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Boston, May 17-18
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SCIP04 lived up to its name.

by Carolina Olivieri

CI is the Future: Intelligence Drives Success, the SCIP04 Annual International Conference & Exhibit in March, lived up to its name -- it was the most successful SCIP conference of the last three years. Approximately 1,300 professionals gathered in Boston to learn and network together. Here are some comments from several SCIP04 attendees:

"Going to SCIP annual conference for me is like a devout religious person making the annual pilgrimage. It is a fabulous opportunity to keep updated with the latest in CI thinking and knowledge in this fast changing world economy. At the same time, it is an excellent rendezvous to catch up with existing contacts and expand my network of business relationships. For me, attending the SCIP annual conference is a highly productive and effective business activity." Gary Lim, Singapore.

And Paul Kaminski, Supply Chain Management, adds "the SCIP Conference 2004 edition was absolutely one of the most valuable conferences I have ever attended. From the speakers covering a broad range of highly relevant topics for today's professional to the networking opportunities, it was par excellence! This was assuredly the best agglomeration of attendees and speakers from around the globe which I am certain will be beneficial for years to come. The only advice that can be offered is make sure you attend next year."

Overall, SCIP04 was an unqualified success, and we are planning on making SCIP05 even more successful. Please send us your comments and suggestions as we begin to plan for the 20th Anniversary SCIP Annual Conference & Exhibit in Chicago, Illinois, on April 5-8, 2005. Another great SCIP event that cannot be missed!

Say farewell to blogs and bookmarks: Furl.net.

by David Carpe

A primary frustration with blogs and bookmarks is the inability to clearly structure findings beyond date-stamped archives or unsearchable local links. Coupled with excessive personal commentary on blogs, and often expired and poorly described links within both blogs and bookmark folders, there is clearly motivation to explore alternatives. Recently, I found a genuinely neoteric research tool for information management from Furl. [Full story p]

Learn from the Masters.

by Carolina Olivieri

Are you an advanced CI practitioner? Could you use a senior level tune-up? Well, if you are serious about senior level professional development, then the Masters of CI series should be on your schedule. Learn from two of the world's leading CI experts (both SCIP Meritorious Award recipients) as they present the SCIP Masters of CI Series, May 17-18 at the Boston Hyatt Harborside Hotel, Boston, MA.

In '**Analyzing Competitors' Current and Potential Strategies**' on May 17, Liam Fahey will show you how to better identify and evaluate your competitors' current, emerging, and potential strategies. Generating value for a diverse array of decision-makers throughout the organization serves as the integrating theme for this session.

In '**Creating an Effective CI Program**' on May 18, Jan Herring will help you understand the developmental steps necessary to build an effective CI program. In addition, Jan will present examples of the most successful organizational models being used today and you will learn the basic criteria for selecting the "right" model for your organization. In a team exercise, each participant will prepare and present a full-fledged CI development plan.

Due to the interactive nature of this senior level program, space is limited, so don't miss the opportunity to receive personal coaching from two leading CI professionals. For more information and to register, please visit www.scip.org

Heading them off at the pass.

by Fred Wergeles

One useful technique used by experienced competitive intelligence (CI) practitioners is a competitor response model. It provides a framework for predicting competitors' reactions and resulting strategies before they are implemented. Companies also use the competitor response model to warn them of their competitors' activities, plan their own counterstrategies, and neutralize likely competitor responses. [Full story p]

SCIP Institute at Scottsdale.

by Carolina Oliveri

The SCIP Institute provides a structured learning experience for professionals who wish to participate in a formal, comprehensive CI certificate program that is rigorous, competency-based, and targeted to meet specific learning needs. The Institute provides an integrated approach to fundamental CI principles and is the perfect complement for other professional credentialing programs.

The interactive, peer-to-peer learning environment, a hallmark of the SCIP Institute, allows you to manage your professional development in the areas that have the greatest impact on your career objectives. The June 7-9 SCIP Institute, at the Renaissance Scottsdale Resort in Scottsdale AZ, consists of six in-depth workshops on collection, analysis, and leadership & management:

- Leadership I - Personal CI Leadership, Paul Dishman, Brigham Young University
- Leadership II - CI Team Leadership, Bill Fiora, Outward Insights
- Primary Collection Techniques, Gerry York, Phoenix Consulting
- Secondary Collection Techniques, Bonnie Hohhof, Intelligent Information
- Analysis I - Industry Analysis, Ken Sawka, Deloitte Consulting
- Analysis II - Enterprise Analysis, Babette Bensoussan, Mindshifts Group

Make plans to travel to Scottsdale, Arizona for an intense and rewarding educational experience. For more information, please visit www.scip.org. [Full story p]

CI for Bio/Pharmaceutical companies.

by Carolina Olivieri

Come and learn from these distinguished SCIP members participating in the 7-8 June conference organized by SCIP and the Center for Business Intelligence, taking place in London, UK:

- Monika Giese, Vice Director, Business Intelligence and Analysis, F. Hoffman La Roche
- Clifford Kalb, former Vice President, Business Intelligence Research, Merck & Co; past President of SCIP & PBIRG
- Mark Little, Ph.D., Vice President, Business Intelligence, Covance, and past President of SCIP
- Robin Kirkby, SCIP London Chapter Coordinator and 2004 SCIP Catalyst Award Winner
- Douglas Bernhardt, Consultant, iMentor Management Systems, former SCIP Board Member
- Neil Mahoney, Former Vice President of Competitive Intelligence, Pharmacia & Novartis and Principal, Global Business Management Concepts (GBMC)
- Arik Johnson, Managing Director, Aurora WDC, member of the SCIP Partner Program

This conference provides a unique and exciting opportunity to learn from both U.S. and European CI experts, who will be sharing actionable strategies so that you can improve your delivery strategic recommendations and competitive insights. For more information or to register, please contact CBI registration at Tel. 800-817-8601, fax. 781-939-2490, or email: cbireq@cbinet.com.

