Book Review: Introduction to Private and Public Intelligence

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ABSTRACT

In nowadays society the market is full of information which are available and can be used for companies. But these companies have the main problem to handle the high amount of information in the right way to create a competitive advantage. It is shown that business intelligence departments should be implemented to solve this problem.

Therefore, the book "Introduction to Private and Public Intelligence: The Swedish School of Competitive Intelligence", published by Klaus Solberg Søilen in 2005, gives an introduction into that topic. It provides basic but detailed theories into that field. Analyses how to deal better with the fields of private and public intelligence will be discussed to give the reader a clear understanding how to deal with this topic for future challenges.

KEYWORDS: private intelligence, public intelligence, business intelligence, analysis, technology, ethics

INTRODUCTION

The book deals about the whole field of private and public intelligence. There are already a lot of books and articles existing in Swedish language about this topic, because in universities like Lund it is dealt since more than 40 years with it.

Due to the point that there are not that much books and articles in English the author decides to write about that. Especially for companies this field gets more and more interesting, although it is not an applied science in the field of study in the way of studies (Solberg Søilen, 2005, p. 18).

The book has overall five different chapters. To structure the summary of this book a small conclusion of each chapter will made.

SUMMARY

Preface and Chapter one:

In the preface Solberg Søilen is talking about public and private intelligence and how to get ideas about this topic. Solberg Søilen argues that one reason was to write a book about this topic in English due to the point that there are already some books in Swedish about private and public intelligence.

Chapter one focuses on the "introduction to the study of private and public intelligence" and is subdivided in four different sub items. In the conclusion not all detailed points will be mentioned.

In general, the first chapter starts with an explanation about the origin of the words private and public intelligence. Solberg Søilen classifies these terms in the field of

business, economics on the one hand and political and science on the other hand. Furthermore it is a combination between the field of strategy and entrepreneurship. Also geoeconomics is located near to the field of private and public intelligence. "Geoeconomics tries to find a relationship between geography and human behavior" (Solberg Søilen, 2005, p. 15). But Solberg Søilen straightens out that there are still some differences. As private and public intelligence use the PEST analysis with geographical analysis to find out the best infrastructure or environment for companies they deal with some parts of geoeconomics but don't go deeper in it.

In subitem 1.3 Solberg Søilen starts with implementing intelligence in the working process nowadays. He mentions that there have been already some historical events where people dealt with intelligence (e.g. Alexander the Great) and are taking the connection to the nowadays organization in e.g. Sweden. Therefore the author mentioned a Swedish bank, which implemented the intelligence department in the beginning of the 20th century and has been very successful with it (Solberg Søilen, 2005, p.17). In the following pages famous Swedish companies followed this concept. It has shown that private and public intelligence is not yet an applied science in the field of economics, but Solberg Søilen strengthens the importance of this topic nowadays and the demand for the employment.

In the following the author is taking a closer look to the development and terminology of the terms of public and private intelligence to define them and make it clearer for the reader. For the field of business intelligence, which implements private and public intelligence, the study in Sweden is called "omvärldsanalys" (Solberg Søilen, 2005, p. 22). Environmental scan is the best translation for this. Furthermore Solberg Søilen describes intelligence as "actionable information". The function of intelligence is performed in Business Intelligence teams (BIT) with three different types of customers: top, middle and front line management (Solberg Søilen, 2005, p. 22 - 23).

Public intelligence is more focusing on local, regional and governmental interests and not military issues. It is overall more complex than business intelligence but more clear, because business organizations mostly have a clear purpose. Public intelligence has strict rules. Local organizations are mostly too small for implementing an intelligence system but national governments can be too big to gather detailed information about all regions. Due to the point that intelligence is a resource it is more relevant to regional than local government.

Private intelligence therefore includes business and nonprofit organizations. Different types can be competitive-, competitor-, marketing - or business intelligence (Solberg Søilen, 2005, p. 26-27).

Business intelligence is the overall intelligence topics about the company and not only about competitiveness. Competitive intelligence deals with what makes the business survive and strengthen the marketplace, while marketing intelligence is dealing with gathering and analyzing market information's all around the company. Competitor intelligence, which is also part of the business marketing intelligence, is only focusing on

gathering information from competitors (Solberg Søilen, 2005, p. 26 -29).

