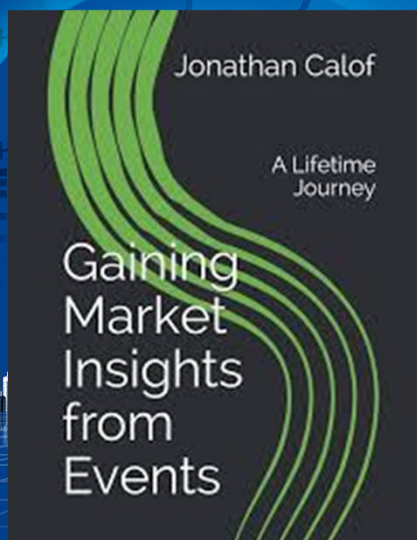


Class 2: Primary Sources of Information – With a Focus on Events

Presented by Jonathan Calof

calof@telfer.uottawa.ca



Information sources used SCIP survey

Information Source	Average	Percent important+
Publications	3.2	77%
Internet websites (free)	3.4	85%
Commercial databases (fee)	3.0	72%
Internal databases	2.8	62%
Social media (blogs, twitter, linkedin..)	2.3	44%
Company employees	2.9	68%
Customers	2.9	66%
Suppliers	2.2	44%
Industry experts	2.8	68%
Government employees	1.5	22%
Association employees	1.6	27%
Trade shows/conferences	2.5	64%

From Brad Ashton: Key S&T information Sources

Companies

- Publications
- Product Brochures
- Annual Reports
- Press Releases
- Conference Exhibits
- Help-Wanted Ads

Academia

- Literature/ Publications/ Proceedings
- University Programs (with corporate sponsorship)

Federal

- Case Studies
- Patent & Trademark Office
- S&T Departments & Agencies
- Freedom of Information Act (FOIA)
- Securities & Exchange Commission
- International Trade Administration
- Court Cases

SECONDARY SOURCES

Library (Corporate and others)

- Periodicals
- Patents
- Trade/ Financial Publications
- News
- Directories
- Data Bases
- Electronic Search/ Clipping Services
- Market/ Industry Reports
- Internal Memos & Trip Reports

State/Local

- Economic Development, Zoning, Planning Office
- Uniform Commercial Code (UCC) Filings
- Chamber of Commerce

PRIMARY HUMAN SOURCES

Internal

- R&D/Technology Staff
- Sales Force
- Purchasing/Procurement
- Regulatory/ Legal
- Manufacturing
- Senior Management

External

- Customers
- Suppliers/ Vendors
- Trade Associations
- Trade Shows, Conferences, Seminars
- Consultants, Industry/ Academic
- Financial/Securities Analysts
- Executive Recruiters
- Journalists
- Special Interest Groups

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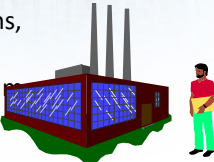
Source: adapted from J Herring, formerly of The Futures Group

From Brad Ashton: Sources and methods

TECHNICAL SOURCES

Field observation (first hand)

- Visits, inspections, tours
- Personnel assignments
- Listening posts



Remote or local sensing

- Satellite imagery
 - optical
 - IR
 - radar
- Chemical emissions recording
- Environmental sampling



Specialized data/ communication systems

- Internet
- Social Media
- Intranet/ groupware tools
- Company databases
- Expert databases



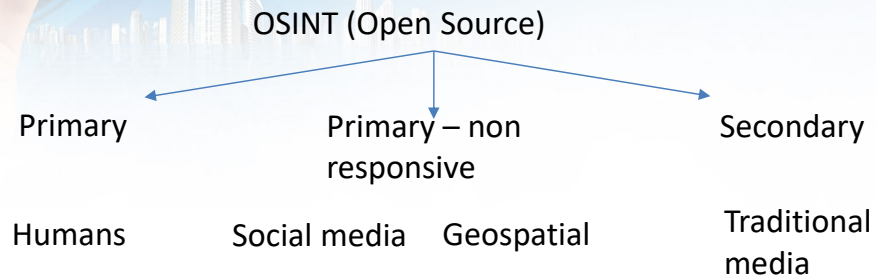
Reverse engineering

- Equipment breakdown



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Competitive intelligence – Information strategy



