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### **SCIP04 CD now part of conference registration.**

*by Michael Reed*

SCIP04 features a new and improved way to keep track of all its conference sessions -- all attendees will receive a CD with a complete set of PowerPoint presentations from the session speakers (excluding the workshop, keynoters and special event presentations). This CD, available at the conference, will replace the white paper center handouts of the past and will offer a lightweight and ecologically correct way to record the entire conference for your future use. The PowerPoint presentations will also be available online before the conference, but won't it be nice to know that with your registration, you will receive this very valuable CD to use and keep for years to come. For further information, please contact [Michael Reed](#).

### **Primary sources to help you control your cow: part 2.**

*by David Carpe*

In part one of this column, I introduced the idea that CI consultants might benefit by thinking a bit more like disciplined librarians when managing secondary research resources. Here I continue the broad categories of additional resources. [Full story page 4]

## **CI Reference Directory #2.**

*by Carolina Olivieri*

The CI magazine March/April 2004 issue will host SCIP's second pull-out Reference Directory. Don't miss out on this successful, handy pull-out reference guide for the CI marketplace. Thousands of CI professionals will have your company information at their fingertips with this reference section. See a sample layout [here](#). CI magazine is the most widely read print CI business magazine worldwide with a circulation rate of approximately 4,000 and a high pass-along readership consisting of corporate practitioners, CI analysts, market researchers, and consultants.

A CI pull-out reference directory entry in the March/April 2004 issue is \$249 per listing. Think of your listing as targeted advertising that keeps on working! For more information, please visit the [SCIP website](#) or contact [Carolina Olivieri](#). The deadline for submission is **January 15, 2004**, so make your decision today!

## **Network with your peers at SCIP04.**

*by Carolina Olivieri*

Don't rely on a crystal ball -- come to SCIP04 and experience the future of CI today! SCIP04's education tracks meet your professional development needs in today's competitive global environment. Pick and choose sessions that meet your needs and that of your organization. If you are new to CI, the tools & techniques track may get you off to the right start. Professionals working in both the public or private sector can benefit from sessions in the government track which provide a greater exploration and understanding of the synergies that exist between the two sectors, consistent with appropriate ethical standards.

Hands down, the greatest value of attending SCIP04 comes from networking with your peers. Opportunities abound to expand your network of contacts and meet and greet peers from all over the world. Share best practices over lunch, discuss analysis trends in the elevator, and strategize on the future of CI sharing a glass of cheer.

SCIP04 is one of a kind - the largest gathering of global professionals in one location. Make plans to attend and expand your professional horizons. Visit the [SCIP04 web site](#) for program information and registration. Hurry, there's only one month left before the early bird registration savings ends.

## **CI Partner Program update.**

*by Jon Lowder*

[I.S.I.S. - Integrated Strategic Information Services, Inc.](#) is the newest organization to join the SCIP CI Partner Program. Since 1992, I.S.I.S. has provided Fortune 500 companies with systematic CI tracking services, early warning systems, competitor profiling, pre-sales intelligence, cost structure and pricing intelligence, benchmarking, due diligence and counter-intelligence programs with 65 market investigators and well-cultivated industry contacts in 3 global regions. Ethical, fast, actionable & ROI-producing CI solutions. For further information, contact Mark Limacher at [marc@isisglobal.com](mailto:marc@isisglobal.com) (+1/650.298.8555). For details about the CI Partner Program, check the [SCIP web site](#).

## **SCIP04 Global Track.**

*by Reto Lippold*

The economies of countries are becoming more global, and change and innovation are more and more the norm rather than the exception. American, European, and Asian companies face a major challenge to maintaining their global competitiveness, and a large number of these companies around the globe need to ask "What does my corporation want to be in future?" and "How will we get there?" The session in the SCIP04 Global track help you answer these questions. [fully story page 6]

## **When will machines replace analysts?**

*by Philip Annibale*

Artificial intelligence (AI) is evolving and expanding at such a rapid pace that machines could replace the daily tasks performed by analysts by the year 2030. You may be thinking to yourself, "Machines will never perform my job because of the many unique tasks I complete everyday." This notion, however, is gradually becoming obsolete. [full story page 7]

### **CI survey needs your input.**

*by Jerry Miller*

Jerry Miller, the director of the Competitive Intelligence Center at Simmons College in Boston, and Jonathon Calof, a professor from the University of Ottawa, invite active competitive intelligence practitioners to participate in a study on the status of competitive intelligence. The online survey contains 16, multiple-choice questions. Those interested may also choose to participate in a 30-minute telephone interview.

This [ULR](#) will direct you to complete a consent form and the survey where you will identify your country of residence and your industry sector, and respond to 14 multiple-choice questions. The results will form the basis for a publication in the SCIP publications within the upcoming months. If you have questions or comments, contact [Jerry Miller](#) or [Jonathon Calof](#). The survey will run through March 2004.

### **New Spanish magazine for CI.**

PUZZLE is a free, competitive and technical intelligence magazine consisting of articles, practical cases, and various studies of Hispanic countries. The publication aims to increase the reader's knowledge of CI and to share several of the Hispanic community's experiences. The articles will be written in Spanish by recognized academic and practicing contributors. PUZZLE will consider for publication, any further articles submitted by other contributors. For more information and free subscription:

[http://www.incontrointeligencia.com/central\\_rec\\_puz.htm](http://www.incontrointeligencia.com/central_rec_puz.htm)

### **Ten steps to protect online privacy.**

*by Andrea Saade*

Online privacy is at risk now more than ever. It is important that people take the protection of their personal information into their own hands. Here are ten steps everyone should take to protect their personal, sensitive, and valuable information. [full story page 9]

### **FYI: new and notable**

*by Bonnie Hohhof*

- Search engines: news and updates.
- Internet sites with information you can use.
- Software and products.
- Searching reviews and tips.
- General readings of interest.
- Articles mentioning competitive intelligence. [full story page 11]

### **Happy Holidays from the SCIP staff:**

Bill Weber, Paul Brecht, Carolina Olivieri, Bonnie Hohhof, Michael Reed, Jon Lowder, Nikki Wells, Lisa Heitchew, Jojuana Lawson.

