INTERNALLY GENERATED CI
Build on What You Already Have

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New York, NY, September 7, 2003
INTERNALLY GENERATED CI
Build on What You Already Have

Does your company have a sales force?

Do your sales people call on distributors and customers?

Does your company have an R&D department?

Do scientists and engineers go to conferences?

Does anyone in your organization read the trade literature?

C&E News, CMR, Chemical Week, Business Week, Pharmaceutical Technology, Bioengineering News, etc.
INTERNALLY GENERATED CI  
Build on What You Already Have

If you answered “yes” to these questions

You already have 80% of the competitive information you need.

This is particularly true in technology driven industries
INTERNALLY GENERATED CI
Build on What You Already Have

You already have 80% of the competitive information you need.

BUT

It is highly dispersed

and

The people who have it may not be aware of its value from a CI perspective
INTERNALLY GENERATED CI
Build on What You Already Have

Three parts to this presentations

• Internal sources of information

• Effective ways of capturing it

• Making the process work
INTERNALLY GENERATED CI
Sources of Information

Published information
   Job postings, advertising, product lit., catalogs, price lists
   (Scientific Papers, Patents, Proceedings)

Conferences and symposia

Training workshops

Professional organization gatherings

Trade shows

Sales calls
This ad appeared in Chemistry and Engineering News

3M

DEVELOPMENT CHEMIST

3M’s Aerospace Labs has an immediate opportunity for a Development Chemist. This position will be located at 3M’s headquarters in St. Paul, Mn.

Position requires an M.S. or a Ph. D in Organic or Polymer Chemistry as well as product development experience with epoxy or thermoset chemistry for aircraft structural adhesive applications. Knowledge in adhesive testing and surface chemistry along with strong communication and leadership skills desirable.

Duties will include the development and qualifying of structural adhesives for aircraft applications.

3M provides excellent benefit package ...
NON-CI DRIVEN SOURCES OF CI

Conferences, symposia, trade shows

Not so much what is being presented (proceedings, secondary research)

Who is there (or not there), and why

New products, product literature

Brief/de-brief
INTERNALLY GENERATED INFORMATION
The Challenges

Make everyone in the organization aware of the fact that some of the information they collect in the practice of their job also has value from a competitive intelligence perspective.

Capture the usually highly fragmented internally generated competitive data.

Make sense out of that highly fragmented data.

M. Bigwood, ACS NY, September 7, 2003
THE IMPLEMENTATION

A Microsoft Office application using

**PowerPoint** for “Known Competitor Profiles”
- Financial trends
- Strategic plans
- Significant events
- etc.

**Excel** for the Competitor Profiles financial graphs

**Access** database with 5 tables relating to
- People
- Products
- Technology
- Manufacturing
- Events
+ 15 pre-defined queries (FAQ)
and the ability to design new queries “on the fly”

SECONDARY RESEARCH

- Annual Reports
- Trade Publications
- etc.

INTERNALLY GENERATED INFORMATION

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CAPTURING INTERNALLY GENERATED INFORMATION
A Microsoft Access Database

Figure III.4
The PRODUCTS form

Figure III.2
The PEOPLE form

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### CAPTURING INTERNALLY GENERATED INFORMATION

#### Output of the “Support Level” Query

<table>
<thead>
<tr>
<th>ID</th>
<th>DATE</th>
<th>MKT SEGMENT</th>
<th>FUNCTION</th>
<th>COUNTRY OR STATE</th>
<th>COMPANY</th>
<th>SOURCE</th>
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<tbody>
<tr>
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<td>9/95</td>
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<td>UK</td>
<td>company F</td>
<td>patent search</td>
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<tr>
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<td>company F</td>
<td>Patent search</td>
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<td>37</td>
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<td>Research</td>
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<td>company F</td>
<td>Patent search</td>
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M. Bigwood, ACS NY, September 7, 2003
<table>
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<th>FIRST NAME</th>
<th>FROM</th>
<th>IN</th>
<th>COMPANY</th>
<th>TITLE</th>
<th>FUNCTION</th>
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<td>LEE</td>
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<td>PRESENT</td>
<td>company D</td>
<td>EXECUTIVE VP</td>
<td>CFO</td>
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<td>Henry</td>
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# CAPTURING INTERNALLY GENERATED INFORMATION

Output of the “Pricinginfo” Query

<table>
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<tr>
<th>PRODUCT NAME</th>
<th>COMPANY</th>
<th>END-USE</th>
<th>PRICE</th>
<th>PUBL DATE</th>
<th>COMMENTS</th>
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</thead>
<tbody>
<tr>
<td>company A</td>
<td>Board</td>
<td>$.56 @ 44%</td>
<td>1995</td>
<td></td>
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</tr>
<tr>
<td>company A</td>
<td>Board</td>
<td>$.69 Wet</td>
<td>1995</td>
<td></td>
<td></td>
</tr>
<tr>
<td>company A</td>
<td>Board</td>
<td>$1.10 Dry</td>
<td>1995</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company D</td>
<td></td>
<td>$.56</td>
<td>1995</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company D</td>
<td>wood</td>
<td>$ 1.00/lb</td>
<td>3/10/95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company F</td>
<td>wood</td>
<td>$ 0.98/lb</td>
<td>3/10/95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company G</td>
<td></td>
<td>$ 0.60 (bu)</td>
<td>4/7/95</td>
<td></td>
<td></td>
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</tbody>
</table>
# TWO PHILOSOPHIES

<table>
<thead>
<tr>
<th>Internally Generated Info.</th>
<th>Primary/Secondary Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set up a system for capturing fragmented data and extracting knowledge</td>
<td>Only as needed to supplement IGI</td>
</tr>
<tr>
<td>“Throw everything in there”</td>
<td>Use internally generated information to improve effectiveness (elicitation, give and take)</td>
</tr>
<tr>
<td>You may never use some of the information in there, but you’ll have it if you need it</td>
<td></td>
</tr>
<tr>
<td>Very low cost</td>
<td></td>
</tr>
<tr>
<td>Analyze only as needed, when needed Pre-defined queries (faq’s) On-the-fly queries</td>
<td></td>
</tr>
</tbody>
</table>
INTERNALLY GENERATED CI
Key Success factors

One person (or small multifunctional team) accountable for gathering and organizing the information

Raise awareness, create a culture

Make access to information easy for ALL (strategic, tactical)

Set-up an alert capability

Reward contributors