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June 18, 2003

New SCIP CI Partner Program.

CI Partner Program

SCIP is pleased to introduce a new affiliation program, the SCIP CI Partner Program. The Partner program is designed to provide special recognition and special benefits to product and service provider firms and organizations that actively participate in and expand the CI community, as well as foster the Society's objectives. The SCIP CI partner program is a major step forward in creating a working partnership to bring CI, SCIP and SCIP CI Partners into the forefront of the greater business community. Check the [CI Partner Program](#) webpage for more detailed information or call us and we will be glad to answer your questions.

Product and service providers can become a CI Partner Program member for \$500 per year, provided that at least one person from the company maintains individual SCIP membership. There are numerous benefits associated with membership in the Partner Program, such as:

- Use of the SCIP logo and the term "SCIP CI Partner Program Member" for company promotional and business development purposes, provided one adheres to the SCIP branding guidelines.
- Password access to the CIRFP/RFI postings service for companies seeking CI-related products and services.
- Recognition by SCIP in numerous vehicles such as: the website; the newsletter; directories; CI magazine; the Annual Conference; and SCIP promotional events and products.

A firm can become eligible for SCIP CI Partner Program status if it includes the active promotion of CI and the standing and recognition of CI within the business community through promotional and marketing support of Society membership and initiatives.

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Have you placed your CIM referenced directory order?

Placement in the CI referenced directory is a **must** for every firm that sells to the CI market. All SCIP members located around the globe will receive this pull-out section in their regular July/August issue of CI Magazine. Thousands of CI professionals will have your company information at their fingertips. (See [layout](#).) To place an entry for your company, go to the [SCIP website](#) and click on the big red "CI Directory" box. Orders must be placed by **June 27**. Cost \$199. Questions? Contact [Carolina Olivieri](#).

June 18, 2003

Feeding the CI monster with Nexcerpt.

Feeding the CI monster with Nexcerpt.

Krista Bradford, Founder and Principal, Bradford Executive Research, LLC

As a Competitive Intelligence (CI) professional and former investigative journalist, I've learned over the course of some 20 years that the effort one puts into

"Feeding the monster" is a phrase used by reporters to describe the process of generating enough stories to feed the insatiable daily news cycle and to keep their bosses satisfied. Television news casts must air and newspapers must publish regardless of whether reporters and their respective stories are ready.

As similar as a beast can be found in the world of CI and any failure to feed him early and often places your CI practice and your client at risk. You must, therefore, track intelligence not only over time but in the moment, two distinct intelligence cycles revolving at different speeds. The reasons for issuing frequent, if not daily, intelligence bulletins are many:

- **Cover your bases** – If you do not plug into the daily intelligence cycle, will miss crucial shifts in the competitive landscape.
- **Seize the opportunity** – Most alerting or clipping services fail to take the final step to transform the news into actionable intelligence. Take that step for your clients and win their loyalty.
- **Add extra value** – Offering your client frequent intelligence bulletins or newsletters is a value-add to your CI practice.
- **Promote your CI** – The bulletins serve as a constant reminder of the strategic importance of CI (and that you're earning your keep.)
- **Balance your perspective** – As CI professionals become more immersed in lengthy projects, they can become farsighted, losing focus on competitive changes delivered by each new day. Yet these changes often redefine the scope of long-term projects and therefore must be monitored.
- **Empower your client** – Leaving your client empty-handed until a project's completion leaves him powerless to defend CI as a line-item in the budget. Providing him with actionable daily intelligence ensures buy-in.

Fighting information overload

A number of my clients have complained that some of the most highly touted monitoring services serve up nutrition-less intelligence—fast food alerts that lack the most essential ingredient: information that is dead-on. Recently, one Fortune 500 client noted she wastes an inordinate amount of time sifting through these kinds of intelligence reports to extract a few useful nuggets.

Yet producing meaningful intelligence is not possible through technology alone. Even the most artfully crafted Boolean queries produce results that are off-the-mark. In the end, you still need a CI professional to scan search results to eliminate the unimportant information, to put what remains into context, and to recommend next steps. It is a service that is lacking in many of today's change monitoring products, so it is a service you could offer for greater effect.

True, the logistics of delivering daily or weekly intelligence bulletins are daunting. Few CI practices have the time to produce such highly individualized reports on a regular basis and few have the wherewithal. The copy-pasting alone is enough to drive a person crazy. Yet there is a way to offer intelligence in the here-and-now by using a remarkably simple yet elegant web-based information retrieval and publishing service called Nexcerpt.

Consider the Source

The firm was founded by CEO Julie Stock who previously founded and later sold the change monitoring and intelligence gathering service InGenius Technologies. Her husband Gary, who serves as Nexcerpt's "Chief Innovation Officer and Technical Compass" also has quite an impressive pedigree—a former Special Projects Cryptanalyst with the National Security Agency. His NSA work included daily use of "the most powerful, code word-classified technology on the planet". If that weren't impressive enough, Gary is a web search guru, coining the term Googlewack and contributing to the book *Google Hacks*, which recently made it to the New York Times Paperback Bestsellers list.

In other words, the Nexcerpt product is informed by the deep intelligence expertise of two rather extraordinary individuals. And other important information experts are starting to take notice. Database doyenne and editor of the magazine *Searcher*, Barbara Quint, recently gave Nexcerpt a rarer review. (The only other time she applauded a product was a dozen years ago.) Nexcerpt, she contends, knocks 'em dead: "Well with the arrival of a new century, I guess it's time for a saluteto a second "killer product."