## **Primary sources to help you control your cow (part 2 of 2).**

David Carpe, [david@clew.us](mailto:david@clew.us)

***“To control your cow, give it a bigger pasture.” - Suzuki Roshi, Zen Master***

In part one of this column, I introduced the idea that CI consultants might benefit by thinking a bit more like disciplined librarians when managing secondary research resources. For many, this might be as simple as separating such resources into ‘first person accounts’ (and related) versus ‘one step removed.’

In the field of competitive intelligence (CI), primary research is loosely defined as ‘in depth interviews’ with individuals likely to be intimate with competitor or marketplace activity. This might include employees of a competitor, suppliers and buyers, partners, pundits, former employees and many other sources ranging from neighbors to local government figures. Everything else seems to become secondary research by default. Is there room for more stratification?

Step back from popular CI industry definitions, if you will, and imagine primary research to more broadly encompass any primary source that permits us to get close to what is happening, has happened or will happen while reflecting the individual viewpoint of the observer, participant or otherwise intimately involved persons.

This might allow you to generate alternatives where staple secondary research sources are exhausted, come up short, or otherwise prove to be of little value without deeper context. Isn’t this why we often spend so much time on the primary research? Although analysis is absolutely critical, primary research consumes the lion’s share of hours in execution.

If you were to reorganize secondary resources so that primary sources become more like a ‘layer of meaning’ (or value) superimposed on all such resources, then perhaps these might fall under the auspices of the following broad categories: (broad because this column must stay short, not because I’m simple minded).

### **Movies, television, audio and video files**

This is a large trough of content from which to feed. There are many movies and documentaries tightly focused on issue/incident exploration, from the tobacco industry to children’s entertainment. For a quick sample, one might visit the Internet Movie Database ([www.imbd.com](http://www.imbd.com)) or the categorically organized documentaries and specials on commercial sites like Amazon.com or NetFlix ([www.netflix.com](http://www.netflix.com)).

Expect to find first person accounts, extensive interviews, commentary, as well as several resources via the bibliographic archiving of sources (might be found within credits, or special sections on DVD’s, both quite valuable). By the time it hits the screen, it is likely old news, though these are still great resources where the desired observer or participant proves to be inaccessible.

Consider also the world of television and radio transcripts. While several major Internet based projects are already underway to advance this archiving effort, I’ve mentioned one before – TVEyes ([www.tveyes.com](http://www.tveyes.com)). With such tools, one might search transcripts and set up keyword alerts to monitor target subjects as mentions occur during interviews and broadcasts.

Lastly, reconsider the Internet itself. Beyond the obvious document collections buried alive online, there are also many audio and video components. For example, visit a major corporation like Sun Microsystems and you’ll find archived video clips of keynote speaker presentations, interviews, and other subject-specific information. You’ll also find detailed web seminars and similar technical presentations. Internet video clips (e.g. interviews, speeches) are often considerably more current and worth noting.

### **Photographs and artifacts**

Photographs are intuitive resources. Imagine that you’re trying to profile a major organizational figure. You’ve tracked down articles, many with images, and now seek to interview individuals with something interesting to say. Peers and close relationships have rejected your overtures, so you consider revisiting the images. Standing alongside the figure at a corporate charity event are five figures, identified within the

caption. You pick up the phone, call all five, and uncover one with something to offer (now this is starting to sound a bit like journalism).

Alternatively, images might serve an altogether different purpose. For example, one might seek to estimate foot traffic at a competitive retailer without sporting a 'clicker' in the doorway. This individual might photograph the parking lot at various times of day, over a period of time, and model the series to produce guesstimates. I think that you get the basic idea.

One interesting resource mentioned in part one of this series is the Smithsonian Institution Research Information System ([www.siris.si.edu](http://www.siris.si.edu)), which also connects extensively to other categories discussed herein, ranging from rare books to manuscripts and other. SIRIS maintains an enormous archive of photographs, all freely available to the public.

Same thinking goes for artifacts, though this requires a bit more creativity. Picture the physical 'stuff' that might be in the possession of the target. Understanding what they've purchased or leased might allow for one to surmise that spending habits are wanton, tight, or conservative.

For example, a target organization is liquidating high end office furniture and seeking to procure lower end items. This might tell you something about their financial sensitivity, and the information might only be as far away as a local paper, a liquidator listing (Gordon Brothers runs [www.RetailExchange.com](http://www.RetailExchange.com) ), or Craigslist classifieds ([www.craigslist.com](http://www.craigslist.com)). For specialized industry connections, you might consider contacting the International Reciprocal Trade Association ([www.irta.com](http://www.irta.com)).

## **Observation**

For purposes of this brief column, let's describe observation as:

1. a little bit of all of the above
2. standing real close to people with eyes and ears wide open

We all know the tale of the man who investigated the rust on the railroad tracks to determine the frequency of shipments from a manufacturing facility. That's creative and interesting, though it unfortunately doesn't map too closely to any of my own informational needs and client interests.

However, attending a conference or tradeshow and listening to key figures engage in public discourse with others is very interesting. Stop by the booth and listen to what they are saying. Stand by the stage following the presentation and listen to what they are talking about in one-on-one dialogue. Use these findings to formulate better questions, to augment current findings and observations, or to satisfy other curiosities.

