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Seven ways CI can make a company's sales force more successful.

by Christopher Carfi

CI can create rich, timely, tactical information of critical importance to your company's sales force, and can be a potent tool to help the sales force win more business. CI is also often a key link between the marketing and sales teams within an organization. If your sales force isn't aggressively connected with your organization's CI efforts, they may be missing out on critical information that can help them close more business this quarter. Here are seven ways to increase CI/sales effectiveness. [full story p.4]

Learn to outsmart your competitors at SCIP04.

by Carolina Olivieri

Registrations for SCIP04 are significantly up this year. Could the rising numbers be attributed to improved economic conditions or a greater need to learn the future of CI today? Professionals across all industries are searching for the right ingredients to outsmart their competitors to gain a stronger market advantage. At SCIP04, you'll find those ingredients.

Organizations such as Microsoft, Merck, Dow Corning, IBM, the CIA, Oracle, Kodak, banks, and numerous others spend time and money to sharpen their employees' CI skills. These organizations know the value they'll get from sending their people, along with hundreds of others, to Boston to learn the latest CI techniques - where to find useful information, how to reveal insights, and how to use it to compete and succeed in many fields.

Now that the early bird registration deadline has been extended until February 15th, you can take advantage of the savings and join the largest worldwide gathering of professionals interested in CI, drawing attendees from business, government, academia, and other organizations from around the globe.

At SCIP04, opportunities abound to pick up the right ingredients from networking with other professionals with similar interests, to participating in sessions lead by leaders in their respective fields. Gain insights and learn the practical value of specific CI skills that get improved results back on the job.

Don't miss out on joining hundreds of your peers from March 22-24, 2004 at the Boston Sheraton and Hynes Convention Center. Take advantage of the early bird extension [today](#). After February 15th, you can still [register](#) but the early bird savings are gone.

Sales and Marketing Intelligence: call for papers.

by Elizabeth Kamper

Sales and marketing both provide the process, programs, and planning critical to developing customers, markets, and expanding revenue potential for their prospective companies. Sales and marketing intelligence (SMI) is the process of collecting, analyzing, and disseminating key actionable competitive intelligence into the sales and marketing organizations. SCIP and IIR are co-sponsoring a conference on SMI in June 2004, and the call for papers is now open. We are particularly interested in hearing practitioners share what has worked (and what hasn't) within their organizations. [full story p 5]

Board report, January 2004.

by Melanie Wing

The Board of Directors of SCIP held its first meeting of 2004 on January 9 - 10 in Alexandria, VA. The board welcomed new board members, Craig Fleischer, Ruth Stanat and Tim Kindler. The 2004 officer election resulted in Melainie Wing as President, and Ruth Stanat as Secretary/Treasurer. The meeting was focused on closing out 2003 and planning for 2004 and beyond. [full story p.6]

A recipe for uniqueness.

by Conor Vibert

We exist in an environment of perpetual uncertainty. A prosperous future lies in reaching out and creating dialogue with different stakeholders. Our recipe for uniqueness is quite simple: we have asked our SCIP04 academic presenters to give attendees a taste of their research but in a format that offers specific implications for the CI practitioner. You will be able to use some their ideas to increase your company's revenues or cut its costs. The SCIP04 Academic sessions has attracted leading thinkers from Europe, Asia, South America and our neighbor to the North, Canada. Join us at SCIP04 and increase your understanding of CI and its implications by attending a broad range of sessions. [full story p6]

New benefit for SCIP members.

by Jon Lowder

SCIP recently finalized an agreement with Primary Intelligence (PI) that allows SCIP members to receive a [special 10% discount](#) on all products from PI, a pioneer in win/loss assessment and a SCIP CI Partner Program member. PI's assessments are tools that help client understand and manage the entire sales process. PI's new solution also provides clients with meaningful, quantified scores on the internal and external drivers having impact on the sales process; actionable insights presented with a new look and feel, delivered in a powerful, easy-to-understand format; and industry benchmarks and standards.

The Xerox Business Research group and organizational best practices.

by Paige Leavitt

APQC has found that progressive organizations, like Xerox, know that an unfaltering focus on continuous improvement is the key to achieving and sustaining success. At Xerox, competitive intelligence is almost seamlessly integrated with its long-established emphasis on total quality management: fact-based management needs quality intelligence for decision making. [full story p.8]

Targeted technology, targeted answers.

by Rachael Garrity

What would happen if, instead of choosing search engines, choosing key words, and using your skills (considerable though they might be) to find the best sources of information, you were able to simply enter a question and receive a single response? And, of course, the correct and most comprehensive response? According to Mark Maybury of The MITRE Corporation, the single question/response scenario is only one of many ways that new tools will change the way analysts work in the very near future. [full story p.9]

CI Partner Program update.

by Jon Lowder

[Proactive Worldwide, Inc.](#) specializes in providing customized business intelligence research and consulting services. Proactive sources, analyzes and then transforms high-impact business research into valuable insight. Proactive's unique insight gives you the crucial tools you need to dramatically increase the effectiveness of your decision-making processes. Most importantly, we determine how it will influence your competitive position, your ability to capture market share or your next product launch. Our business is the practice of obtaining raw data, analyzing it and determining relevant, viable, strategic impacts that are then used by a company to form and implement strategic decisions. For details about the CI Partner Program, check the [SCIP web site](#).

Mathias Coburn: friend, colleague, and inspiration.

by Alan Fوسفeld

After a short battle with cancer, Matt Coburn died on January 25th. His activities were split between consulting, teaching, writing and active support of SCIP, particularly the Philadelphia chapter. Matt also taught a graduate business course at Widener University and was editing a second edition of his 1999 book, *Competitive Technical Intelligence: A Guide to Design, Analysis and Action*. Some of his clients and friends remember Matt in their own way. [full story p10]

Research Frontiers in CI: call for papers.

by Wilma Viviers

The importance and value of CI as a business discipline has grown tremendously over the last two decades. Talented individuals conduct academic research and teach CI at various universities. But the level of academic interest has not yet reached a level to develop CI as a prominent and respected field of study. **Research Frontiers in Competitive Intelligence**, an international conference, will be held on 7-8 October 2004 at the University of Antwerp, Belgium. This conference's goal is to stimulate the networking and discussions that ultimately contribute to the CI discipline's growth and development. Paper proposals are due by 30 April 2004. [full story p.11]

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 p13]



Patent Research Tools for Competitive Intelligence Enhanced

Delphion's unique patent research tools, Corporate Tree and Snapshot, now have corporate hierarchy data for the European (EP) Granted and Applications collections. This data not only normalizes assignee information, but also takes into account mergers and acquisitions to ensure better search results and more accurate analysis. [Find out more!](#)

Seven ways CI can make your sales force more successful.

Christopher Carfi, Cerado scip@cerado.com

Although competitive intelligence (CI) is often used as an input to strategic planning, CI can also be used as a very effective tactical tool within the sales force. In fact, CI can oftentimes act as a key link between the marketing and sales teams within an organization. If your sales force isn't aggressively connected with your organization's CI efforts, they may be missing out on critical information that can help them close more business this quarter.

1. CI can be used to neutralize a competitor's high points.

Through marketing, every organization tries to paint itself in its best light. For a sales team to compete effectively, one of the first things that a sales person can do is use CI to trivialize those competitive high points that the competition is touting.

In this area, CI is used to determine what the competitor is holding up as their most important differentiators. These 'high points' can sometimes be trivialized by showing that they are not key differences at all, but a simple minimum capability that is needed to do business. Additionally, in some cases, CI may also turn up negative customer references or reviews that actually contradict the claims made by the competitor.

2. Using CI to ensure the customer asks competitors the tough questions.

CI can often turn up a treasure trove of information that the competition would probably rather not have their prospects see. Missed ship dates, public gaffes by key management personnel, troublesome financials buried in public filings, rants by dissatisfied customers, and many other key pieces of information can be obtained through aggressive CI efforts.

A one-two punch of deflating a competitor's differences, combined with arming a prospect with a list of difficult questions to ask the competitor, can help sales to put the competition in a position where they have to defend their own organization's actions, taking the focus off of how that competitor can help the customer to solve their problems.

