organization. A fully mature operation is very rarely called into question by executives as the activities undertaken are not only in close dialogue with the core operations, they are embedded therein.

The Maturity Model

So, if maturity is the answer to the question, then what defines maturity? Almost two decades as a practitioner, consultant and company leader in the field has provided me with insights enough to claim that there are similarities between intelligence operations that can claim long term success. In this paper, these are all collected into a maturity model for enterprise intelligence operations. The model is split into eight different general fields of excellence, under each of which further detailed fields are specified:

1. General awareness
2. Intelligence Network principles
3. Intelligence Operations
4. Intelligence Systems Management
5. Process and goals
6. Information Gathering
7. Analysis
8. Output

For each field of excellence, five levels of "maturity" are described.

It goes without saying that any model like this is not scientifically exact in any way but this one has proven efficient as an assessment tool for organizations developing their Intelligence capabilities. A typical use case is to start by running one or more assessment workshops to agree on an "as is" status. The next step is to agree on an ambition level and on what needs to be done to achieve such a goal. Although it is possible to rank very high in one field and low in another, it is strongly advised that any development plan is targeted to develop the different fields of excellence in such a way that a status check would keep the vast majority of the level assessments within two adjacent levels.

Finally, the contents of a model like this are always, to some extent, moving targets. The model will thus most likely be updated in the future. If, as a reader, you undertake a self-assessment of your organization, based on this model, you would greatly support its future development by sending me feedback on any alterations to the model you found necessary or preferable in order to meet your intended results.

As this paper is very much a work procedure guideline, it goes without saying that questions are welcome with regards to actual project planning.

FIELD OF EXCELLENCE	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
1 GENERAL AWARENESS					
1.1 DEFINITION OF INTELLIGENCE	Intelligence is generally unknown as a concept but some ad hoc market analysis is undertaken at different locations without any coordination.	Awareness of Intelligence is increasing but individuals in the company generally do not know how it relates to their own work and who to talk to regarding Intelligence tasks.	Intelligence is known as a task in the company and people do in general have an idea of what it is. Intelligence teams have internal definitions on what they do. Intelligence analysts are known as such in their own constituency.	Each division or Business Unit has a common internal definition of Intelligence. Divisions are aware of other divisions' work in the field and strive towards a joint corporate view.	All units globally share the same definition of Intelligence.
1.2 PURPOSE OF INTELLIGENCE	No specific internal purpose has been articulated other than one-by-one manager to employee tasks.	The purpose of Intelligence is known and agreed within the Intelligence teams on a local unit level.	The purpose of Intelligence is known and agreed within the Intelligence teams on a divisional level and with cross-divisional ambitions.	The purpose of Intelligence is known throughout the company and supported by representatives of at least senior management in the different divisions.	The purpose of Intelligence is well known throughout the company and clearly supported by the corporate executive team as well as all management layers below.
1.3 INTELLIGENCE MISSION STATEMENT	No Intelligence mission statement crafted or considered.	Some Intelligence teams have crafted a mission statement as a guideline for their work.	Each divisional Intelligence team has a mission statement of their own that is divisional focused.	An Intelligence mission statement is well communicated, shared and accepted among all Intelligence staff globally.	An Intelligence mission statement is well communicated, shared and accepted among all Intelligence staff globally as well as among all executives and senior managers in the company.
1.4 INTELLIGENCE ORGANIZATION - GENERAL DESCRIPTION	There is no formal organization for Intelligence other than ad-hoc individual attempts to collaborate on analysis tasks.	There is no formal organization for Intelligence described but Intelligence individuals gather regularly in different forms to work together.	Each Intelligence team, at least on divisional level, has its own organization description but with a joint steering group, aiming at corporate efficiency between the different teams.	Each Intelligence team has its own organization description and collaboration between Intelligence teams is formalized and efficient across divisions/business units.	The global Intelligence organization is well documented and filed as an official part of the company's internal organization description.