Be an observer, not a bothersome eavesdropper, because there is a genuine difference. Do not engage in duplicitous conversation monitoring, and do not intrude on conversation. Simply become a better, more astute event witness, participant, and observer.

Another variation on this is participation in teleconferences and web conferences. For example, if you are a shareholder, you might be entitled to listen in on many investor communications and analyst presentations. Contact Investor Relations at your target firm of interest for more information regarding accessibility.

## **Use common sense and care when expanding the pasture**

I'm certainly not advocating the use of any of these methods in particular, as many will not be applicable to your own projects. Rather, I humbly suggest that we rethink the value of primary sources as they map to primary and secondary research. All of the aforementioned resources will allow for one to get a bit closer to an event, organization, or individual of interest prior to telephone interviews.

These resources present an interesting conundrum. Like much of secondary research, I suppose, are all potentially very time-consuming and unproven as particularly valuable for any one need in our interview-driven industry. As I stated earlier in part one, I'd be very hard pressed to add "20 Hours: Watching Television" to any of my own proposals...though I'd be much more uncomfortable requesting "Another 40 Hours: Primary Research" as a result of unimaginative resource planning.

As mentioned in earlier columns, please feel free to send an email if you have questions or comments:  
[contact@clew.us](mailto:contact@clew.us)

### **Background:**

David Carpe received his BFA from the George Washington University and his MBA, with a concentration in Finance and Entrepreneurship, from Babson College. He has authored a case on Valuation for the Division Chair and has also served as a Volunteer Teacher with the National Foundation for Teaching Entrepreneurship. Professionally, David has worked in research with Fidelity Capital, served as a Management Consultant, acted as the founder and CEO of a venture backed software startup, and most recently has been working with Clew, LLC [www.clew.us](http://www.clew.us) serving some of the world's most formidable organizations through Clew's CI for Strategic Human Resources practice (HRCI) and ClewRaRE™ services.. He is a member of SCIP, MIT Enterprise Forum, Human Capital Institute and IRE and serves on the Board of Conditon, LLC. David has spent the majority of his career involved, somehow, with research, analysis, consulting and planning. He can be reached at 781.674.CLEW (2539).

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### **SCIP04 Global track.**

#### **Reto Lippold**

The economies of countries are becoming more global, and change and innovation are more and more the norm rather than the exception. Many global managers have been facing the challenge of running business on a world-wide basis and have essentially had to learn from experience.

American, European, and Asian companies face a major challenge to maintaining their global competitiveness, and a large number of these companies around the globe need a "wake-up" call. Forget the attitude of many American managers and executives -- "the domestic economy of the United States is sufficiently large, so we don't need to be involved in markets outside our borders." Better ask yourself "What does my corporation want to be in future?" and "How will we get there?"

Developing strategic thinking and strategic planning in any organization is a challenge in today's world. Developing a global strategic vision presents a unique challenge for corporations. To survive and prosper, companies must carefully assess the impact of recent trends and anticipate the impact of the future trends.

This process is one of the initial steps necessary to formulate the organization's global strategic vision. To survive in the rapidly changing global competitive markets requires all organizations to universally understand and accept a global strategic vision.

Global managers have to communicate effectively and work with individuals who have been socialized in a different cultural environment, and whose customs, values, lifestyles, beliefs, and management practices. This is the challenge facing these global managers when they attempt to conduct business outside their home ground.

The goal of the SCIP04 Global Track is to confront you with the problems of globalization, global competition, global changes, visions and standards, and provide you with ideals and tools to successfully deal with them. This is a challenge, an opportunity for everyone to work in the changing global environment that is the reality of today and tomorrow as well.

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## When will machines replace analysts?

**Philip J. Annibale, Mercyhurst College**

Its 8:00 on a crisp, cool Friday morning with the birds chirping and the sun rising. You walk into your office building with a cup of warm decaf in one hand and your leather briefcase in the other. As you place your briefcase next to your office desk, you discover a letter from your boss informing you that you and your duties are about to be replaced by a machine.

Stunned? Confused? Frustrated? Artificial intelligence (AI) is evolving and expanding at such a rapid pace that machines could replace the daily tasks performed by analysts by the year 2030.

You may be thinking to yourself, "Machines will never perform my job because of the many unique tasks I complete everyday." This notion, however, is gradually becoming obsolete. AI now has the ability to simulate a variety of characteristics of the human brain. With readily available software, machines are starting to perform certain cognitive skills including problem solving, adaptive learning, and the ability to understand a variety of languages.

In addition, machine intelligence can function 24 hours a day, does not require a salary (or benefits), and can store and process greater amounts of data more quickly than humans. If your palms are sweaty and you're already at the edge of your seat then sit back, take a deep breath, and look even closer at the evolution of AI.

### Machines vs. Analysts in Core Competencies

When compared to the various abilities and skills of human analysts, AI is beginning to simulate analytical tasks more effectively and efficiently. To illustrate, the following graph shows the advancements of AI in relation to the abilities and skills of human analysts (Moore, David, and Lisa Krizan. "Intelligence Analysis: Does NSA Have What it Takes." *Cryptologic Quarterly*, vol. 20, nos. 1/2 (Spring/Summer 2001): 1-33. ), as well as future predictions of AI's potential.