CRITIQUE: Chapter one

For the preface it is interesting for the reader to know the reason the author had to write this book (Solberg Søilen, 2005, p. 7-9). With naming all people who got involved in the writing process the reader understands the connection what the book is about. It can be noted that a description about the author and his life is missing. Between the lines in the preface the reader can surmise some things about Klaus Solberg Søilen. It would be interesting to know who the author is, what major he is specialized in, what he is working for and what he did in his previous life. For the reader it is much more attractive and would make it more personal to read this book.

Overall the first chapter regarding the introduction of this book is well structured. Readers who don't have an idea about the topic and no background knowledge can understand and read it well. Solberg Søilen especially mentioned this in the beginning of subitem 1.2. The headings and subitems of each chapter as for example "place and tasks of the study of private and public intelligence" (Solberg Søilen, 2005, p. 13) are chosen well and giving the reader a first impression what will discussed in the following without knowing it for real.

Another positive point is that Solberg Søilen introduces very detailed the overall structure of this book point by point so that the reader gets a good understanding what he can expect while reading the book.

Solberg Søilen argues in the beginning of the preface on page 7 that he wants "…to keep this book as short as possible…". However in chapter 1.2 and 1.4 he writes sometimes that he goes the long way around to tell the story when he talks about historical events. That makes it hard for the reader to understand what the real purpose of this book is about. Examples for this are on page 20 and 21 "in the United states, it was Michael Porter, influenced…" (Solberg Søilen, 2005, p. 20) or "A short story tells how the study of private and public intelligence started.." (Solberg Søilen, 2005, p. 21).

Positive to mention is the point that Solberg Søilen uses a figure on page 27 when going more into detail with the model about private intelligence within a company. The figure with its comment is self-explanatory and simplifies the reading a lot. The text gives detailed information about the different types of intelligence in a company itself.

Overall it can be said that the author connects the chapters itself in a meaningful way. When finishing one he mentions in a few sentences some open points that will be debated in the following chapter or subitem and why they will mention it. Solberg Søilen is taking the reader by hand and follows him not to get lost in the content. Compared to other books without classification of different chapters this is more sensible or meaningful. It generates that the content is based on each other. An example for this is on page 29 when Solberg Søilen (2005) writes: "This concludes the part with the definitions, the place and justification of the study and private intelligence". And then follows with "We are now ready to enter the different elements of this study

starting with the question..". (Solberg Søilen, 2005, p. 29).

SUMMARY: Chapter Two
Chapter two is overall about the "Elements of private and public intelligence". Solberg Søilen explains that there are different means how to gather information. There is the legal and illegal way and both can be ethical or unethical. Some are even in the gray zone. If companies expand their services abroad they have sometimes to change their behaviors, because in other countries are different laws. As well there are different strategies how to get information: "defensive, offensive, ethical defensive and ethical offensive" (Solberg Søilen, 2005, p. 35).

The author distinguishes between intelligence, information and data. The whole process of how to get intelligence will elaborate. Firstly, companies collecting data, then they sort out the information and analyze them to decide whether they use the intelligence or not. Companies therefore have to make decisions. That's how companies gain their competitive advantage of how to handle information.

Mostly everybody is doing their job task and nobody wants to handle the information or analyze them in detail. Solberg Søilen describes businessman as "man of action" (p. 38), which not fully entered the information age.

Solberg Søilen points out that most organizations have too much information but too little intelligence. Or in other words: Too much "nice-to-know" and too little "need-to-know" (Solberg Søilen, 2005, p. 38). There is too much time as intelligence officer and too less time as a decision maker. The Company thinks it cannot afford it or have the knowledge.

According to Solberg Søilen companies who can distinguish between information and intelligence will succeed in the future. It can be also a competitive advantage at the market. He points out that the only real competitive advantage a company has nowadays in our society is information. There are shorter lifecycles, everything is faster and there will be more global competitors (Solberg Søilen, 2005, p. 41). Therefore companies try to develop better information and intelligence systems. Solberg Søilen argues that there are either resources, so called distinctive competences, to create a value. Either it can be cost advantage or differentiation. This can happen when offering a better price or a better product. Overall a good business idea comes from a detailed market research.

The author points out the tripod of intelligence, security and counterintelligence (Solberg Søilen, 2005, p. 43-47). Counterintelligence in public and private life is producing counterattacks. He is giving away false information and take advantage of attackers new information. Counterintelligence plan as a part of business intelligence system and there are different form of it. Security therefore is building to prevent a potential attacker from gathering information (Solberg Søilen, 2005, p. 46-47).

