The Competitive Intelligence Process
and How to Locate Information

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Cynthia L. Shamel
President
Shamel Information Services
cshamel@shamelinfo.com
www.shamelinfo.com
858-673-4673
Seminar Overview

- The Scope of Competitive vs. Competitor Intelligence
- Four Steps in the Competitive Intelligence Process
- The Value of Competitive Intelligence
- Sources to Locate Information about:
  - Companies
  - Industries
  - News
  - Markets
  - People
  - Intellectual property
  - Government

“What enables the wise sovereign and the good general to strike and conquer, and achieve things beyond the reach of ordinary men, is foreknowledge.”

Sun Tzu *On the Art of War* (500 B.C.)
The Scope of Competitive vs. Competitor Intelligence

Competitor Intelligence takes the narrower view and focuses on profiling a specific organization.
1. strategies
2. plans for new products
3. financial health
4. joint ventures, strategic alliances, mergers and acquisitions
5. changes in earnings and compensation schedules
6. who are key executives

Competitive Intelligence takes the wider view. You are looking for:
1. emergence of new technologies
2. shifting demographics
3. changes in consumer spending and lifestyle trends
4. political upheavals at home and abroad
5. opening of new markets
6. government policies at home and abroad

“Competitive intelligence is a systematic program for gathering and analyzing information about your competitors’ activities and general business trends to further your own company’s goals.” Kahaner, page 16, Competitive Intelligence
What Intelligence Can Be Obtained Legally and Ethically?

- New Competitors
- New Technology
- New Legislation
- Competitor Actions
- New Markets
- Marketplace Changes

80% - 90% of all information is public knowledge.
Four Steps in the Competitive Intelligence Process

1. Identify the intelligence needs of key decision makers across the firm
2. Collect information from secondary and primary sources
3. Analyze information and upgrade it to intelligence
4. Disseminate intelligence to decision makers

What is the CI Function and Process?

Adapted from William Y. Wilson, Kent Bell, and Timothy W. Powell, *Infotrac.*
Law Librarians and Competitive Intelligence

Due diligence - looking for information not part of the written record
• environmental issues
• officers and directors background
• bad press
• industry information
• lawsuits
• exemplars

Litigation support
• background checks
• fact checking
• prior litigation
Sources to Locate Information

**Primary Research** - generating information required to complete a project

Primary Sources
1. people who have some expertise or understanding
2. unpublished documents available to the public
3. observations

**Secondary Research** - examining information that has been gathered and published in print and electronic form by others

Types of Sources and Frequency of Use

**High Use** - Trade journals, external (online) databases, external hard copy documents, employees, industry experts, trade organizations

**Moderate Use** - Sales representatives, customers, internal documents, internal databases, telephone interviews

**Low Use** - Government records, direct observation, clipping services, security analysis, competitors (contact directly), personal interviews, suppliers

**Very Little Use** - Product purchasing, Freedom of Information Act, focus groups, case studies, mail questionnaires

Key Print Sources

*Encyclopedia of Business Information Sources*. Annual. Detroit, MI: Gale Research, Inc.

Electronic Sources: Internet

Commercial Database Vendors
Dialog                        www.dialog.com
Dow Jones Interactive        www.factiva.com
Lexis-Nexis                  www.lexis-nexis.com/lncc/

Companies - Public and Private
OneSource Corptech Profiles  50,000 U.S. high-tech companies
   www.onesource.com/products/corptech.htm
Hoover’s - continuously updated intelligence on public and private companies
   worldwide
   www.hoovers.com
Integra Information for Private Company Info.
   www.integrainfo.com
Inc. 500 List of 500 Private Companies
   inc.com/500
SEC Initial Public Offerings Filings - powered by EDGAR Online
   www.ipoexpress.com
Price Waterhouse Coopers Money Tree Survey - U.S. firms that received venture capital
   www0.mercurycenter.com/svtech

Financial Information
Securities and Exchange Commission
   www.sec.gov/
Livedgar - proprietary content and full-text searching
   www.gsionline.com/info.htm
Multex Investor - investment information, brokerage research, company fundamentals
   www.marketguide.com
.xls - analytical information downloadable to your spreadsheet
   www.xls.com
Skyminder - business information for private companies worldwide
   www.skyminder.com
FreeLunch.com - over 1,000,000 free financial and economic data charts
   http://www.economy.com/

