



**Meena Almaula**  
**Consultant**  
**Tata Business Excellence Group**

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Meena Almaula is a part of the improvement interventions team at Tata Business Excellence Group (TBExG) and works in the strategy practice, specifically focusing on competitive intelligence.

She has a strong background in market and competitive intelligence, project management and competitive landscape analysis. She has predominantly worked in the US and UK in consulting, research, and analysis with companies such as Charles River Associates, International Data Corp. (IDC), Competitive Intelligence Services and Enders Analysis. Her work experience consists of numerous research projects in a variety of industries such as telecoms, mobile services, cement and book publishing.

Based on her experience in research and market and competitive intelligence, Meena was deeply involved in compiling and co-authoring two documents titled Know Your Competition (KYC) – Tata Competitive Intelligence Process in 2015 and 2020. Her strengths lie particularly in primary and secondary intelligence gathering and collation, competitor profiling, competitor benchmarking as well as other techniques that can help companies understand key current competitive threats, and anticipate and prepare for future ones. She also contributed to developing TBExG's proprietary Competitive Intelligence Maturity Model, a diagnostic tool to assess the maturity level of companies' competitive intelligence processes.

Other professional activities she has participated in this year are - Speaking at SCIP's EuroSummit about *Achieving Business Excellence through Competitive Intelligence*, a Webinar organised by SCIP, Contify and Feltcher/CSI on *Building Competitive Tracking Systems Based on Scenario Planning* and in a Panel discussion hosted by the Institute of Competitive Intelligence Conference on *Next Generation Software and Analytics for CI/MI professionals - Threat or Promise?"*

Meena has completed her Master's in Public Policy & Management from Carnegie Mellon University, Pittsburgh USA, and has over 15 years of work experience. She has a curious mind and enjoys the challenge of uncovering information that is not easily available.

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