Strategic and competitive analysis: special member discount.

by Bonnie Hohhof

To compensate for this popular CI analysis book not being available at the SCIP04 bookstore, SCIP has arranged to offer it to members for \$70, 10% off list price. (Amazon does not discount this book). To place your order, please send an email with your name, number of copies and a shipping address to Elodie at eslawinski@scip.org. If you requested this book at SCIP04, we still have your name, but please resend your order information. [full story p]

Strategic planning CI.

by Carolina Olivieri

SCIP and the Institute for International Research (IIR) have teamed up to present Strategic Planning CI (SPCI) from July 12-14, 2004 at the Millennium Knickerbocker Hotel, Chicago, IL. Come and join us for this two-day program to really understand how competitive intelligence can help you develop successful strategies for your company. Learn from leading strategists and CI practitioners from Motorola, Eastman Kodak, IBM, and Deloitte. [full story p]

Sales and Marketing Intelligence Symposium.

by Carolina Olivieri

SCIP and the Institute for International Research (IIR) have teamed up to present Sales and Marketing Intelligence (SMI) from July 14-16, 2004 at the Millennium Knickerbocker Hotel, Chicago, IL. If you are involved with sales or marketing, then this program can't be missed. Learn how CI can improve your sales and marketing activities. Key speakers are from Huthwaite, Motorola, Bank One, and University of Notre Dame. [Full story p]

The CI /Marketing interface: call for papers.

by Sheila Wright

The potential for CI to inform and influence marketing decisions is increasing. In many organizations, the marketing department carries responsibility for critical activities such as customer management, product/service offerings, pricing, promotion, distribution strategies, portfolio management, competitor profiling and the identification of critical success factors. Typically, marketing managers try to answer the question "what do we have to do to achieve sustainable competitive advantage?" JCIM wishes to draw attention to the crucial contribution which CI makes to this process and is now inviting submissions for this special issue on the CI-Marketing interface. [Full story p]

Tangible and intangible motivations.

by JP Ratajczak

Tangible and intangible motivations affect intelligence analysts in different sections of the intelligence community. To better understand this effect, JP Ratajczak, SCIP's Mercyhurst College Chapter coordinator, has developed a quantitative survey as part of his masters thesis study. The survey will take approximately 4-6 minutes to complete. If you are

interested in participating, please go to [the survey site](#) and follow the brief directions. All responses will be completely confidential. When the survey is completed, results will be emailed to anyone interested in its findings. A report on the conclusions will also be run in a SCIP.online article.

APQC best practice reports: SCIP discount.

For a limited time, SCIP members can receive a 15% discount off the retail price of all APQC CI publications (see full story for details). APQC offers a wide array of competitive intelligence books and best-practice reports based on their extensive research. Order these publications directly from APQC by calling 800-776-9676 and providing the SCIP promotional code SCIPMEM. Additional information on titles is available at APQC's online bookstore at www.apqc.org/pubs [full story p]

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 p]

Furl.net: say farewell to blogs and bookmarks and get your Furl on.

David Carpe, Clew, david@clew.us

"I still haven't found what I'm looking for." – Bono of U2

Here's a riddle: What begins with one, expands to over fifty and then continues to grow by hundreds and then thousands within a matter of weeks? A fertilized human egg? Howard Dean's recrudescant supporters in his final weeks? No. The answer is Furl.

My primary frustration with blogs and bookmarks, to frame this alternative, is the inability to clearly structure findings beyond date-stamped archives or unsearchable local links. Coupled with excessive personal commentary on blogs, and often expired and poorly described links within both blogs and bookmark folders, there is clearly motivation to explore alternatives.

Recently, I was turned on to a genuinely neoteric research tool for information management from Furl, located online at www.furl.net. Jim Stroud of Siemens introduced me to this resource within one month of official public launch (January 2004). Furl was created by Mike Giles, a man with a problem. Mike had bookmarked sites religiously and realized that as time passed, so too did his ability to reason through the cryptic assortment of links stored within countless folders on his machine.

The basic idea behind Furl is this: focus entirely on organizing endless links uncovered during the course of inquiry connected to any project (personal or professional) such that one might return later to easily search and retrieve these findings. Does this sound similar to a 'favorites' folder within your browser – but one of Brobdingnagian proportions? It is not, and this column explains how any why within the following six detailed sections:

Archive everything and build your own "WayBack Machine"

Visit a web site today and you must always determine your fleeting interest in capturing the screen before you. When you Furl a site, what you are actually doing is creating a cached version of the entire page on Furl's server. If you've ever clicked on a 'cached' link from within a search engine such as Google, then you understand the value of older web pages.

If you've ever had to use the 'WayBack Machine' (www.archive.org) to find ancient pages because that very same 'cached' link is now dead, or if you've ever clicked on bookmarks only to be welcomed back with a 404 error, then you understand the value of historical information within any research project (for example, comparing old and new product and service descriptions or management teams). You also understand the tedium involved in tracking down that same page later.

Furl extends this capability to include all of your permission level access sites -- everything that you are paying for from databases to subscription news sites to online receipts of purchase. Think about this for a minute. If you are bookmarking sites and terminating subscriptions, you are losing content. Furl removes this information access obstacle. You are filing away your own permanent copy when you Furl that screen, granting you infinite access.

Control privacy and permissions

One of the most interesting features of Furl is the ability to lock down entire folders and/or individual web pages. For a serious research professional, privacy is paramount. This is particularly important where Furl allows for archiving of password access resources, online receipts or other sensitive information.

You might choose to leave some of your folders in public view. Every single time that you Furl a site, you are reminded to designate not only the folder for storage, but also the privacy of the resource (you may set the default to 'private'). If you forget to mark a site as private, simply log in at Furl.net and edit the permissions for that site. Currently, the folder structure supports only 'top level' organization, meaning that one may not yet create subfolders and deeply structured archives – which doesn't really matter given the incredible search capabilities. However, deeper folder structure is coming, and the ability to assign a default folder is already here.

Search everything, create your own keywords and add comments

Just as email has become the killer app of communication, so too has search become the killer app for information management. New email applications like Bloomba (<http://www.statalabs.com>) have been built entirely around search-versus-build-folders logic, just as Furl has built search logic into the entire archiving and storage process.

Once sites have been Furl'd, search your archive at any time from the shortcut bar (described below) or log in to Furl.net. When you Furl a site, you not only designate permissions and folder preferences, you also add your own keywords to focus any search. You may add comments and notes in any language, from Czech to Chinese. For example, while researching a client project, Furl a site into a private client folder, tag the site with keywords related to the client, the area of inquiry or other, add comments to describe the purpose of the site, paste in a salient clipping, and revisit any of this in the future to edit and modify.