In this case, killer is not defined as stunning new technologies, but rather taking pre-existing technologies and applying them in an entirely original way. Nexcerpt takes the tedium out of producing intelligence bulletins or newsletters by providing a search, editing, and publishing tool all in one. This isn't software that you have to program to search for content by entering a huge list of website addresses into its settings. Nexcerpt scrapes information from 3,500 sources retrieving more than 35-thousand articles every day. In doing so, they cover a dozen categories of data:

- **Magazines** - international, business, regional and cultural topics
- **Major Daily Newspapers** -- those published in English worldwide
- **Regional Newspapers** – Daily and weekly publications in North America
- **Local Newspapers** – daily and weekly from throughout the US
- **News websites** – such as CNN, CNET, MSNBC
- **Trade Journals** – professional, political, cultural and technical publications
- **Wire services** – also online works
- **Online Portals** – the websites for TV and radio stations
- **News Groups** - Indices and Summaries
- **Web Logs (Blogs)** - Personal and Professional
- **Intranet servers** - configured to permit Nexcerpt agent access.
- **Subscription databases** - client provides login information

Intelligence bulletins in as little as 15 minutes

Using Nexcerpt, it takes me approximately fifteen minutes to half an hour to edit and deliver intelligence bulletins to my clients. The process is user-friendly. After you sign up for the service, you log on to the Nexcerpt website and construct up to ten queries to run every day. Once your daily queries are run, an email arrives in your inbox with a link to a rough draft of your bulletin or newsletter. You click on the link to review excerpts of what Nexcerpt has found, checking boxes by the excerpts you want to keep.

Nexcerpt provides room at the beginning and end of every report, and after every article to add commentary and CI analysis. Another click of a button and the report is emailed to the mailing list of your choice (you can set up many—one for each project, for your CI practice, for your clients). Of course, you don't have to publish what Nexcerpt finds. Some Nexcerpt clients simply use the service to monitor topics or targets of interest, preferring not to share their results with a broader audience.

I found Nexcerpt to be easy to use and affordable. Moreover, because all of its technology is web-based, no software needs to be installed. Implementation is immediate.

Nexcerpt's most glaring weakness has been that it only searched text documents and not files in other intelligence-rich formats such as the Adobe Acrobat and PowerPoint. However, they've just added the ability to search Adobe files and they plan on building Nexcerpt's capability to search within other formats as well, including PowerPoint. Additionally, they are continually adding to their source list and tweaking their text analytics capabilities.

I wish their interface allowed users to test the results of queries beforehand, so in the beginning it can take a number of days to fine-tune your search results. (One work-around is testing keyword combinations in Google.)

Compared to other data services, Nexcerpt is relatively inexpensive. Subscriptions cost \$200 a month. For tight budgets, often the cost can be passed onto the clients by charging them a subscription fee for your personalized alerts.

Nexcerpt weaknesses:

- Only search text documents and Adobe Acrobat files, missing content-rich formats such as PowerPoint.
- Take time to fine-tune queries

Nexcerpt strengths:

- Perform scheduled searches on up to 10 queries on 3500 quality information sources.
- Log in and query databases to which you subscribe or search your own intranet
- Provides rough draft with article excerpts linked to full text documents.
- Allows you to choose the excerpts that are relevant.
- Provides room for your commentary and analysis on each news item.
- Allows you to co-brand the report with your corporate logo.
- Generates reports that can be uploaded to a website or sent via email
- Manages distribution to different groups.
- Web-based and requires no installation
- Relatively inexpensive at \$200 a month

Interestingly, the application of Nexcerpt extends beyond the bounds of CI. The queries can be used to identify new business leads or to generate content of interest for newsletters to current or prospective clients. But whatever the application, Nexcerpt saves their customers countless hours and resources as it helps them build and retain crucial business.

Background

Krista Bradford is Founder and Principal of Bradford Executive Research, LLC (BER) and a leading proponent of the use of competitive intelligence for human capital development and retention. While BER provides a broad range of competitive intelligence services, it specializes in providing intelligence to Human Resources practices. Ms. Bradford is a widely recognized investigative expert, skills she honed over the course of more than two decades as a three-time Emmy Award-winning investigative journalist, having held positions with WNBC and WWOR TV in metropolitan New York as well as with television stations in Boston, Denver, Los Angeles and St. Louis. She is a former national news correspondent for "The Reporters" on Fox Television and senior correspondent for the nationally syndicated news TV magazine "Now It Can Be Told."

Ms. Bradford has written articles for numerous national publications. Memberships include: Association of Independent Information Professionals (AIIP), The Executive Search Roundtable, Investigative Reporters and Editors Association (IRE) and the Society of Competitive Intelligence Professionals (SCIP). She studied at Harvard and Columbia University. Krista may be contacted at krista@bradfordresearch.com.

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The intelligent use of business analysis.

SCIP European Conference

The intelligent use of business analysis.

Carolina Olivieri

How global are you? Join some of Europe's brightest business minds at the SCIP European Conference, October 2003 at the Thistle Tower Hotel in London, UK.

The Intelligent Use of Business Analysis, from

SCIP's European conference will provide a unique forum for individualists to discuss how CI is collected, analyzed, and utilized, and to improve business decisions. This educational program includes both quality instructor-led education as well as peer-to-peer learning.

The SCIP Europe program will have you looking at your business opportunities in new and creative ways. The program focuses on **analysis**. As the data available to business leaders expand every day, one must learn methods and techniques to filter those data and create meaning.

Each session is dedicated to learning and practicing a new technique, and be ready to use it immediately. Speakers will be a combination of **senior corporate practitioners** and **experienced consultants** who understand the challenges you face in a competitive environment. Through discussions with these experts and peers, you will learn how to select appropriate analytical methods, the proper way to apply these techniques, and the pitfalls to avoid when articulating the results of your work.

Whether you are an experienced CI professional or new to the discipline, the program is designed for all levels of the CI practice. Choose from a **variety of subjects** that best suit your needs:

- Competitor Analysis
- Human Intelligence Collection
- CI for New CI Professionals I and II
- Secondary Collections
- Intelligence Dissemination

This year's Keynote Speaker, Dr. Ben Gilad, is a renowned author, consultant, and SCIP Meritorious Award winner. He is also a former Rutgers University Professor of Strategy, and founder of the Academy of Competitive Intelligence. As a highly sought-after consultant to global businesses, Dr. Gilad will focus his remarks on understanding executive behavior with regard to business intelligence.

