The CI Red Book

Addendum

Please note the following changes/additions to this edition of The CI Red Book:

- The Cover Page should read:
  Sponsored by: ***Nortel's Business Planning & Development Group (Steve Paolini)***
  Compiled by: ***The Competitive Analysis Guild***

- On Page 1 the URL for The Competitive Analysis Guild should be ***<http://47.155.65.128/ CA_Guild/Home_Page.html>***

An updated online version of the CI Red Book is available on: ***<http:// 47.155.65.128/CA_Guild/Home_ Page.html>*** This online version contains all the enclosed information as well as a second appendix entitled ***"Protection of Sensitive Information at Trade Shows" by Natalie Proctor of the Corporate Security Group.***

The CI Red Book:
Improving CI Gathering at Conferences & Trade Shows

Sponsored by:	The Competitive Analysis Guild
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Classification: Restricted

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Preface

For some time now a number of Nortel employees have been gathering competitive intelligence (CI) at trade shows and conferences. In order to assist in performing this task effectively, we are compiling the "Best Practices" in this area into one comprehensive document, "The CI Red Book". And, because nothing about CI is cast in concrete, people will be continually adding new ideas, so this book will always be a "draft".

We have also set up a newsgroup ***<nortel.competitive.redbook>*** which people can use to share knowledge, issues and concerns about CI.

We see this book as a place where people can study what others have written about CI, follow the suggestions they find in it, and act accordingly.

More specifically, the Red Book:

- contains the collective wisdom and best practices of many people,
- gives tips to teams and individuals on gathering the right information in the most effective and efficient way, and lets them share what they have learned with other people,
- uses a "how-to" rather than a theoretical approach, and
- is a living document to be used in conjunction with the CI newsgroup, web page, and e-mail.

An editor will make sure that comments, suggestions, and newsgroup discussions get included on a monthly basis.

The Red Book is also available on the Competitive Analysis Guild Home Page <http//47.155.65.128/ CA_Guild Home_ Page.html>

How to use this book

First of all, you should read the book right through, then take a moment to provide some feedback (good or bad) via the newsgroup, E-Mail, or in writing, so your insights can be added to the next draft.

Whenever you submit something to the editor try to use an abbreviation that relates to your topic in the subject line. For example, if you have something to say about the suggestions on representing Nortel at trade shows in Chapter 4, use a short-form reference to it—Ch 4 for example. If your question or comment is something that everybody in the CI community should know, you should think of sending a copy to the newsgroup.

Any suggestions are very welcome.

1. Throughout this book, reference will be made to trade shows as a generic term for both trade shows and conferences. Conferences will be discussed separately only when there are differences that need to be emphasized.

2. The editor has just begun to pull specific tips and case studies from the book into separate sections.

Chapter 1 The Players and their Roles

The purpose of this chapter is twofold: to provide a common language for describing the specific CI roles, and to provide a framework for identifying activities and roles for your own conference or trade-show activity.

There are several players in the Competitive Intelligence (CI) collection process. Five role definitions borrowed from Shaker and Hardulia's 1996 article " The Quarterback Technique" will help to differentiate among them. They are the Coordinator (called the Quarterback in the article), the Analyst, the Collector, the Source, and the Target.

In an ideal situation, five or more individuals would be performing the roles, but the reality of our corporate environment is such that we are lucky if three people from the same group can attend any conference or show. This means the attendees must share five roles, or teams must be built from several product groups or lines of business.

In addition to defining the roles, the Shaker and Hardulia paper stresses the importance of having a War Room. This might be a hotel suite or separate room where all the CI planning and coordination take place, and where the information is brought back to at the end of the day. Again, in our corporate situation we rarely have the luxury of a dedicated War Room, but it is still worth considering how much value such a room adds to the CI exercise and going through the War Room functions as a framework for more modest projects .

Former CIA operations officers, Shaker and Hardulia based their article on their real-life experiences in government and military intelligence, although they also show how a team-based approach to CI gathering can be useful in commercial applications.

The Coordinator

As the name suggests, the Coordinator coordinates the CI effort. This includes planning the opportunities for collecting information and orchestrating the actual collection. In some cases, this individual is also responsible for constructing the business case and seeking the funding.