General Resources
American Society of Association Executives - representing over 10,000 associations
   www.asaenet.org/main/
Association of Independent Information Professionals - research assistance
   www.aiip.org
CEOExpress: Business Portal for Executives - 100’s of resources for busy executives
   www.ceoexpress.com
Fuld & Company, CI Strategies and Tools
   www.fuld.com
Intelligence Data - business intelligence catering to the corporate market
   www.intelligencedata.com/start.htm
Industry Outlook
U.S. Industry and Trade Outlook - U.S. trade and industry profiles and forecasts
www.ntis.gov/product/industry-trade.htm
U.S. Department of Commerce Economic Development Administration International Trade Administration
home.doc.gov/
CA Trade & Commerce Agency Office of Economic Research
commerce.ca.gov/

Intellectual Property
Information Holdings Intellectual Property Group - IP research and more
www.corporateintelligence.com
Delphion Intellectual Property Network
www.delphion.com/products-research
Patent Value Predictor
www.patentvaluepredictor.com/
U.S. Patent and Trademark Office
www.uspto.gov/
WIPO (World Intellectual Property Organization)
www.wipo.int

News
Newsedge - real time news and information (soon to be aligned with Dialog)
www.newsdale.com
Newsalert - real-time financial and business news
www.newsalert.com
bizjournals.com - links to 40 local business newspapers
http://bizjournals.bcentral.com/
Financial Times Global Archive - 10 million articles from 2,000 publications
www.globalarchive.ft.com
Television News Archives: Evening News Abstracts
tvnews.vanderbilt.edu

Market Research
IMR Mall - market research reports, pay per view
www.imrmall.com
Kompass - international companies, products and executive biographical info
www.kompass.com
MarketResearch -50,000+ reports, buy by the slice
www.marketresearch.com
Mindbranch (formerly PRG) - market research across multiple industries
www.mindbranch.com
ResearchBank web - analyst research from over 950 firms, more than 2.3 million reports
www.investext.com
USADATA.com - demographic reports and mailing lists
www.usadata.com
People
EDGAR Online - corporate bios
www.edgar-online.com
Harvard Business School Baker Library
library.hbs.edu/biographical.htm
PeopleTracker - 120,000 executives and members of the Forbes rich and celebrity lists
www.forbes.com/peopletracker
Biography.com Database - 20,000 short bios on a variety of people
www.biography.com
Congressional Biographical Directory - 1774 to date
bioguide.congress.gov/biosearch/biosearch.asp

Public Records
CDB Infotek - county, state, and federal public records
wwwcdb.com/public
KnowX - access to many public record databases
www.knowx.com
Search Systems Public Records Finder - Over 4996 free searchable public record databases
http://www.pac-info.com/

Specialized Sources
The CI Resource Index
www.BIDIGITAL.COM/ci/
HotBot for links connecting into a site
www.hotbot.lycos.com
MergerStat for mergers and acquisitions
www.mergerstat.com
Monster.com for job openings
www.monsterboard.com
Symbios Inc.
www.symbiosinc.com

Web Site Monitors
NetMind
www.netmind.com
Spyonit.com
www.spyonit.com/Home
Bibliography


SCIP Code of Ethics for CI Professionals

- To continually strive to increase the recognition and respect of the profession.
- To comply with all applicable laws, domestic and international.
- To accurately disclose all relevant information, including one's identity and organization, prior to all interviews.
- To fully respect all requests for confidentiality of information.
- To avoid conflicts of interest in fulfilling one's duties.
- To provide honest and realistic recommendations and conclusions in the execution of one's duties.
- To promote this code of ethics within one's company, with third-party contractors and within the entire profession.
- To faithfully adhere to and abide by one's company policies, objectives, and guidelines.

The Association of Independent Information Professionals
Code of Ethical Business Practice

- Uphold the profession's reputation for honesty, competence, and confidentiality.
- Give clients the most current and accurate information possible within the budget and time frames provided by the clients.
- Help clients understand the sources of information used and the degree of reliability which can be expected from those sources.
- Accept only those projects which are legal and are not detrimental to our profession.
- Respect client confidentiality.
- Recognize intellectual property rights, licensing agreements and other contractual agreements with vendors, and to explain to clients what their obligations may be to these agreements.
- Maintain a professional relationship with libraries and comply with all their rules of access.
- Assume responsibility for employees' compliance with this code.