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Primary (talking to people) dominates CI and related fields

- Market research
 - Focus groups
 - Win loss analysis
- Foresight
 - Expert panel
 - Delphi
- Competitive intelligence
 - Interviews
 - Expert panel

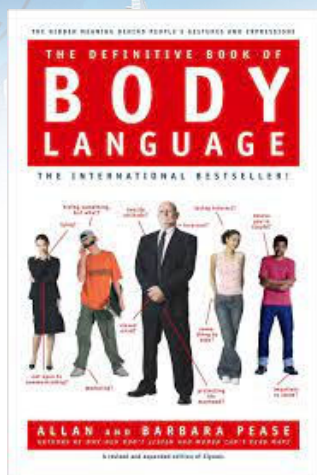
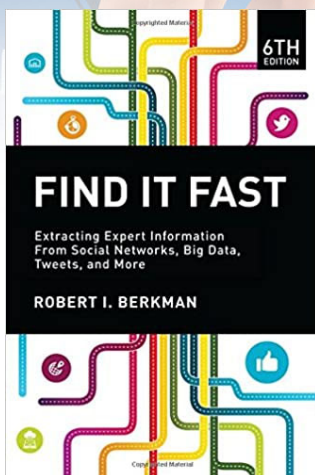
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Why we like Primary (if properly selected)

- Current
- Can ask follow up questions/depth vs secondary can be iceburgs
- Spelling, proper words not relevant but interviewing technique is important

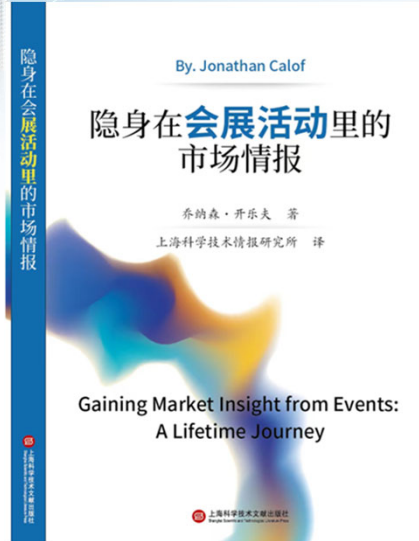
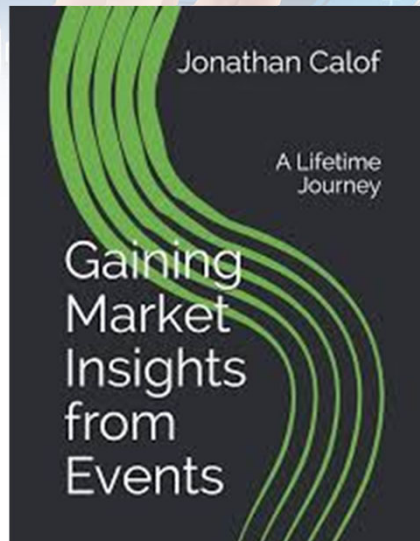
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There are tricks and traps for each method



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I am giving you something that I hope will help you
and also make you popular in your organization



What do I mean by the “event CI advantage”

- “Properly organized, a competent, well-briefed team should be able to gather more useful information than they could ever hope to collect in a full year in any other set of circumstances.” (Vernon Prior)
- “Conference and trade show events are the most concentrated, productive and cost-effective means to spotlight strategic trends, and they often go unnoticed in normal intelligence activities. Trade shows, conferences and seminars furnish the greatest collection potential in the shortest span of time for the least amount of money. The many formal and informal activities at the event provide a variety of collection opportunities. Over the years, a small community of business intelligence (BI) experts within Motorola have made the most of trade events as a primary collection opportunity.” (From Goldberg and Barak)

Events are important to everyone: From Center for Exhibition Industry Research

Category	Specific motivator	% of attendees listing this reason
	To make a purchase	36%
Shop (97%)	See, experience new technology	84%
	See, experience new product introductions	82%
	See, touch, interact, experience new products	81%
	Ability to talk to experts	79%
	Idea generation/planning	75%
	Build/maintain relationships with suppliers/exhibitors	71%
	Brand comparisons	66%
	Gather information for upcoming purchase	65%
	Have my questions answered	64%
	Other: Prospecting for suppliers; finding a solution to an existing problem; meet actual product users; influence with product designers to make a purchase	