Business intelligence is a big concern for the marketing department, because they are normally looking for informations which are easy to get without much work. The author argues that in general it is important to have an own department in companies which are responsible for gathering informations like e.g. BMI or MRD (Solberg Søilen, 2005, p. 48). It is

also mentioned that micro (suppliers) and macro (international, political) are both important for competitive advantage. The strategic decisions are normally made by the top management. The intelligence working process explains how to take information and work with them within the different stages. Here we have either the marketing- or business intelligence cycle as follows (Solberg Søilen, 2005, p.49 - 53): Define the problem, select a method, gather information, analyze information, present finish report, evaluate report. Here Solberg Søilen argues that it is important to work in group as BIT (Business intelligence team) because nobody could handle this alone.

Open sources are information which are available for affordable for everyone (Solberg Søilen, 2005, p. 66). It could be either free sources, mostly in the internet or commercial sources form a consulting company when you have to pay for it. But as well there are also security sources, which become one day open sources.

Solberg Søilen argues the wider companies want to see in the future the harder it is to get informations about it. Therefore, it comes to intelligence it is important to have a defined strategy. Possible analysis instruments are trend, scenario or forecast analysis. The model shows that to a special point it is possible to make future statements because of the gathered informations. After this it will become way harder and in the "near future" there are different scenarios and there is uncertainty (Solberg Søilen, 2005, p. 60) And in the futurology things are even too far away for analysts. Business intelligence can make future statements in an interval of 0-3 years with the help of trends, because of certain lifecycles and trends.

After explaining a lot of theoretical framework Solberg Søilen takes acquisition to business intelligence in Nordic companies. The author describes that Ericsson had their own intelligence system called EBIN or BIAP, which leads them to success. Similar examples are also seen by the companies Nokia, Tetra Pak, Volvo or SAAB. The author points out that most of the well-developed intelligence systems are swedish, because of the university influence (Solberg Søilen, 2005, p. 64).

When these companies and the departments use their information smart they are able to bring products faster on the market and handeling a competitive advantage. Instead of one product they can launch more products with shorter but more effective lifecycle.

Solber Søilen distinguished between industry analysis and company analysis. Both are important. For company analysis there has to be taken care that you buy these reports from consulting companies and everybody who is buying these information has probably the same ones. For the field of entrepreneurship, a business plan, including a marketing and financial plan is important. Chapter two ends with the comparison of instrumental and personal analysis. Here the author mentions that Too many industry and company analysis fail because not taking care of human resources (Solberg Søilen, 2005, p. 76-77).

Discussion: Chapter Two:
Solberg Søilen gives a structured theory in chapter two. It makes therefore sense that

he starts with a broad overview of private and public intelligence. Then he describes each part of how it to comes to intelligence, which includes: Information gathering, information analyzing and go for different strategic decisions. That builds up the knowledge for the reader to understand further discussions in chapter three and following. But even in this chapter the author gives reality examples of Nordic companies like Ericsson, Nokia or SAAB affected with the intelligence system (Solberg Søilen, 2005, p. 62-64). For the reader it the intelligence system and the sense or purpose behind it gets even more clear. Here Solberg Søilen mentions very clear, that in nowadays society intelligence systems occur with success. Or in other words: Without having departments for business intelligence companies or organizations don't use their information as effective as they could to create a competitive advantage.

Even though that the theory part in books is mostly a bit harder to read and to follow for the reader the author is solving this point very good. In his theoretical explanations he uses as much figures as he can to illustrate and make it easy what he is writing about. An example for this is Figure 2.2 "From data to intelligence - with a corresponding activities." (Solberg Søilen, 2005, p. 39). The process shown in this figure summarizes the context of the sub-chapter 2.3 descriptive together.

One of the most interesting points within chapter two is subitem 2.8 when talking about the term perspective regarding both private and public intelligence. It underlines the importance of the use of information within organizations. Companies therefore have a competitive advantage when it comes to the right use of business intelligence. Solberg Søilens statement on page 64 "...and makes the handling of information a competitive advantage…".

Regarding the structure itself it can be mentioned that chapter 2.11 "open sources as a policy and as a philosophy" (Solberg Søilen, 2005, p. 66 - 70) should take part directly after chapter 2.2 when speaking about strategies of information gathering and the information itself. It can be argued that it fits better in the context when Solberg Søilen is speaking about the information itself.