To back up a bit, the entire purpose of Furl (per the Founder, Mike Giles) is to allow users to turn around many months or years from now and say, "where is that site that I visited ages ago that had all of the information related to Subject X?" With Furl's recommendations engine, a very new feature enhancement, users might also stumble across related resources tagged by *other* users with similar or related information archives.

Stop and think very hard about this for minute. Such a search is not possible within any local bookmarks. Furl is not only searching on your keywords and folder structure, Furl is also searching the entire text of archived pages – your entire historical database of web sites. Furl supports elements of advanced search syntax and search is arguably one of the single greatest features of the entire tool.

Simple set up and utility

To get going, head to Furl.net, create a free account, review user options, and install a toolbar or a shortcut link on the browser. Alternatively, put the Furl command right into your activity by installing the 'right click' option to launch if from your mouse.

During setup, you have the option to create multiple folders with assorted permissions. By clicking on the shortcut from wherever you are located on the Internet, you will instantly be able to Furl the site, designate the folder for storage and continue surfing. If you have installed a program to prevent pop-ups (the standard Furl shortcut command is a pop-up), there is a now a non-pop-up utility. You may also visit your own Furl archive at any time through the shortcuts, or by returning to Furl.net and logging in. It's that simple.

You may share accounts or Furl'd sites with others. For example, a colleague can share a view of a subscription based article link without taking one through the tedium of site registration, credit card entry, etc. Currently, Academicians are testing Furl to archive class resources for students, moving them beyond the mundane task of constantly validating bookmarks. You may also add notes and comments related to other Furl user bookmarks and resources and review such commentary in any public member archive.

Currently, Furl allows for sharing by basic URL access (your own furl site at furl.net), email, web site integration and also RSS. (RSS stands for "Really Simple Syndication" or "RDF Site Summary" depending on who you ask. Simply put, it's a way for news sites to share lists of their current articles and headlines. If you've been to any of a number of "portal" sites that provide news and headline summaries from many other sources, you've seen RSS in action." Definition courtesy of www.Craigslis.com.)

Storage and retrieval and universal access

So what happens if Furl goes out of business? What happens if you want to work with existing bookmarks or take all of your Furl'd sites on the road with you? This is all possible. Currently, Furl allows for both import and export of archives. Import is simple, and effectively pulls in your entire favorites folder. But Furl does not currently 'archive' the imported links for full text search unless one manually processes such a request.

For export, Furl currently allows for a user to generate a zipped file of all Furl'd content for retrieval. If you begin to use the site and develop concerns about the storage of your content, or wish to include the archive in your routine backups, simply put the requested zip file into your backup process.

Another wonderful feature of Furl: access your Furl archive anywhere. If you are off site, at a friend's house, across the globe, simply visit Furl's homepage, log in and work with your entire public and private archive. You might consider clearing the history and related footprint information whenever accessing any password protected site from any remote terminal, though this is common sense to researchers.

About the creator of Furl and the future of Furling

I talked with Mike Giles, the creative energy behind Furl. He's a bright and motivated guy, got his degree in Physics from Oberlin College with a research focus in visual cognition (that's in the Psych department). He's earned his stripes in both engineering and entrepreneurship, most recently having led software design and development teams at Vitria Technology, from start-up through IPO. Before Vitria, Mike co-founded an enterprise marketing company and was also in the development group at Illustra/Informix working on web-based document management systems. Under Mike, Furl has assembled a solid team, and is headquartered in Western Massachusetts.

"In many ways, Furl is an 80/20 play, in that it meets the needs of 80% of Internet users but might fall short for really hard core researchers at this point," Mike told me, "and it meets those needs with a very easy to use tool. In the long run, we will chip away at that other 20%, but there will always be a space for high-end tools (from others)."

When asked to speak to the needs of all professional and individual users, Mike commented, "When we look at this product space, we break the user needs into four categories. We continually focus on excelling in each of the four, and think we are unique in our ability to deliver on all four. They are:

- Archiving (save a copy, save meta data, etc.)
- Recall (find something again - full text search, browsing, etc)
- Sharing (email, RSS, web site integration)
- Discovery (find new articles/people of interest)."

Regarding top Furl goals for 2004, Mike added, "Our top goal at any point in time is to meet the needs and exceed the expectations of our users. But two strategic items that we are driving beyond the more tactical requests are:

- Recommendations - based on what you save, recommend new articles/sites/members of interest
- Archive expansion - adding more ways to save information. More types of items to save - i.e. notes, email, documents."

Coming soon: each time you Furl a site, you will have the ability to email the site simultaneously to others, including non-members (people may 'subscribe' to your public archive if you're really doing some interesting Furling).

Overall, I am delighted by this new resource and have already begun Furling away into an entirely private site for professional purposes. However, for readers of this column, I've also created a few sample public folders so that you can get a feel for what a working Furl account looks like from the outside, should you wish to build your own. Visit: <http://furl.net/members/davidcarpe> to take a look. Also, Mike greatly appreciates any and all user feedback, so please feel free to send your own ideas, thoughts and comments directly to Furl@furl.net ...oh, and he's currently self-funded, so please feel free to make donations (instructions are on the site).

As mentioned in earlier columns, please feel free to send an email if you have questions or comments: 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, he 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 serving some of the world's most formidable organizations through Clew's CI for Strategic Human Resources practice (HRCI) and ClewRaRE™ services. David, his two sons, and their dog reside in Lexington. He is a member of SCIP, MIT Enterprise Forum, IRE and a Founding Member of the Human Capital Institute. He also serves on the Board of Conditor, LLC. David has spent the majority of his career involved, somehow, with research, analysis, consulting and planning. 781.674.CLEW (2539) www.clew.us

Heading them off at the pass.

Fred Wergeles, Fred@IntelStrategy.com

Your company, a growing mid-tier consumer products manufacturer, is planning to introduce a new product in the next few months. There are considerable risks in introducing what you expect to be a “game changer” – an innovative leap in the market.

Your marketing department is working overtime to plan the launch at an upcoming trade show – product demonstrations, press releases, testimonials, and endorsements from beta testers. Everything is in place to make the best impression with the media and your customers.

But have you forgotten a critical aspect of your product launch? Have you neglected an essential piece of your carefully planned success strategy?