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Learn (96%)	Keep up to date with industry/trends	87%
	Professional networking	76%
	Personal development	75%
	Better job performance	68%
	Other: Seminars; speakers for continuing education credits; CMEs, etc.	
Other categories: Experience, value, prestige, logistics	To get inspiration/to be motivated/to recharge	66%
	The reputation of the event	68%
	Other: Participate in membership activities, such as chapter meetings: convenient location	

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Events are Important for R&D and Innovation

Want Innovation? Go to a Trade Show....The power and purpose of trade shows in our rapidly connected world continue to grow with each year. Far from being a relic of a bygone age, today's trade show remains the premier event to learn, interact and maybe even strike a deal with America's next generation of innovators. So get on a plane. Go to a trade show. Think outside the box. Be open to new ideas. And have a bit of fun along the way." Forbes Magazine

General Mills: When they created their world-wide innovation network, amongst its activities, they tasked employees with attending inventor trade fairs and trade shows around the world in the hopes that they would bring back new and innovative ideas.

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I have been running event insight training for many years: What have my groups learned at events

NEW TRENDS	YOUR COMPETITIVE ENVIRONMENT
How to penetrate a market	Market trends
Emerging customer needs	Whether my product is innovative/Emerging innovation
Potential changes to technology	Market opportunities
Government plans	Confirmed and developed customer persona's
Competitor plans	Sales opportunities
How to brand	Suppliers plans/supplier opportunities
Find new partners/investors	Innovation opportunities
Very few of these program participants have been Competitive Intelligence Professionals	



Interviewing and network (lots of tips in the book on this)

- We are pack animals. But when approach, it's fight or flight (food, family or foe)

Calof event intelligence philosophy

- Making a good first impression
- Profiling (you and who you want to interview)
- Or finding friendlies

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Tips from the book – Anne Barron

- *“To effectively coordinate this effort, you first need to be organized and prepared before the conference or trade show. Think about the equipment needed to capture the information you are gathering consistently and effectively. Think about your appearance, functionality of your clothing, and what tools can help simplify these tasks.”*
- *“In the booth environment, most exhibitors focus on selling, which means they need to tell all individuals who approach the booth their story and answer their questions.”*

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"Try to keep the conversational flow steady. Don't interrupt people when they say something that you find unique, important, or even exciting. You can always return to the topic later in the conversation if you need additional clarification... Be humble. No one will talk to you if they feel threatened by you. When asking for someone's opinion on a subject, don't feel that you have to assert your own opinion as well. You are there to learn, and you gain more information by making others feel that they are really helping you out by talking to you."