SUMMARY: Chapter Three
The third chapter focuses on the subject of analysis. The author begins with eight dimensions of the macro environment of an organization and criticized that the focus is often only on the important dimensions and the others are more or less ignored, what makes the analysis not critical (Solberg Søilen, 2005, p. 79). To avoid missing some important points it is always a good idea to use models and checklists.

The intelligence function tries to "detect the unexpected before it becomes an uncertainty". This unexpected factor is called "Factor X" and is tried to detect through a model which shows the size of an organization over time (Solberg Søilen, 2005, p. 80). Another industry analysis model with the different dimensions is the extended five forces model by Hussey and Jenster which shows direct and indirect factors having influence on the organization and has its basis in the value creation process from the company to the customer's customer. The author states that it is a good decision to always have an eye on the consumers who have strong

influence on decisions. The shown models are the basis for the following book.

To develop business intelligence, the first question should always be "How does our world look like?" (Solberg Søilen, 2005, p. 83). The author described this as a submarine, the organization is the trunk and the periscope can see what goes around in the environment. Only if the CEO of an organization had a look through the periscope he should take decisions.

The environmental analysis focuses on the micro environment (other organizations) and the macro environment (forces with no or little influence on). The internal environment (organization itself) is always under surveillance.

How such a development of a business intelligence model can look like is shown as an example on TelecomCity. They developed an intelligence system on their extranet for access by its members. "An envelope and a number representing the extent of intelligence added" (Solberg Søilen, 2005, p. 88) The aim was to show "need-to-know infos" and exclude irrelevant "nice-to-know infos" (Solberg Søilen, 2005, p. 88). They worked together with internal and external experts on this field who developed a program which calculates and sorts the intelligence in order of importance or latest entry and put the infos together in an analysis module. In the end this module spits out a standard summary of the findings the e.g. CEO can work with and get information from.

After this real life case the author goes on with a chapter about how to select and process the analyses. The most important issue to understand is how to perform an analysis, how it works and the logic behind is. The procedure of an analysis is simple as that: take data, put data together

in a new way and get new knowledge out of it, but the difficult step to create new knowledge is to choose the right analysis and enough amounts of data. An analysis should be accurate, objective, timely, comprehensive and clear (Solberg Søilen, 2005, p. 91). But how to choose and what does the analytical process look like? Firstly, choose the right analysis, secondly count and evaluate the content, thirdly conclusion of the evaluation, fourthly description of consequences and lastly the most important step implications or what should be done with the findings.

For further understanding of the "nature of analysis" the author distinguished between "pre-active" analysis, where the info can be shaped and "post-active" analysis where individuals fill out questionnaires (Solberg Søilen, 2005, p. 93). It is very important that the chosen analysis fits the problem. A good analyst is defined by the author as somebody who understands the qualities of the analysis and knows why exactly to choose this specific one. It is pointed out that a more complicated analysis makes no better results but more mistakes and the more facts prove the result, the more confident is it (Solberg Søilen, 2005, p. 95). At the end of each analysis it should be made clear which dimensions are important and which not.

After stating how the analysis selection works the author shows eighteen different types of analyses used in private and public intelligence. It follows a very brief summary of the eighteen types taken from the book of Solberg Søilen, to not widen the scope of this review:

1. The "Focus Group" is an observation of five to ten people to study their feelings and attitudes like in real life.

2. "Questionnaires" are well known. the analyst must only take care of the fact that the questions should not be too sensitive and all opinions are covered.
3. The "Trend analysis" figures out political opinions, social trends and hobbies and is used especially for industry forecasting.
4. "Forecasting" is linked to the company and analyzes the financial performance and market demand with specific parameters.
5. "Benchmarking" means comparing key success factors between the company and competitors and is mostly used in the technology sector.
6. The "SWOT Analysis" looks from two angles, strengths and opportunities and the other side weaknesses and threats to include all possible factors.
7. "Game theoretical approaches" are decision trees or 2x2 matrixes to apply simple concepts to actual problems.
8. "Simulations" prepare for possible future events and try to guess possible catastrophes.
9. The "Ratio analysis" is mostly used in the finance sector and is a combination of comparable figures as for example return on capital.
10. With the "Cost analysis" the analyst tries to make better business decisions by reducing costs.
11. "Spread sheets" are probably the simplest, most used and best form of analyses. It is the connection with other analyses for example by connection two factors through the x- and y-axis and gives an overview.
12. For the "Devil's advocate" in the best way an outsider puts himself in the place of the opponent to see what his reaction in a negotiation will be.
13. The "PEST" analysis is also good known and covers the most important macro factors political, economic, socio-cultural and technological.
14. The "Power analysis" has a look at the distribution of economic or political force and shows advantages.
15. In the "Statistical analysis" it is all about counting, summarizing and finding relationships.
16. The "Scenario analysis" imagines three possible scenarios which can happen: worst, middle, best.
17. "Signal analysis" is like an environmental scanning and means reading newspapers, journals, etc. and evaluating the information.
18. Last mentioned is the "Early warning analysis" which should find weak signals for change which could grow bigger in the future.