Anticipating competitor moves

Not only will your customers, industry experts, and journalists be watching your presentations; your competitors surely will be scrutinizing your product and making plans of their own. They are not going to remain idle while you redefine the market – they will do their utmost to limit the impact your product will have on their market share.

But how will they respond? Is there a way to predict their actions? Can you anticipate their moves and head them off at the pass?

Competitor response modeling

One useful technique used by experienced competitive intelligence (CI) practitioners is a competitor response model. It provides a framework for predicting competitors’ reactions and resulting strategies **before** they are implemented. Companies also use the competitor response model to warn them of their competitors’ activities, plan their own counterstrategies, and neutralize likely competitor responses.

Most likely, the resources needed to apply this model already exist within your company: market research, the product launch strategy, and detailed information on your competitors. The technique involves a structured interdisciplinary exercise to analyze all the available information:

- Define the universe of your competitors – both traditional and potential new players
- Identify and analyze your competitors’ market objectives
- Generate various hypotheses and scenarios for each competitor
- Analyze and rank likely competitor responses
- Identify key indicators of competitors’ responses
- Develop contingency plans

A case study

Let’s say your company is ready to introduce a new portable audio player. Not only will you need to evaluate the Apple iPod and other MP3 players currently on the market, but you should also look at potential rivals offering satellite radio.

Will they begin to offer personal receivers as well as car radios? Will your competitors take advantage of emerging audio technologies to leapfrog your product? You will need to assess each of your rival’s market strategies and determine the strengths and weaknesses of each product.

Which competitor will feel most threatened by your new product? Which ones have the capability to respond to your product entry? How have they responded to challenges in the past?

By using the competitor response model, companies can better understand their competitors’ motivations, goals, and capabilities. The model also enables your company to rehearse various scenarios and devise counterstrategies to stay one step ahead of the competition. This CI technique is an effective and low-cost way of ensuring your product launch will achieve its intended sales goals.

About the author

Fred Wergeles is the President of Fred Wergeles & Associates LLC, a Connecticut-based consulting firm specializing in Competitive Intelligence and Strategic Planning. He serves as the Coordinator of the Connecticut Chapter of the Society of Competitive Intelligence Professionals, and was recently presented with SCIP’s Catalyst Award for his contributions to the CI profession. Fred also teaches a class in Competitive Intelligence at the University of Hartford Barney School of Business. He can be reached at (860) 408-9093 or via e-mail at Fred@IntelStrategy.com

Strategic and competitive analysis: methods and techniques for analyzing business competition.

**Craig Fleisher and Babette Bensoussan \$77.00 (list) \$70 (SCIP)
Prentice Hall March 2002.**

To compensate for this popular CI analysis book not arriving at the SCIP04 bookstore, the publisher has arranged to offer it to members for \$70, 10% off list price. (Amazon does not discount this book). To place your order, please send an email with your name, number of copies and a shipping address to Elodie at eslawinski@scip.org. If you requested this book at SCIP04, we still have your name, but please resend your order information.

From Competitive Intelligence Magazine, September/October 2002 book review by John McGonagle:

In this book, Professor Craig Fleisher and Babette Bensoussan have carefully, usefully and successfully balanced the approach of the academic with the needs of the CI practitioner. They look at the theoretical base of each more than two dozen analytical techniques, and using their own proprietary rating system, let the practitioner know, at a glance, what benefits each technique potentially provides.

I suspect that a vast amount of work went into this deceptively simple book. At the beginning of the book, they provide a refreshing look at the overall process of analysis, including its pitfalls. They remind us that the choice of analytical technique is not something that just "happens" at the end of the collection cycle. Not only is analysis more important than data collection, but the type of analysis to be used should drive the data collection efforts and not the other way around.

For every technique they have selected, they take the reader through the background of the technique, then review the strategic rationale and implications of that technique. From there, they look at strengths and weaknesses, advantages and limitations of the technique. Then, they show you, in most cases using a published case study as the basis, how to apply that particular technique. It is a thorough approach and, given its highly structured format, very readable and digestible.

Given that more CI analysts now work with tactics-oriented and target-oriented CI than with strategy-oriented or technology-oriented CI, I was pleased to see that the book did not overlook providing specific tools for these analysts. The six techniques in this area (blind-spot analysis, competitor analysis, customer segmentation analysis, customer value analysis, functional capability and resources analysis, and management profiling) should provide this large group of CI analysts with a very useful toolbox.

Who should have this? Let me turn this question around. Who doesn't need it? I cannot think of any serious CI professional or even a student of CI who could not use at least one pass through the entire book. It is a real gem and a unique contribution to the CI profession.

Craig Fleisher and Babette Bensoussan are both SCIP Fellows.

Call for Papers

JCIM SPECIAL ISSUE on the *COMPETITIVE INTELLIGENCE - MARKETING INTERFACE*

Publication Date: Spring 2005 Sheila Wright swmar@dmu.ac.uk

The *Journal of Competitive Intelligence & Management* (JCIM) is inviting submissions for a special issue which will concentrate on the CI-Marketing interface. Thought provoking and stimulating articles are especially welcome. The current issue of JCIM as well as instructions for prospective authors can be found on <http://www.scip.org/jcim.asp>.

A double-blind refereed journal published by SCIP, JCIM's influence extends beyond the 5000 members of CI professionals to a global audience, all of whom combine intelligence, information, and insight to improve their decision-making.

TOPIC FOCUS FOR SPECIAL ISSUE

The potential for CI to inform and influence marketing decisions is increasing. In a large number of organizations, it is the marketing department which carries responsibility for critical activities such as customer management, product/service offerings, pricing, promotion, distribution strategies, portfolio management, competitor profiling and the identification of critical success factors to name a few. Typically, marketing managers are charged with trying to answer the question "what do we have to do to achieve sustainable competitive advantage?"

JCIM wishes to draw attention to the crucial contribution which CI makes to this process. Decisions generally fall under two banners: strategic and operational. Potential subject matter could embrace:

CI For Strategic Insight

- How CI can inform marketing strategy development
- The role of CI in product portfolio decisions
- Using CI to gauge competitor dynamics
- The importance of CI in market entry and/or exit decisions
- The roles of CI and marketing leaders in developing strategic collaborations

CI for Operational Excellence

- The role of distributors, agents, and retailers in the CI mission
- Authenticating CI and marketing intelligence data
- Processes for acquiring CI from customers
- Best or demonstrated practices for managing CI outputs in marketing activities

The list is not exhaustive and authors are welcome to submit articles outside of these areas so long as all submissions have, at their core, the interface issues between CI and marketing discipline activities. Prospective authors are welcome to contact the Guest Editor for this JCIM Special Issue, for advice and guidance on the suitability of a proposal.