For more information, please contact us or visit www.scip.org/london.

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Intellectual property protection.

Intellectual property protection.

Amy Zecher, IPSA International

It is fourth down and the offense is on the 2 yard line with 3 seconds left in the game. The team is down 6 so they must score to tie. The coaches decide to run a play they have used only twice, yet both times have been successful. The offense runs the play, but the defense knows what is coming and stops the offense short of a touchdown. The game is over and the opposition emerges victorious.

But how could the defense have known what to expect? This is a play that has been kept under wraps and used only twice before. The defense won by accessing the intellectual property of the offense through competitive intelligence and subsequently used it to their advantage.

This and other sporting events are covered today by more camera angles than one can imagine. The opposing teams do everything in their power to see all of those angles at all times. They have teams of people monitoring cameras from every point of the field to catch even the slightest glimpse of the opposing team's coach calling a play to see which players look like they are getting ready to go onto the field.

Identifying game plans

By studying a team's games over the course of a season, an opponent can gain great insight into what that team is trying to do against them. This type of competitive intelligence research and investigation is not only used in the sports world but also in countless industries to help companies learn more about their competitors in a given market and possibly provide a competitive edge.

Whyisthereastronglinkbetweencompetitiveintelligenceandintellectualproperty?Intellectualproperty(IP)isconsideredanyintangibleassetthatconsistsofhumanknowledgeandideas.Inthepastseveralyears,forosomecompanies,IPhasbecomeoneoftheirmostvaluableassets.ButIPhasalsobecomemorevisible,especiallyinthecourts.Havingacompetitiveintelligencesteamthatcanconductduediligenceforacompanyhasbecomeextremelyimportant,especiallyinthetechnologyandpharmaceuticalsectors.

Advancesintechnologygivecompetitiveintelligenceteamssignificantlymoreresourceshattheycanutilizetoconductduediligence.TheInternetalonehasacceleratedthespeedthatcompanieshaveinobtaininggeneralinsightsaboutacompetitor.

Beyondpatents,hearingsandtradeshows

Anothermainfocusofcompetitiveintelligenceresearchistheintellectualpropertyofcompetitors.Bytrackingpatent,trademarkandcopyrightfilings,followingcongressionalhearingsandfollowingthecompetitionattradeshows,theintellectualpropertyofone'scompetitioncanbeopenlyidentified.

Nomattertowhatindustryanorganizationbelongsorhowmanyemployeesanorganizationhas,companiespossesssomeformofintellectualproperty.Intellectualpropertyisnolongermerelycopyrights,trademarksorpatents,butincludesamyrriadofotherinformation.Forexample,ifacompany'swebsiteincludesaclientlistorprovidesemployeenamesandcompanyinformation,thisisintellectualproperty(orintellectualcapital)thatcanbeveryvaluabletocompetitors.

Becauseasmuchcorporateinformationissoeasilyattainablebythecompetition,allofthesethingsfactorintothebattleofcompetitiveintelligence.Forexample,ifacompetitorcutstheirprices,thecompetitiveintelligenceteamsofsimilarcompanieswillimmediatelybegintoresearchthe"howandwhy"behindthereductionincosts.Isitbecausethecompetitionhasdevelopedanewtrademarkandisabouttochangebrandnamesorisitbecausetheyarehavingsome rough economic times?

Protectionofintellectualassets

IntellectualpropertytheftinNorthAmericawas\$240billionin1999.[IntellectualPropertyProtection: CISolutionsGroup, <http://www.cisolutionsgroup.com/intelproperty.html>]Whyisthisdollaramountsohigh?Becauseitisveryeasyforintellectualpropertyandintellectualcapitaltobeacquiredinbothauthorizedandunauthorizedmatters.This ispartlybecauselessthan5%ofallcompanieshavedevelopedastrategytopreventthetheftoftheirintellectualpropertyandthemajorityofcompanieshavenoestablisheddefinitionofintellectualpropertyinplace.

Addingtothisproblemisthelackoftrainingofemployeesontheimportanceofconfidentialitywithregardtointellectualproperty.Manyemployeesinadvertentlyofferinformationabouttheircompanytocompetitors.

Thewebsitesofmanycompaniesoffergreatresourcesintowhattypeofproductsorservicestheyaredevelopingwhileothercompanies'websites,suchasIBM's,provideorganizationswiththeabilitytotracktheircompetitor'spatentfilingsallinacompletelylegalmanner.Inaddition,becauseofthelackofprotectionstrategies,disgruntledemployeescanposeamajorthreattomanycorporationswithoutthecorporationsevenrealizingitishappening.

Internalvulnerabilities

Whenacompetitorlaunchesaproductsimilaroridenticaltoyour, itistoolatetospeculatewhetherornottheideascouldhavecomefromwithinyourorganization.Forexample,acompanyisintheprocessofdevelopingnewpatentandisgettingveryclosetohavingitapproved.Atthesametime,the economyisbadandithasbeenannouncedthataroundoflayoffswillhitattheendofthemonth.

Oneemployee,undertheassumptionthatthisnumberisup,hasdecidedtotakeinformationoffofthenetworkfromdifferentdepartmentswithinthecompany. Oneofthesehappenstobethepatentthat isabouttotogotomarket.Whilethecompanycangoaftertheemployeeforviolatingcorporatepoliciesandother crimes,itisalreadytoolate--theirintellectualpropertyhasbeencompromised.

Eightypercentofallcompanytheftisbysomeonewhoworkswithintheorganization,clearlyindicatingthatcompaniescannotignorethisissue.[YourRoleinSecuringData:BestPracticesforComputerUsers, MikeConlon, Ph.D. CIOUFHealthScienceCenter, PowerPointPresentation&AssetSurveillance: EmployeeTheft, <http://www.assetsurveillance.com>.]But howmuchprotectionis enough, and how does an organization develop an environment that promotes this protection? Many organizations assume their employees are loyal and will follow the golden rule when it comes to intellectual property. But statistics clearly indicate one cannot always assume this is the case.

