



5th – 8th April, 2011

The International Competitive Intelligence Conference

Delivering excellence in Competitive Intelligence thinking and practice in a challenging environment
4th European Symposium & 3rd Best Practice Conference in Bad Nauheim, Germany

www.conference.competitive-intelligence.com





Welcome, Willkommen, Bienvenue!

With all the demands on your time, it can be difficult to keep up with best practice, share experience and learn about the latest developments in Competitive Intelligence. At the same time, it's crucial to stay abreast of the latest developments in the field to improve your effectiveness in Competitive Intelligence, learn new skills, network with colleagues and advance your career.

Recognized as THE premier European event for Competitive Intelligence Professionals and Academics, this annual conference offers a unique opportunity to meet with, and learn from, fellow practitioners, world-class experts and leading researchers representing a wide range of industries and CI disciplines.

This international conference is being presented by the Institute for Competitive Intelligence (ICI), Germany, in partnership with ATELIS/ESCEM, France.

The conference offers a variety of session formats – keynote addresses, seminars, practitioner case study presentations, panel discussions, tutorials, poster sessions, leading vendor showcase presentations and pre/post conference workshops. Make your choice from more than 50 options!

Whether you are just starting out in CI or are a seasoned CI professional, this leading conference will help you to improve your competitive intelligence know-how. It's the ideal forum at which to meet other professionals and to make valuable professional contacts.

We look forward to meeting you in Bad Nauheim in April 2011.

With kind regards

Rainer Michaeli
Director
Institute for Competitive Intelligence

Henri Dou
Director
ATELIS/ESCEM



Need to Deliver Excellence in CI?

Broaden your Knowledge Learn how to improve CI research and analysis. State-of-the-art-presentations with the latest findings from academia and industry practice will provide food for thought and inspiration. Pre- and post conference workshops contain directly applicable knowledge from basic principles to expert level practices. Select from ten workshops (see page 5+8) led by renowned experts with extensive experience gained from corporate environments and academia.

Find the Optimal Solutions Visit tutorial presentations, expert talks and practitioner sessions to learn about innovative and exciting tools & techniques for professionals. The exhibition, right in the centre of the conference area, provides the opportunity to meet leading CI solution providers in one place.

Share your Experience The 500m² conference area includes several refreshment buffets and a business lounge - the perfect setting to network with peers and share experiences. Valuable contacts will be made and existing ones maintained. Check out the social activities schedule (see page 11) and discover the fun side of this conference.

Organizers

The Institute for Competitive Intelligence is the leading provider for vocational training in the field of Competitive Intelligence. Conferences, workshops and certification programs are offered in 15 cities around the world.

ATELIS (l'atelier d'intelligence stratégique de l'escem) helps SMEs - local governments and all interested institutions to define and implement their strategic approaches and development projects and has a long track record in organizing international Competitive Intelligence events (conferences, seminars, colloquia, etc.).



Session Formats - The Choice is Yours!

Optimize your conference experience by selecting sessions (see page 5-8) by topic, type, experience level and format.

Recommended experience level required for sessions

<i>Beginner</i>	1-2 years CI experience
<i>Advanced</i>	more than 2 years CI experience

Session type

<i>Scientific</i>	Presentation based on state-of-the-art scientific research (40 minutes presentations followed by 10 minutes Q&A)
<i>Practitioner</i>	Practitioners case studies (40 minutes presentations followed by 10 minutes Q&A)
<i>Tutorial</i>	Vendor presentations on a specific solution or approach. Feel free to bring your specific challenges to this session! (50 minutes interactive presentations)
<i>Expert Talks</i>	Expert panel discussion moderated by a facilitator. Interaction from the audience is welcome (50 minutes)
<i>Poster Session</i>	During all breaks researchers and practitioners invite you to check out case studies in the poster session area.

Testimonials from Past Conferences

Excellent speakers from industries and governmental institutions. A well designed conference, good networking opportunities.

Sanket Bhatia Sr. Manager - Corporate Development, Swissmetal Industries Ltd

For me the exchange of practical experience is as significant as the insight into innovative methodologies. That's why participation at this conference is so important for me.

Reiner Wergen Head of Competitive Intelligence, Atos Worldline

CI Conference: build and maintain contacts; learn about new topics and benchmark your processes against your peers. In short: The art of competitive intelligence!

Joachim A. Pach Competitive Intelligence Director, Myllykoski Sales GmbH

The ICI conference is a very good opportunity to learn about innovative and interesting CI topics, to share experiences with participants and speakers alike, and to build networks.