Closing date for submission 30th July 2004.

Please submit by both hard copy and electronic means: as an attachment in Microsoft Word, and hard copy to the address given below with a 3.5" disc or CD-ROM.

All material for publication consideration should be addressed to:-- Sheila Wright, Guest Editor - JCIM

Room BH 1.12, Leicester Business School, De Montfort University
Leicester LE1 9BH United Kingdom
E-mail: swmar@dmu.ac.uk

APQC best practice reports: special SCIP discount.

For a limited time, SCIP members can receive a 15% discount off the retail price of all APQC CI publications (see full story for details). APQC offers a wide array of competitive intelligence books and best-practice reports based on their extensive research. Order these publications directly from APQC by calling 800-776-9676 and providing the SCIP promotional code SCIPMEM. Additional information on titles is available at APQC's online bookstore at www.apqc.org/pubs

Competitive Intelligence: a guide to your journey to best practice processes (2004)

List \$19.95; SCIP members \$16.95

The newest title in the popular Passport to Success series details what CI is and how to develop and manage a CI program. Based on key findings from APQC's six consortium benchmarking studies on CI, this straightforward guidebook also details how to coordinate actionable intelligence, including science and technology intelligence, and attend to the CI audience.

Complete Competitive Intelligence package (2003)

List \$1500; SCIP members \$1275

This six volume set, gives a detailed analysis of how best practice organizations capitalize on CI. This set includes the next six titles listed below.

1. Competitive and Business Intelligence: leveraging information for action (1997)

List \$395; SCIP members \$335.75

Learn how leading organizations use CI for strategic planning and key decision making. The results from APQC's first CI consortium benchmarking study examines key findings in CI operations, information technology techniques to support CI, ways to gather and disseminate intelligence information, and identification of customer needs.

2. Managing Competitive Intelligence Knowledge in a Global Economy (1998)

List \$495; SCIP members \$420.75

See how best-practice organizations effectively manage CI knowledge. Discover that successful management of CI knowledge within an organization can be modeled in a five step process: focus the CI knowledge management efforts, implement CI knowledge creation, institutionalize CI knowledge, change and hone CI efforts. The report presents 11 key findings within this model.

3. Developing a successful Competitive Intelligence Program (2000)

List \$495; SCIP members \$420.75

Based on a benchmarking study conducted in partnership with SCIP, this best practice report focuses on developing a CI structure, mobilizing resources to implement a CI program, creating action-oriented products and services to improve the speed and quality of decision making, and measuring and improving a CI program.

4. Strategic and Tactical Competitive Intelligence for Sales and marketing. (1999)

List \$395; SCIP members \$335.75

Learn how top organizations make the most of custom-fit CI information – specifically that tailored to benefit the sales and marketing functions. This best practices report presents findings from a study conducted by APQC and SCIP in four categories: organizational structure, CI knowledge in sales and marketing, strategic vs tactical CI and measuring results.

5. User driven CI: crafting the value proposition (2003)

List \$495; SCIP members \$420.75

This report details how best-practice organizations develop close, working relationships with users and how CI is applied during implementation. Along with in-depth case studies, the report examines: process and tools for understanding CI user needs and actions, engaging and educating CI users, how users set the ethical tone of CI in the organization, defining formal structural and operational links between CI professionals and users, soliciting and incorporating user feedback, and calculating CI's return on investment and linking activities to revenues.

6. Using Science and Technology intelligence to Drive Business Results (2001)

List \$295; SCIP members \$250.75

This report summarizes the findings of the fifth consortium benchmarking study on CI conducted by APQC and SCIP. It focuses on how best-practice organizations organize science and technology intelligence (STI) programs, integrate STI into decision making, and initiate and refine an STI program.

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

Search engines: news and updates.

A9.com, Inc. researches and builds innovative technologies to improve search experience for e-commerce applications. A separately branded and operated subsidiary of Amazon.com, Inc., A9.com opened its Palo Alto, California, doors in October 2003. A9.com's technology will power search on Amazon.com and other web sites. <http://www.a9.com/>

With little fanfare, **Amazon.com** subsidiary **A9** launched its long-rumored Google powered search engine last week. But A9 goes beyond Google, offering a number of unique options, including some very cool personalization features. Chris Sherman, "Blending the best of Google and Amazon," SearchEngineWatch.com April 21 04
<http://searchenginewatch.com/searchday/article.php/3342881>

PageRank is Google's measure of importance assigned to a web page on a scale of 1 to 10. You can check the PageRank value of any page by downloading the [Google Toolbar](#). This article is intended at understanding PageRank and providing an insight into its different aspects. Harjot Kaleka, "Google **PageRank** algorithm explained,' SearchGuild, March 9 04. <http://www.searchguild.com/article112.html>

The **MSN Sandbox** is the place to play with some new technologies at MSN. It is a chance to experiment and peek behind the scenes at some new ideas. Current listings include Newsbot, Toolbar, NetScan, TerraServer. <http://sandbox.msn.com/>

Topix.net combines an excellent news search engine with two other hot technologies: local search and personalization. The Topix database includes full text news stories from over 4,000 sources, including a great deal of content that's difficult to quickly access elsewhere. The real power of this nifty news search engine comes from its easy-to-use pre-built pages that aggregate news and other information into more than 150,000 topic-specific pages. Gary Price, "Behind the scenes at news aggregator Topix.net,' Search EngineWatch.com, April 13 04, <http://searchenginewatch.com/searchday/article.php/3339631>

KaZaZZ! announced the launch of its patent pending Intelli-Match search technology. The innovative new search technology gauges consumer's search interests based on their search activity and provides related search suggestions within the consumer's search box during subsequent visits to KaZaZZ! Press release, April 14, 04 www.kazazz.com

Internet sites with information you can use.