After the author presented the different types of analysis he stated out again that the analysis should fit the reality and supply answers. To avoid the problem of mixing not fitting factors, they should be classified by relevant criteria. The SWOT analysis is an allrounder and can be used for almost any problem (Solberg Søilen, 2005, p. 111).

For the use of intelligence cycle the analyst needs the highest formal competence and time to fulfill the task.

You can distinguish between pull strategy for intelligence, where the person seeks and finds information for himself and the push strategy, where the individual receives information from others (Solberg Søilen, 2005, p. 115). Mostly the top management does not have the time to work that much on these tasks. The advisor model of intelligence solves this problem by combining push and pull strategy. The top manager advises a senior manager who advises a handful of able employees.

To present the findings in a proper way the reader should be led straight to the point. The typical questions what, why and when should be answered as well as how the information is classified (Solberg Søilen, 2005, p. 117). Standard forms and templates are very helpful. The proof of the validity, the method and the source should also be made to confirm the findings. A dry writing style should be used. It is not important which standards are used but that any standard is used.

The scope of data should be overseeable, the more data the more difficult (Solberg Søilen, 2005, p. 122). The aspects in analyses are the time it focuses on, if it is from your own perspective or others and if it covers pros, cons or both.

The analysis is often seen as the top of the science but gathering relevant data is mostly even more important because right data makes analysis often unnecessary (Solberg Søilen, 2005, p. 126). But if it comes to answers about the future the importance of analyses increases. The results of an analysis are dependent on the methodological expertise of the employees working in a team on it. It should be made as close to the source as possible to proof the results easily (Solberg Søilen, 2005, p. 127).

In the following the author wrote about how to organize the gathering of information. Salesmen are often most effective because they have excellent access to customers, dealers, competitors, suppliers, etc. This is called the "down-up intelligence model" (Solberg Søilen, 2005, p. 128). When the top management is gathering most information it is the "up-down intelligence model", which is often used in companies. The most used is the departmental intelligence model, where each department does its own gathering of information. A weakness is that the coordination is often poor and no synergies are used. Many larger companies like the central intelligence model with an own intelligence unit (Solberg Søilen, 2005, p. 129).

Many companies fail finding the right mix of push and pull intelligence. Push means sending information to employees and is very time consuming, expensive and there is a risk missing important problems and often irritates employees. Pull means finding information by the employee himself and is often considered as more efficient and less costly. The problem is that the employee needs information but it would be "unfortunate if information existed in the organization which she could use but didn't know of it (Solberg Søilen, 2005, p. 130). The right combination is dependent on factors like industry and company culture.

Another distinction is made between one time intelligence, e.g. the analysis of the effect of a political election and continuous intelligence, e.g. customers purchases.

CRITIQUE: Chapter Three
The chapter "Analysis in private and public intelligence" is with more than 50

pages the longest chapter of the book. The critique focuses on the major criticising points of this chapter to not widen the scope of this review. This chapter has a tendency to complexity because of the large quantity of facts and information. The author managed this problem giving the different paragraphs subheadings which makes the structure more clear.

In the beginning of the chapter Solberg Søilen provides fundamental knowledge to build upon in the further chapters.

The factor X model described on page 80 (Solberg Søilen, 2005) is a good first step into this topic. It is described simple and good understandable for the reader except the point that there can be also events and dots in the model where nothing changes but a change is expected. There could be a further explanation of empirical values which events lead to change and which not.

The submarine model on page 83 (Solberg Søilen, 2005) gives an illustrative presentation of what the aim of analyses is about. The reader is able to see things from the top manager's perspective which was the goal of the model.