Jan Kazmaier Global Market Evaluation, Project Manager Portfolio Development, Festo AG

If you want to learn about the potentials of CI, you should attend this conference!

Kai Goerlich Market and Trend Analyst, SAP Deutschland AG & Co KG



Pre-Conference Workshops

April 5th

08:30 - 17:30 A Cascade of Analysis for Competitive Insight *beginner*

Sheila Wright De Montfort University; MBA (Warwick) DipMan ChMCIM FCIM

Abstract: Are you often asked to provide input to important decisions when you are seeking insight rather than data? In this workshop you will be introduced to the PRESTCOM framework of Competitive Landscape Analysis and a range of different analytical tools. You will gain experience by applying this with a case illustration.

08:30 - 12:30 Seeing and Noticing:

Enhancing Awareness in Competitive Intelligence *advanced*

Dr. Michael Neugarten Israel Aerospace Industries; CI Manager

Abstract: Considering vision as an active rather than as a passive process can help us see what others do not see. Parallels between how we or organizations see or are blind, (via visual examples, analogies and metaphors) are used to show how CI practitioners can enhance their focus and improve peripheral vision to see better.

13:30 - 17:30 Technology Watch with Patents *advanced*

Björn Jürgens Agencia de Innovación y Desarrollo de Andalucía IDEA; Consultant

Abstract: For an effective technology monitoring activity it is necessary to know how to access and to manage patent information sources. In this workshop you will get to know the most important free of charge sources, especially the Iberoamerican and East Asian sources. Furthermore you will learn how to do effective state of the art searches using patent classifications and specific search strategies, and how to analyze the results in order to gain useful information.

08:30 - 12:30 Finding the Needle in the Haystack -

From User Generated Content to CI *beginner*

Dominika Dabrowska University of Teesside; PhD Student

Abstract: Today Social Media allows people to freely follow their need to talk and to be heard which in turn causes a flood of information on the internet. This workshop will not only show where primary data is and how to handle its huge volume (through the use of directed search techniques and automated solutions), but also how to tackle the tough problem of assessing its relevance and quality in order to efficiently detect weak signals.

13:30 - 17:30 Technology Intelligence:

Monitoring Science and Technological Development *advanced*

Milena Motta Strategie & Innovazione; CI and Strategic Marketing Consultant

Abstract: This workshop will draw upon recent research findings, revealing ways in which companies monitor technological developments. Discussions and activities will focus on the main factors underpinning technology intelligence, as well as issues related to the implementation of TI initiatives.

19:30 - 20:30 Pre-Conference Reception

20:30 - 21:30 Medieval Night Watchman Tour



Agenda Day 1

April 6th, 2011

07:30 - 08:30 Registration and Exhibition Open

08:30 - 08:45 Opening

08:45 - 09:30 Key Note **Dr. Jaiya** Role of Intellectual Property in Competitive Intelligence

09:30 - 10:00 Break

Room Bonn

10:00 - 11:00 **Ms. Rivière, Dr. Kislin**
The management of strategic information within a complex and multi – decision making environment
scientific advanced

11:00 - 12:00 **Mr. Bourret**
Standards, evaluation, certification and Competitive Intelligence: a not always easy relationship
scientific beginner

12:00 - 13:00 Lunch

13:00 - 14:00 **Mr. Paletta**
ICT life cycle and its major role in the development of strategic intelligence
scientific advanced

14:00 - 15:00 **Dr. Odumuyiwa**

Collaborative watch: towards an effective intelligence gathering

scientific advanced

15:00 - 15:30 Break

15:30 - 16:30 **Prof. Dr. Litzcke**
Korruption und Psychopathie (Presentation in German)
scientific advanced

16:30 - 17:30 **Mr. Schön**
Korruption und Gewissenhaftigkeit (Presentation in German)
scientific advanced

19:30 Conference Dinner with Elvis, the King

Room Berlin I

10:00 - 11:00 **Dr. Deus**
Intellectual Property meets CI

practitioner advanced

11:00 - 12:00 **Mr. Wang**
Analysis of the competition in Chinese automobile industry

practitioner advanced

13:00 - 14:00 **Panel I**
The role of collaborative software in CI

Expert Talks

14:00 - 15:00 **Mr. Ditter, Ms. Scherr, Prof. Dr. Henselmann**
Using XBRL technology to extract competitive information from financial statements
scientific beginner

15:30 - 16:30 **Panel II**
Story telling as reporting?
How to get complex issues across
Expert Talks

t.b.d.