The Coordinator stays in the War Room (if there is one) planning and re-planning the strategies, organizing the materials collected, tracking the process and revising objectives in light of new information. From the War Room, the Coordinator organizes regular debriefing sessions with the Analysts and Collectors (see below).

The Collector

The Collector gathers competitive intelligence from Sources and/or Targets (see next page) and writes the reports.

The Analyst

The Analyst is responsible for two things. First, helping to generate the specific collection requirements, before and during the show; and second, reviewing and assessing the raw intelligence gathered by the Collector. Shaker and Hardulia also suggest that the Analyst should help the Coordinator on strategic planning by interviewing appropriate management groups.

The Target

The people who have the competitive intelligence you want are known as Targets.

The Source

The intermediate contact standing between the Analyst and a Target is called the Source. A Source can be internal or external. Internal Sources are employees of the company of interest, while External Sources are trustworthy individuals outside the company of interest. Examples of External Sources include the media, consultants, vendors or subcontractors. It is most important that Sources have a valid reason for attending the conference and understand the subject matter. When a Source is used, the Collector must play the additional role of Enabler of interaction between Source and Target, and ensure the Source is kept properly aware of relevant information and updates.

The War Room

Whether you are attending the trade show alone or with a group of fellow employees, your intelligence gathering will be much improved if you arrange to meet somewhere to review your information and objectives. It could be an on-site location, or an a off-site hotel or motel room, or even a team room back home. This topic will be discussed in more detail in Chapter 4.

Shaker and Hardulia mention using a Command Center for conducting the competitive intelligence operation in the following: (*Managing Information Warfare with The War Room by Steven Shaker & Mark Gembicki; WarRoom Research, LLC (1996)).* See the following WWW site for more information:

< http://www.infowar.com/mil_c4i/mil_c4i3.html-ssi>

Chapter 2 The Techniques

Traditionally, gathering information at trade shows used to involve three distinct stages—collecting, synthesizing, and sharing. More recently, however, because of time pressure, we are often required to condense the stages, and in so doing, often lose the synthesizing component.

How much time is allotted to each stage has a bearing on what techniques for collecting and sharing you choose, as does the total time spent at the trade show or conference, and the focus of your investigation. For example, if your stay is very short, you will typically make a quick info grab and synthesize your findings afterwards. But if you are staying longer, you will be able to take a stab at some synthesis in real-time.

Editor's Request for Content: I would like to see here, a matrix of the various techniques used by Nortel employees, listed along specific parameters such as high-tech versus low-tech and short stay versus long-stay. This matrix could also examine some of the trade-offs associated with each approach. If you have something to contribute, please speak with the editor, or any member of the Competitive Analysis Guild Executive.

Chapter 3 The Preparation

There really is no substitute for preparation. Every minute you spend on preparation will save significant amounts of time and hassle at the trade show. Knowing how to best prepare is the topic of this chapter.

The first step is to determine who is going to be there. While you are finding this out, you should consider drawing up a matrix or table of the companies that are attending. You might even color-code them according to their importance. This table will help you keep track of your progress, communicate your findings to others, and it will also be useful in the trade-show War Room. As you come across names of Sources and Targets, you should place these in the table too.

It is also worth scrutinizing past proceedings to see who the likely attendees will be. If you are going to a conference, this type of preparation can be critical. Some conferences, such as the International Switching Symposium, publish their proceedings in advance both in paper format and on CD-ROM. These can be a mine of useful information.

Most trade shows designate a person or group of people to help you gather information such as an early list of attendees and companies before the show starts. And for key trade shows or conferences, Nortel usually dedicates someone to help you prepare (e.g., Nortel Marketing Events Group — see below).

Materials and information are usually available at least four months before a show, so start preparing as soon as you can.

You should also consider being more pro-active about trade shows. For instance you could help with the pre-planning, get on the planning board, suggest topics that match your requirements, get people whose opinions interest you to present.

Resources for preparation

There are many internal and external resources that you can use, all of them easy to access and rich in content. Some of these are described below.

The Nortel Marketing Events Group, Nashville

An excellent resource for North American shows, this group is geared more for presenters than attendees, but you may still find their information useful, especially for contacts within the company.

The URL for the group's web site is:

<http://131.253.6.124/marketing/default 1.html>

The site is organized into three major sections: Trade Shows, Marketing Events, and Calendar. It also includes details on physical booth styles available to Nortel business groups and some miscellaneous cool stuff which is not as important to CI gatherers.

