

INTELLIGENCE LED ENTERPRISE TRANSFORMATION

Why are Business Leaders Struggling to Keep Up with Constantly Changing Markets?

The accelerated pace of change – and its disruptive nature – is ripping across various sectors and industries. And business leaders are feeling it. Not only have customer behaviors become sporadic, but at the same time, new, nimble competitors are introducing alternative products and services better tailored to customer demands, at lower costs, which test brand preference and loyalty. Leaders now find themselves and their organization falling behind or “playing catchup” to the shocks and shifts of customer and competitor environments; and are tired of being surprised.

A key contributing issue to this struggle is the effectiveness of an organization’s Market Intelligence capability. The structures, methods, skills, and attributes of how Market Intelligence has been conducted in the past no longer support leaders in understanding and managing current and emerging changes. There is an urgent need for different and improved intelligence on customer desires, and competitive developments to reduce uncertainty.

Past Market Intelligence Attributes	Future Market Intelligence Attributes
Reactions to market and competitive changes	Scans, senses, interprets and drives action to emerging changes
Narrow focus on core, legacy skills	Cognitive diversity of knowledge, skills, and behaviors
Stove-piped, hierarchy-driven organization structure	Integrated organizational model that delivers value across the enterprise
Centralized systems, processes, and execution	Decentralized guidance and monitoring; collective and collaborative execution
Sole focus around profit and revenue	Focus on ‘why’ customers and competitors are behaving the way they are (and the business positioning impacts aligned to enterprise values)
Task-oriented and output-focused	Outcome focused across strategic, operational, and tactical layers

How to Develop a Future-Focused Market Intelligence Capability

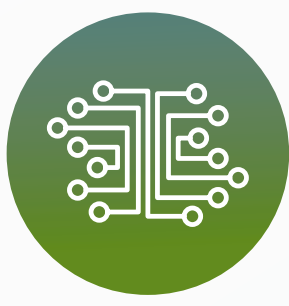
Our experience working across several sectors and within various industries shows that to approach these challenges you must modernize your organization’s intelligence capability – think of it as Market Intelligence 3.0¹. Organizations must improve strategic, operational, and tactical understanding of the existing and future market. To accomplish this, an organization must design a capability that: harnesses and enables diverse human behaviors and skills; employs an artificially intelligent technology platform that assists the human teams with scanning, sensing, and analysis; and operates in a decentralized, flexible, network-driven way to extract, exchange, and enable intelligence sharing across the organization to drive decisions.

Consider the Following Actions as a Start:



Human Behaviors and Skills

- Train your workforce to learn how to spot relevant outliers and extrapolate implications for your enterprise, being proactive and curious
- Model behaviors to reinforce both collaborative-based problem-solving and independent research, perspective development skills



Advanced Technology-Powered Platform

- Gather technical, behavior, and business requirements for technology capability
- Create and implement a platform for information to be sourced, extracted, analyzed, and updated



Decentralized Network, Process, and Information Flow

- Outline roles across strategic, operational, and tactical layers of the organization
- Establish broader set of relationships between enterprise layers and modify structure and processes to enable the exchange and storage of customer and competitive insights

To ensure a successful transformation to a Market Intelligence 3.0 capability, it is important to establish a governance organization to create a business case, develop a roadmap, design associated communication and coaching programs to manage the change across the enterprise, and position a capability that serves as a source of information and insight for leaders across the organization.

1. The ability to aggregate in real time different data sources using AI/ML powered technology to enable and assist in human analysis of changes, shifts, and shocks. Market Intelligence 3.0 is driven by a collaborative ecosystem that generates and delivers curated perspectives that lead to action.

Putting the Pieces Together: An Integrated Market Intelligence 3.0 Capability



Questions to Consider

- 1 Are you confident in your organization’s current Market Intelligence capability to help you anticipate change, see new opportunities for growth, and identify immediate (and looming) risk to your organization?
- 2 Is your Market Intelligence capability integrated across all layers of your organization, driving business decisions that anticipate shocks?
- 3 Does your Market Intelligence capability harness internal and external sensors to generate insights and drive value?

Are You Ready to Modernize Your Market Intelligence Capability?

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Strategic Advisory • Innovation & Agility
Risk Management • Organizational Transformation

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