Room Berlin II

10:00 - 11:00 **Dr. Benkert**
CI capabilities and methods for the implementation of a complex project

practitioner beginner

11:00 - 12:00 **Ms. Nelles**
CI and web2.0 – experiences of a global player

practitioner beginner

13:00 - 14:00 **Dr. Heinzlbecker**
Unknown unknowns: The ultimate challenge for business intelligence
practitioner advanced

14:00 - 15:00 **Mr. Turbes**

From cost center to profit center? Implementation of performance measurements

practitioner advanced

15:30 - 16:30 **Mr. Frohberger**
Competitive Intelligence in an emerging & dynamic industry
practitioner advanced

16:30 - 17:30 **Prof. Gorla**
Board wargame presentation for marketing strategy identification
scientific beginner



Agenda Day 2

April 7th, 2011

- 07:30 - 08:30 Registration and Exhibition Open - Join our Morning Workout (see page 11)
- 08:30 - 08:45 Opening
- 08:45 - 09:30 Key Note **Arik Johnson** The Past, Present and Future Evolution of Intelligence Tools and Methods
- 09:30 - 10:00 Break
- | | Room Bonn | Room Berlin I | Room Berlin II |
|---------------|--|---|---|
| 10:00 - 11:00 | Prof. Quoniam
Competitive Intelligence at the light of web 2.0 tools
<i>scientific advanced</i> | Dr. Xie
The evolution of Competitive Intelligence in China
<i>practitioner beginner</i> | Mr. Madureira
Sensory marketing intelligence
<i>practitioner advanced</i> |
| 11:00 - 12:00 | Mr. Rousseau
Would the road to recovery be blocked by NEGADEV boulders?
<i>scientific advanced</i> | Panel III
Which software package should I use?
<i>Expert Talks</i> | Ms. Borasca, Ms. Vavassori
Who is working with whom?
Tenders will tell you
<i>practitioner beginner</i> |
| 12:00 - 13:00 | Lunch | | |
| 13:00 - 14:00 | Panel IV - Dr. Solberg Søylen
A scientific journal for the study of Competitive Intelligence
<i>Expert Talks</i> | Ms. Lehovd
Competitive strategies in the (danish) wind mill industry
<i>practitioner advanced</i> | Dr. Neugarten
Widening the CI remit: raising CI awareness in non-CI personnel
<i>practitioner beginner</i> |
| 14:00 - 15:00 | Ms. Schlick, Ms. Wright
Competitor information and its role in supporting enhanced decision making: Swisscom 2006-2010
<i>scientific beginner</i> | Ms. Séménéri
CTI: How to promote a collaborative scientific intelligence in an international environment?
<i>practitioner beginner</i> | Mr. Vesper
Trade show and conferences intelligence (TCI)
<i>practitioner advanced</i> |
| 15:00 - 15:30 | Break | | |
| 15:30 - 16:30 | Prof. Dou
Poles of competitiveness, management of information and knowledge, brakes and levers
<i>scientific advanced</i> | Panel V - Mr. Michaeli
Building a career in CI. How to do it ?
<i>Expert Talks</i> | Ms. Dabrowska
Internet evolved – From secondary to primary CI data
<i>scientific beginner</i> |
| 16:30 - 17:30 | Final Plenary Discussion | | |
| 18:30 | Annual General Assembly of dcif (Deutsches Competitive Intelligence Forum) e.V. All dcif e.V. Members and guests are cordially invited. | | |



Post-Conference Workshops

April 8th

08:30 - 17:30 Competitor Analysis, Profiling &
Value Added Competitive Intelligence *advanced*

Sheila Wright De Montfort University; MBA (Warwick) DipMan ChMCIM FCIM

Abstract: You will be introduced to the tools and techniques of competitor analysis and competitor profiling. These will help you understand the distinction between functional, relevant and value added competitive intelligence (VACI) and how critical success factors can be used to design the entire CI effort.

08:30 - 12:30 Creating Research Plans and using them for CI research *advanced*

Arthur Weiss AWARE; Managing Director

Abstract: This workshop looks at how to create a competitive intelligence research plan and how to identify and find potential intelligence sources and resources. The workshop examines the reasons information becomes available and how understanding these can help in gathering intelligence. Participants will look at ways of gathering research online, from internal sources and identifying potential sources for primary research, including using social media tools such as Twitter, Quora, LinkedIn, etc. The workshop will cover the importance of understanding the intelligence question and managing user expectations on what can be found.