Computer proficiency in analyst characteristics	Research proof of concept	Full computer proficiency as good as analysts	
Communicating	1990	2015	Information ordering and foreign language proficiency are two functions once performed by analysts that are now partially executed by machines. The development of the Web provided an opportunity to speed up growth
Information ordering	1994	2004	
Pattern recognition	1995	2010	
Teaming and collaboration	2020	2020	
Reasoning	2030	2030	
Info gathering & manipulation	1985	2002	
Basic literacy	1990	2010	
Research	1994	2010	
Foreign language	1995	2015	
Project/process management	1998	2020	
Critical reasoning	2030	2030	
Expression	2030	2030	

within the AI field. For example, search engines such as Google can now systematically arrange information based on keywords, a task once executed by analysts.

In addition, the emergence of the internet also contributed to the expansion of multilingual translation software. Since 1995, numerous companies began to offer free online trial sessions, along with online memberships ranging from \$20 to \$180, of software capable of translating many kinds of foreign text documents with a click from the mouse. Foreign language proficiency software is also expanding to not only translate, but also teach foreign languages.

Three analytical functions of analysts that are currently becoming obsolete because of the advancements of machine intelligence include: pattern recognition, research methods, and basic machine literacy.

## **Pattern recognition**

Pattern recognition is the ability to identify similarities and irregularities by using algorithms (a set of computer procedures) to classify data. With this advancement, pattern recognition is becoming a valuable tool in the field of biometrics, or the analysis of identifying features in humans based on physiological or behavioral characteristics.

According to Dr. Peter McOwan, "Biometrics is currently a key area of research worldwide. Current biometric systems most commonly identify individuals through some unique characteristic for example by their iris, retina, voice pattern, fingerprints or facial features as well as the pressure patterns of hand-written signature." ("Artificial intelligence to increase security of online shopping and banking," Queen Mary, University of London. Department of Computer Sciences. <http://www.qmw.ac.uk/poffice/nr270803.shtml>, October 2003 )

Examples of technological devices that use AI include the Panasonic CCD and Sony cameras which are able to analyze facial dimensions, the Veridicom Fingerprint Sensor with the ability to "read" and classify individual fingerprints, and the Pulnix HandGrabber capable of matching hand configurations to individuals. Because of the September 11<sup>th</sup> terrorist attacks on the World Trade Towers, the U.S. Government is about to roll out new biometric technology that could enable the Department of Homeland Security to check the identity of every visitor to the U.S., an estimated 440 million annual visitors!

## **Research methodology**

Implementing research methods is another analytical role currently affected by machine intelligence. Proprietary algorithms on the internet are now able to identify a pattern in a person's wants and needs and then offer suggestions for products that correlate to the individual's desires. Amazon.com and mysimon.com simulate virtual shopping malls that do the "shopping" for you. Simply complete an online questionnaire signifying your desires and specifications in a product and allow the search engine to research and report to you products that match your criteria.

A machine's ability to perform and analyze research offers several advantages in producing more dynamic intelligence. For example, an analysis of the geopolitics in Albania as well as an examination of Albania's economic conditions could trigger research that suggests the possibilities of the next ruling political party in Albania. The ability of machines to research and present related information according to an individual's search interests is also starting to develop more precise intelligence for decision makers.

## **Basic machine literacy**

Basic literacy is the ability to communicate through reading and writing. British mathematician Alan Turing's experiment in 1950 involved three humans and a machine that communicated with one another through basic literacy functions. The object of the experiment was to see if the humans could conclude which character was the machine. Although the machine was unable to completely fool the three humans, Turing's experiment did show that machines had the potential to exhibit basic literacy skills.

Dr. Hugh Loebner, a New York Philanthropist, designed a contest in 1990 challenging individuals to construct a machine, or bot, whose "Responses were indistinguishable from a human's." (The Loebner Prize—"The first Turing Test," <http://www.loebner.net/Prizef/loebner-prize.html> ) A few contestants have developed bots with advanced basic literacy skills, but none have indistinguishably simulated human literacy and earned Loebner's \$100,000 grand prize.

You can access various bots on the internet today capable of interacting in basic conversation. Imagine a combination of a mysimon.com proprietary algorithm and a literacy proficient bot? A virtual salesperson could answer any of your questions as well as suggest various products or ideas that correlate to your criteria and interests.

The distinction between artificial intelligence and business intelligence (BI) is becoming blurred. AI will continue to produce faster, more reliable intelligence as computers become more analytically proficient. AI and BI can compliment each other by providing new techniques that affect the way businesses implement strategies.

Independent Industry Analyst Philip Russom states that "Many companies that depend on business intelligence as an important component of business relationships now need to move to the next level by implementing a 'BI network,' which is where multiple extranets are networked via web services." (Philip Russom, "Microstrategy, Best in Business Intelligence," <http://www.microstrategy.com/Company/Analysts.asp> , October 2003 .) This burgeoning relationship between AI and BI will have a significant impact on the strategies of business activities by reshaping future goals and objectives.

AI has the potential to take over a significant role in the daily lives of analysts and is continuing to shape the way in which analysts perform their jobs. AI is already capable of accomplishing parts of the abilities and skills once executed by analysts and may be able to outperform many aspects of analysts by the year 2030. AI is the engine to future business operations and will be prevalent throughout businesses of all sizes in the near future. Analysts will need to accept a new realm of intelligence activity rather than competing with it.

## **Background**

Philip J. Annibale is a graduate student at Mercyhurst College in Erie, Pennsylvania, and is studying in the Research Intelligence Analysis Program curriculum. For his research, he chose to explore the potential of artificial intelligence, its impact on expert system development, and how it will affect the future of Intelligence Analysis. Philip's undergraduate major is in accounting. He can be reached at [Phil\\_annibale@hotmail.com](mailto:Phil_annibale@hotmail.com)

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## **Ten steps to protect privacy online.**

### **Andrea Saade**

Online privacy is at risk now more than ever. It is important that people take the protection of their personal information into their own hands. Below are ten steps everyone should take to protect their personal, sensitive, and valuable information.