Protectionpoliciesandprocesses

Manyorganizationsusenon-compete, confidentialityand othertypesofcontractsthatemployeesarerequiredtosign.However,tomaketheseagreementsworthwhileorganizationsmustbesuretoenforcethem.Failuretodosocanresultinothertemployeesassumingthattheycanviolate thesameagreementsinthefuturewithnorecourse.

Inadditiontoindividualcontractswiththeemployees, organizationscanutilizeeitheraninternalorexternalsourcetofollowuponsuspiciousactivities.Anothergood approachistoconducttrainingsessions toensurethatemployeesaretakingappropriate stepstoprotectthecompany'sintellectualproperty.

Clresearchonyourself

Finally, organizationscanutilizetheirowncompetitiveintelligencegroupstoconductresearchonthemselvestoensurethatthecompanyisnotinadvertently makingtheirintellectualpropertyavailabletothegeneralpublic.Forexample,ifanorganizationisconstantlymonitoringtheriskanddevelopmentofits competitors, theyshouldalsodeterminehoweasyitisforcompetitorstoaccess thesameinformationabouttheircompany.Ifacompany'sowncompetitive intelligence team can get access to this information, then so can everyone else's.

In a world where technology advances by the minute, there is now a way for a company to completely avoid leakage of some of its information. One cannot provide consumers with up-to-date information on products and services that will ultimately result in additional intellectual property exposure without competitors having access to this information as well. However, with a well-educated workforce and a strong competitive intelligence group in place, the possibility of loss, leakage and theft can be reduced greatly and the likelihood of scoring that touch-down can increase dramatically.

Background

Amy Zecher is the director of consulting services for the Midwest Region of IPSA International, Inc. Her primary responsibilities include management of consulting and litigation support services in areas such as intellectual property, white-collar crime, business intelligence, trial strategies and physical security and risk assessments. Amy has seven years of experience in risk management consulting, investigative and litigation support services and has published articles and lectured on the topics of transportation and high-rise building security. You can reach her directly at IPSA International, 53W. Jackson Blvd., Suite 619, Chicago, IL 60604. 312.957.9400; Email: azecher@ipsaintl.com.

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Annual conference call for papers.

In the next few weeks SCIP will be launching a Call for Papers for the 2004 International Conference and Exhibition to be held in Boston, MA, USA on March 22-25, 2004. The theme for this conference is "Cl is the Future." The final stages are being completed and the proposal form will be on the SCIP website shortly. If you are interested in submitting a proposal and would like to be personally notified when the process is open, please send an email to Jon Lowder at jlowder@scip.org with the subject "Call for Papers Notification."

June 18, 2003

Pat informatics: identifying haystacks from space, part 2.

Pat informatics: identifying haystacks from space, part 2.

Anthony Trippe, Sr. Staff Investigator, Intellectual Property, Vertex Pharmaceuticals Inc.

In part 1 we looked at the general idea of pat informatics and discussed various elements of the intelligence cycle with regard to patent analysis. In part 2 we'll focus on data and text mining as they apply to patents and present some thoughts on a linear workflow for pat informatics.

Pat informatic principles

When dealing with the more detailed analysis involved with pat informatics, we can divide the different types of analyses into two broad categories:

Datamining involves the extraction of fielded data and its analysis. Normally this means analyzing the bibliographic information contained within patents, such as examining the relationship between patent assignees and International Patent Classification (IPC) codes for a specific area of technology. Mining or mapping this information can help identify the major players in a technology area and what type of work they generally focus on. When using Derwent data, a similar analysis could replace IPC codes with Derwent manual codes.

Text mining or mapping typically involves clustering or categorizing documents based on the major concepts they contain. The data source is unstructured text, it is not fielded, and the only structure within the material comes from the author who wrote the document and built relationships between different concepts and ideas.

For example, you could collect patents from a specific patent assignee and analyze the text of those documents. In a cluster map the software would extract the major concepts found and create clusters of documents, concept by concept. The software would then visualize these clusters in some fashion, creating a map. By looking at the clusters created (and subsequently the documents themselves, but now with an organized method), you can quickly get a general idea of the concepts that this organization is working on and how they interrelate.

Law of linear patent analysis

Success in either data or text mining often depends on the analyst's familiarity with the data source being analyzed and the methods used to prepare and analyze the data. A full discussion of the sub-methods and potential pitfalls of different mining exercises is, unfortunately, beyond the scope of this article.

With this general background, I would like to propose a law for the linear analysis of patent information. The components of Trippe's Law of Linear Patent Analysis are:

- Create a toolkit of pat informatic tools
- Understand the business need and the need behind the need
- The need drives the question
- The question drives the data
- The data drives the tool

Create a group of patent informatics tools

As mentioned earlier, patent informatics can include patent mapping, citation analysis, co-occurrence analysis, thematic mapping, temporal visualization and various other techniques beyond the scope of this article. Clearly no one tool will accomplish all of these types of analyses.

To succeed in the overall field of patent informatics, the practitioner needs the maximum flexibility to pursue questions based on business needs. The patent informatics practitioners should thus invest in a collection of tools and resources. This approach can get expensive quickly. Soon one must understand the types of questions that are likely to be asked and arrange for tools that will satisfy the corresponding analysis needs.

Understand the business need and the need behind the need

When it comes to starting an ad-hoc project, the analyst typically starts by understanding as much as possible about the analysis needed. As researchers well know, it is often difficult to get a client to express their true need when making an information request.

Frequently a client will say, "We need to know everything about Company Y." As strange as this might sound, the response to that request ought to be, "No, you don't and if you did it would take a forklift to cart in all of the data. It would take six months for you to get through all of it. And, in the end, you might be no closer to the intelligence you're seeking than when you first started."

In patent informatics it is absolutely essential that the business need for intelligence is clearly understood before anything else begins. It is also critical to know all of the "hidden" needs behind the original question:

- how the data will be used
- who will use it.
- what type of story will represent their intelligence work best so that the person receiving the analysis will understand it and will stand the greatest chance of putting it into business practice.