13:30 - 17:30 Finding the online information that doesn't appear
in the top 100 Google results *advanced*

Arthur Weiss AWARE; Managing Director

Abstract: This workshop will look at ways of finding competitive intelligence online that go beyond standard Google searches. The workshop will examine search engine differences, using the deep web and look at new developments for finding intelligence on line from (mostly) free sources. Participants will learn how to find seemingly impossible intelligence that can be buried within the web – including taking advantage of competitor stupidity in what they reveal on their web-sites.

08:30 - 12:30 Capturing the future - the BMW AG experience *beginner*

Richard Paulicks BMW; Graduate Engineer for Design and Development

Abstract: Having the right ideas is nowadays a fundamental part of being successful. But what's the mechanism behind having the right ideas and how can you facilitate a group of people to have ideas as required? This state of mind is the most important factor for success that has to be achieved within a business group. Focusing on the non-rational is the key to success. Get a working knowledge about the future requirements, translate them into non-rational language and then you can begin the journey towards getting the right ideas.

13:30 - 17:30 Patent Analysis *advanced*

Henri Dou Atelis/ESCEM; Director

Abstract: The purpose of the workshop is to show how SMEs, individuals, consultants and large companies may improve their productivity and provide to the Competitive Intelligence or the Competitive Technical Intelligence Unit an elaborated patent information. The classical questions raise in Competitive Intelligence or Competitive Technical Intelligence such as: incoming new technologies, key technologies, overview of possible competitors, automatic benchmarking of companies (and inventors) knowledge, strategic country dependence, patent portfolio policy, company profile, etc. can be answer rapidly with high quality performance and low cost.



Keynotes

Role of Intellectual Property in Competitive Intelligence

Guriqbal Singh Jaiya, Director of SMEs Division, World Intellectual Property Organization



The competitive strategies of businesses, small, medium or large, are critically dependent on the six R's : The Right information, at the Right time, in the Right place, delivered the Right way, by the Right contact to the Right person. In other words, the management information system of a business should have sensitive radar(s) that continuously scans the external environment for picking up relevant information that enables the business to read the strategies and action plans of competitors from readily available public sources of highly relevant information.

Collecting, collating and analysis of such information, along with information from other secondary and primary sources, is the need of the hour for devising proactive measures or considered responses to the challenges posed by an ever changing and highly competitive landscape in the domestic and international markets. Of the secondary sources of information, the databases created in the process of registration and grant of intellectual property rights, especially of patents, trademark and industrial designs, are a treasure trove of high value information that requires skilled mining by specially trained IP information specialists/professionals. Most businesses, especially the micro, small and medium sized ones are either unaware or incapable of using this high value and low cost information resource or input for competitive intelligence to meet their current and future competitive intelligence needs.

Mr. Jaiya joined WIPO in November 1993 in the Cooperation for Development Bureau for Asia and the Pacific where he was Senior Program Officer/Senior Counselor for over four years. Thereafter, he was the Head of the Evaluation Unit of WIPO for over six months, Head/Acting Director of the Economic Analysis, Forecast and Research Division of WIPO for over two years, and Deputy Director of the SMEs Division for two years, until he took over his present responsibilities in October 2002. He represented the Government of India in various bilateral and international fora, including the TRIPS negotiations in the Uruguay Round of GATT.

Intelligence Solutions Design: the Past, Present and Future Evolution of Intelligence Tools and Methods

Arik Johnson, Founder & Chairman, Aurora WDC



Intelligence methods seem to have gotten stuck at the experience frontier for various reasons. The reluctance by experts to distill their knowledge to structured methodologies invariably leads to the reapplication of stale approaches to new or novel problems. The result is that the CI field is prevented from naturally evolving. In his keynote address, Arik Johnson will explain how integrated thinking about intelligence-soluble business problems can accelerate theoretical research and design of analysis, technology and organizational culture to create powerful new CI tools and techniques.

Arik Johnson is the Founder and Chairman of Aurora WDC, a global competitive intelligence research, analysis, consulting, training and systems firm. After stepping aside as CEO in 2009, today Arik serves as the Managing Director of Aurora's intelligence R&D laboratory and policy think tank, the Center for Organizational Reconnaissance (COR), where he supervises the AlphaLab program and recruits research consortia and science staff for intelligence related problem solving and systems engineering.