Looking for some opinions on products or services from people like you? Epinions.com is an excellent **consumer review site** that features reviews on everything from the latest computer system to attractions at a variety of vacation spots. Jennifer Laycock, "Epinions.com review,' About.com <http://websearch.about.com/cs/shoppingengines/gr/epinion.htm>

The Congressional Research Service (CRS) is the public policy research arm of the US Congress. With its \$80 million budget and 800 employees, it issues about 3,000 briefs, reports, short issue papers and longer position papers per year. An arm of the Library of Congress, CRS is renowned for its non-partisanship and in-depth analysis, but it does not make its reports available to the public. However, it cannot prevent members of Congress from giving them out individually and some government agencies from posting reports they find relevant. Perhaps 1000 have become available on the web. <http://2act.org/p/576.html>

Here are some selected books and legal articles on the subject of **Freedom of Information** and related secrecy issues, with a focus on the U.S. statute at the federal agency level rather than international or local aspects. Sources include some legal bibliographic indexes. I have tried to select the most useful references from that list. Even if you keep up on FOIA matters, this list probably contains a few materials you've missed. Also included are a number of links to useful FOIA websites. Michael Ravnitzky, "A selected bibliography on the Freedom of Information Act, 1980-2004.' LLRX.com, March 15 04, <http://www.llrx.com/features/foiabiblio.htm>

The web site of the US Department of Labor, Bureau of **labor statistics**, also includes a listing of links for programs and surveys, organized by employment, prices and living conditions, compensation and working conditions, productivity and technology, employment projections, and international programs. <http://www.bls.gov/bls/proghome.htm>

This page is meant to be a comprehensive site of free, easily available **economic time series data** useful for economic research, in particular economic forecasting. This site (set of web pages) was started in 1996 to give students easy access to large amounts of data, and to be able to quickly get charts of that data. There are more than 100,000 time series for which data and custom charts can be retrieved. A facility of great utility is the availability of Excel files for all series. The majority of the data is USA data. The core data sets involve US macroeconomic data (that is, for the whole US), but the bulk of the data is employment data by local area -- state, county, MSA, and many cities and towns. <http://www.economaqic.com/>

Very extensive list of annotated, subject and country organized internet sites for **Africa**, South of the Sahara. Maintained by the African Collection Stanford Libraries. <http://www-sul.stanford.edu/depts/ssrq/africa/guide.html>

The federal government's investment in research and development (**R&D**) at the nation's universities — which is pivotal to the U.S. innovation system — has grown considerably. This report assesses that investment and presents a detailed analysis of the **federal funds** received for the conduct of R&D by state and by individual universities and colleges. Donna Fossum, 'Federal investment in R&D at the nation's universities and colleges.' RAND, 2004, <http://www.rand.org/publications/MR/MR1824/>

The objective of the Commercial Service (CS) Kuala Lumpur is to promote U.S. non-agricultural exports and export-related investment to **Malaysia**, as well as to help American firms find local agents and distributors. CS features a variety of programs and services, including hosting trade missions, organizing American pavilions at major trade fairs, and performing extensive market analysis and research. <http://www.buyusa.gov/malaysia/en/>

Export.gov is the portal to all export-related assistance and market information offered by the federal government. Whether you're looking for trade leads, free export counseling, or help with the export process, Export.gov is your first step in growing your international sales, <http://www.export.gov/>

China Vitae is an online biographical database that provides more than 2500 biographies of current Chinese political, military, economic, business, and academic leaders. The China Vitae database offers state-of-the-art searches of its biographies, including advanced tools for learning about the backgrounds and careers of senior Chinese officials. <http://www.chinavitae.com>

Software and products.

anacubis announced the immediate availability of anacubis Desktop 2.0, a ground-breaking visual research and analysis tool. Designed to give business users the power of instant analysis, anacubis Desktop 2.0 is an affordable and intuitive visual analysis tool that transforms complex information drawn from any structured data source into a dynamic graphical map that instantly highlights the relationships and links buried in the data. Press release, April 5 04 www.anacubis.com

The new **Dialog Profound** was released last month when Dialog began utilizing a new technology platform, on which Dialog Profound and Dialog® NewsRoom, another Dialog service, are now operating. New versions of three other Dialog business information, news and market research services — Dialog IntelliscopeSM, Dialog Company Profiles and Dialog NewsEdge® — will be launched on the platform later this year. Press release, April 15, 04 http://www.dialog.com/pressroom/2004/new_profound_041504.shtml

HotBot's new Desktop Search utility not only searches the web, it indexes files and email on your computer, making them searchable as well. Chris Sherman, 'HotBot's new desktop search toolbar,' SearchengineWatch, April 14 04 <http://searchenginewatch.com/searchday/article.php/3339921>

Forbes.com has teamed with FIND/SVP, the leading research and advisory services firm, to bring you the "**Custom Research Center**," which you can access anytime online. FIND/SVP expert research professionals can find answers to virtually any business question you might have – with short confidential answers to get you smart fast, or as in-depth research for more strategic decisions. Custom Research Center, <http://forbes.findsvp.com/>

Inxight Software, Inc., today announced Inxight TimeWall™, the most powerful visual timeline analysis tool available. TimeWall provides users with the ability to see the bigger picture of the information at hand, while simultaneously allowing them to focus on and interact with specific, important data points. Inxight announced In-Q-Tel as its first TimeWall customer. Press release, April 20 04, <http://www.inxight.com/news/pr.php?i=126&y=2004>

MarketWatch.com, Inc, a leading multi-media publisher of business news and provider of financial information and analytical tools, today announced that eSignal, a provider of streaming, real-time financial market data, news, analytics and decision support tools and a division of Interactive Data Corporation, has teamed with MarketWatch to launch **CBS MarketWatch LIVE**, an online streaming, real-time news and market data product that is also compatible with portable handheld devices. Press release, April 6 04 http://cbs.marketwatch.com/support/pressreleases/default.asp?id=pr_recent.asp&siteid=mktw#pr8

The Benefit Network today announced that it is working with **NewsGator** Technologies, to bring a powerful set of tools that allows users to search for and read HR RSS content when they want it, including exclusive subscriber-only content. It puts control in the hands of the subscriber, eliminating the need to sign up for newsletters, and minimizing the need for spam filters. Since users can pull targeted content they have selected when they want it, they never have to give out their email addresses. Press release, April 20 04 www.newsgator.com