The ***Trade Shows*** section has a ***searchable database*** that lets you search by name or location, as well as by one or more of the following: event prime, business unit, product family, and month. A typical search provides basic information such as location, dates, participating business units or product families, and event primes.

The Trade Shows ***contacts*** page lists the following: line of business contacts (Wireless, Broadband, PCN and Enterprise), trade-show management primes, specialists, assistants, and technical staff. Each contact is listed with name, title, address, and phone and fax numbers.

The ***FAQ*** page contains useful tips on organizing your product team for up-coming trade shows.

The ***Marketing Events*** section is an excellent source of information on Nortel's major international marketing events as well as customer and other externally focused programs throughout the world.

The ***Calendar*** section is the place to look if you want to know what's what in the world of trade shows and marketing events. Everything is displayed by date for your convenience.

The Information Resource Network

The Information Resource Network (IRN) web site at ***<http://47.2.3.239>*** offers several resources that are useful when you are preparing for a trade show.

You can search the IRN's conference database at ***<http://47.2.3.239/CONF/search-conf.html>*** for information on trade shows and conferences all over the world. This database is valuable for teams who are trying to identify which trade shows to go to. It differs from the Marketing Events database in that it includes telecom and datacom events, regardless of whether Nortel is participating as an exhibitor. Records contain event name, location, date, sponsorship, contact details, and—if available—a hypertext link to the event's web site.

A member of IRN staff can also help you choose by showing you which companies participated in which events over the past few years and letting you look at past proceedings.

The Competitive Analysis Guild

The Competitive Analysis Guild site is a comprehensive resource for all things competitive, including links and contacts for upcoming trade shows. The URL for this site is:

<http://47.155.65.128/CA_Guild Home_Page.html>

Which companies will be there?

There are many ways to find out who will be presenting.

Trade-Show Web sites

Most major trade shows publish web sites well in advance of the event where they list who is planning to attend, what products they will be showing, and any organized papers or discussions.

Trade Show Central is an independent publisher that lists more than 30,000 international events (clearly not all are telecom-related!) at their site. Their directory at ***<http://www.tscentral.com>*** gives basic information about the show, registration information, schedules, costs, workshops, seminars, and keynote speakers.

The search criteria for TSC include trade-show names, industry categories (123 of them!), dates and locations of shows. You can also sort the list of shows resulting from your search, and request more details via email:

<http://www.tscentral.com/html/tsc-search.html>

But the Web is not the only source. You can easily get paper brochures and information faxes directly from show organizers.

Company web sites

You can get a good idea of what to expect at trade shows from our own company's web sites. For instance, in the past, the Nortel web site has published details of what a specific line of business is showing, including floor layouts of products being displayed and slide packages on the display content. The CA Guild and the IRN might have some other useful links to upcoming trade shows on their home pages too. But the Web is not the only source. You can easily get paper brochures and information faxes directly from show organizers.

Nortel Employees who attended in the Past

Finally, it is worth checking with other Nortel employees who have attended the show you are going to in previous years. Past attendees may also have published a summary report, which can be very useful in preparing your focus.

Organizing with other showgoers

If you would like to know who else is attending the show you are going to, you may be able to find out from your division or line of business through the appropriate management or marketing primes.

The CA Guild is a good place to begin, and its two newsgroups ***nortel.competitive*** and ***nortel.competitive.redbook*** are excellent forums, as are the monthly guild meetings. If you would like to reserve a spot on the agenda, you should contact Lyn McIntosh at ESN 393-4337.

The Trade Shows section at the Marketing Events Group web site also lists trade-show primes who may be able to point you to other useful contacts within Nortel.

Don't be shy about getting together with people outside your own line of business. You may find you have interests in common, and that other people's perspectives enhance the conclusions you would have reached on your own. Remember, John Roth said 1997 is the year of collaboration!

Coordinating with your home base

It is not uncommon to be sent to a trade show alone or with only a few colleagues. If this is the case, you may find it useful to coordinate with key individuals back at your home base.

When you are at the show, the home team can help you in several ways. For instance, they can:

- assist in synthesizing the competitive information,
- act as an objective sounding board, and
- send you information updates gathered from press releases, IRN notices etc. (via email, fax or voice mail).