2 INTELLIGENCE NETWORK PRINCIPLES					
2.1 PURPOSE OF THE INTELLIGENCE NETWORK	There are some outspoken desires to increase collaboration for the benefit of better analysis but nothing of the kind is in formal operation.	Intelligence network purposes are documented within unit teams and efforts are being made to coordinate the views.	There is at least one clear purpose statement that is agreed within the Intelligence network and supported by all Intelligence network managers.	The purpose of the Intelligence Network is well known and supported among the company's managers globally.	The purpose of the Intelligence Network is well known and the CEO is an outspoken champion for the Intelligence network operations.
2.2 INTELLIGENCE NETWORK'S INTERNAL CUSTOMERS	Some scattered decision makers in the company do see themselves as users of Intelligence but no formal relationship is specified.	Intelligence analysts are segmenting their internal customers according to perceived needs and available capacity for Intelligence deliveries.	There is a clear understanding within the Intelligence network that its operation in essence is driven by "internal customers". Also, the Intelligence network properly sees itself as an internal consultancy and advisory organization.	Intelligence networks' internal customers are well defined and also aware of being such.	Executive and senior managers consider themselves as key customers of the Intelligence network. Further, they regularly invite Intelligence staff to management and board meetings for presentations and dialogues.
2.3 INTELLIGENCE NETWORK MODEL AND ORGANIZATION	There are some outspoken desires to increase collaboration for the benefit of better analysis.	Intelligence individuals are collaborating on an ad-hoc but recurring basis when needed. Cross-divisional collaboration does take place.	The modus operandi of the Intelligence network is agreed on and deployed among the Intelligence network members.	Approved documentation on how the Intelligence network should operate is developed and available to employees throughout the company.	The modus operandi of the Intelligence network is well known and supported by all layers of management throughout the entire organization.
2.4 THE WORK OF THE INTELLIGENCE NETWORK	It is possible to gather some historical Intelligence products but these are not comparable either over time or between analysis entities.	Intelligence individuals have gathered a central "library" of analyses and projects in order to be able to reuse historic insights and benchmark new findings.	The output of the Intelligence network follows a commonly agreed format and is comparable over time and between units. The basis for future follow-up and time-analysis is in place. Some business managers can provide references on successful Intelligence contribution to the business.	Intelligence network have internal references and can show a continuation, over at least two years, of cases in which it has contributed to the business of the company in a variety of ways.	Intelligence network have several internal references and can show a continuation, over at least three years, of cases in which it has contributed to the business of the company in a variety of ways.

3 INTELLIGENCE OPERATIONS				
3.1 THE INTELLIGENCE ANALYST – DEFINITION AND ROLE	Some analysts in the company see themselves as having a "role" but no claimed or agreed format is documented.	The concept of analyst is gaining acceptance. A streamlined view of the role is developing among managers to analysts.	The analyst's role is clearly understood and agreed throughout the Intelligence network.	Intelligence analyst is an approved job description within the HR organization.	Intelligence analyst is a well-defined role in the company and also a component of the career planning in the respective disciplines of the company.
3.2 SPECIFICATIONS FOR ANALYSTS, MANAGERS AND USERS	Not available	Analysts have agreed on a draft requirement specification for their role.	Approved documentation on the Intelligence analyst role is developed and available to employees throughout the company.	The Intelligence network has documented specifications for all different roles relating to Intelligence, which are all available to everyone in the company through the Intelligence system.	The different mandates of analysts, managers and Users with regards to Intelligence are agreed on and well documented in the company's central guidelines.
3.3 INTELLIGENCE RESOURCES - REFERENCE GROUPS AND PEOPLE	Individual analysts use their personal network as well as they can to fulfill their task.	Analysts meetings happen on a needs basis in order to share experience and support in analysis tasks.	The Intelligence network is fully operational globally and uses itself as a worldwide analysis and reference group.	Many decision makers at different levels make regular use of the Intelligence network for decisions support and also, as such, serve as a dialogue part to their close Intelligence team.	The Intelligence network is fully accepted as a competent dialogue part for experts and managers at all levels. An Intelligence team locally can use its colleagues and managers as a resource and reference when needed and appropriate.
3.4 INTELLIGENCE COMPETENCE MANAGEMENT	Analysts do, on occasion, convince their managers that they need external training in analysis related topics.	Analysts from different divisions attend annual Intelligence conferences (globally) and share findings among each other. Ad-hoc and specific internal seminars on Intelligence and analysis are held by externally invited lecturers.	The Intelligence network has designed an Intelligence training program that analysts should undergo before being considered fully part of the Intelligence network.	Intelligence training is a regular event for individuals within the Intelligence network. The head of the Intelligence network is ensuring that all network members not only have attended the introduction training but also that continuous training is ensured and budgeted for by managers of Intelligence staff.	Intelligence training is formally the responsibility of the corporate human resources and competence management units. A well-defined Intelligence analyst training program is deployed and undertaken at least once every year. Also, all management training programs within the company include a module on Intelligence in the business processes.