3. Sales needs CI to identify new competitive trends, changes, and fixes.

An ongoing connection between CI and sales is imperative if the tactics above are to be -- and remain -- successful. If CI information is not updated regularly (at least once every quarter), the sales person runs a very real possibility of communicating information to a customer that is out of date and no longer correct. There are few things that can reduce a sales person's credibility to rubble more quickly than making a statement that the customer knows to be false, or being unaware of a key market development such as a significant merger or technical trend.

If a competitor has publicly fixed a known issue and the sales person is unaware of that fact, that sales person may still be trying to use that competitor's "deficiency" as a key selling point. When the customer knows that the sales person is communicating incorrect or outdated information, developing a further relationship with that customer becomes highly unlikely.

4. Publicly available information from legal proceedings can provide rich CI information for sales support.

In some instances, documents from key legal proceedings (lawsuits, etc.) against competitors can provide invaluable input to sales. In particular, actions that have been brought against a competitor by a customer of theirs can present a rich seam of information that can be mined from a CI perspective. This information can also give sales key insights into a competitor's pricing, policies, organizational structure, and the like.

Additionally, if a competitor itself is particularly litigious towards either their own customers or former employees, a point can often be made to a prospect that the competitor is someone the customer might not want to do business with.

5. Using CI to find competitive responses to requests for proposals (RFPs).

Using CI to uncover a competitor's response to a competitive request for proposal (RFP) may be the richest find in the CI world from a sales perspective. Some states, counties, and other government agencies in the U.S. regularly post winning RFP responses on publicly-available websites. In these cases, the competitor's full set of information (pricing, project timelines, key personnel, product positioning) is available, and often in the exact format that the competitor prepared it. Competitive contract documents frequently accompany this information, and can provide even deeper insight into the workings of the competitor's organization.

6. Incorporating sales feedback into the CI cycle, especially around pricing.

In addition to the externally available CI information mentioned above, sales representatives themselves are a rich *source* of competitive information. During the process of building a relationship with a prospect, sales reps can often find out details about what the competition is saying to that prospect about product features, strategic direction, and even pricing.

If a mechanism is in place to collect this information from the sales reps on a deal-by-deal or quarter-by-quarter basis, it can be connected with other CI activities and shared throughout the sales force, enabling all members of sales to sell more effectively.

7. Using CI to uncover dissatisfaction in the competitor's customer base.

It only takes one bad customer experience to turn a loyal customer into an vocal opponent. Resources such as Internal Memos (<http://www.internalmemos.com>) and Epinions (<http://www.epinions.com>) can provide valuable insight that can be used by sales. In some extreme cases, the competitor that has shattered a relationship with its customer(s) may even prompt the formation of spontaneous communities such as untied.com (<http://www.untied.com>), a web site dedicated to traveler problems with one of the major U.S. airlines.

Competitive Intelligence is not just a strategic exercise that is used for long-term decision making and direction-setting. It can yield rich, timely, tactical information that is of critical importance to members of an organization's sales force, and can be a potent tool that a sales force can use to close more business.

About the Author

Christopher Carfi is Chairman and CEO of Cerado, Inc. (<http://www.cerado.com>). Cerado leverages advanced technology to provide simple, non-intrusive services to sales professionals that enable them to communicate value more effectively, compete more effectively, and close business more effectively. Over the course of his career, Chris has developed advanced underwriting systems to help financial institutions better manage their financial risk, information management and data visualization systems to enable Indy car teams to better manage and understand the thousands of factors that affect race performance, and was a member of the board of directors for RosettaNet, the premier standards body for process integration across the electronics industry. He has spent the last five years focusing on ways to improve the efficiency and effectiveness of sales forces in both startup and large organizations Chris can be reached at scip@cerado.com.

Sales and Marketing Intelligence: call for presenters.

Elizabeth Kamper

SCIP and IIR are co-sponsoring a conference on Sales and Marketing Intelligence in June 2004. Sales and marketing both provide the process, programs, and planning critical to developing customers, markets, and expanding revenue potential for their prospective companies. Sales and marketing intelligence (SMI) is the process of collecting, analyzing, and disseminating key actionable competitive intelligence into the sales and marketing organizations. It will help guide your next successful ad or direct mailing campaign, competitively position that important prospect bid, shorten the sales cycle, and add revenue to your bottom line.

Attendees will be senior to mid-level sales and marketing managers, as well as Competitive Intelligence managers and staff, market researchers, pricing professionals, and public relations. We are particularly interested in hearing practitioners share what has worked (and what hasn't) within their organizations. Key learning should focus on practical applications and real world tactics. Sessions will be 45 to 60 minutes, including Q&A. Consultants should include a client representative as a co-presenter. Suggested topics include:

- What is sales intelligence: understanding its general use and implications.
- Using competitive intelligence for effective lead generation.
- Forecasting with competitive intelligence.
- Win/loss analysis and objective intelligence.
- Assessing your competitor's marketing strategy using CI.
- Trade show intelligence data and collection.
- Counterintelligence: what are you telling your customers and how to fix the leaks.
- Marketing intelligence tools and analytics.

Allow your peers to benefit from your knowledge and expertise, and learn from theirs. For consideration, please email the following information to Elizabeth Kamper, ekamper@iirusa.com, Conference Producer at the Institute for International Research.

- Proposed speaker name(s), job title(s), and company name(s).
- Contact information including addresses, telephone and fax numbers, and email.
- Title and objective of presentation.
- What the audience will gain from your presentation (list 3-5 take aways).
- Abstract or outline (1 or 2 paragraphs).
- Previous conference presentations.

Board meeting report, January 2004.

Melanie Wing

The Board of Directors of SCIP held its first meeting of 2004 on January 9 – 10 in Alexandria, VA. The board welcomed new board members, Craig Fleischer, Ruth Stanat and Tim Kindler. The 2004 officer election resulted in Melanie Wing as President, and Ruth Stanat as Secretary/Treasurer. The meeting was focused on closing out 2003 and planning for 2004 and beyond. After reviewing the financial and operations situation for 2003, board members provided updates on various initiatives.

- **The Boston Conference:** report on marketing and communications plans and final programming items; update on exhibitors and plans for SCIP Partners; and a review of the financial assumptions regarding the conference and progress toward meeting financial goals.
- **The European Conference:** planning progresses; likely held in Italy in October; and final plans announced prior to the Boston conference.
- **The SCIP partner program:** currently has 22 members, and has generated lot of energy and enthusiasm in the service provider community.
- **Publications:** continued publication of CIM and SCIP.online; v1 n.3 of the Journal of Competitive Intelligence and Management completed and loaded shortly [done Jan. 28]; and an up-tick in advertising in SCIP publications.

Following the update on 2003 activities, attention turned to 2004 and two major initiatives that the board has decided to undertake. The board broke into two working groups to tackle these big agenda items.

Meeting member needs

The first initiative is a strategic planning exercise, focused on understanding the needs of SCIP members and the business community at large to help position SCIP to better meet those needs. The working group established objectives and set tactics for executing this program and work has begun in earnest on this project. Diane Giese is leading the efforts of this group.

The second initiatives is focused on the SCIP chapters and ensuring that the chapters are structured to allow them to meet the needs of members, chapter coordinators. and further SCIP's mission. Based on research conducted among the current chapter coordinators, the working group determined a path for moving forward. This will require substantial additional work and will be headed by Judy Leavitt and Mark Sullivan.

The Board also spent significant time discussing the 2004 budget and 2004 performance goals. A compensation committee will be reviewing and making recommendations on the contract for the Executive Director. The next meeting of the board will be in Boston prior to the beginning of the conference.

SCIP04 Academic Track: a recipe for uniqueness.

Conor Vibert, Chair – SCIP 04 Academic chair.

Perpetual uncertainty. Is there a better term for describing our times? Numerous suggestions have been made about the origins of this uncertainty. Some argue that capitalism is simply following the logic of Joseph Schumpeter's *creative destruction* where innovation—in the form of new ideas, products, organizational forms or processes—serves as the driving force. Others suggest that the demands of global competition are making instability the norm.