There are many ways you can communicate with your home base. The trick is to choose one that will help you gather and filter the CI information, but not add significantly to your work load.

Ways people have used before include:

- daily half-hour audio bridges (days, times and topics posted ahead of time),
- daily one-hour videoconferences,
- regular faxes or e-mail to or from the show,
- impromptu cellular phone calls to the home team, and
- regular voice mail summaries broadcast to the home team.

You might also consider having any audio correspondence transcribed by someone at home base.

Choosing the appropriate technique for information capture

The various techniques for capturing information will be dealt with in Chapter 2.

Preparing the tools

Tape recorders, video recorders, still cameras, and digital assistants can all be useful in assisting in the gathering of competitive intelligence. Choose the tools that will do the best job of communicating your content, or help you the most in gathering your information. A camera is a good idea if you want to capture the overall theme of the show.

If you are going to be relying on a particular tool, you should take some time to familiarize yourself with it—for example, get to know how long the batteries last, or what sort of connector it uses.

And don't forget those low-tech tools! Notebooks, steno pads, glue sticks and colored pens and markers all have their uses. After all, you might draw unwanted attention to yourself if you are draped with too many high-tech devices!

Another way to record your findings is to phone back to a transcriber after each and every conversation. The transcriber could be someone in the War Room, or someone back at the office.

Working with the Nortel booth

It can be useful to coordinate your work with the official Nortel booth. You can give the people who are dealing with customers some all-important competitive insight into what is going on in the other booths, while the Nortel booth people can help you understand what the hot topics are and what questions are being asked by other trade-show attendees.

Preparing the team

Choosing the right players for the CI effort is crucial. If you have the luxury of assembling a full team beforehand, you might consider asking the president (or key vice-president) to give everyone a pep talk before they leave for the show.

Chapter 4 At the Show

Trade shows are very busy places where all kinds of information compete for your attention. If you draw up a list of questions or prepare a clear plan of attack ahead of time, you will find your intelligence-gathering goes much more smoothly because you are able to filter out extraneous information, and concentrate on what you really want to know.

Trade shows are also very exhausting events, so it is important to pace yourself and take frequent breaks for rest and water. You can use these breaks to call the War Room or the team back home, or just to take some notes about what you have seen.

In the following paragraphs, you will find several suggestions based on what other Nortel people have found to be useful. We have also included suggestions from a half-day course on competitive intelligence-gathering at trade shows given by the Kirk Tyson Institute.

How to present yourself

Nortel has a Code of Business Conduct defining how to present yourself when representing the company. The Nortel web site gives some general and specific guidelines on acting with integrity

<http://47.150.0.26/ethics/main.html>

At the same site, under Global Ethics, you will find the following:

Fair International Competition
......Nortel and its employees do not disparage competitors and their products, nor do they improperly seek competitors' trade secrets or other confidential information....

Most major trade shows define classes of attendees such as Buyer, Press, and Visitor, and provide color-coded name badges for each class. Don't be suprised if Targets seem more willing to talk to everyone else but you. This is because trade shows are about selling products and convincing people to buy, so information gatherers are "second-class citizens" at these events.

Scoping Out the Show

If you plan to attend the show for more than one day, it is worth taking the first morning to do a quick tour of the exhibition floor to see what products are being presented and what themes are being emphasized. If it is a large event and you are staying longer, then it is not unrealistic to devote the entire first day to scoping it out.

Be sure to take time afterwards to compare your findings with your expectations, or to add the information to your table of competitors. Summarizing everything in a matrix or table makes it easy to communicate your impressions to colleagues whether they are at the show or back at home. It should be sufficiently flexible and expandable that you can easily update it during the week when new information comes in. Use your table to prioritize your plan of attack; fax copies of it back home for review and comment.

As part of your initial survey you might want to watch individuals or Targets working the booths, see how long they spend talking to visitors, note when they take breaks and whether or not they work with a senior or junior colleague.

On the first day, you might also collect business cards and set up appointments to talk with Targets of interest to you. Then if an appointment falls through, you still have the business card for making contact later by phone. (You should consider sending Targets a thank-you" letter for the time they spent with you).