After the first ten pages the author recognizes that an example would be good for a deeper understanding of the topic and shows the reader on page 88 the real life case study of "TelecomCity". It clarifies how such analyses and intelligence systems can be used in practice.

On page 97 Solberg Søilen begins with the main part of the book, the presentation of the different types of analyses used in private and public intelligence. Eighteen different types are described in this part which is a little bit too much for the introductory character of this book. It could be narrowed down to the 10 - 12 most important types. Of course well known analyses like "PEST", "SWOT" or "Questionnaires" can't be deleted but there are some possibilities to shorten this part to make it more straight to the point. Analyses which head in the same direction or are similar in a way could be merged together. "Forecasting", "Trend analysis", "Scenario analysis" and also "Simulations" are all from the field of forecasting and try to prepare the company for the future. These four types could be joined together under the heading of "forecasting" or even a more general one to make clear that they are from the same kind.

In the description of the PEST Analysis on page 105 (Solberg Søilen, 2005) onwards the author shows a map as help for the political analysis. It is a good suggestion for getting an overview of the aspects to be considered but it is maybe too time consuming. A table with notes or a brainstorming map would have the same effect of getting an overall view on this field.

The "Signal analysis" on page 109 (Solberg Søilen, 2005) is in doubt to be seen as an own type of analysis. Briefly reading articles, journals and newspapers about the specific field an employee and especially a top manager is working in counts to the assumed task every employee should do.

The following subchapters "The classification of analyses", "Required qualifications at different stages of the intelligence cycle" are logically structured and good to understand. The "Presentation of intelligence material" on page 116 onwards is conclusively structured as well. Table 3.3 "Classes of information in an intelligence template" as well as Table 3.5 "Confidence level of data" conclude the aforesaid in a good way. Also in the

following chapter 3.5 "Scope and logic of the language for analysis" is accompanied by straight facts and conclusions. As in the chapters before the aforesaid is summarized with tables for a good understanding of the reader.

The chapters "Gathering relevant facts versus analysis" and "Push and pull intelligence, proactive and reactive intelligence, one-time and continuous intelligence" (Solberg Søilen, 2005, p. 130) provide more general facts about the "nature of analysis". These two chapter would fit better to the basic information provided already at the beginning of this chapter.

SUMMARY: Chapter Four

The next big chapter is about the technology used for intelligence. There are many different types like signal intelligence, communication intelligence, electrical intelligence, photo intelligence, radar intelligence or acoustic intelligence (Solberg Søilen, 2005, p. 133). The technology intelligence is divided into two different markets. The first one is for the "access of information from major intelligence installations for large multinational companies" and the other one is a "large consumer market for smaller equipment" (Solberg Søilen, 2005, p. 134). The technology is used to keep distance to the source which on the "pro-side" makes the source convey more information freely but on the "con-side" the agent may be outsmarted by this source and gets false information (Solberg Søilen, 2005, p. 134). There is also a market for counterintelligence to be safe against technology like bugs etc. The biggest non-tech source is human intelligence and talking directly to the individuals (Solberg Søilen, 2005, p. 135).

Besides technology there is also business intelligence software. This are mostly web based business intelligence solutions, like media monitoring which scans articles for you by using keywords (Solberg Søilen, 2005, p. 138). Other software analyzes relationships or unstructured texts (Solberg Søilen, 2005, p. 139). Also coveted is software for mass customization of personal advertisements (Solberg Søilen, 2005, p. 139). A common business intelligence software is the intranet of a company where information can be shared and which is perfect for pull intelligence (Solberg Søilen, 2005, p. 140). But also software to see what employees are doing at their computers are often used today what leads to the last chapter of the book, intelligence ethics.

CRITIQUE: Chapter Four

Due to the point that the book is called "Introduction to Private and Public Intelligence" and is written to people with non-technical background, chapter four "The technology of intelligence" is going a little too far. Solberg Søilen says that it is already only a short introduction into this topic, but still too much and can be shortened. Paragraphs about high technologic material as for example bugs could be left out or described sketchy. The chapter should focus on issues relevant in western countries as Germany and Sweden. The risk of kidnapping in African or South American countries is only a very low risk in western nations and more or less irrelevant. For "Personal protection service" is only a small need in our part of the business world.

