

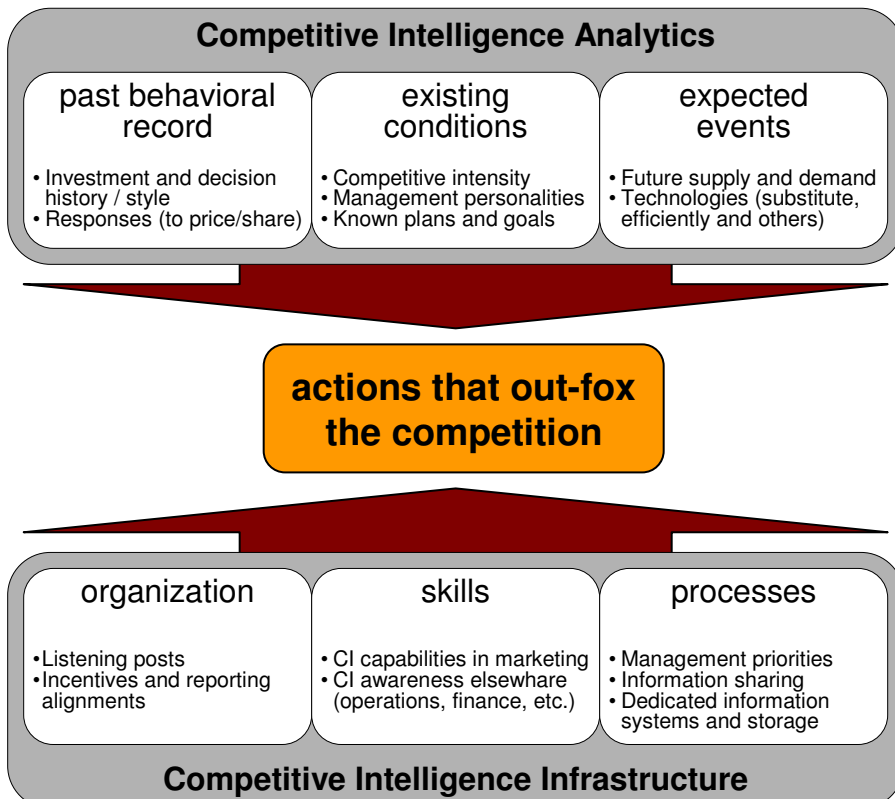
# competitive intelligence

In terms of impact to business economics, effectively playing the competition is second only to market growth.

To maximize advantage in the competitive dimension, we believe that market managers must be able to:

- characterize competitor **'behaviors' and responses**
- plot the **expected strategic moves** of competitors
- characterize competitor plans and abilities, including
  - **investment programs** and new business plans
  - *relative* **key strengths**; organizational, technical, other
- **counter the competitive intelligence** (CI) of competitors

In CI, our mission is to help clients out-maneuver the competition. We help establish leading-edge capabilities to assess competitors, predict their moves, and craft superior competitive strategies. Our CI engagements typically address specific competitive issues, and CI infrastructure design:



business value associates



# about us

Business Value Associates is a leading market strategy and research firm, with deep experience in CI in complex global markets.

We are committed to a code of high ethical standards in CI, whereby we ...

- ...comply with all applicable laws, domestic and international
- ... accurately disclose relevant information, including our identity
- ... fully respect all requests for confidentiality of information
- ... avoid conflicts of interest in our engagements
- ... provide honest and realistic recommendations and conclusions in the execution of engagements
- ... promote this code of ethics with our business partners
- ... faithfully adhere to and abide by the policies, objectives, and guidelines of our clients

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