Still others argue that the revolutionary progress of information processing, technology, and computers has pushed us into an era in which machines replace individuals as the primary workhorses of business. Another notion, put forward by writers such as Owen Paepke and Jean Francois Lyotard, has few supporters among economists and the corporate world. This is the suggestion that perhaps scientific and technological progress is not necessarily as beneficial as we thought it would be.

Managing change

Whatever its origins or appearance, perpetual uncertainty implies one thing - individuals and organization need to be able to manage change. A few years ago, a group of consultants published an important management book entitled *The Boundaryless Organization: Breaking the Chains of Organizational Structure* (Ashkenas, Ulrich, Jick, & Kerr, 1995). In it, they recognized this implication.

An underlying theme of this work was the need to increase dialogue within and between organizations. Lead author Ron Ashkenas and his colleagues suggested that many of the road blocks in organizations often originated with employees and non-employees not talking to each other and sharing ideas. These authors also suggested a need for organizations to develop an ability to identify and breakdown organizational barriers.

Transforming for the future

SCIP, like many other leading professional and industry associations, has come to realize the importance of ideas such as those mentioned above. We exist in an environment of perpetual uncertainty. A prosperous future lies in reaching out and creating dialogue with different stakeholders. Those of you attending SCIP 04 will notice our efforts to transform the annual conference and position the organization for an exciting future.

SCIP 04 will be different for several reasons. Among the most important is the inclusion of an academic conference with a twist. We are hosting the 3rd SCIP meeting of CI scholars as a separate track of the program. We have asked our academic presenters to give attendees a taste of their research but in a format targeted at analysts, managers, and CI professionals. In other words, translate their ideas and offer specific implications for the CI practitioner.)

We have told them that their audience is indeed, the non academic. We have attracted leading thinkers from Europe, Asia, South America and our neighbor to the North, Canada. We have also lined up scholars from the Business Schools of Harvard, Yale, Boston University, Babson College, Bentley College, the University of Massachusetts, and Thunderbird as well as others.

SCIP's recipe for uniqueness

Inclusion of leading edge scholars in our program is one part of SCIP's strategy to prosper in the coming years. As with many other professional associations, our challenge is to develop capabilities that offer SCIP a sustainable competitive advantage over time.

We recognize the need to compete to attract and retain our members given the choices that do exist regarding professional association membership. One means at our disposal to do so is to offer conference that is both memorable and unique.

Our recipe for uniqueness is quite simple. We believe that the mix of scholars offering their insight at the SCIP conference will be quite rare and difficult to find at competing conferences. We expect that you will be able to use some their ideas to increase your company's revenues or cut its costs.

Our Boston location suggests to us that even if competing organizations attempted to put on a similar conference elsewhere, they would not be able to drawn on the same level of talent that we are putting under one roof. Finally, we believe that you will be hard pressed to find a better use for your professional development funds this Winter or Spring.

A broad offering of ideas

Join us and increase your understanding of CI and its implications by attending a broad range of sessions:

- Jim Post of Boston University will discuss the ethical implications of working within networks of professionals.
- Boston U. grad, Edith Callaghan, will describe how attendees can use the Internet to assess the commitment of corporate players to socially responsible behavior.
- N. Venkatramun, also of the Boston University. B-School will describe his ground breaking research into competition in an era of digital networks.
- Roy Suddaby of the University of Iowa will share his insights regarding the relationship of CI and acquisition prices in mergers and acquisitions.
- Stephanie Hughes of the University of North Kentucky will explore the relationship between strategy, CI and performance in the Sports industry.
- Paul Kinsinger of Thunderbird will share his thoughts on how MBA's can be trained in the practice of CI.
- Jeff Ellis of Babson College will explain how executive workshops can be used to train managers to anticipate competitive behavior.
- SCIP Meritorious award recipient John Prescott of the University of Pittsburgh will describe how competitor strategies can be visualized.
- Craig Fleisher of the University of Windsor, who also serves on the SCIP Board, will offer his thoughts on how performance can be assessed when viewed from a CI perspective.

These are but a few of the presentations that will be open to you as attendees. I hope to see you at SCIP 04 and do hope that you will enjoy these and other academic speakers.

The Xerox Business Research group and organizational improvement.

Paige Leavitt, American Productivity & Quality Center

APQC and its researchers have identified best practices and discovered effective methods of improvement for more than 25 years. During that time, compelling stories have surfaced of model organizations that take aggressive, intelligent steps to improve their operations. APQC has had the opportunity to witness the evolution of successful initiatives at those organizations. *The Xerox Profile: Best Practices in Organizational Improvement* examines how an organization began its improvement efforts, how its focus evolved, and what challenges it has faced. This is an excellent way to compare your own organization's improvement efforts.

The information in this report is from 12 consortium benchmarking studies conducted over the last decade, as well as articles APQC has published. The bulk of this report details information APQC study teams captured during site visits to Xerox. And, because Xerox is continuously making efforts to improve, it is important to note that the initiatives in this profile are still evolving. As Xerox itself asserts, "The ability to learn faster than your competitors may be the only sustainable advantage."

APQC has found that progressive organizations, like Xerox, know that an unfaltering focus on continuous improvement is the key to achieving and sustaining success. Xerox spends \$1 billion spent annually on research and development, and a key element of Xerox improvement initiatives is innovation. Themes of research and development, knowledge management, new product development, and response to customer needs is evidenced throughout the sections of this profile.

Herve Gallaire, chief technology officer at Xerox, recently stated, "The generation of new business is at once the most attractive and most challenging aspect of any research program. Opportunities can arise because of technical advances or through emerging market requirements, but very often it takes a combination of the two. As with so much in life, timing is everything."

Extensive study

Since 1995, APQC has had the opportunity to examine critical aspects of "the Document Company's" performance and process-based improvement initiatives. Xerox has also been a best-practice partner in 11 APQC studies, including *Strategic Planning* (1996), *Competitive and Business Intelligence: Leveraging Information for Action* (1997), *Successfully Implementing Knowledge Management* (2000), *New Product Development: Gaining and Using Market Insight* (2001), *Building and Sustaining Communities of Practice* (2001), and *Retaining Valuable Knowledge* (2002).

Articles by APQC include: "Xerox Creates a Knowledge-sharing Culture Through Grassroots Efforts," and "Owens Corning and Xerox Structure Benchmarking as Partner with Competitive Intelligence." Best practices found during those studies and interviews are captured in this report in an effort to illustrate how Xerox has progressed.

Far from being isolated organizational improvement efforts, these initiatives progress in a symbiotic manner so that Xerox can achieve both process and performance excellence. The company has a history of first implementing a initiative internally, perfecting the process, and then approaching its customers to help them in their implementation efforts. Xerox is an excellent example of an organization that systematically improves and then capitalizes on those improvements to gain strength in the marketplace.

Competitive intelligence

At Xerox, competitive intelligence is almost seamlessly integrated with its long-established emphasis on total quality management; in other words, fact-based management needs quality intelligence for decision making. This report includes detailed examples from the Xerox Business Research Group.

This research group has successfully conducted more than 2,500 major marketing research studies and has developed an extensive repertoire of business research applications and methods. It is acknowledged as a benchmark marketing research function by other FORTUNE 500 companies, by independent benchmarking associations, and by a number of respected academicians in related university programs. More relevant than its recognition from the Malcolm Baldrige award committee as a world-class function is its consistent 98 percent internal client satisfaction rating.

Even though Xerox employees may go to other firms for competitive intelligence, the Xerox Business Research Group is extremely popular due to its efforts to create techniques to solve specific problems while controlling costs through shared utilities and specializations. Report examples for this group involve: capabilities and structure, critical success factors, customer management, NPD processes and programs, its many strategy programs, performance enhancement planning, support services, quantitative analysis, training and support, capturing and disseminating ideas, and improvement priorities.

These examples should be well studied: Over the past several years, this group has produced a client-confirmed ROI of more than \$100:\$1 from research funding.