On the other hand, this chapter offers on page 140 good facts about the "sharing of information within a company" via

intranet. It is a popular technology in most companies and good to mention here.

Also the paragraph about personalized advertising in terms of mass customization and customer relationship management is a big issue at the age of internet we're living in and absolutely relevant.

The last topic in this chapter starts at page 141 and discusses "spy-software" companies are using to see if employees are using their computer at work only for working or for private issues as well. That leads to the point that employees do not trust their employer and company anymore.

With the upcoming ethical and legal questions Solberg Søilen builds a fluent bridge to the next and last chapter of the book named "Intelligence ethics".

SUMMARY: Chapter Five

To begin with, financial interest is the most effective reducer of business ethics (Solberg Søilen, 2005, p. 143). The values of the people changed over time. For example, some decades ago child's work was completely normal but today it is strictly prohibited. Also corruption is well known in western countries but the more people are involved in an action the more difficult is it to say that it is unethical. The legal and ethical limits are dependent on the country, company culture, personal ethics, the situation and also the type of business (Solberg Søilen, 2005, p. 146). Nowadays many companies are members of intelligence interest groups which stand for ethical rules.

When it comes to ethics and legality it must be talked about industrial espionage. It means getting strategic information through illegal and unethical activities, mostly in technology markets (Solberg Søilen, 2005, p. 148). A legal way of

getting information from competitors is the headhunting of their employees. Espionage on a grand scale was performed through the ECHELON system by many different countries (Solberg Søilen, 2005, p. 150). They united to use the facilities of the others and gain national competitive advantage.

Concluding, being successful in the field of intelligence is highly dependent on the analytical skills of the employees and their understanding of the problem.

The book ends with the open question of which values are more important, human or economic.

CRITIQUE: Chapter Five

Chapter 5.1 "Ethical and legal limits in private organizations" starting on page 143 is nowadays a very relevant topic. Growing greed for profit in companies let the ethical and legal limits shrink, which is described well. Also the change in the last century is mentioned. It makes clear that it is a actual topic which came up especially in the last decades. Solberg Søilen describes the non-ethical behaviour of firms which are "window-dressing" by becoming members of interest groups but not acting like that. It is good that the author again not just mentions that there are ethical rules of interest groups but also shows them to the reader in the table 5.1 on page 147. It helps the reader having an idea of how such rules can look like and has a summarizing affect.

"Industrial espionage" the subheading 5.2 starting on page 148 is a good a vivid example of completely unethical and illegal actions in the field of industry. The contrary example "Headhunting" is given as well to see this field from both sides.

The example of ECHELON in the following subchapter 5.2.1 "Economic

intelligence ELINT and HUMINT" (Solberg Søilen, 2005, p. 150) is like the beginning of chapter four too broad for the "introductory aim" of this book. Except the United Kingdom it concerns only non-european nations. For the aim of this book the information is "nice to know" but not necessary.

The short conclusion of the book on page 152 and 153 summarizes the findings and statement provided. The author criticizes the finding of his book and says that there is a need for further studies especially in combination with the field of ethics.

Solberg Søilen ends his book with an open question which is a very good way to make the reader think of this topic even after finishing this book.

CONCLUSION

The book "Introduction to private and public intelligence: the Swedish school of competitive intelligence" by Klaus Solberg Søilen offers basic theories in the field of analyses and intelligence. The clear structure makes it easier for the reader to follow the different steps of developing a good analysis. Besides some negative points like too far going information in the field of technology which should be shortened or developed, a guiding thread is clearly visible.

The author is doing well when explaining the whole field of intelligence to the reader. Practical reality examples from mostly Nordic companies make it more easy to understand the presented theory. The book has shown that the field of business intelligence today has a big importance when it comes to gathering market information and analyzing them. Implementing an intelligence department in organizations or companies will lead them to more success. They know which

data to gather and analyze to use it as intelligence. Therefore, competitive advantages or market values can be created to distinguish from other market competitors.

Solberg Søilen tries always to keep it simple. Overall there is to say the book follows a clear structure. Senseful headings, subitems and figures attract customers.

Even in the future the topic about private and public intelligence will become more attraction and companies will always deal with it. Therefore, the book is a good recommendation and an easy to understand literature for all readers dealing or interested in the field of public and private intelligence.

REFERENCE

Solberg Søilen, K. (2005). *Introduction to private and public intelligence: the Swedish school of competitive intelligence*. Studentlitteratur.