4 INTELLIGENCE SYSTEM MANAGEMENT					
4.1 TAXONOMY MANAGEMENT	Codification of documents are undertaken individually and manually, possibly with limited sharing options (of codification)	Taxonomy management is undertaken centrally within a limited Intelligence team.	Taxonomy management is undertaken and distributed, but within the Intelligence network only. The overall taxonomy is managed by a central Intelligence team.	Taxonomy management is undertaken and distributed within the Intelligence network, with the support of corporate Human resources for codification of experts throughout the company.	The task of taxonomy management is delegated/distributed throughout the organization in order to ensure that each specialist topic has the best expert as the responsible administrator. The overall taxonomy is managed by a corporate taxonomy board.
4.2 TAXONOMY COMPREHENSIVENESS	Available taxonomies are limited to individual business dimensions without cross-functional dependencies.	A common taxonomy is under development and fully covers at least one of the following; companies (customers, competitors and suppliers), markets/countries or products/services.	The taxonomy covers at least companies (customers, competitors and suppliers), markets/countries and products/services.	The taxonomy covers all aspects of the business that is represented in the Intelligence network.	The total taxonomy, managed as described above, covers all aspects of the company's business dimension.
4.3 IT MANAGEMENT	File sharing through e.g. company standard Share Point system	File sharing through e.g. company standard Share Point system with the addition of agreed desktop analysis software of different kinds.	Enterprise Intelligence system is in place, managed and offered by the Intelligence HQ team, available to Intelligence network and Intelligence users throughout the corporation.	Enterprise Intelligence system is in place, managed and offered by the Intelligence HQ team, available to all employees in the corporation.	An Enterprise Intelligence system, accessible to all employees, is in place, hosted and managed by company IT and run as a service to Intelligence network, with Intelligence having the administration responsibility.
5 PROCESS AND GOALS					
5.1 DEFINITION OF NEEDS	No specific process needs have been specified. No other processes in the company expect there to be a supporting Intelligence process.	Some individual managers have articulated their needs to their direct reporting analysts.	Process needs are defined by the Intelligence network individuals.	Process needs are defined by managers and documented by the Intelligence network individuals.	The process needs are clearly specified and agreed on by executive management.
5.2 INTELLIGENCE PROCESS AND ITS ELEMENTS	There is no defined process documented.	Most Intelligence teams have their own descriptions of a working process for Intelligence but there is no coordination between the processes of different units.	There is an awareness of a need for a common defined process. Drafts are being discussed. In particular, the Intelligence process' relation to other processes in the company is being evaluated.	There is a documented Intelligence process but its application might vary between divisions/business units.	There is one well-documented Intelligence process answering to the defined needs, which is implemented throughout the entire company.