Organizational improvement

The report details Xerox's history and developments. For example, in the late 1970s, Xerox's competitive intelligence initiative began as a result of the Japanese increase in market share. Early in 1992, Xerox began to implement changes in the way it manages its business. These changes were designed to help the company realize its strategic intent. Xerox is the only company to win the three most prestigious quality awards: the Deming Prize in Japan, the Malcolm Baldrige National Quality Award in the United States, and the European Quality Award. It has also been recognized in the Most Admired Knowledge Enterprises Awards from 1998 through 2002.

Background

An editor and writer, Paige Leavitt has helped to produce a number of APQC publications, including Best-practice Reports and the Passport to Success Series. Before joining APQC, she edited language arts textbooks for Holt, Rinehart & Winston. Paige has a bachelor's degree in English from the University of Texas at Austin. With a focus on benchmarking, knowledge management, metrics, performance measurement, and quality improvement initiative, APQC works with its member organizations to identify best practices, discover effective methods of improvement, broadly disseminate findings, and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based nonprofit serving organizations around the world in all sectors of business, education, and government.

APQC's CI benchmarking reports include *Developing a Successful Competitive Intelligence Program*, *Strategic and Tactical Competitive Intelligence for Sales and Marketing*, and *User-driven Competitive Intelligence: Crafting the Value Proposition*. For information on these and other titles, please visit www.apqc.org/pubs. COPYRIGHT ©2003, exclusive property of the American Productivity & Quality Center and cannot be reproduced without the prior consent of the American Productivity & Quality Center

Targeted technology, targeted answers.

Rachael Garrity

What would happen if, instead of choosing search engines, choosing key words, and using your skills (considerable though they might be) to find the best sources of information, you were able to simply enter a question and receive a single response? And, of course, the correct and most comprehensive response?

According to Mark Maybury of The MITRE Corporation, the company has spent more than four decades working in science and technology and helping various clients to revolutionize their processes. According to Mark, the single question/response scenario is only one of many ways that new tools will change the way analysts work in the very near future.

"It is only one of *many* changes that we're seeing," he elaborates. "Currently the best performing system can be used to get answers to three out of four factual questions. But coming next are mechanisms to visualize information so that one can discover important relationships. Other tools including automated document and even video summarization techniques. With text summarization, you can read a document in about half the time.

"In another way of applying information technology, consider email. Lots of us get 200 or more messages a day. Slogging through them is both time-consuming and annoying. What if they were organized by topic, by urgency, by whatever delineator one chooses. The difference in efficiency could be massive when applied across society."

While there has been a tradition of knowledge sharing between the business intelligence community and government intelligence, Mark also points out that sharing can be made both more efficient and more effective while at the same time protecting the secrets of each. For example, by using technologies that automatically discover topics and events crisply, one can find and determine the actual experts and real levels of expertise in a given local community.

"It's exciting to see what is emerging from the laboratories. It's very important to be informed on what's possible today and probable tomorrow," Mark concludes, "because it can ensure an individual or organization retains the information edge."

Mark Maybury is presenting at [SCIP04](#) in the Government track on '[Next generation analyst tools](#).' The effective application of information technology is at the heart of intelligence analysis in both the public and private sectors. Elements of highly sophisticated IT applications in the public sector can have implications for private IT solutions.

Learn how IT tools can dramatically increase analyst productivity and source coverage. Understand the new classes of information processing tools (information extraction and visualization, question answering, and trans-lingual instant messages), and which new analytical methods use these next generation tools

Mathias M. Coburn: friend, colleague, and inspiration.

Alan Fusfeld

[Editor's note: Matt Coburn was scheduled to be a speaker at SCIP04 on 'Determining a project's probability of success with anchored scales.']

On Sunday morning, January 25, 2004, I received startling bad news. After a short battle with cancer my friend and colleague of nearly twenty years - Matt Coburn - was gone. I had the pleasure of working with Matt starting in the mid-1980s when he was my client at E. I. Du Pont. At that time, we found that we had strong mutual interests in determining the allocation of R&D funds based on principles of technology planning and competitive intelligence. These became the foundation for a 'partnership' between us.

First, we worked together to improve the innovation processes of DuPont's Automotive Finishes Business. Then, we spread the ideas to other parts of DuPont through internal courses and demonstration analyses. Matt would provide the practical guidance and the examples relative to CI.

When Matt Coburn took early retirement from DuPont in 1993 after more than 30 years, he joined me at The Fusfeld Group, Inc. (FGI) to continue our work as a 'bona fide' partnership. Our work together now extended well beyond DuPont. This included assignments in strategic technology planning, licensing and technology transfer, and technology competitive intelligence. Some of Matt's specific accomplishments included:

- Developed a delivery system for technical information relevant to the environmental and regulatory requirements, from product development through to customer use and ultimate disposal.
- Initiated and implemented a strategic technology planning process and plan for the Automotive Finishes Business.
- Developed an effective technology competitive intelligence program in support of the strategic management initiative.
- Initiated and established over a dozen technology licensing and joint development programs to capitalize on externally developed technology as well as successfully carrying out a number of technology sales.
- Established a strategic patenting program resulting in a 300% increase in patenting productivity.
- Directed many successful commercialization programs in the fields of industrial coatings, adhesives, specialty resins, and consumer products.

Matt also taught a graduate business course at Widener University and was editing a second edition of his 1999 book, *Competitive Technical Intelligence: A Guide to Design, Analysis and Action*. He enjoyed golf, travel, sailing, and taking walks with his two Labrador retrievers.

Matt was always a friend as well as an excellent professional guide. As a result, his clients often became his friends, even after a short assignment. Some of these clients/friends remember Matt in their own way below. In each case, Matt gave his all to creating a genuine relationship and never (as Matt used to say himself about CI) an activity that might be treated as 'trivial pursuit.'

Matt Coburn received his B.Ch.E. degree from Cornell University in 1958 and his M.B.A. from Drexel University in 1963. He was a member of the Licensing Executives Society and the Society of Competitive Intelligence Professionals, and represented Du Pont with the National Paint and Coatings Association, the Industrial Research Institute, and the Society of Manufacturing Engineers.

Matt Coburn taught us all so much. He will be much missed as a friend, a colleague, and an inspiration.

Martha R. Matteo, Ph.D., Director, Knowledge Management & R&D Planning
Boehringer Ingelheim Pharmaceuticals, Inc.

I met Matt in 1995 at the first SCIP all- CTI meeting. He spoke about doing CTI in the chemicals industry (30 years of experience in paints and coatings). His examples made us realize the value of cross-industry CTI teachings. One-on-one, he talked about his experiences with Alan Fusfeld and how much he enjoyed consulting.

Matt and I kept in touch after that first meeting and I gave presentations at two of his CTI courses. Always the mentor, Matt would occasionally put is un touch with his talented students. We were interested in their career development and also learned a great deal in the process.

Matt made a difference for us on a project in the late 90s, helping develop a framework for completing analysis. Since then we collaborated, brainstorming issues and helping each other out on projects. Matt was so easy to work with, and so upbeat. He always maintained a "can do" attitude. We miss him.

John C. Blackburn, Ph.D., President of TECHFISH, LLC

It was a great shock learn of the loss of Matt Coburn due to the high respect I held for him and the appreciation I feel for the support he provided to me in starting a new business.

I first met Matt when I was working at Westvaco, where he taught several courses incorporating competitive intelligence techniques. This was also my first exposure to SCIP. Several years later, I started my own company and Matt was happy to help. When I have had questions or concerns, Matt was one of the people that I relied on to give reasoned and helpful advice.

Several of the things I remember about Matt were a sense of fairness as well as a crucial inclusion of business sense in making plans and decisions. In addition, we had several extended discussions about the challenges of developing and maintaining an active SCIP chapter, whether in Philadelphia or South Carolina. It was a pleasure to know and work with him.

Lawrence H. Gains, Manger, External Research, Lorillard Tobacco Company

One year ago Matt Coburn and I spent many hours traveling together by car and talking almost non-stop. Consequently, the brief time that I knew him was more than sufficient to have made an indelible impression. I'll never forget how Matt insisted on the importance of interpersonal networks, by saying "this is contact sport." He tangibly demonstrated that value by giving me generous access to his own contacts, making introductions, and personally arranging meetings with several of his clients. I shall greatly miss his depth and breadth of experience, his courtly demeanor, his dry wit, and the times we shared our mutual appreciation for "authentic New York Deli."