Here are some generic questions that might help you scope out the show:
- who are the new players?
- who are the alliances?
- what is the strength of their business?
- is there any re-focus of their business?
- who would make good contacts or Targets?
- what are the titles of the Targets working the booths?

Gathering information

The short stay

If you are only attending a show for a day or two and are on your own, you should consider a quick in-and-out approach where you try to get as much information as you can in as short a time as possible. This could mean fewer interactions with Targets, and more collecting of literature and brochures. Try to think of other ways of getting a quick sense of the show, such as photos of displays, trade-show publications, and articles from the local press

The extended stay

If you are able to stay for more than a couple days, you have a greater choice of methods available to you, and you can gather information more carefully. While it is true that literature and brochures can give you a sense of the show, you can only get to the richest information by talking with Targets and Sources.

You need to plan your attack well because some contacts may only be there for a few days rather than the whole show. You might even have to make an appointment to see your chosen Target!

Waiting until everyone else has left might give you the best chance to talk to a Target, but this may not be possible at a trade show because so many people keep coming and going all the time. It can, however, be worthwhile at a conference.

When you first meet your Target, you should introduce yourself clearly and spell out what kind of information you are interested in. Just like the Tyson course says, building relationships is the key to successful competitive intelligence-gathering. So make sure that you spend your time chatting pleasantly with your Targets, not subjecting them to rigorous interviews. Give out business cards —you may have a lucky encounter in the elevator or after hours, and have more time to talk.

While it is important not to misrepresent yourself or Nortel, some Targets are more willing to talk to people who don't seem to be know-it-alls. If you find a Target is not giving you the kind of intelligence you were hoping for, don't be afraid to ask if there is anyone else who could help you instead.

Some Targets prefer to work in twos with a senior person paired with a junior person. You should be aware of this, and not ignore the junior person since you may find this relationship useful in the future.

At conferences, it is easier to find to quieter surroundings away from distractions and interruptions where you can meet a Target or Source. At trade shows, you can achieve this kind of privacy by inviting the Target to lunch or coffee.

Here are some do's and don'ts from the Tyson course:

- ***Do*** watch the booth personnel, when the shifts change (the best time to visit is just before a shift change), who is on the new shift (the incoming shift is more open to starting a relationship), who the older people are (sales people get commission and often work alone).
- ***Do*** pick up brochures and other information at the end of the show—it is often easier then.
- ***Do*** take time out to regroup, look through your notes and material.
- ***Don't*** eavesdrop on other people's conversations—word may get out that you are a CI "spy" on the lookout for information.
- ***Don't*** stride up to the front of booths—approach them from the side instead.
- ***Do***n't work systematically through all the booths—you might be noticed and labeled as a collector. It is far better to skip a few and catch them later.

Dealing with Printed Material

If all that useful information you are gathering starts to get a little heavy to carry around, look into stashing it in a locker, leaving it with the hotel concierge, or even stowing it in a rental car. Most trade shows have FedEx or another major courier on site that you can use to use to ship those stacks of information home.

If you are going to rely on hotel staff to help you store your material, it is a good idea to have some cash on hand so you can tip them well.

Sometimes it happens that the brochures and handouts are not available for the first day or two, so you can use this time to familiarize yourself with what is there, and who the Sources and Targets are. When the printed material does arrive, note how the material at the front of the booths is often very different from what is kept at the back. If you see a fellow trade-show attendee with a brochure that you don't have, be bold and ask if he or she really needs it. You just might get lucky!

To make life easier when you return to home base, you should keep all the material you collect organized. Some people swear by jumbo ziplock bags (write on the tabs), others prefer collapsible boxes, yet others use duffel bags. A stash of rubber bands and paper clips comes in handy when you are grouping the materials.

Take time to check with teammates

If you are working with a team, plan each day so that you have a morning preparation period (working breakfasts), mid-day progress reports (bring everyone together for collective thoughts), and end-of-day progress reports (working dinners).