#### **Step 1. Think before you type.**

The Internet is the least privacy-friendly communications medium ever developed. It is critical to be "street wise." Be aware of what information you are providing and to whom. Take an active roll in protecting your personal information.

#### **Step 2. Only do business with reputable companies and web sites.**

Make sure you know and trust the businesses with which you're doing business or providing information.

#### **Step 3. Never volunteer information.**

Just because a web site asks for information about you doesn't mean you need to give it to them. If you cannot proceed without giving out personal data, consider whether you really want to do business with that site.

#### **Step 4. If you are *required* to provide personal information, get creative!**

If you must answer intrusive personal questions to proceed, and your answers are not legally required to be valid, consider using fictitious names, addresses, ages, and occupations.

#### **Step 5. Use "disposable" email accounts for all web forms.**

If you must provide an email address to a web site, and you do not want to continue to receive email from them in the future or risk having your email address sold to spammers, use a disposable email account, like Hotmail or Yahoo!. Create a new email account at least once a month.

**Step 6. Do not follow web links in emails sent by questionable sources.**

This is especially true when the web site requests sensitive or financial information from you. It is easy for criminals to forge a URL to make it look like a trusted web site. Rather than clicking on a URL, type it in yourself, or, better, make sure the accurate sites for your trusted vendors are bookmarked.

**Step 7. Don't enter online contests.**

Most are simply tricks by advertisers to gather more detailed information about you.

**Step 8. Clear out tracking data on your PC.**

As you roam the Internet, tracking "cookies" and other sensitive information accumulates on your PC. Use a tool like Total System Sweeper from Anonymizer to eliminate this information from your computer. [Editor's note: In Outlook some of this may be under documents and settings/ local settings/ temporary internet files.]

**Step 9. Regularly scan your computer for "spyware."**

These programs, typically downloaded to your computer along with useful utilities or games, monitor your Internet activities, then report back to the advertisers in order to bombard you with additional pop-ups and other ads. A program like SpyWare Killer will help eliminate these programs from your system.

**Step 10. Protect your personal information from being harvested by the sites you visit.**

Your computer is configured to give away a huge amount of information about who you are, where you're located, what sites you've visited, what software you're using, and much more. It is critical to use a comprehensive privacy system to ensure your personal privacy is protected.

Consumers can take a privacy test at [www.privacytest.org](http://www.privacytest.org).

**Background**

Andrea Saade is with Contos Dunne Communications, LLC (CDC), a strategic marketing communications and public relations firm based in the Silicon Valley with affiliates in major markets worldwide. CDC provides results-focused programs that communicate business benefits and market value. [www.contosdunne.com](http://www.contosdunne.com)

This article was made available courtesy of Anonymizer, Inc., a leading provider of Internet privacy and security solutions. Anonymizer Private Surfing defends users from the most prevalent Internet privacy and security threats, from online tracking using "Cookies" to malicious code, identity theft and email spammers. The company is privately held and headquartered in San Diego, California. [WWW.anonymizer.com](http://WWW.anonymizer.com)

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## **FYI: new and notable.**

**Bonnie Hohhof, bhohhof@scip.org**

- Search engines: news and updates.
- Internet sites with information you can use.
- Software and products.
- Searching reviews and tips.
- General readings of interest.
- Articles mentioning competitive intelligence.

### **Search engines: news and updates.**

Google has launched an experimental program that indexes excerpts of popular books, blending the content from these works into regular Google search results. **Google Print** differs from Amazon's recently introduced [Search Inside the Book](#) program, which makes the full text of books available online to readers. By contrast, Google is indexing only a small excerpt from each book, typically taken from the inside cover, jacket reviews, author biographies or the book's introduction. Chris Sherman. "Google introduces book searches." SearchEngineWatch, Dec 17. <http://www.searchenginewatch.com/searchday/article.php/3290351>

Google has often on a monthly basis tuned its search algorithm, so as to deliver the most relevant listings to keyword searchers. To the expert Google watchers this is known as the **Google Dance**. Since this sometimes created an apparently chaotic reordering of the ranking results, the Google watchers gave these updates names, much as hurricanes are named. So in early summer 2003, we had the **Dominic** Update, followed in early Fall by the **Esmeralda** Update. The **Florida** Update started in mid-November. The amount of turmoil in the Google search results has been matched by the volumes that have been written on what it all means, why it may have been done, and what you can do about it. This Newsletter provides an **executive summary** of what has occurred. It includes a number of links if you wish to understand any aspect of the upheaval in greater detail. Barry Welford. 'Who's naughty, who's nice, Google Christmas 2003.' Strategic Marketing Montreal, #35. Dec. 15. <http://www.strategicmarketingmontreal.ca/newsletter-35.htm>

**Google** doesn't want you to search inside the book at Amazon. They want you to search inside the book at Google! That's what they're working on, anyway -- get some more skinny about it at <http://print.google.com/print/faq.html>. From the FAQ: " It turns out that not all the world's information is already on the Internet, so Google has been experimenting with a number of publishers to test their content online. During this trial, publishers' content is hosted by Google and is ranked in our search results according to the same technology we use to evaluate websites." Results are delivered along with relevant Google AdWords ads and some links to buy some books. Tara Calishain. 'What (and why) in the world is Google Print?' Research Buzz, Dec. 18. <http://www.researchbuzz.org/archives/001318.shtml>