Michael Lake, PhD, Idea Hunter-Gatherer, Charleston, SC

I met Matt through The Fufeld Group when he offered a course in Competitive Intelligence to a group of scientists and managers within our company. For any of you who have ever been exposed to Matt, you already know that he was an extraordinary practitioner of CI and teacher. He drew from a wealth of experience built during his years in industry and he had true passion for his vocation. He had a real ability to connect with individual people. He gave us a variety of easy-to-use tools that have helped us in our project work. His book on Competitive Intelligence remains a useful guide in applying these tools.

Yoshio Sugasawa

Matt was the best professional consultant and gentleman for me in the field of CIT. When I translated his book into Japanese, I felt his honest and wonderful imagination. I had hoped to meet him again in Japan.

We will all miss Matt a lot.

Call for papers: research frontiers in CI.

Wilma Viviers, The North West University, South Africa

Research Frontiers in Competitive Intelligence, an international conference, will be held on 7-8 October 2004 at the University of Antwerp, Belgium. Paper proposals must be submitted by 30 April 2004.

The importance and value of competitive intelligence (CI) as a business discipline has grown tremendously over the last two decades. Talented individuals in several dozen countries conduct academic research and teach CI at various universities. But the level of academic interest has not yet reached a level to develop CI as a prominent and respected field of study.

Rigorous and relevant academic research is critically important for the growth and development of CI as a discipline. This conference gathers academics from around the world who are interested in undertaking CI research and teaching. Its goal is to stimulate the networking and discussions that ultimately contribute to the CI discipline's growth and development.

The conference's keynote speaker is Prof. Craig Fleisher, Odette Research Chair in Business, Odette School of Business, The University of Windsor, Ontario, Canada and Executive Co-Editor of the Journal of Competitive Intelligence and Management. The conference is organized by the University of Antwerp (Department of International Economics, International Management and Diplomatic Studies), Belgium; the University of Antwerp Management School, the Free University of Brussels, Belgium; and the North West University (Potchefstroom Campus), South Africa.

Paper submission

- Papers can be submitted as full papers or work in progress.
- All submissions must be in electronic form and be directed to a specific track.
- Submissions by hardcopy or fax cannot be considered.
- Papers and posters should be sent in Microsoft Word for Windows or Acrobat reader without security (pdf format).
- Full papers are limited to a length of twelve pages, excluding key references and title page.
- A full paper must include a clear indication of the purpose of the research, the research method, major results, implications and key references.
- Papers on work in progress should not exceed 3 pages, excluding key references and title page.
- Submissions must be received no later than 30 April 2004.
- Send the papers to ludo.cuyvers@ua.ac.be

Specifications for submissions

- **Maximum length:** For full papers, 12 pages plus title/cover page, plus references; for work in progress, 3 pages plus title/cover page, plus references.
- **Margins:** All 2.5 cm or 1 inch; **Font:** 12pt Times New Roman; **Spacing:** single spaced.
- **Title page:** Title, author(s), affiliation(s), and track indication. Please provide a footnote giving contact address(es), phone(s), fax(es) and e-mail(s).
- **First page, top half:** Title (no author names); abstract (no more than 100 words). Please add a maximum of four key "search" words.
- **First page, bottom half:** [Start of text] Papers must include a clear indication of the purpose of the research, the research method, major results, implications, and key references. Avoid any identification of the author(s).
- **Format:** Use Marketing Intelligence and Planning format for references, formulas, figures and tables to be placed in the text. (See <http://ninetta.emeraldinsight.com/vl=12005797/cl=83/nw=1/rpsv/mip.htm>)

Paper acceptance and presentation

- Papers acceptance will follow a double blind-review process: the Conference organizers will select two reviewers for each paper. In case of lack of agreement, a third reviewer makes the final decision.
- Selection criteria include the general quality of the paper, clarity of presentation, contribution of the paper to the understanding of Competitive Intelligence (CI)
- If the submission is accepted, the authors must agree to publish the paper in the conference proceedings and/or in a special issue of the Journal of Competitive Intelligence and Management (JCIM).
- Notification of acceptance of the papers as well as reviewers' comments will be sent to the authors via e-mail by mid-June 2004.
- Acceptance of a paper implies at least one of the authors must register for the conference and present the paper.
- Authors of accepted papers should arrange their registration and conference fees before 15 August 2004.
- The participation fee for the Conference is 210 €. This fee includes participation, documents, proceedings, three coffee breaks, two lunches, a conference dinner and all tax and service charges.
- Travel and lodging are the responsibility of the attendee. A number of reasonably prices hotels are within walking distance of the conference venue.
- Presentation of papers will take place during concurrent sessions. Delegates will have approximately 20 minutes for presentation. Slides, projectors and computers will be available in all rooms.

Tracks available for paper submissions

Papers on any topic related to Competitive Intelligence (CI) are welcome, but preference is given to papers focusing on these broad tracks:

1. **Curriculum development of CI:** course development in various countries, link between education of CI and industry, teaching of the key skills and competencies of CI practitioners
2. **CI research:** basic and applied
3. **Interdisciplinary nature of CI:** with marketing, accounting, human resource development, R&D, strategy, etc.

For more information, please contact the Programme Chair:

Dr. Ludo Cuyvers, Department IMD, Faculty of Applied Economics
 13 Prins Street, B-2000 Antwerp, Belgium
 Tel. +32-32755034, +32-32755025, Fax: +32-32755026 e-mail: ludo.cuyvers@ua.ac.be

FYI: new and notable.

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.

[Note: the Nexcerpt service was used to identify material on competitive intelligence. www.nexcerpt.com]

Search engines: news and updates.

Dialog is now offering a new fixed-fee enterprise pricing plan called Dialog Choice, now available to corporations, government, agencies, law firms and other enterprises that need to make critical, in-depth information resources available directly on the desktops of professionals throughout their organizations. Dialog Choice features flat-fee annual subscriptions for unlimited access to selected, "must-have" information databases of high-value content provided by leading information providers, with customized pricing based on the databases selected and by the number of individuals to be granted unlimited access to those resources. Press release, Feb 3, www.dialog.com

Today, nearly everyone in Silicon Valley, from venture capitalists and chip engineers to real estate agents and restaurateurs, has begun to ask: Will **Google** become the next Netscape? Mr. Gates, who for more than a decade has promised - but not yet delivered - "information at your fingertips" for his customers, has decided that the **Internet search business** is both a serious threat and a valuable opportunity. John Markoff, 'The coming search wars,' New York Times, Feb.1 04 <http://www.nytimes.com/2004/02/01/business/yourmoney/01goog.html>

Want to learn how Google works? A new archive of **publications by Google employees** offers deep insights into many aspects of the search engine's operation. The archive is organized by topic, covering the major functions required to run a search engine, such as information retrieval, search engine design and machine learning. Chris Sherman, 'Learning about search engines from google engineers.' Jan 26, <http://www.searchenginewatch.com/searchday/article.php/3303571>

Even if you consider yourself a **Google** expert, these "**hidden**" tools and resources let you push the search engine's capabilities to the max: near, synonym, WebQuotes, info, numbers. Many Ellen Bates, 'Hidden Google tools,' SearchEngineWatchcom, Jan 28, <http://www.searchenginewatch.com/searchday/article.php/3304771>

Alexa ranks every site on the web based on number of users and number of pageturns. Just type any web address into any Alexa search box and see how your favorite sites rank. http://pages.alexa.com/prod_serv/traffic_rankings.html?p=Dest_W_t_40_R1

Eurekster Inc. is a privately-held US company with offices in San Francisco and New Zealand. Eurekster (www.eurekster.com) is the only Internet search engine powered by social networking technologies - delivering results that matter most to users and their networks of friends and contacts. Eurekster continuously "learns" from the behavior of users and their social networks to deliver personalized search results and instant sharing of their popular Web destinations and searches. <http://www.eurekster.com/>

European Search Engines, Directories and Lists directory is maintained by European Search Engine and Directory enthusiasts and is the leading directory of European Search Engines and Directories on the Internet. This directory was established in 1996 to promote European search resources and is updated regularly. This site lists search resources that allow free registration. Material is organized by country. http://www.netmasters.co.uk/european_search_engines/

Internet sites with information you can use.