The War Room

If you decide to set up a War Room, look into renting a suite or twin-bedded room, and try propping up the second bed to use as a bulletin board. Make sure your War Room is equipped with lots of flip chart paper, markers, and glue sticks so you can capture and organize the information as the Collectors bring it in. According to the Tyson course, Coordinators stay in the War Room to field phone calls from the Collectors on the trade-show floor, organize the information, and fill in the tables or matrices. Further details on conducting an intelligence effort with a War Room can be found at ***<http://www.sks.com>***

Chapter 5 The Return

If you think preparing and gathering competitive intelligence is challenging, just try consolidating the results and producing a report! But it is just as important to understand what your team and management want to know as it is to understand how they want it presented. So there is one all-important question you should ask before you set out for the show. What are the best ways to communicate the competitive intelligence when you return? The answer will guide you through all the stages of the competitive intelligence effort; from preparation through to report generation.

Editor's Request for Content: Let's face it! We are a company that loves written reports. Yet I am sure that there a number of different ways we summarize competitive information obtained at conferences and trade shows. I would like to create a list of the some of these methods - what works (and why) and what doesn't (and why). If you have something to contribute, please speak to the editor

Chapter 6 Sources of Support

The IRN

The Information Resource Network (IRN) can give you valuable support throughout your entire competitive activity, whether it is at the preparation stage when they will tell you who and what will be there, or at the show itself when they feed you and your team with up-to-date news and press releases via fax or e-mail. The IRN can also support "trade-show-to-the-desktop" initiatives such as the 1996 CTI Expo and Cebit '94/95.

Before the show, an IRN prime or information specialist can alert potential attendees to key activities and special announcements that are going to be made during the show. The IRN prime will also provide ad-hoc research services such as compiling background information on competitors and their products.

During the show, the IRN prime can give attendees an external perspective in "near real-time" by monitoring daily news feeds covering press wires, trade press publications, and market newsletters.

Also during the show, the IRN prime can post relevant information on an internal web site with hypertext links to associated information including company profiles, product reviews, press releases, and market reports. This gives Nortel employees a good context to better assess the significance and competitive impact of specific announcements.

After the show, the IRN prime can compile a recap of information arising from the event for use as a post-conference research tool.

Sharing trade-show information is an important task that is often difficult to do. But the IRN, stepping beyond trade-show support, provides high-level information services that give the entire company access to trade-show information and the resulting gray literature, including internal papers or trip reports. These customer-driven services offer comprehensive, multi-source information-gathering from material generated by trade shows or conferences.

Past Coordinators

Have you ever acted as a Coordinator for a trade show or conference? Would you care to have your name listed here? If the answer is yes, please let us know!

Past Attendees

In most cases, the Coordinators listed above were also attendees. Have you ever been to a trade show or conference? Are you willing to enrich the pool of CI knowledge with your experiences? If so, please get in touch with us.

Competitive Analysis Guild

The Competitive Analysis Guild started as a grass-roots organization, primarily within BNR's Systems Engineering Division. More recently it has grown to include individuals across Nortel and around the world.

Who can join the Guild? "Any individual within Nortel and BNR who wishes to improve his/her ability to perform competitive analysis and participate in group discussions and group analysis."

The CA Guild organizes monthly meetings where guest speakers or fellow practitioners share their knowledge and members have a chance to network outside their own lines of business.

More information about the Guild can be found in the Guild charter and at the Guild web site:

<http://47.155.65.128/CA_Guild/Home_Page.html>

Corporate CI Primes

Over the past year, Steve Paolini has pulled together some of the key contributors to competitive intelligence within each of Nortel's lines of business. Early this year, they all met to discuss focus and objectives. Here is a draft of what they came up with:

Mission Statement for CI Primes

To leverage Nortel's CI assets by establishing a network of people across business units that share common requirements for CI information, analysis, distribution, and training.

Top Five Group Objectives

1. Trade-show initiative, i.e. develop a common set of tools and operating methodologies that will make gathering CI at trade shows more effective
2. Set common CI reporting standards
3. CI audits for lines of business, regions, other organizations. e.g. determine who the subject matter experts are, see what current and past studies there are, establish a consultant database.
4. Establish communication tools
5. Train CI Primes and other CI practitioners

Further information about the CI Prime activity can be obtained from Steve Paolini at ESN 333-6188

Appendix
Competitive Intelligence Coordination for the International Switching Symposium (ISS) 97

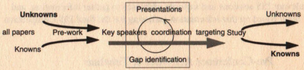
Every two-and-a-half years, the International Switching Symposium (ISS) provides an opportunity for companies involved in the telecommunications industry to present new concepts, ideas, and plans on network evolution, product evolution, standards, technology proposals and market dynamics.