What if **Google** is combining the artificial intelligence of **Applied Semantics Concept Server** and this monitoring of click throughs. In this case, Google's algorithm isn't applied universally to every set of search results. Rather, the various factors that make up the algorithm can be adjusted on the fly, delivering results that improve with each search. The more popular the search term, the more searches are conducted and the faster the results will improve. As Google monitors more searches, the Concept Server will start to notice patterns between similar concepts and the type of results chosen by the searcher. With every search, Google will be better able to anticipate what the searcher is looking for, even if their query isn't right on target. Gord Hotchkiss. 'Google's Florida update: one month later.' SearchEngineGuide., Dec. 15. [http://www.searchengineguide.com/hotchkiss/2003/1215\\_gh1.html](http://www.searchengineguide.com/hotchkiss/2003/1215_gh1.html)

**Google** has beefed up its Froogle shopping search engine, introduced two new "quick links" for searchers, and has added new features to its AdWords program. Chris Sherman. 'Google enhances Froogle, offers new ad search features.' SearchEngineWatach.com. Dec. 15. [www.searchenginewatch.com](http://www.searchenginewatch.com)

**Grokker** is back as a smarter and less expensive (\$49 instead of \$99) application that works on top of many different databases, including the all-important Google. Grokker by Groxis is not a web service but an application that sits on your PC. Grokker takes the raw output of a search and organizes it into categories and subcategories. Groxis has put more intelligence into the software this time, so it is not dependent, as it was with Northern Lights, on categories established by others. This means that a wide variety of types of

databases can be Grokked—now Grokker can search with six different engines simultaneously—Yahoo, MSN, Alta Vista, Fast, Teoma, and WiseNet. It also can organize searches for products on Amazon or for files on your own desktop. David Kirkpatrick. 'Going deeper than Google.' Fortune, Dec. 16. <http://www.fortune.com/fortune/fastforward/0,15704,563090,00.html>

**SMEALSearch** is a niche search engine that searches the web and catalogs academic articles as well as commercially produced articles and reports that address any branch of Business. The search engine crawls websites of universities, commercial organizations, research institutes and government departments to retrieve academic articles, working papers, white papers, consulting reports, magazine articles, and published statistics and facts. Pennsylvania State University. <http://smealsearch.psu.edu/>

**Surfwax** has launched a free version of their LawKT service. The free service allows a user to search an index of over 60,000 law firm publications from over 280 law firms. There's also a legal news section that aggregates news on over 1,000 law-related topics. The site is accessible at <http://law.surfwax.com>. Tara Calishain. ResearchBuzz, Dec. 18. <http://www.researchbuzz.com/>

Think about what's at stake culturally and socially in the search wars, and all those zeros start looking pretty paltry by comparison. The Internet is swiftly becoming the primary repository of the bulk of human information. Search is the way we get at that information, and companies like Google wield enormous power. A gang of **web-search companies** is gunning for Google. Lev Grossman. "Search and destroy." Time online edition, Dec. 15. <http://www.time.com/time/magazine/article/0,9171,1101031222-561499,00.html>

#### **Internet sites with information you can use.**

**Aardvarknet** provides **Asian Resources for librarians**. Resources include descriptions of over 400 Asian databases, and listings of Asian digital libraries, national libraries, university libraries, and professional organizations. <http://www.aardvarknet.info/user/aardvarkwelcome/>

Looking for the lyrics for classic **Christmas carols**? Simply click on the title that you're interested in below, and you'll be taken to a page that shows all of the words to the carol in question. <http://www.christmas-carols.net/>

The **Dictionary of Marketing Terms** offers the official definition of more than 4,000 commonly used marketing terms and phrases. It is maintained by the American Marketing Association. <http://www.marketingpower.com/live/mg-dictionary.php>

**Dow Jones** has a series of blue chip, benchmark and specialty **indexes**, plus Sector Scan. Sector Scan gives you the lowdown each week on fundamental trends in the U.S. Total Market Index and its 10 economic sectors. Sales growth, profit growth, costs, profit margins -- all this and more is covered in a succinct report, updated every weekend. <http://djindexes.com/jsp/index.jsp>

**EPI's JobWatch** web feature tracks current trends in the U.S. labor market and offers up-to-date readings on its status. [National Jobs and Wages](#) is a special section devoted to presenting and explaining the essential trends in the current labor market <http://www.jobwatch.org/>

Looking for the **definition of a term** in a particular subject can be difficult and time consuming. That's where the **Glossarist** can help you look. Just choose a subject or search for the industry you are interested in at the top. <http://www.glossarist.com/>

With more than 300,000 users worldwide, **NewsNow** is the UK's leading online press monitoring company. NewsNow monitors breaking news in 15+ languages from thousands of the Internet's most important online publications, including international, national and regional titles, newswires, magazines, press releases and exclusively online news sources. It searches over 15,000 news sources every 5 minutes. <http://www.newsnw.co.uk/>

**The World Values Survey** is a worldwide investigation of sociocultural and political change. It is conducted by a network of social scientist at leading universities all around world. The survey is performed on nationally representative samples in almost 80 societies on all six inhabited continents. A total of four waves have been carried since 1981 allowing accurate comparative analysis. <http://www.worldvaluessurvey.com/>

## Software and products.

**BioSeeker Group** is now launching BioSeeker France. France is one of Europe's foremost biotechnology countries with a long history of successful research coupled with a new growing spirit of entrepreneurship. Responsible for these activities will be Dr. Tomas Forslund, educated both at Karolinska Institutet in Stockholm, Sweden and Université Claude Bernard in Lyon, France. Dr. Forslund has also got several years of analytical experience for BioSeeker Group. He will now lead the work of reinforcing the contacts with our French customers, as well as extending BioSeeker's network in France. He will also specifically study the French biotech industry, in order for BioSeeker to better meet the demands and questions from the French, and other, companies. Press release, Dec. 13. [www.bioseeker.com](http://www.bioseeker.com)