Extensive **directory** of web links on **text mining** and **web mining**. Text mining is about looking for regularities, patterns or trends in natural language text, and usually is about analyzing text for particular purposes. Inspired by data mining, which discovers prominent patterns from highly structured databases, text mining aims to extract useful knowledge from unstructured or semi-structured text. 'A roadmap to text mining and web mining,' University of Texas, <http://www.cs.utexas.edu/users/pebronia/text-mining/>

The JISC **Resource Guides** provide a selection of key, high quality resources in seven subject areas. Resource Guide Advisers compile each Guide in consultation with subject-based advisory groups comprising librarians, academics and other relevant parties. 'Resource guides,' Joint Information Systems committee. <http://www.jisc.ac.uk/index.cfm?name=resguides>

The **Internet Resources** section is a catalogue of selected, quality Web sites for students, researchers and practitioners, covering business, management and economics. The catalogue has over 4200 resources and is regularly updated. The Scip.online issue 48

most recently added resources can be found in the What's New? section. <http://catalogue.bized.ac.uk/>

Renardus allows you to find **Internet resources** selected according to quality criteria and carefully described by Subject Gateways from several European countries. A special feature of Renardus is the option to "Browse by Subject" through hierarchical trees of topics and subsequently to jump to one or several related subcollections of the contributing Subject gateways. The Renardus partner gateways cover about 64000 predominantly digital web-based resources from within most areas of academic interest, mainly written in English. <http://www.renardus.org/>

Market Research on the Web (MROW) is a unique gateway to market data and statistics. MROW provides direct links to market data, company lists, statistics, and industry news on over 3,000 regularly evaluated UK and European sites. These sites include associations and professional bodies, trade journals, research companies, consultants, and industry sites and portals. MROW's Guide to Market Data and Statistics also offers information on market research and statistical terminologies, classifications, concepts, and indicators. (trial subscription available) <http://www.marketresearchontheweb.com/>

This site includes links to over 1,400 sources for state and federal **court rules, forms and dockets**. You can browse to find the resource you need, or search by keyword. 'Court rules, forms and dockets,' LLRX.com <http://www.llrx.com/courtrules/>

The **Scout Report Archives** is a searchable and browseable database to over nine years' worth of the Scout Report and subject-specific Scout Reports. It contains 16,969 critical annotations of carefully selected **Internet sites** and mailing lists. Internet SCOUT project, University of Wisconsin. <http://scout.wisc.edu/Archives/>

Taxonomy Warehouse is a free service (free to users and free to vocabulary publishers) provided by Synapse, the Knowledge Link Corporation (on the web at www.synaptica.com) for the benefit of the information and knowledge management community. The Warehouse aims to provide a comprehensive directory of taxonomies, thesauri, classification schemes and other authority files from around the world, plus information about taxonomy references, resources and events. <http://www.taxonomywarehouse.com>

Life Sciences Competitive Intelligence Database Resource provides links to searchable, online databases that a company or information provider can use to address the following issues: competition, clinical trial status, complementary technologies, Canadian research expertise, market studies, intellectual property, standards. National Research Council Canada. http://irap-pari.nrc-cnrc.gc.ca/english/lifesciences_e.html

INFOMINE, scholarly internet resource collections, is a **virtual library of Internet resources** relevant to faculty, students, and research staff at the university level. It contains useful Internet resources such as databases, electronic journals, electronic books, bulletin boards, mailing lists, online library card catalogs, articles, directories of researchers, and many other types of information. INFOMINE is librarian built. Librarians from the University of California, Wake Forest University, California State University, the University of Detroit - Mercy, and other universities and colleges have contributed to building INFOMINE. <http://infomine.ucr.edu/>

To provide better service in alerting the American people to unsafe, hazardous or defective products, six federal agencies with vastly different jurisdictions have joined together to create www.recalls.gov -- a "one stop shop" for **U.S. Government recalls**. <http://www.recalls.gov/>

The Big list of **blog search engines** is a list of blog search engines, directories and web-based RSS aggregators, along with brief instructions on getting your site listed. Ari Paparo. <http://www.aripaparo.com/archive/000632.html>

The **Internet Public Library (IPL)**, is a public service organization and learning/teaching environment at the University of Michigan School of Information. We provide library services to Internet users. Activities include finding, evaluating, selecting, organizing, describing, and creating information resources. <http://www.ipl.org/>

ECOLEX is a database providing the most comprehensive, global source of information on **environmental law** from around the world. It is operated jointly by FAO, IUCN and UNEP. It include treaties, national legislations, court decisions, and literature. <http://www.ecolex.org/index.php>

The **Guide to Law Online**, prepared by the U.S. [Law Library of Congress](http://www.loc.gov) Public Services Division, is an annotated guide to sources of information on government and law available online. It includes selected links to useful and reliable sites for legal information both national and international. <http://www.loc.gov/law/guide/index.html>

Refdesk ("the single best source for facts") has three goals: (1) fast access, (2) intuitive and easy navigation and (3) comprehensive content, rationally indexed. The prevailing philosophy here is: simplicity. Refdesk is only about indexing quality Internet sites and assisting visitors in navigating these sites. <http://www.refdesk.com/>

A lot of people think Government sites on the Internet are dry and predictable, offering too many speeches, policy statements and press releases. Well, **Virtual Finland**, too, does offer some of that type of information but a good deal of our material is unofficial. It includes news and comment plus feature articles on a wide array of topics by named authors. The Virtual Finland service is maintained by the VF editorial staff of the Ministry for Foreign Affairs/Press and Culture Department/Publications Unit. <http://virtual.finland.fi/>

The **European Business Directory** is a specialized directory for small and medium-sized companies wishing to promote their products and services throughout the year. Our directory is a genuine European "yellow pages" bringing you a range of companies in 21 business sectors. Discover the cream of European business in our database containing Europe's top 500,000 companies. The interface is available in 25 languages. <http://www.europages.net/>

The **Portal to Asian Internet Resources** is based at the University of Wisconsin-Madison. The project provides a user-friendly, searchable catalog through which scholars, students and the general public have quick and easy access to more than 6,000 high quality Web resources originating in Asia identified, evaluated, selected and cataloged by area library specialists. The catalog offers an entry point to quality Asian materials that too often are neither easily identifiable nor usable due to the limitations of existing search engines. <http://webcat.library.wisc.edu:3200/PAIR/index.html>

The **USITC Trade DataWeb** is a menu-driven wizard for creating queries about current or historical U.S. trade by country and product. The wizard allows searching by HTS (Harmonized Tariff Schedule), SIC Code, SITC Code, or NAIC Code. Once you choose a product list, you can drill down to specific products (such as footwear) from larger categories options (such as leather and allied products), or aggregate data at a higher level (manufacturing). Several types of trade data reports are available, including Customs Value, Dutiable Value, Calculated Duties, and Import Charges. <http://dataweb.usitc.gov/>

Software and products.

QL2 Software released version 2.2 of WebQL, its award winning unstructured data extraction tool. The most significant enhancements to version 2.2 involve internationalization. Specifically, WebQL version 2.2 now supports all the common international character sets - both single and multi-byte - and locale specific date and time formats. Press release, Jan 29, 04 www.QL2.com.