While these principles are important to all researchers, they are absolutely essential to analysts. Improper assumptions about the scope and goal of the project can lead the analysis astray, producing inappropriate (in extreme cases) misleading information in the context of the business decision at hand. The analyst assumes the role of a trusted advisor in these cases and they need to be as close to the decision making process as possible, so they can integrate a thorough understanding of the business need into their work.

The need drives the question

In a true linear sense, once the need is understood then the analyst and client can work together to formulate questions that lead to intelligence impacting the underlying business decision. For example, a business may need to gain additional insight on how the research and development progress works for Company Y. In such a case, understanding what research and development projects Company Y conducts in their 10 different research facilities in the United States becomes an interesting question.

Additional questions might include:

- where do the inventors on their U.S. patents live?
- what patenting topics are closest to basic science?
- which apply more to process technologies?

By asking a number of specific questions and compiling intelligence on each of them, an analyst can begin to paint a mosaic of the dynamics associated with the business need. Examining all the dynamics will lead the analyst to begin drawing conclusions on what the different options for the decision maker are. With this knowledge the analyst can begin to gather and analyze data that will identify the strengths and weaknesses of each option.

The question drives the data

Once analysts decide on the questions that need to be answered, they can begin collecting relevant data, just as a scientist investigates a scientific question. It involves the:

- formation of a hypothesis.
- experimentation to determine the validity of the hypothesis.
- verification of the validity of the experimentation and of the conclusions drawn based on experimental results.

In the realm of patent informatics, the gathering of data is directly analogous to the idea of preparing an experiment to support or dispute a hypothesis. Selection of the appropriate tool is also important to the process.

The data drives the tool

Some questions require every specific type of data. In these circumstances, the tool selected must not only support the analysis necessary to provide the insight, but must also work with the data source most appropriate for answering the questions.

Continuing with the example initiated above, if the question posed asks where do the inventor or son Company Y's U.S. patents live, then the data will have to include the inventor's address information which appears on the front page of all U.S. patents. Perhaps more importantly, this data must be available in an electronic format for importing into the appropriate analysis tool. If a tool cannot handle the data format for the file that includes inventor address data, then it cannot answer the question.

Once again, it is important to follow these steps in a linear fashion since deviation from this path leads to a situation where the questions asked are biased by the tools available to the analyst. If an organization focuses on a single analysis tool, then all subsequent analysis may be overshadowed by the strengths and weaknesses of that particular tool.

Actionable intelligence

Another principle that should be applied while conducting a patent informatics analysis is the idea of actionable intelligence, a principle well known to CI practitioners. Analysis work should not be done for its own sake. If a report will simply collect dust on the decision maker's desk, then it was not worth doing in the first place.

Analysts must not get trapped in the novelty or cleverness of the work they do. They must stay focused on creating analysis that allows the decision maker to definitively see the various options available to them and deliver intelligence on those options good enough to support a clear and relatively unambiguous decision on a course of action. When intelligence is applied to a business decision, then it becomes actionable.

In part 3 of this article a brief description will be given of the tools that are recurrently available for conducting patent informatics experiments.

Background:

Anthony Tripp currently holds the position of Senior Staff Investigator, Intellectual Property at Vertex Pharmaceuticals. He is responsible for designing and implementing patent intelligence and mapping activities at Vertex and for assisting with the leveraging of IP within and external to the company. Previously, Mr. Tripp was Practice Director, Intellectual Property Consulting for Aurigen Systems Inc. and was Technical Intelligence Manager for the Procter and Gamble Co.

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Critical EYE subscription discount.

SCIP has finalized its affiliation with Critical EYE: the Corporate Intelligence magazine for Europe, bringing the strategy process to life with dynamic articles and case studies in all industry sectors from internationally recognized contributors. This affiliation provides a 20% subscription discount for SCIP members (please quote promotion code SCIP001) available until the end of July 2003. Critical EYE provides an insight of the value intelligence can bring to the strategic decision making process with dynamic content and case studies, to enable you to further illustrate, to those outside of Competitive Intelligence, the value your profession brings to a business. For more information, visit either the [SCIP website](#) or www.criticaleye.net.

June 19, 2003

Book review: Google Hacks.

Book Review—Google Hacks:

100 Industrial-Strength Tips & Tools by Tara Calishain and Rael Dornfest, with a foreword by the Google Engineering Team. O'Reilly & Associates Inc., 2003.

Russ Singletary, Cadence Group Inc.

Who isn't already familiar with the name Google? You may be less familiar with the names of *Google Hack*'s authors. Tara Calishain is responsible for www.researchbuzz.com, and Rael Dornfest is a researcher at publisher O'Reilly & Associates. Their new book, on what is arguably the best search engine, is timely for those of us with clients grown adept at self-service Internet research.

Calishain and Dornfest present "100 industrial-strength tips and tools" to unearth the gems hidden within the Google mine. The book is neatly organized into eight chapters with about a dozen or so tips in each chapter.

The Google Toolbar comes as an interesting tip listed in the first chapter. I've had trouble with various "helper" toolbars I've downloaded onto my PC—including the Google Toolbar. Computer technicians have told me they discourage users from soup-ing up their machines with these add-ons. As I've found out several times, they can compromise the integrity of your Internet browser, and furthermore, I've had little luck figuring out a work-around.

Another chapter focuses on Google's so-called special services and collections. These include Google News, Froogle (as in frugal Google, for us Blue Light shoppers), and Google Labs. As the authors point out, "each data collection has its own unique special syntaxes." You could easily debate the advantages and disadvantages of this scenario, but I would have assumed (before reading this book) that Google applied a one-size-fits-all approach to its syntax application.

Chapter five centers on the Google Web API (application programming interface). "If you've always wanted to learn Perl, but never knew what to do with it, this is your section," according to the authors. I list this chapter as a highlight, because I imagine many of us try to maintain at least a minimal level of awareness of library-related technologies.