**Anexsys**, a leading provider of payments solutions to government, selected **Cerado** in order to know more about their competitors in the electronic payments industry. Now, less than two weeks after signing onto the **Cerado Competitive Intelligence Service**, Anexsys is already seeing results. Cerado delivers to Anexsys timely, relevant information on their competitors, including competitive pricing, products, management bios, key customers, alliances, strengths and weaknesses, and other targeted information. Both the Anexsys direct sales force and the sales teams of their channel partners use information from the Cerado service to tailor their offerings to their prospects. Having this information enables the sales teams to identify the current weaknesses of their competition, and allows them to present Anexsys solutions in the most compelling manner possible, while taking into account current competitive conditions. Press release, Oct. 13. <http://www.cerado.com>

**Dialog** announced a series of upgrades to Dialog **NewsEdge**, its industry-specific, personalized current awareness and news alerting service for corporations, that will facilitate information sharing within subscribing organizations. The upgrades include improved methods for printing, saving and sharing multiple delivered and retrieved documents, a boost to using the information delivered through Dialog NewsEdge collaboratively within companies and departments. An additional enhancement is the highlighting of search terms within retrieved documents, enabling users to more quickly judge the relevance of articles and reports. Press release Dec 22. [http://www.dialog.com/pressroom/2003/newsedge\\_122203.shtml](http://www.dialog.com/pressroom/2003/newsedge_122203.shtml)

**Global Securities Information Inc.**, the leader in SEC legal research and provider of the online service **LIVEDGAR**, announced today the availability of Power Search. Power Search is a new way to search extensive databases that involves running multiple full-text searches and combining them in ways that can broaden or narrow the search results. Press release, Dec. 18. [www.gsonline.com](http://www.gsonline.com)

**Intelliseek**, a Cincinnati-based technology company, is sponsoring an online seminar and has published a white paper on creating ready-for-action business intelligence from vast amounts of unstructured data about consumers, customers, products and competitors. The paper and seminar tackle one of the day's biggest challenges for business, government agencies, marketers and researchers: how to analyze and gain insights from the vast amounts of information available in today's data-rich environment. Press Release Nov 13. [www.intelliseek.com](http://www.intelliseek.com)

**Interface Software** is the leading provider of CRM software and services, enabling professional services firms and other relationship-based organizations to create the **Relationship Intelligence** they need to uncover new business opportunities and enhance client service. Relationship Intelligence is a firm-wide asset that reveals the unique and complex connections between people, companies, relationships, experience and expertise, empowering professionals to uncover, extend and leverage their relationship networks, transforming who and what they know to find new revenue opportunities, differentiate themselves from the competition and enhance client service. Press Release. [www.interfacesoftware.com](http://www.interfacesoftware.com)

**LexisNexis Group**, a provider of legal, news, and business information, has announced the launch of a single global technology platform that is designed to deliver its information products and services in the United States and worldwide. LexisNexis plans to launch enhanced online legal research products in Australia and France in the first quarter of 2004. LexisNexis will also begin releasing enhanced news and business research and business intelligence products on the new platform to companies and information specialists in Germany in early 2004. Press release, Dec. 18. [www.lexisnexis.com](http://www.lexisnexis.com)

**NewspaperDirect**, a technology company specializing in the digital delivery of same-day editions of newspapers, will be launching a digital newspaper service for libraries. This service is intended to enable libraries to provide their patrons with same-day editions of out-of-state and international newspapers. The company's technology provides the flexibility to print on laser printers or view replicas online in a Web

browser. NewspaperDirect's catalog of titles includes more than 185 newspapers delivered to corporate offices, hotels, cruise ships, retail outlets, home subscribers, and Web browsers. Press release, Dec 18. <http://www.newspaperdirect.com>

Because a **taxonomy** reflects the most important knowledge categories of an organisation, organisations that carry out the same business activities need similar taxonomies. This fact and the rising importance of taxonomies to organisations has led **Verity** to make six tailorable taxonomies available to jump-start the development of an organisation's taxonomy. 'Verity provides standard ways to categorize content.' IT-Director.com, Dec 12. <http://www.it-director.com/article.php?articleid=11515>

**Vivisimo**, a software company based in Pittsburgh, Pa., offers technology that clusters search results on the fly into folders labeled by category. While the typical list of search results appears on the right, the clickable folders on the left, helping the searcher make sense of the various links and drill down into more relevant results. People who love lists and are used to organizing information hierarchically may appreciate the way Vivisimo displays the folder contents. Those people may feel overwhelmed by **Grokker 2.0**, the zoomable graphical search interface created by Groxis. But people who think in terms of spatial relationships may find Grokker makes search work better. Susan Kuchinskas. 'Monetizing graphical search.' InternetAdvertising.report. Dec. 15. <http://www.internetnews.com/IAR/article.php/3289001>

Demand has been extremely high for behavioral-based surveys," said Jason Levin, Internet analyst at NetRatings, which provides Internet research services in partnership with Nielsen Media Research, New York. "Clients want customized, behavior-based data." Even more important, he added, "This is a perfect tool for **competitive analysis**." Using **WebIntercept**, companies can intercept users on their competitors' Web sites and find out what motivates their decisions to buy products and gather information. Kate Maddox. 'Nielsen/ NetRatings launches WebIntercept.' BtoB, Dec. 8. <http://www.btobonline.com/cgi-bin/article.pl?id=11994>

Editors at Pharmaceutical Executive magazine used a unique **competitive intelligence tool** from the **Wolters Kluwer Health Pharma Solutions** division, a leading provider of information services and decision-support tools to the pharmaceutical and life sciences industries, to develop predictions about which drugs currently in development are most likely to succeed. Press release, Dec 17, <http://www.wkhealth.com>.