Capital Institutional Services announced the launch of the **SageLink** Independent Research Network, an online complement to their network of independent research providers. Powered by MindBranch, SageLink will allow clients to acquire comprehensive **market research reports** and new investment ideas from more than 350 leading independent research firms, analysts and consultants. This innovative research delivery system uses a dynamic Web-based platform and acts as a virtual research library accessible from any computer with Internet access, 24-hours a day. Press release, Feb 2 04, <http://www.capissaqelink.com>

Thomson Delphion has just made it possible for customers to get more complete search results and more thorough analysis of key **European patent data**. Through an extension of its partnership with CHI Research, Inc., Delphion has added European corporate hierarchy data to its existing US data, creating the only resource where this important information can be leveraged across patent collections. Press release, Jan 22,04 http://www.delphion.com/press_releases/corptree

Esmerk provides global current awareness solutions to corporations worldwide based on individually tailored daily reports consisting of English-language abstracts from newspapers, trade magazines, press releases and web sources - source material, which includes over 800 daily newspapers, comes from over 120 countries and 29 languages. Esmerk has offices in Finland, France, Germany, Malaysia, Russia, Singapore, Sweden, the UK and the US. The company is a subsidiary of Helsinki-based SanomaWSOY. Press release, Jan 30, www.esmerk.com

HighBeam (known as Alacritude until very recently) seeks to fill the gap between free search and costly professional research services and databases. HighBeam strives to pick up where Google leaves off—to help expand and refine the very definition of search. A serious, general-purpose **online research service** for individuals that would be positioned between free search engines such as Google and expensive, high-end enterprise services such as LexisNexis and Factiva. Marla Misek, 'HighBeam Research: going beyond googleing.' Econtent, Jan 27. <http://econtentmag.com/Articles/ArticleReader.aspx?ArticleID=6017>

Rocketinfo Desktop is a powerful news search engine with a lot of additional goodies designed for both news junkies and online researchers alike. The program is designed to help you get quickly to news that interests you, either by keyword searching or by browsing. Rocketinfo Desktop searches more than 10,000 sources of online news, and categorizes each story according to its subject matter. Chris Sherman, 'A multifaceted online news and blog search tool,' SearchEngineWatch, Jan 27. <http://www.searchenginewatch.com/searchday/article.php/3304321>

MSN Newsbot (beta) is an experimental, automated news service. We gather news from over 4,000 sources on the internet and speed your discovery of news stories. News headlines are clustered together to allow you to compare coverage from multiple sources and each story links to the publisher's site where you can read the full article. <http://uk.newsbot.msn.com/About.aspx>

Fast Search & Transfer, a developer of enterprise search and real-time alerting technologies, has introduced FAST ESP, an enterprise search platform that enables organizations to intelligently and dynamically retrieve and analyze the complete collection of information existing across their entire enterprise and from the Web. Press release, Jan 27, 04 http://www.fastsearch.com/us/news_events/press_releases/2004/fast_unveils_fast_esp

In-Q-Tel, a private venture group funded by the U.S. Central Intelligence Agency (CIA), has signed a development and investment agreement with **Kofax** to advance technologies for "document exploitation," the analysis and use of

documents to extract actionable information. The Kofax agreement will focus on turning large volumes of disorganized paper documents into readable, prioritized information. Press release, Jan 13. http://www.kofax.com/news/press/2004-01-13_inqtel.asp

Open Text Corporation is introducing a solution developed to give **life sciences** companies a single, unified environment for managing the process of assembling, approving, releasing, and archiving new drug and medical device applications required to enable human clinical trials and product marketing. Livelink for Collaborative Submissions supports the complete lifecycle of the submissions process, providing tools to exchange information with government regulators, as well as manage and track changes to millions of pages of documents from multiple submissions. Press release, Jan 27, 04 <http://www.opentext.com/news/pr.html?id=1448>

TheBrain's Enterprise Knowledge Platform, helps companies with complex sets of information and data sources see, organize, and share information more effectively. The solution's advanced information visualization and content management features allow companies to visually link and relate all relevant Web pages, ideas, files and other data sources in a manner that captures key business processes or group thinking. It won the highly coveted "Best in Show" award at KMWorld & Intranets 2003. Press release, Jan 27 04, www.thebrain.com

Since 2001, **InforSense** workflows have been used at AstraZeneca to integrate, process and exploit bioinformatics data within various research areas. InforSense software was chosen to integrate rapidly both proprietary software and third-party applications via open APIs and to use effectively heterogeneous data across biology, chemistry, disease and clinical domains to drive discovery research. Press release, Jan 16, 04 http://www.inforsense.com/company/news_extends.html

An in-house employees' newsletter, *Elsevier Today*, dated Dec. 3, revealed that a company review of portal operations had decided that "the contribution of this form of marketing to S&T's [science and technology] current business is not sufficient to continue the associated high investments." Therefore, **Elsevier** plans to discontinue operation of its three **end-user portals**—BioMedNet, ChemWeb and **ElsevierEngineering.com**. Some current activities will migrate to the main Elsevier.com site, which may have some redesign. Barbara Quint, 'Elsevier to close three end-user portals.' Information Today, Dec 29. <http://www.infotoday.com/newsbreaks/nb031229-1.shtml>

Searching reviews and tips.

Few people who have a deep **understanding of search** have the ability to write eloquently about it. Search engine pioneer **Tim Bray** is one of those people, and he has written an absolutely fabulous series of essays that should be essential reading for anyone wanting a thorough understanding of the technology. Chris Sherman, 'On search, the series,' SearchEngineWatch.com, Jan 29, 04 <http://www.searchenginewatch.com/searchday/article.php/3305391>

Research Strategies from the UCLA Rosenfeld Library on Competitive intelligence. Originally prepared for MGT 298D Competitive Intelligence, Prof. Richard Goodman, Spring 1998, revised 2003. Organized in a question and information source answer for company and competitors, industry environment, socio-political environment. <http://www.anderson.ucla.edu/resources/library/libcoint.htm>

Finding experts on the internet 2003 is an extensive column list the internet resources available to discover needed experts. The list is taken from his SubjectTracer information blog. Marcus Zillman, 'Finding expert on the internet,' PDF <http://www.awarenesswatch.com/>

Nonprofit organizations (NPOs) play an increasingly important role in U.S. society. This guide will help provide some background information on nonprofits, focusing especially on charities. It will also examine the sources of information available free of charge on the Internet. It will focus on high-quality sites that provide current general or specific information about nonprofits in the U.S. or links to this type of resource, rather than concentrating on sites with general management information suitable for nonprofits or those focused solely on fundraising, philanthropy, or grants. This study emphasizes frequently updated portals or gateways providing a wide array of evaluated and abstracted resources viewable in full text, rather than those simply listing resources. Hazel Cameron, 'The nonprofit phenomenon: Internet resource for nonprofit organizations,' Searcher, Feb. 04. <http://www.infotoday.com/searcher/feb04/cameron.shtml>

Doing some site updates, integrating material that's been sent out in past newsletters. Just updated is our **Search Toolbars & Utilities** page. Check it out to find some new toolbars, including the just released MSN Toolbar, and search companions we've reviewed recently. Danny Sullivan, SearchEngineWatch, Feb 3 04 <http://searchenginewatch.com/links/article.php/2156381>

The **NeedleSearch** toolbar lets you capture the basic search functionality from any search engine, site search tool, or specialized database and put it at your command with a single click. NeedleSearch operates like other toolbars -- with one very big, important difference. NeedleSearch allows you to easily harness the search functionality of any search engine directly into the NeedleSearch toolbar. Gary Price, "A better search tool for finding needles in haystacks," SearchEngineWatch, Feb 3. <http://searchenginewatch.com/searchday/article.php/3307551>

The **Google Guide**, an interactive tutorial, will teach you how to select and search effectively, how Google interprets your query, how Google works, what information and links may be included with your results, how to search using special tools and shortcuts, what's new, and what to do when you can't find the answer you want. Nancy Blachman. <http://www.googleguide.com/index.html>

General introduction to **internet searching**, highlighting directories, search engines, business/company/government information, newspaper search, academic subject directories, people finders. University of Queensland. <http://www.library.uq.edu.au/internet/schhints.html>

This is the first of a series on **search**, by which I mean full-text search. Anyone who uses computers now uses search pretty well every day, so this is an important chunk of our technology spectrum. This piece covers the business and history angles; future installments will explain how search engines work and the interfaces to them. I plan to conclude with a description of the next search engine, which doesn't exist yet but someone ought to start building. Tim Bray, 'On Search; the backgrounder,' June 16, 04 <http://www.tbray.org/ongoing/When/200x/2003/06/15/OnSearch>

General readings of interest.