The participants come from many segments of the industry including public carriers, research institutes, government agencies, equipment vendors, system integrators and technology forecasters.

At ISS, organizations have a unique opportunity to gather competitive intelligence on competitors, customers and suppliers, and to gain insight into several other factors affecting their competitive environment. Moreover, they can do this more quickly and cheaply than using other methods.

To maximize this opportunity, the Network Competitive Planning (NCP) team was asked to coordinate Nortel's Competitive Intelligence gathering and analysis activities for ISS 97.

ISS Competitive Intelligence Process



Pre-conference

- Selection of CI Analysts & SMEs
- Organisation of papers
- Initial paper review
- Initial content analysis
- Gap identification
- Session prioritization
- Organization of session attendees
- Organization of key speakers attendees
- Briefing of conference activities
- Briefing of conference responsibilities

Conference

- Morning briefing
- Quarterbacking Day 1
- Daily de-briefing
- Daily assessment
- Morning de-briefing
- Quarterbacking Day 2
- Daily de-briefing
- Daily assessment

Post-conference

- Trip report generation
- Trip report organization
- Post-conference workshop
- Vendor investigation
- Issue investigation
- Report development
- Intelligence communication
- Intelligence storage

The methodology developed by the team uses a three-phase approach:

- Pre-conference planning which includes identifying individual LOB primes, selecting Competitive Analysts and Subject Matter Experts (SME), reviewing and evaluating the ISS papers, identifying the key sessions and developing a template for capturing the information,
- Conference coordination using the Quarterback Technique and War Room approach *(see chapter 1 & 4 in this document)*, and
- Post-Conference wrap-up which includes holding a final debriefing session, writing a trip report and collecting the competitive templates, correlating the information and preparing a final summary of the competitive situation for Nortel, as seen at ISS.

Phase 1: Pre-Conference Planning

Highlighted below are some of the major activities involved in the Pre-Conference phase of this process. One of the first steps is the identification of appropriate primes for each individual LOB. The primary responsibility of these individuals is to work with the NCP team to ensure that the ISS competitive process is carried out and oversee the effort from an LOB perspective. This includes selecting the Competitive Analysts and Subject Matter Experts.

The major responsibilities of the Competitive Analysts and Subject Matter Experts (working with their LOB prime) is to:

- take part in the ISS paper review process based on his/her particular competitive focus or topical area of interest,
- take part in the War Room exercises and Briefing sessions at the conference,
- attend relevant ISS sessions and keynote addresses to gather information, and
- provide input based on this information gathering for the final ISS Competitive Report.

Pre-Conference Activities & Timeline

- Identification of LOB Primes
- Selection of CI analysts & SMEs
- Release of process documentation
- Organization/Distribution of papers
- Initial paper review complete
- Initial content analysis
- Gap identification
- Session prioritization
- Organization of session attendees
- Organization of key speakers attendees
- Briefing of conference activities
- Briefing of conference responsibilities
- Pre-conference Report

September

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
		paper review				
14	15	16	17	18	19	20
21	22	23	24	25	26	27
			Conference			
28	29	30				

One of the key components of the Pre-Conference Planning phase is the ISS Paper Review. The availability of this material to Nortel employees prior to the conference, gives ISS attendees and participants in this process a chance to assess the content and quality of the papers to determine session attendance. As well, the paper review is also valuable to:

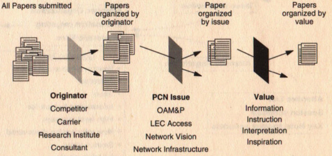
- highlight information gaps and develop information collection strategies,
- provide a preliminary view of key vendor strategies in areas of LOB focus while identifying any potential threats and/or opportunities, and
- assist in identifying key issues to be addressed and develop questions to be answered during the conference session.

The NCP Team has developed a procedure that can be used to add structure and organization to the Paper Review Process. This procedure is as follows:

1. Sort the ISS papers according to vendor focus
2. Subdivide the sorted papers according to key issues/LOB focus areas
3. Review the papers quickly for content and use a ranking system to sort the material into four major categories (this system was created by the group to evaluate the value of incoming competitive requests) .From lowest to highest priority these categories are:
    - Information to raise awareness,
    - Instruction to increase understanding,
    - Interpretation to build consensus, and
    - Inspiration or new paradigm to foster change.

