

# INFORMATION NAIVETÉ AND BUSINESS INTELLIGENCE FAILURE

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# Information Naiveté

**Information naiveté**, as considered here, is the belief held by an individual or a group, that information designed, created, obtained or stored is comprehensive and where this belief is without a grounding or understanding of the situation of that information within its own contexts

**Business intelligence failure**, as considered here, refers to business competitive intelligence processes in a particular system or organization that overlook many significant factors in the competitive environment

# Conditions and Considerations

- Information naiveté may be seen as a literacy problem, perhaps accentuated by social networking and other practices of “digital natives” that may appear exclusionary
- The current turbulent business information environment may accentuate its presence
- Conversely, information naiveté may be an artifact rather than an issue
- It may also be seen as a persistent state that appears and reappears in dialogic contexts

# Business Intelligence Systems - Processes for understanding business environments

- Focus here is on the broad term “business intelligence” which is frequently but not exclusively included in the discipline of “competitive intelligence” (CI) in the USA
- Business intelligence systems would include all aspects of business competitive intelligence processes -- seeking, gathering and analyzing; as well the resultant products.

*Note: In the USA, the term business intelligence most commonly refers to a kindred but more narrow field; encompassing internal information databases which maybe mined for strategic and analytical insights about business processes. It is commonly focused on accounting or other internal operations. This is NOT the intent here.*

# Business Intelligence Systems as Competitive Intelligence Systems

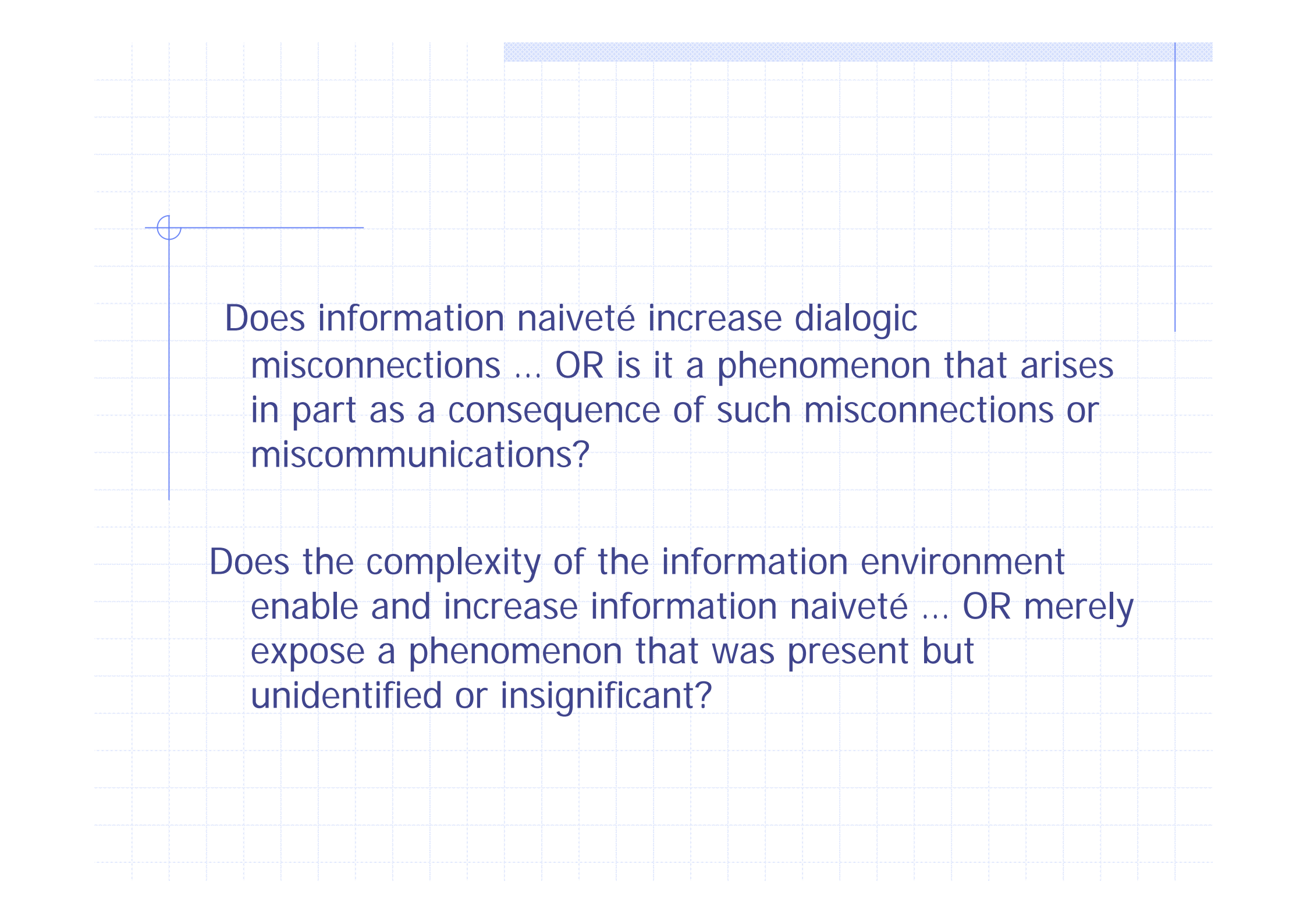
Many attempts at defining business intelligence and competitive intelligence have been made with no consensus. Perhaps best to accept the ambiguity or broad definition. For purposes of this discussion, then business intelligence will be said to be best represented in the following definition of CI:

*"...the process by which organizations gather actionable information about competitors and the competitive environment and, ideally, apply it to their planning processes and decision-making in order to improve their enterprise's performance. CI links signals, events, perceptions and data into discernable patterns and trends concerning the business and competitive environments"* (Fleisher and Bensoussan, 2007)

# Dialogic Considerations in Intelligence Gathering and Analysis

Intelligence gathering and analysis requires extensive interpersonal interactions. The nature of the information and the informants should be considered.

**BUT:** Such qualitative considerations may be seen as too subjective to be reliable. Conversely, information gathered may sometimes be seen as unbiased, or value-neutral [Dervin (2001) referred to this as a belief in the existence of unbiased "innocent information"] upon which it may be believed that unbiased decisions may then be made



Does information naiveté increase dialogic  
misconnections ... OR is it a phenomenon that arises  
in part as a consequence of such misconnections or  
miscommunications?

Does the complexity of the information environment  
enable and increase information naiveté ... OR merely  
expose a phenomenon that was present but  
unidentified or insignificant?

# Dialogic components to business intelligence gathering and analysis?

- Can competing viewpoints improve understanding of competitive business environments?
- What processes might benefit from such an approach?
- How would such dialogic components be introduced into BI/CI systems?

# Towards building a dialogic framework

- Undermining “Group Think” type consensus building
- Introducing tactics and decision-making strategies from divergent fields
- Creating information sophistication processes

## A final thought:

“Seldom, very seldom, does complete truth belong to any human disclosure; seldom can it happen that something is not a little disguised, or a little mistaken”

-- Jane Austen. (1815) *Emma*, chapter 49.