Last fall, Microsoft's Web portal launched **Newsbot**, a searchable database of **news** from thousands of publications, which tailors news for Web surfers based on their reading habits. Still in test form, Newsbot now lets people view their search history and store past material, a feature MSN calls "The Daily Me." Adding a more social flair to the service, "The Daily We" lets people view stories commonly read by other Newsbot visitors with the same taste. Stefanie Olsen, 'MSN updates searchable news site,' cnetNews.com April 15 04 <http://news.com.com/2100-1038-5192876.html>

Open Text Corporation, provider of Livelink collaboration and content management software for the enterprise, has introduced an online community of practice for government customers. The community, based on Livelink, is intended to provide an always-open forum to share ideas and best practices for applying enterprise content management (ECM) software in government. Press release, April 15 04 <http://www.opentext.com/news/pr.html?id=1469>

Launch of a new **news alert system** from **PR Newswire**. Through the use of an unobtrusive tool bar located at the bottom of a computer screen, NewsPrompt delivers alerts on breaking news and links to full-text articles from around the world, based upon pre-determined criteria and keywords set up by the user. In early testing, users cited breadth of content, ease of use, flexibility, speed of alert systems, broadcast coverage, and cost- effectiveness as the benefits of PR Newswire's new service. Press release, April 21 04 www.prnewswire.com

Rocketinfo unveiled significant enhancements to the RocketNews (www.rocketnews.com) current news and business information search engine, launched in 2001. These most recent enhancements make it the fastest, most comprehensive and advanced news search engine on the web. In addition, Rocketinfo has also embraced and integrated the rapidly growing RSS and Atom content syndication formats into their comprehensive indexing portfolio. Press release, April 13 04 <http://www.rocketinfo.com/content/pressrelease2.html>

Searching reviews and tips.

The vendors participating on the **Enterprise Search Center** site (currently Entopia, Northern Light and Synomia) have volunteered to show you how their search engines perform under a real market test. In late 2003 and early 2004 we challenged vendors to use 8 of our Web sites as "the enterprise," to show us (and you) how well their engines perform on real content. (requires registration) <http://www.enterprisesearchcenter.com/>

The **My Scannery** website offers a personalized and automated way to track the database of The Scannery. In just two steps you can create a watchlist of keywords and search phrases and we will monitor them for you, analyzed by country, for free. My Scannery provides an automated way to search the database of The Scannery, the investors search engine that covers over 20,000 public companies from around the world. <http://www.thescannery.com/MyScannery/>

While it's true that there are other web-based **RSS aggregators** out there such as [MyFeedster](#), [DailyWhirl](#), [Newsgator](#), even [MyYahoo](#), none hold a candle to [Bloglines](#). 'Can RSS relieve information overload?' LawLibTech, April 14 04 <http://www.lawlibtech.com/archives/000129.html>

Searchers are loyal to their favorite **search engine**, and stubbornly stick with it even if they don't initially find what they're looking for, according to a new survey of **web users**. Loyal or lazy? 56.7 percent of Internet users use the same search engine or directory when they are looking for information, according to a new iProspect Search Engine User Attitudes Survey. Just 30% of web users have a few specific search engines they use on a regular basis. A scant 13% follow the advice that we frequently preach here at Search Engine Watch, using a different search engine depending on what they are looking for. Chris Sherman, 'Search engine users: local or blasé?' SearchEngineWatch, April 19 04 <http://searchenginewatch.com/searchday/article.php/3342041>

Yahoo! Search Shortcuts are special features designed to help you to find answers quickly. Click the title of a specific feature to learn more about it. Shortcuts include dictionary definitions, maps, news, patents synonym finder. <http://help.yahoo.com/help/us/ysearch/tips/tips-01.html>

Here are a few new general **web search tools** to keep an eye on. These projects are NOT ready for prime time but still are worth a spot on your search engine radar. Each of these tools is building its own databases and not repackaging data from other sources. Gary Price, ResourceShelf, April 21. http://www.resourceshelf.com/archives/2004_04_01_resourceshelf_archive.html#108261166091543674

General readings of interest.

Recognizing that this is an emerging area, here are 10 rules for using **blogs and wikis** to achieve your branding goals. Nick Wreden, '10 rules for corporate blogs and wikis,' MarketingProf.com, April 13 04 <http://www.marketingprofs.com/4/wreden5.asp>

The co-founder and former CEO of Bloomington-based Katun Corp. was sentenced Wednesday in U.S. District Court for his involvement in two **corporate fraud** schemes. Clarke also was ordered to pay \$50,000 in restitution to the Center for Ethical Business Cultures in Minneapolis and the Caux Round Table, based in St. Paul, to be used to support ethics education and instruction at Minnesota schools. In March, Clarke had pleaded guilty to helping Katun employees obtain confidential **competitive information** from other companies and to offering secret "consulting payments" to employees of Xerox Corp. in exchange for confidential Xerox pricing information. Sam Black, 'Ex-Katun CEO sentenced again,' Minneapolis St Paul Business Journal, April 12, 04 <http://www.bizjournals.com/twincities/stories/2004/04/12/daily34.html>

"We provide information for real decision making so we look for high quality content. We use Factiva to monitor competitive information and news impacting our clients; Ozmosys to monitor Web sites; HeinOnline as our archive of law reviews; BNA Newsletters; and of course, information from Lexis and Westlaw." O'Grady emphasizes: "It's not about giving them just something, it's about the right **content**." David Scott, 'Faces of Econtent,' Econtent, March 04. <http://www.econtentmag.com/Articles/ArticleReader.aspx?ArticleID=6374>

Once a rogue application mostly used to chat with friends, **instant messaging** is finally taking hold for legitimate business communications. But with the Securities and Exchange Commission ruling that messages need to be archived just like e-mail, IM networks need to be managed carefully. Debra D'Agostino, 'Instant messaging: IM here to stay,' eWeek, April 21 04 <http://www.eweek.com/article2/0,1759,1571642,00.asp>

This fan site features reviews of **horror films** from pre-1930s to the present. Also includes interviews with the Hollywood actors who play in the blood-curdling tales. The site's lists of award winners are a good starting point if you don't know much about the genre and wish to know the major films. Reviews are browsable by title, reviewer, year, and "master" (star, director, studio). <http://www.classic-horror.com/>