This quick assessment and categorization makes it easy to identify key papers and key sessions.

Paper Review Process - NCP Example



Information	**- to raise awareness**
Instruction	**- to increase understanding**
Interpretation	**- to gain consensus**
Inspiration	**- to foster change (paradigm)**

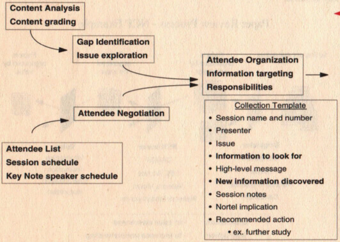
After the paper review is complete it is necessary for all Competitive Analysts and SMEs, working with their LOB primes to prioritize conference sessions (based on the paper review and competitive focus), identify any gaps (in session coverage from a LOB perspective), and develop some key questions and concerns.

Our team then convenes all LOB participants to: identify sessions being attended and identify any gaps (from a Nortel perspective), review key questions and concerns, finalize the competitive template which is used by all to capture information at the conference, finalize the organization of the session and key speaker attendees, and brief all participants on conference activities, processes and conference responsibilities.

Attendees are also reminded that they should collect their competitive information in an ethical manner, without jeopardizing Nortel's reputation or breaching the Economic Espionage Act *(see the CA Guild Web Page for further information).*

Competitive Gathering Templates, an overall conference agenda are then finalized and packaged for each participant to use during the conference itself.

Pre-Conference Meetings



Phase 2: Conference Coordination

To make the most of the ISS opportunity, the information gathering and gatherers should be well organized and coordinated while at the conference. This requires both an infrastructure and a set of processes.

The key to competent coordination is the War Room. The War Room is used by our team during the conference as a staging post for information collection activities such as collating templates, redirecting attendee focus and analyzing information. It is also used to hold daily communications with Nortel competitive personnel and stakeholders who are not attending the conference.

Some tools which are applied to facilitate the processes involved in this effort include:

- Computers for intelligence-gathering, and for distributing information unknowns to other attendees, and
- Electronic media (fax, E-Mail...) to communicate with coordinators and stakeholders not attending the conference.

The principal tool for information coordination is the template. Template items include: Session Name and Number, Vendor and/or Issue, Main theme, Major Messages, and Key questions. Attendees use templates to record relevant information at each session, and hand them in at the War Room when they are completed. Information (captured on these templates) will be discussed at each daily debriefing sessions and then used to redirect the information gathering effort if necessary. The focus of the collection effort will be finely tuned at the daily morning briefing sessions.

Conference Activities

Quarterbacking		
One day before conference	Daily	Last Day
• Set-up Nortel war-room in Hotel - White boards etc. - Audio-Conference facilities - Computer and Printer - Master conference schedule - Post intelligence questions • Test CORWAN link • Pre-conference kick-off - Meet attendees - Explain coordination process	• Morning briefings • Evening de-briefings • Template collection & distribution •Information gap discovery • Strategy formulation • Attendee assignments •Information requests posting • Daily postings to Nortel. Competitive • Daily posting to ISS Corwan Website • Daily executive report	• Request trip reports • Remind attendees about Post-Conference Workshop •

Phase 3: Post-Conference Activities

A final Debriefing Workshop takes places immediately after the ISS conference with all the LOB primes, Competitive Analysts, SMEs and attendees present. The purpose of this session is to assess the overall impression of ISS '97 and capture all the major information obtained during the conference. This information is valuable input to the ISS Competitive Report. The ISS Coordinators collect all the templates and trip reports before generating and issuing the final version of the report.

The final ISS Summary has two sections. The first is a roll-up of the information collected from a major Nortel competitor's point of view. The focus here is on competitors' strategies and their probable directions. The second section deals with major strategic issues– namely, direction and potential impact.

Post-Conference Activities & Schedule

- Collection of Trip reports
- Post-conference workshop
  - Analysis by vendor
  - Analysis by issue
  - Recommendations
  - Feedback
- New findings
- Information consolidation
- Final report
- Communication

October

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
Information Collation ◆						
12	13	14	15	16	17	18
19	20	21	22	23	24 ◆	25
26	27	28	29	30	31	

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