Another noteworthy chapter focuses on Google pranks and games, which makes for lighter reading after the API sections.

Google Hacks follows in the O'Reilly tradition of being a compact book with reader-friendly design. Thermometer icons, for example, are used to indicate the relative complexity of the 100 hacks detailed in the book.

Calishain and Dornfest have done a good job, in the words of a library school professor of mine, at looking under the hood and noodling around inside the engine called Google. This book would be well worth the list price of US\$24.95, but as with most publications in this field, you need to buy it soon after it's released, or you're better off looking for a revised edition to betruly on top of things.

For more information on "Google Hacks," point your browser to <http://www.oreilly.com/catalog/googlehks/>.

Background

Russ Singletary is a consultant with the Cadence Group Inc., an Atlanta, U.S.-based firm, and he is assigned to the Corporate Strategy unit of a Fortune 100 communications corporation. He holds an MLIS from the University of South Carolina at Columbia, a BA from Wofford College, Spartanburg, South Carolina (Phi Beta Kappa; *magnacum laude*); and has completed additional university coursework in Quebec, Canada, and Paris France. He is a former journalist. Russ can be reached at www.cadence-group.com

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June 18, 2003

FYI: new and notable.

FYI: new and notable.

Bonnie Hohhof

Internet resources:

- [Search engines: news and updates.](#)
- [Internet sites with information you can use.](#)
- [New products.](#)
- [Searching reviews and tips.](#)
- [General readings of interest.](#)
- [Articles mentioning competitive intelligence.](#)

Search engines: news and updates.

Dialog has added top-level, country-specific domain records from more than 100 countries to its Internet Domain Names database. Press Release, June 12. http://www.dialog.com/pressroom/2003/domainnames_061203.shtml

Dialog has added trademark records from three Central European countries (Czech, Hungary, Poland) to its collection of trademark records from around the world. The new European content brings the total number of trademark files available through Dialog to 23. Press Release, June 16. www.dialog.com

Fast Search & Transfer ASA is to buy the **Alta Vista** enterprise search engine business from Overture Services Inc for an undisclosed sum, and will discontinue the products, encouraging users to migrate to Fast software. "Fast to discontinue Alta Vista software after acquisition." Computer Wire, June 18. <http://www.computerwire.com/brnews/41B9867B7C1C6AF788256D4900015331>
http://www.boston.com/dailyglobe2/169/business/FAST_Search_purchases_AltaVista_enterprise_system+.shtml
http://story.news.yahoo.com/news?tmpl=story&u=/nm/20030617/wr_nm/tech_overture_fast_dc_1

MSN is working on a Web crawler, known as the MSN Bot, that it will likely make a part of its next MSN search engine. **Microsoft** has created a Web page, ["Search Prototype Web Crawler"](#) to answer a number of questions about its bot. "MSN readies its own web crawler." Mary Jo Foley. Microsoft Watch, June 18. <http://www.microsoft-watch.com/article2/0,4248,1130784,00.asp> Pandia Search Engine news, June 18. <http://www.pandia.com/sw-2003/24-msn.html>

Ziff Davis Media today announced that it would supply daily tech content to **Yahoo! News** Technology Section. Ziff will contribute tech news and commentary from its online and print brands--PC Magazine, eWeek, Baseline, CIO Insight, Extreme Tech.com and Microsoft Watch. "Ziff Davis provides Yahoo! Content." Technology Marketing, June 17. http://www.technologymarketing.com/mc/news/article_display.jsp?vnu_content_id=1915672

Internet sites with information you can use.

The American Petroleum Institute represents the oil and natural gas industry in the U.S., covering all aspects of the industry including, exploration, production, marine transportation, pipeline transportation, refining, marketing, service and supply. "There are links to member companies, trade and professional organizations, federal government sites, energy statistics. <http://api-ec.api.org/frontpage.cfm>

CROET, the **Center for Research on Occupational and Environmental Toxicology**, is dedicated to health and safety in the workforce. Information organized by workplace safety and health topics. <http://www.ohsu.edu/research/croet/>

The **Directory of Open Access Journals** service covers free, full text, quality controlled scientific and scholarly journals. Search by title or general subject. <http://www.doaj.org/>

Erik Herron's **Guide to Politics in East Central Europe and Eurasia**. This site is designed to facilitate research on the politics and economics of transition states in the post-communist world. You will find thousands of links to governmental and non-governmental websites based in post-communist states. <http://www.ku.edu/~herron/>

GuiaNEI offers two directories, one for Mexico and one for Brazil. "On GuiaNEI Mexico, you can search for over 27,000 industrial suppliers from Mexico, organized by over 7,000 industrial product classifications." GuiaNEI Brazil has over 29,000 industrial suppliers from Brazil, organized by 7,500 industrial product classifications. <http://www.guianei.com/>

Need a quick fact, or a simple answer to a question? Forget search engines: **GuruNet** brings you the information you need while you're working with any application running on your computer. "GuruNet: a handy information magnet." Chris Sherman. Search Engine Watch, June 11. <http://www.searchenginewatch.com/searchday/article.php/2214391>

The Language of Money provides easy to understand **definitions of financial terms**. Browse the dictionary by clicking on the appropriate letter of the alphabet or enter the words you are looking for in the search box and click search. Search results are displayed in order of relevance. Terms whose definition contains the most matches with your search word(s) will appear at the top of the list. <http://www.anz.com/edna/dictionary.asp>

MediLexicon is a dictionary of over 70,000 medical, pharmaceutical, biomedical & healthcare acronyms and abbreviations. Plus other searches for the medical, pharmaceutical or healthcare professional. <http://www.pharma-lexicon.com/>

The Free **Online dictionary of computing** allows you to quickly search for a computer related word. <http://www.instantweb.com/D/dictionary/>

New products.