Like spam, **spyware** is unlikely to be abolished by new laws or regulations. Also like spam, the intrusive software is attracting enough popular ire to spur politicians to act anyway. As the Federal Trade Commission began discussing spyware publicly this week, it quickly learned that different interests define the problem in disparate ways, fixing varying degrees of odiousness to their definitions. Like spam, spyware is in the eye of the beholder. Caron Carlson, 'FTC tackles slippery subject of spyware,' eWeek, April 20 04 <http://www.eweek.com/article2/0,,1571261,00.asp>

The first **Mother's Day** observance was a church service in 1908 requested by Anna Jarvis, of Philadelphia, to honor her deceased mother. Jarvis, at an early age, had heard her mother express hope that a day to commemorate all mothers would be established. Her mother had also expressed the sentiment that there were many days dedicated to men but none for mothers. Two years after her mother's death, Jarvis and friends began a letter-writing campaign to declare a national Mother's Day observance to honor mothers. In 1914, Congress passed legislation designating the second Sunday in May as Mother's Day. Facts for features, US Census Bureau. http://www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions/001780.html

We've compiled some of our favorite tips and tricks for Word, Excel, Outlook, and PowerPoint. These are tips that will make **Microsoft Office** more powerful, more productive, and even easier to use, and they'll let you customize the suite to work the way you want. Whether you're using Microsoft Office XP or Microsoft Office 2003, you're sure to find tips and tricks here that will help you make even better use of the nation's best-selling office suite software. 'Microsoft Office: 106 tips and tricks,' PC magazine, May 4 04 , <http://www.pcmag.com/article2/0,1759,1568992,00.asp>

Aim to educate and remind every client that you can take easy steps to help your **consultants** perform better, faster, save you considerable amounts of money, and increase the chances of turning your project in early or on time and within budget. What do consultants need from you? Clear objectives, reasonable deadlines, direction, executive support, tools, access, accountability, respect, your time and your ears when needed. Jim Buttjer, 'How to get more out of the consultants you hire,' Darwin magazine, April 04 <http://www.darwinmag.com/read/040104/consultants.html>

C.K. Prahalad, professor of business administration, and Venkat Ramaswamy, professor of marketing, both at the Michigan Business School, contend in their new book, **The Future of Competition**, that companies need not (and should not) go it alone when trying to create value. Their research suggests an emerging economic model of value cocreation, in which consumers and companies routinely collaborate to create value that, to a large extent, is personalized to the individual. Book excerpt, 'How to put your customers to work,' CIO, April 15 04, <http://www.cio.com/archive/041504/excerpt.html>

Globalization is often presented by its foes as some kind of corporate plot, but Richard Parsons, the CEO and chairman of the board of Time Warner, describes the trend toward worldwide business consolidation as the product of a number of different economic, demographic, and technological forces. 'Why, and how, companies must go global,' Strategic Management at Wharton, April 04 <http://knowledge.wharton.upenn.edu/article/970.cfm>

A survey of office workers at London's Liverpool Street Station found that 71% were willing to part with their password for a chocolate bar. Workers were asked a series of questions which included, "What is your password?" – to which 37% immediately gave their password. The survey was run by the organizers of Infosecurity Europe 2004, an **information security** exhibition at London's Olympia. It also showed that the majority of workers would take confidential information with them when they change jobs and would not keep salary details confidential if they came across them. 'Staff reveal passwords for a chocolate bar,' Out-law.com, April 20 04, http://www.out-law.com/php/page.php?page_id=staffrevealpasswor1082490425&area=news

Think **spyware** isn't spreading? According to a new report from EarthLink and Webroot Software, there's an average of almost 28 spyware programs running on each computer. More serious, Trojan horse or system monitoring programs were found on more than 30 percent of all systems scanned, raising fears of identity theft. Paul Roberts, 'Spyware runs rampant, study says,' PCWorld, April 15 04. <http://www.pcworld.com/resource/printable/article/0,aid,115700,00.asp>

Articles mentioning competitive intelligence

As Business Geographers we are generally concerned with portraying spatial information so that understanding can be reached and decisions made on things that cover space and time. **Competitive Intelligence** (CI) deals with "what are they doing" rather than "how can we be better at what we are doing." Because of this difference in perspective, I think there are a number of insights we can gain by exploring their world. Hal Reid, "Competitive intelligence and location technology,' Directions magazine, April 15, 04 http://www.directionsmag.com/article.php?article_id=553

Sales forces expect sales guides to arm them with information they need to confidently sell your company's solution, including ways to handle the competition. Yet some sales guides gloss over the competition, or provide weak competitive positioning. So give the sales force what they need to win. Following are six field-tested, salespeople-approved best practices to help you put **competitive intelligence** to work for your sales force. Stephanie Tilton, "CI and sales guides: what sales forces need to win," CustomerCentric Selling News, April 04, <http://www.customercentricsystems.com/newsletter/v3-n4-a3.asp>

According to Bernard Belletante, dean of the Euromed Marseille School of Management, "Graduates with knowledge management and **competitive intelligence** qualifications are also eagerly sought. However, it is difficult to attract students to these programs, since the subject matter is not well known." Specialized masters: market-driven expertise," International Herald Tribune, April 14, 04 <http://www.iht.com/articles/514713.html>

Organizations reported by public news sources to be undertaking blog projects include Verizon, reportedly using commercial blog technology within its **competitive intelligence** and market research group. Mike Gotta, "Social computing: getting ahead of the blog," ZDNet, April 20 04. http://techupdate.zdnet.com/techupdate/stories/main/Social_Computing.html

Companies must be able to paint a picture of drugs' market at each development stage, and they must project their competitive landscape well into the future. Given this need, **competitive intelligence** spending begins early, in pre-clinical development. Press release, April 22 04 <http://www.PharmaCommercialization.com>

As an Enron executive, Brewer was responsible for risk management in energy operations, the e-commerce initiatives for Enron's water subsidiary and **competitive intelligence** for Enron broadband services. During her time there, she witnessed numerous illegal and corrupt dealings.

Press release April 21, <http://www.automationalley.com> < R>

Rocketinfo's market and **competitive intelligence** solutions combine current news feeds with research, analysis and delivery software. These solutions allow large organizations to automate the process of defining, collecting and analyzing relevant, current news and information from a large number and variety of internal and external sources and delivering it to employees, partners and clients on a daily basis. <http://www.rocketinfo.com/content/intelligence.html>