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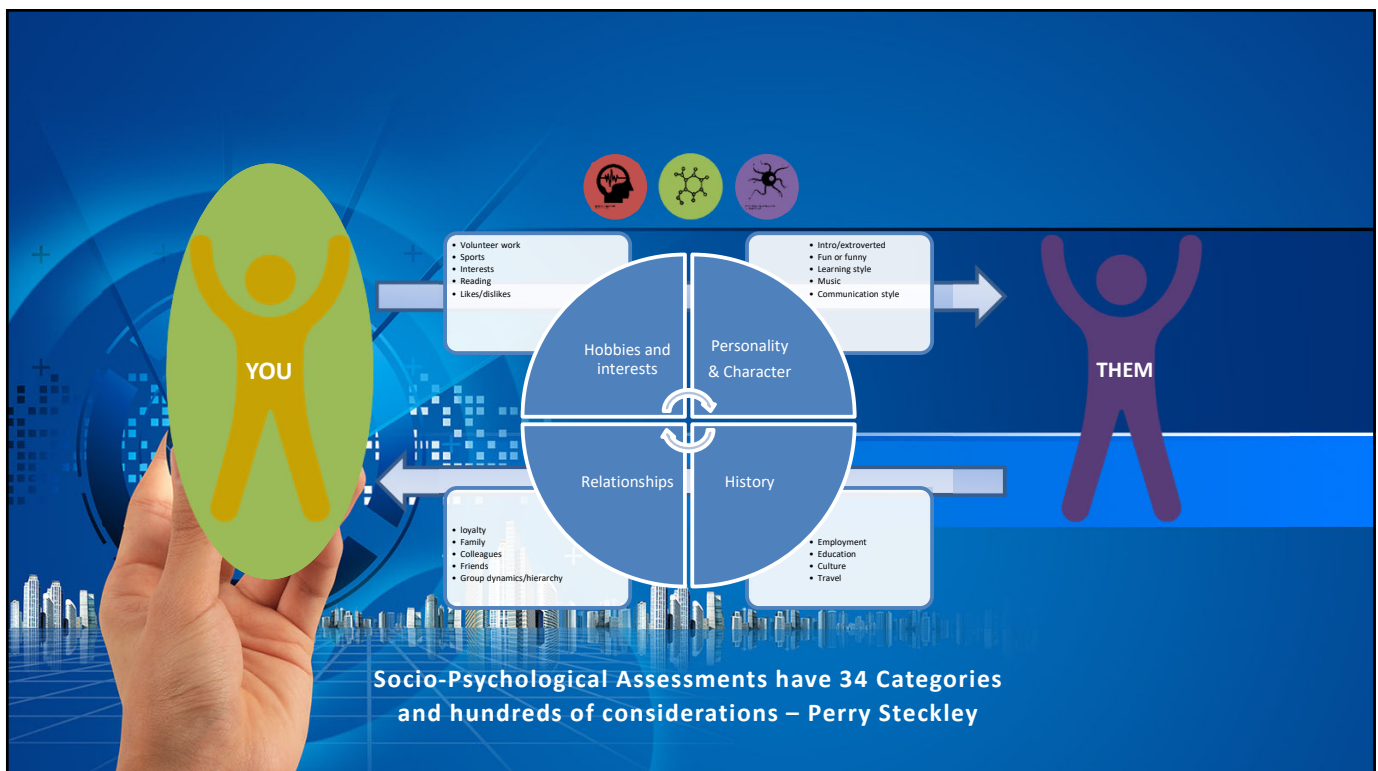
- 1. *You already have great connections.*** You probably know someone who works at [Competitor A], know a vendor who sells to them, etc. These make for some excellent conversation starters.
- 2. *Direct questions can be a conversation killer.*** Questions are memorable and can draw direct attention to the information you're obviously interested in obtaining. They give people time to ponder whether they should be telling you something.
- 3. *Information that is unknown is more valuable than information that is known.*** Never act surprised at what you hear. Someone will be more comfortable with providing you information they believe is already known, or at least figured.
- 4. *Avoid words like*** competitive research, market research, proprietary, confidential, legal.
- 5. *Pay attention to the nonverbal messages.*** People have a microsecond-long reaction to situations before they can mask their feelings. Showing the tongue, even just the tip, usually is an unconscious sign of disagreement. When someone is about to say something, they don't want to say or are uncomfortable saying, they tend to cover their mouths.

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6. **Flattery works wonders.** Whether you're commenting on their product or their company polo shirt, people respond well to flattery. Another silent way to do this is to mirror their body language.
7. **Use pauses and repeated words to get more detail.** . If someone says "well, we're expanding our markets in Asia." Simply say "Asia." Then wait. Or say nothing at all and let them fill the silence.
8. **Be prepared.** Look over your information needs list before you walk to their booth or know you'll be engaging them in conversation.
9. **Just because you remember your information needs doesn't mean you should go straight over and ask them.** If 5 people from [insert Competitor A] came up to you and commented on a very specific issue, that would raise your suspicion level. Elicit responsibly.
10. **Do your collection ethically.** There's no need to misrepresent yourself. People are at this trade show to talk about their company.

And one more: **Write things down.** You don't have to do it while you're in the middle of a conversation, but do it before you forget. This will also help when you are trying to compile the results later on.

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Develop and work with friendlies

“At one event we had three people collecting, me and two others. By the end we had over 100 friendlies helping to collect.”

Jonathan Calof

People that care about me

My friends, classmates, people that I share a common bond with, whether it's through interests, clubs, religion, sports, family/kids' activities (and more). I have friends, work colleagues, and ex-work colleagues, clients, and yes, even friends who work for competitors who would like to see me succeed.

People that care about my company

Think of all the people that care about others in your organization. These are their friendlies and coworkers can reach out to their friendlies for you. These include: my organization's network, customers, association executives, government employees responsible for the industry I am in, suppliers, even competitors