5.3 RELEVANT INTELLIGENCE THEORIES – SPECIFICATION	Various individual analysts have opinions about Intelligence theories and try to put them into practice in their own operation.	Intelligence theories are being discussed and attempts are being made to unify different units' views on what theories to deploy.	The entire Intelligence network has an agreed specification of what Intelligence theories to follow and how they are specified.	N.A.	N.A.
5.4 INTELLIGENCE QUALITY, EVALUATION AND CONTINUOUS IMPROVEMENT	No quality evaluation framework is defined but individual assessments are part of regular individual personnel planning meetings for analysts.	The term "analysis" can be found in local job descriptions for certain individuals and is followed up accordingly.	The Intelligence network has developed, and is using, a self-evaluation process for internal benchmarking and experience sharing.	There is an agreed evaluation format that all managers can use in evaluating the value of Intelligence on an annual basis.	There is a continuous and measurable evaluation of the contribution of Intelligence to operations and business. Quality in Intelligence work is part of staff appraisal at annual individual planning meetings.
6 INFORMATION GATHERING					
6.1 INFORMATION NEEDS SPECIFICATIONS	Each manager and analyst defines his/her own needs. No sharing of needs is taking place.	Each manager and analyst defines his/her own needs. Analysts share the needs insights within local Intelligence teams.	Each Intelligence analyst knows the information needs of his/her own unit, based on interviews and questionnaires.	Information needs are researched and assessed by Intelligence analysts and are shared and agreed on within the Intelligence network.	Information needs management is a corporate responsibility and HQ is maintaining a dialogue with all units with regards to information needs.
6.2 GATHERING METHODS	Individual analysts and managers have their own libraries of RSS feeds and web sites being monitored manually.	Other than open sources, managers and analysts have some individual subscriptions to commercial sources and also have a structured way of collecting and saving primary information in their daily work.	Primary collection is coordinated within local Intelligence teams. Pre-planned gathering is routine with regards to known needs.	Most commercial content is purchased centrally and made available to the entire Intelligence network and, if relevant, to all employees. Coordination is taking place within the Intelligence entire network with regards to primary gathering from e.g. trade shows and other events.	Based on needs, the corporate level Intelligence unit sustains central agreements with relevant commercial content providers worldwide. The corporate Intelligence unit also coordinates and supports gathering operations throughout the corporation in order ensure optimal efficiency.

7 ANALYSIS					
7.1 INTELLIGENCE ANALYSIS FRAMEWORK	Models are used scarcely, if at all, and only on an ad-hoc basis.	Some analysts and managers have defined their own set of models in order to structure their respective view of the business environment. Very limited sharing of results takes place and no shared view of model deployment exists.	Standard strategy plans include some Intelligence models as presentation formats. The theories behind the models used are known to those having produced the results.	There is a suggested set of models that are being used. Most analysts are trained in the usage of these models.	There is one corporate-wide agreed set of models and tools that are defined for their respective use and all analysts are trained in the usage of all tools.
7.2 DESCRIPTION OF RECOMMENDED METHODS	Only standard textbook usage without any company specific adaptations or clarifications.	Attempts have been made, and used, to customize model use to the company's specific needs and jargons.	Each model has its own internal description but all together they are not put in perspective of the company's holistic analysis needs.	There are documents suggesting which models to use for different internal purposes, such as strategic plans, marketing plans etc.	There is a manual describing in detail how the company's Intelligence network deploys and uses the models and tools in the analysis framework.
8 OUTPUT					
8.1 standardized analysis and templates	Analysts use individual and limited templates for their respective reports/deliveries to their immediate user(s).	Some sharing of models and templates take place. Local Intelligence teams use internally agreed templates for their work.	The most used models have templates for work in progress and are implemented in the Intelligence system.	All models and tools, where applicable, have templates but due to training and experience levels, not all are used on a regular basis.	All models and tools, where applicable, have templates for work in progress and output and all are implemented in the Intelligence system.
8.2 business dimensions Specifications	Business dimensions as a concept is not used in any analysis models but local analysis is presented with cross-analysis between areas of operations.	Business Dimensions are not specified in any general terms. Each analyst usually has a picture of the own units dimensions but without a comprehensive view of how to cross analyze.	Business Dimensions are used as concept by the Intelligence network to describe the analysis context and as a basis for the Intelligence network organization.	Each division/business unit has its respective definitions of their business dimensions. Analysis and Intelligence team projects are undertaken in the business dimension format.	The business dimensions of the company are clearly defined and the Intelligence network has staffed the analysis team accordingly throughout the company.
8.3 PRODUCT/SERVICES FORMATS	Entirely ad-hoc. Q&A setup between individual analysts and decision makers.	Intelligence teams produce regular newsletters to various levels of receivers in their respective units. On an ad-hoc basis, Intelligence analysts are called upon as presenters of business environment factors on management meetings.	Decision makers who regularly use Intelligence as input are aware of what services and output that can be expected from their respective Intelligence analysts.	Different parts of the Intelligence network have developed their respective services in collaboration with the Intelligence network. Active benchmarking takes place within the Intelligence network to evaluate the different service options.	The Intelligence network has a globally agreed set of services that are offered to the internal customers and organization on a continuous basis.