Few people outside the senior management team participated in discussions about strategy and the development of future business. Ingemanson believed it was time to mobilize the pool of **intellectual capital for strategy implementation**. During a series of lively seminars attended by managers and employees from a cross-section of many functions and levels—up to one-third of the company's workforce—the Scorecard team began crafting Volvofinans's strategy map (see Figure 13-2). They called the document their *Vägvisaren*, or road map. Rank-and-file employees defined most of the map's objectives and measures—an effective first step in aligning everyone behind the strategy. Robert Kaplan, 'Strategy maps: converting intangible assets into tangible outcomes,' HBR Working Knowledge, Feb 2 04 http://www.workingknowledge.hbs.edu/item_sidebar.jhtml?id=3888

Marketing wisdom for 2004. 99 best real-life stories and tips from marketing, advertising, and PR pros who reveal what they learned in 2003. Includes campaign stories (what worked, what didn't), business tips for agencies and consultants, practical advice on search marketing, email marketing, PR, offline campaigns, site tests, and career growth. Marketing Sherpa. <http://wisdom.marketingsherpa.com/>

Half of senior executives believe that **managing intangible assets** is one of the top three management issues facing their companies today, according to a **global survey** released today by **Accenture**. More than one-third (36 percent) said that the skillful management of intangible assets is "synonymous" with outstanding corporate performance. From July to September 2003, the Economist Intelligence Unit conducted an online survey on behalf of Accenture to gauge the views of senior executives at companies around the world on the management of tangible and intangible strategic assets. 'Managing intangible assets is a top issue for senior executives.' Press release, Jan. 29, 04 http://www.accenture.com/xd/xd.asp?it=enweb&xd= dyn%5Cdynamicpressrelease_692.xml

With the advent of more inexpensive development resources, including offshore options, small and medium businesses are starting to see **outsourcing** as a viable option for specific parts of their businesses. The trend for small and medium business is toward 'niche outsourcing'. managing intellectual capital and knowledge management are as much of an issue for small and medium companies as they are for large, more so in some cases because the proper processes and procedures are not in place to manage knowledge. This is where application outsourcing can be particularly effective. Dmitri Buterin, 'Niche outsourcing goes mainstream,' Globe and Mail, Jan 29, 04. <http://www.globetechnology.com/servlet/story/RTGAM.20040129.qtbuterinjan29/BNStory/Technology/>

Nielsen//NetRatings found that the overall at home global active **Internet universe** for a number of selected countries grew by only 278,000 from November 2003 to December 2003 — a significant decrease from the month prior when the population swelled by 4.8 million. 'Active Internet users by country, December 2003,' Jan 29, 04 http://cyberatlas.internet.com/big_picture/geographics/article/0,,5911_3305941,00.html

Aberdeen Group, a leading computer and communications research and consulting organization, has published an executive white paper on **corporate social networking** entitled, "Relationship Capital Management --Going Beyond Social Networking to Sell in Relationship-Based Organizations." The white paper looks beneath the recent hype of the social networking market and examines how corporations can leverage relationship capital to win new business. Press release, Jan 27 04, www.interfacesoftware.com/aberdeen

The Securities Investor Protection Corp. has asked the FBI and the Securities and Exchange Commission to investigate a Web site for a **fictitious brokerage group** that appears to have copied the insurance fund's own Web content. Ironically, the move comes several weeks after SIPC, the insurance fund that protects investors if their brokerage firm goes bankrupt, warned people about fraudsters who copy the Web sites of brokerages to bilk money from investors. 'Federal web site copies in apparent fraud,' SiliconValley.com, Jan 29, 04 <http://www.siliconvalley.com/mld/siliconvalley/news/editorial/7828271.htm>

NTY letter by a SCIP member: So, the Patriots and the Panthers were the winners last weekend. Did New England's victory over the Colts and Carolina's victory over the Eagles have anything to do with the strong showings in Iowa by John Kerry (New England) and John Edwards (Carolina)? Now I'm neither superstitious nor a stargazer, but given that Kerry defeated Edwards by 6 percentage points, I'll take the Carolina Panthers and 7, please. Mark Little, NYT Jan. 25. 04.

CIM author Mark Chussil recently published a new book, *Nice Start*, a self-discovery workbook, full of stories, questions, and exercises. You can find out more about the book (including downloading an excerpt) at the book's web site, www.NiceStartBooks.com.

Articles mentioning competitive intelligence.

To face down its key competitor, Telstra has initiated a number of strategies. Six months ago, Dr Switkowski moved the company's so-called **Competitive Intelligence Unit**, set up in 1998, to Telstra's plush dotcom premises at 400 George St, Sydney, where he now has his office. Sources said the CIU addressed both mobile and fixed-line markets. Telstra has moved to beef up the unit with a renewed focus on Optus and engaged two former senior Optus marketing managers: June Laraman (formerly June Robbins), who was originally employed by the founding Optus shareholder, US telco Bell South, and Karen Ganschow, who has worked at AAPT, Hutchison and Foxtel since leaving Optus in 2001. Michael Sainsbury, 'Mobile phone costs set to drop,' The Advertiser, Feb 4,

http://www.theadvertiser.news.com.au/common/story_page/0,5936,8580835%255E421,00.html

Competitive analysis: Competition is a way of life. Advances in technology, as well as numerous other volatility factors, can send the profit margins of a successful business into a tailspin, causing it to plummet quickly. Because of this volatility and competitiveness, it is important to know the competitors. Identify who the leader is in the industry. Identify organisations that are "doing" CRM well which are not in the industry. Competitive analysis suggested components include: years in business, brand equity, financial backing, customer exclusivity (exit barriers and switching costs), distribution channels, product portfolio, post-sales service, and support, Analyze commitment to technology, cost structure, and the selling force. Rate each component with 5 for demonstrated excellence and 1 for poor or inadequate performance. Elizabeth Roche, 'Creating a foolproof CRM business plan,' ZDNet, Jan 12, 04

<http://www.zdnet.com.au/insight/business/0,39023749,20282596,00.htm>

Pharmaceutical companies merge **competitive intelligence** groups with market research divisions to build all-encompassing information caches, according to a report from business intelligence firm Cutting Edge Information. Competitive intelligence groups are indispensable tools for brand teams launching drugs in ultra-competitive markets. Combining the two functions eliminates duplicated work, streamlines spending and creates a single repository for critical product, market and competitive data. Press release, Feb 3 04 <http://www.PharmaMarketResearch.com>

In a sales-hungry world, information is power, and the best-informed competitor often wins the deal. If your company doesn't have a **competitive intelligence** system in place, get one. Simply put, competitive intelligence is gathering and analyzing information about your competitors for the benefit of your own business development. Data on pricing strategies, customer service and marketing tactics can all be studied to sharpen your business tactics. Karen Dean, 'Work smarter: get the goods on your competitors,' Atlanta Business Chronicle, Jan 30 04,

<http://atlanta.bizjournals.com/atlanta/stories/2004/02/02/smallb1.html>

By documenting decisions, companies can build a comprehensive organizational memory that enables them to quickly react to important situations and make more informed decisions. Though it may sound simple, most organizations have not spent much effort actually capturing and evaluating decisions and the knowledge around those decisions as they are made. This could be a huge cultural hurdle for some organizations. Lawrence Goldman, '**Customer intelligence** - decision enablement,' DM review, Jan, 04 <http://www.dmreview.com/master.cfm?NavID=193&EdId=7915>

Gathering **competitive intelligence** serves three purposes to just about any type of prospect: It demonstrates that you're really thinking about and are invested in finding solutions; it gives them ammunition to justify a purchase; and it provides substantive additional firepower to their marketing efforts, enhancing your role as a trusted adviser. Garry Duncan, 'Avoid using technospeak babble; it can cost you sales,' Denver Business Journal, Jan 16, 04

<http://www.bizjournals.com/denver/stories/2004/01/19/smallb4.html>

Hitwise, the world's leading online competitive intelligence service, today announced the appointment of Bill Tancer as Vice President of Research. Bill launched his career in **competitive intelligence** by providing custom research in the Internet and telecommunications sectors for Gartner Group's Technology Marketplace service. Since then, Bill has held senior market research and strategy positions at Pacific Bell Internet Services, NBC Internet, Zaplet and most recently at LookSmart. Press release, Jan 27, 04 www.hitwise.com