### Searching reviews and tips.

**Researching companies online.** This business research tutorial presents a step-by-step process for finding free company and industry information on the World Wide Web. Debbie Flannigan. <http://home.sprintmail.com/~debflanagan/index.html> \

**Tips on finding local coverage** of a product tampering case, including a description of resources: I started out with the usual suspects, including a search of the large news sources. My next approach was to go directly to the newspapers in the town where the incident occurred. continuing my research on local coverage of that product tampering case, I looked up the radio stations in the state I was interested in, and clicked through to each of the news, business, talk and public radio stations in the area. Mary Ellen Bates. 'Tip of the month.' Bates information services. December. <http://www.batesinfo.com/tip.html>

### General readings of interest.

Brian Hemsworth, president of Newman Grace Inc., an advertising and marketing agency in Woodland Hills, said some people think **stealth advertising** has a negative connotation, but it really is another strategic, tactical approach for reaching consumers. He described it as low-profile advertising. Hemsworth believes it can be done ethically and responsibly. Newman Grace supports the code of **ethics** provided by the Society of Competitive Intelligence Professionals, a systematic and ethical program. Ginger Rosenkrans. 'Are stealth ads ethical?' Ventura County Star. Dec. 8 . [http://www1.venturacountystar.com/vcs/business/article/0,1375,VCS\\_128\\_2484248,00.html](http://www1.venturacountystar.com/vcs/business/article/0,1375,VCS_128_2484248,00.html)

Leveraging advances in communication and integration, a new kind of application -- **corporate social networking** -- is being folded into the CRM feature set. Corporate social networking software measures, reads, and evaluates e-mails, instant messages, and calendar entries, capturing the names of message

authors while protecting the content. The names are then exposed to algorithms that search, weight, and rank others in the database for possible contacts within the company a user is trying to reach. Ephraim Schwartz. 'Social networking targets the enterprise.' InfoWorld, Dec. 15.  
[http://www.infoworld.com/article/03/12/15/49NNsocial\\_1.html](http://www.infoworld.com/article/03/12/15/49NNsocial_1.html)

Competition among multinationals these days is likely to be a three-dimensional game of global chess: the moves an organization makes in one market are designed to achieve goals in another market in ways that aren't immediately apparent to rivals. We call this approach "competing under strategic interdependence," or CSI. And where this **strategic interdependence** exists, the complexity of the competitive situation can quickly overwhelm ordinary analysis. With the following mapping tools and techniques, you can learn to see the whole chessboard—that is, you can anticipate how the moves you make in one market can influence **competitive interactions** not only in that market but in others far afield. Ian MacMillan et. al. 'Global competition: what's the first move?' HBR Working Knowledge, June 23.  
<http://www.workingknowledge.hbs.edu/item.jhtml?id=3545&t=globalization&noseek=one>

Negotiation is a delicate business, made even more delicate by different **cultural understandings**. How can you avoid the subtle pitfalls and make deals go smoothly? This article from *Harvard Management Communication Letter* has suggestions. Andrew Rosenbaum. 'Tips for avoiding misunderstandings when negotiating cross-border deals.' HBR Working Knowledge, March 31.  
<http://www.workingknowledge.hbs.edu/item.jhtml?id=3401&t=globalization&noseek=one>

Getting online is the easy part, finding a useful Web page is a bit harder - and keeping track of a useful Web page is another issue altogether. People have devised many tricks - such as sending e-mails to themselves or jotting on sticky notes - for **keeping track of Web pages**, but William Jones and Harry Bruce at the University of Washington's Information School and Susan Dumais of Microsoft Research have found that often people don't use any of them when it comes time to revisit a Web page. Instead, they rely on their ability to find the Web page all over again. The researchers are studying how people "keep found things found" when looking for information on the Web. In a follow-on project, the researchers are developing a conceptual framework for how people decide to keep information available for use later on. 'Keeping found things found: web tools don't always mesh with how people work.' Ascribe Newswire, Dec. 17.  
<http://www.ascribe.org/cgi-bin/spew4th.pl?ascribeid=20031217.055425&time=07%2028%20PST&year=2003&public=1>

The **holiday season**, with all its traditions, family gatherings and general rejoicing, is now upon us. To commemorate this time of cheer, the U.S. Census Bureau presents a host of holiday-related facts and figures from its data warehouse. Facts for Features, US Census Public Information Office, Dec. 11.  
[http://www.census.gov/Press-Release/www/releases/archives/facts\\_for\\_features/001582.html](http://www.census.gov/Press-Release/www/releases/archives/facts_for_features/001582.html)

Each year since 1984, PNC Advisors has provided a tongue-in-cheek economic analysis, based on the cost of the goods and services purchased by the True Love in the holiday classic, "The **Twelve Days of Christmas**." Indeed, the cost of the five gold rings dropped by 5.6 percent, and the pear tree is down a full 28.6 percent from last year. However, these discounts were offset by the dancers, pipers and drummers who have seen significant increases in the cost of their services over 2002. PNC Bank. 'The 12 days of Christmas.'  
<http://www.pncbank.com/12days/>

#### **Articles mentioning competitive intelligence.**

Find out how **Competitive Intelligence** can help you compete in the e-business environment where everything — except customer demands — is shrinking! This module provides you with an "action plan" to help you become a stronger competitor in your chosen industry or market, using the power of technology. 'Competitive Intelligence.' Strategis. Updated Dec 12. [http://strategis.ic.gc.ca/epic/internet/inee-ef.nsf/vwGeneratedInterE/h\\_ee00499e.html](http://strategis.ic.gc.ca/epic/internet/inee-ef.nsf/vwGeneratedInterE/h_ee00499e.html)