The new breed of **analytics software** -- variously termed Business Performance Management, Business Activity Monitoring and Business Intelligence, to use just a few of the buzz-term emerging in this rapidly evolving enterprise software category -- is a growth area ripe with opportunity for startups. A recent meeting discussed the trends and opportunities for the new generation of technology and tools that extract knowledge from data. "Garage Technology Ventures redefines analytics software." EETimes, June 12. <http://www.eet.com/pressreleases/prnewswire/81894>

Autonomy Corporation has launched Aungate, a division offering an automated solution for enterprise compliance and litigation support. Aungate provides a technology platform that integrates with enterprise communication technologies to power real-time analysis of telephone calls, emails, and instant messages. Aungate's technology has been designed to help facilitate compliance and governance discovery and analysis processes, which are being now legislated by procedure such as the Sarbanes-Oxley Act of 2002, and the Basel III Accord. "Autonomy launches new division." Econtent, June 17. <http://www.econtentmag.com/Articles/ArticleReader.aspx?ArticleID=4562>

The new **Hoover's** features a multitude of customer-driven enhancements: improved site design and navigation, enhanced tools and content, and new tools and content. Test drive the Beta site at http://www.hoovers.com/hoov/about/beta_edu.html

LatinClips, a sister company of the nation's premier Hispanic news distribution service Hispanic PR Wire, monitors the Latin Web. Monitor what media and others are saying about your company, clients or competitors in the U.S. Hispanic, Latin American and Caribbean markets. <http://www.latinclips.com/>

An advanced version of the popular Company Dossier, the new Industry Dossier, and the **LexisNexis** Publisher products provide information professional broader and more comprehensive tool set enabling more informed business decisions. The benefits include comprehensive company information for business development needs, deeper industry reporting for market research and evaluation, portal integration for centralized company-wide access to information, and regular relevant information feeds to bring increased value to customers' web investments. Press release, June 9. <http://www.prnewswire.com/cgi-bin/stories.pl?ACCT=SVBIZINK2.story&STORY=/www/story/06-09-2003/0001961809&EDATE=MON+Jun+09+2003,+>

OpenText Corporation, provider of Livelink, collaboration and knowledge management software for the enterprise, said today that Motorola, Inc. is expanding its use of Livelink as its central knowledge repository and platform for collaboration. Econtent Extra, June 13. <http://www.econtentmag.com/Newsletters/NewsletterReader.aspx?NewsletterID=68>

Searching reviews and tips.

TFPL and Business 360 conducted a survey earlier this year to explore the experience of, and trends in, **business research outsourcing**. The vast majority of information managers have little experience of outsourcing information research but have major concerns about the quality, cost and the effect outsourcing would have on their salary and job security. Press release, www.tfpl.com

Jenny Kanji and Genie Tyburski presented Around the World in 60 (**Internet**) Sites at the 2003 annual meeting of the Special Libraries Association on 11 June

The Legal Divisions sponsored the program. Therefore, these serious sites (some are just for fun) below focus on law and government. "Around the world in 60 sites" http://www.virtualchase.com/sla/60sites/world_60sites.html

One way of finding the content of the **InvisibleWeb** is to visit one of the many resources designed to serve as gateways to the InvisibleWeb. This article highlights a handful of the most popular and useful sites. "Finding the invisible web." Jennifer Laycock. About. <http://websearch.about.com/library/weekly/aa061903a.htm>

LexisNexis, Dialog and Factiva have long been a staple in a researcher's repertoire. Today, these services all have more user-friendly interfaces and offer some relatively low-cost options for quality information you'll never be able to find using a search engine. "Serious searches available for a fee." Jan Dempsey, Post-Standard, June 18. <http://www.syracuse.com/news/poststandard/index.ssf?/base/news-0/1055839032139021.xml>

There are many resources available to detect **plagiarism** and bring the problem under control. This article will try to present a comprehensive selection of some of these resources, which will by no means be exhaustive. "Plagiarism and Cyber-plagiarism." Patience Simmons. ACRL, June. http://www.ala.org/Content/NavigationMenu/ACRL/Publications/College_and_Research_Libraries_News/June3/June4/Plagiarism_and_cyber-plagiaris

Who cares about reliable, up-to-date information? For best results, you should ask yourself this very important question before beginning your **search**. One of the best ways to find validated, reliable, up-to-date information, by figuring out who cared passionately about whatever topic we were researching, and then contacting that person or organization directly. "Who cares about information quality?" Mary Ellen Bates, Search Engine Watch, June 17. <http://www.searchenginewatch.com/searchday/article.php/2214431>

Search engines may be remarkable resources, but they're not intelligent. Will a new 'semantic' web be clever enough to tell a flying insect from a work of music? The first implementation of **Semantic Web technology** are taking place behind the scenes, within companies that work in specific industries. "To be or not to be." Independent UK, June 18. <http://news.independent.co.uk/digital/features/story.jsp?story=416581>

Slide presentation on **Webtools** for researchers by Gary Price and Genie Tyburski from the SLA conference provides a variety of tips, Web services and software for researchers. http://www.virtualchase.com/sla/web_tools/index.html

General readings of interest.

Intrusion prevention systems offer the latest **countermeasures** in the war against hackers, worms and viruses. "Defensive postures." Dylan Tweney. CIO magazine, June 15. http://www.cio.com/archive/061503/et_article.html

Most companies face **ethical challenges** all the time. For those doing business globally, the likelihood only increases. With help from The Emory University-affiliated Carter Center, a group of businesses are taking a proactive approach and addressing issues of ethics head on. "Strengthening international ethics guidelines through teamwork." [Knowledge@Emory](http://knowledge.emory.edu) newsletter, June 18. <http://knowledge.emory.edu>

Several top research universities are setting up electronic superarchives to store and share their researchers' data. Some universities see these **instit** **repositories** simply as a way to capture their intellectual output, but others aim to use their repositories as a means of launching open-access alternatives to conventional academic journals. "UC to launch open access journals." The Scientist, June 16. <http://www.biomedcentral.com/news/20030616/03>

If a company cannot adequately supervise the **instant messaging exchanges**, the NASD recommended it prohibit employees from using the technology to communicate with customers. E-mails provided fundamental evidence in a recent probe of biased company research by financial analysts. "NASD advises broker to monitor instant messages." June 18. http://www.usatoday.com/tech/techinvestor/2003-06-18-brokers-im_x.htm

LexisNexis nation wide survey reveals that delivering ROI - "Return on Investment" - is information professionals' top priority for the future. Many cite being underutilized by clients. Press release, June 11. www.lexisnexis.com

Moore's Law (the number of transistors on a chip doubles every 24 months) is not a law of physics. It is merely an uncannily accurate observation on what electrical engineers, when organized properly, can do with silicon. Companies that can keep their tech team humming will reap profits and power. Those that can't, will fade away. "Myths of Moore's Law." Michael Kanellios. ZDNet, June 11. http://zdnet.com.com/2100-1107_2-1015566.html

The management of **unstructured data** is recognized as one of the major unsolved problems in the information technology (IT) industry, the main reason being that the tools and techniques that have proved so successful in transforming structured data into business intelligence and actionable information simply don't work when it comes to unstructured data. (multi-part series) "The problem with unstructured data." Robert Blumberg. WSReview, Feb. <http://www.wsreview.com/online/articles/read2.cfm?ContentID=6287&DMR=1>

The **Sarbanes-Oxley Act** of 2002 is one of the most sweeping pieces of legislation in the history of U.S. business. Shifting power from the executives suite to the boardroom, Sarbanes-Oxley places a vast number of new responsibilities on a company's officers and directors -- as it should, says James H. Blanchard, chairman and CEO of Synovus. Blanchard addressed corporate directors from across the country recently at The Goizueta Directors Institute. "Directors must set the tone for corporate **ethics**." [Knowledge@Emory](http://knowledge.emory.edu) newsletter, June 18. <http://knowledge.emory.edu>

In an e-mail Q&A, HBS professor Josh Lerner discusses issues including transparency and private equity, buyout firms, **Sarbanes-Oxley**, and the role of innovation. "Surveying the VC landscape." Ann Cullen. HBS Working Knowledge, June 16. <http://workingknowledge.hbs.edu/pubitem.jhtml?id=3534&t>

Charging **spammers** with racketeering crimes and rewarding spam victims with a financial bounty are among the more creative solutions proposed by members of Congress to the problem of unsolicited e-mail. "Lawmakers get creative to fight unwanted email." Grant Gross. CIO magazine, June 15. http://www.cio.com/archive/061503/tl_spam.html

Consider the following: P/E, P/B, EPS, EVA, WACC, CAPM, ROE, RAROC, ROIC, NPV, DCF. What do these acronyms have in common? They are **val**

metrics used by companies, investors and/or analysts to figure out what a company is worth. The Wharton Financial Institutions Center last month hosted a conference called "Measuring and Managing the Value of Financial Institutions: Integrating External and Internal Valuations." Knowledge@wharton new June 18. <http://knowledge.wharton.upenn.edu/articles.cfm?catid=1&articleid=797>

Articles mentioning competitive intelligence.

The **Special Libraries Association**, which has been investigating changing its name for some time now, has announced that it will in fact retain the organization's nearly 100-year-old name. Members of SLA work in settings such as information centers, libraries, **competitive intelligence** units, and in departments in corporate, academic, and government institutions. "Special Libraries Association by the same name." *Econtent*, June 13. <http://www.econtentmag.com/Articles/ArticleReader.aspx?ArticleID=4545>

Hired investigators in a growing market for **competitive intelligence** can learn a lot about a company simply by collecting pieces of information that is often considered innocuous, such as how late people stay at an office or how behind in bill payments they are. The fact that engineers suddenly stop publishing reports on new technologies may indicate a startup is underway. "Business security depends on people." Jennifer Pittman. *Santa Cruz Sentinel*, June 12. <http://www.santacruzsentinel.com/archive/2003/June/12/biz/stories/01biz.htm>

Customer relations, **competitive intelligence**, acquired knowledge, legal matters, and business regulations affects small companies as they grow. Aggressive technology companies already have the lucrative small and mid-sized market in their sights. If good information practices benefit efficiency and competitiveness, then having an information management plan makes sense for entrepreneurs who have their eyes on the horizon and their feet on the ground. "Information is growth asset for small, mid-sized businesses" Judy Gable. *PR Newswire*, May 27, <http://www.prnewswire.com/cgi-bin/stories.pl?ACCT=SVBIZINK3.story&STORY=/www/story/05-27-2003/0001954184&EDATE=TUE+May+27+2003,+>

Sheila Greco Associates, LLC, a leading human resources consultancy specializing in research, recruiting and Customized **Competitive Intelligence** recently opened a Miami, Florida office. Randy Mikuni has been named Chief Operating Officer/Executive Vice President, Strategic Marketing and Business Development of SGALISTS, LLC and will be heading up the new location. Press Release, May 30. <http://www.prnewswire.com/cgi-bin/stories.pl?ACCT=SVBIZINK3.story&STORY=/www/story/05-30-2003/0001956386&EDATE=FRI+May+30+2003,+>

Several years ago Progressive Insurance introduced an innovative feature on its Website: The company compares its premiums with those of three other insurance companies. Why does Progressive share **competitive information**? *Price becomes less important*. Ironically, displaying competitors' prices makes consumers focus *less on price*. As consumers do not have to shop other sites for prices, they can actually spend their time learning about how Progressive differentiates itself. *It builds trust*. Trust is an important part of the relationship consumers have with their insurance companies. If consumers believe their insurance companies are not being completely honest with them, how can they assume the companies can be trusted when they have a claim to file? *maintains control of the customer*. Progressive has decided it will embrace, not ignore, consumer behavior. If potential customers are going to shop around, why not provide them with the information and keep them on the Progressive Website? "Coping with price transparency." Jared Blank. *ClickZ Today*, June 16. <http://www.clickz.com/mkt/capital/article.php/2221951>

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