Scientific Committee

The scientific committee consists of 36 leading researchers in the field of Competitive Intelligence from 16 different countries. All submissions for the scientific call for papers went through a rigorous blind review process by the committee. In addition the committee's remit is to: (1) Advise on the content and overall theme of the conference. (2) Review papers and presentations submitted for delivery at the conference. (3) Actively assure quality control of the conference. (4) Act as thought leaders in communicating with relevant societies and interest groups.

Prof. Lillian Alvares (Brazil), Prof. David Amos (France), Prof. Pierrette Bergeron (Canada), Associate Prof. Jonathan Calof (Canada), Prof. Victor Cavaller (Spain), Philippe Clerc (France), Prof. Bruté de Raimur (France), Henri Dou (France), François Duvergé (France), Craig S. Fleisher (USA), Shelly Freyn (USA), Prof. Martin Grothe (Germany), Cristina Guimarães (Brazil), Prof. Uwe Hannig (Germany), Charles Huot (France), Jacky Kister (France), Prof. Sven Litzcke (Germany), Qihao Miao (China), Rainer Michaeli (Germany), Prof. Nicolas Moinet (France), Andrés Ordóñez (Columbia), Prof. Francisco Paletta (Brazil), Ph.D. Richard Papik (Czech Republic), Ph.D. John E. Prescott (USA), Prof. Luc Quoniam (France), Associate Prof. Claude Rochet (France), Jean Marie Rousseau (Belgium), Prof. Imar Saleh (France), Stefan Schuppisser (Switzerland), Associate Prof. Klaus Solberg Søylen (Sweden), Manullang Sri (Indonesia), Prof. Yoshio Sugawara (Japan), Prof. Kadersah Suryadi (Indonesia), Sheila Wright (United Kingdom), Prof. Xinzhou Xie (China), Alessandro Zanasi (Italy)

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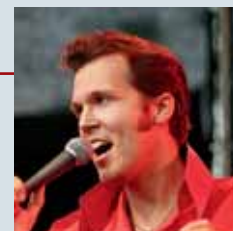
www.amisw.com/en



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Social Activities

April 5th 19:30 - 20:30 **Pre-conference reception**

Join us for our conference reception in the exhibition area of our conference.

April 5th 20:30 - 21:30 **Follow the medieval night watchman on his tour of duty**

Everybody who likes to learn more about Bad Nauheim's glorious history will enjoy this tour. Please pay the fee of € 5 directly to the night watchman (no upfront booking required; meet in the exhibition hall).

April 6th 19:30 **Conference dinner with the Elvis, the King** Emporen Saal, DOLCE

Join all conference participants for a magnificent dinner with fellow participants at the 2 storey Emporen Saal of the DOLCE. After the dinner there will be a live music show act, that will bring back some of Elvis' greatest hits. (Meal and table beverages are complementary to all registered participants; please order and pay for all other beverages directly. Also spouse tickets will be available at the registration desk).

April 7th 07:00 - 08:00 **Early morning wake-up exercise/running** late arrivals accepted

The amazing park right in front of the DOLCE offers a great opportunity to do some sports. No upfront booking required, just do it!

April 8th 10:30 - 12:00 **Beginners golf course**

A qualified trainer will show you how to play par. Please register with your conference registration. You must register for the beginners golf course by March 22nd, 2011 (Fee: € 39, includes all equipment etc).



Conference Venue: Conference Centre DOLCE, Bad Nauheim

Centrally located at the foothills of the Taunus Mountain just outside Frankfurt, Germany, Bad Nauheim offers the ultimate in location and convenience for conference delegates. In a setting of lush, manicured gardens, stately architecture and ultra modern facilities, this full service conference destination offers superior cuisine, and Spa and BABOR Beauty Salon, with state-of-the-art fitness facilities that include an indoor swimming pool, Finnish Sauna and steam room, nearby golf course and other year-round recreational opportunities. The English style bar, "The Pub", is the perfect spot for enjoying an aperitif or a cocktail, with darts, billiards and a large screen television that add to the casual, cozy environment.

Address of the conference hotel
Dolce-Conference-Hotel (at the spa gardens)
Elvis-Presley-Platz 1
61231 Bad Nauheim - Germany
Tel. +49 6032 3030

Conference Administration and Registration
You can register online or via fax. For any questions don't hesitate to contact our conference managers.

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Supporting Partners



Competitive Intelligence cycle at the light of web 2.0 tools

Pr. Luc Quoniam – Charles-Victor Boutet



Presentation index

- **We all know the classical intelligence cycle**
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- **Many-to-many ?**
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- **Glocadata harvesting**
- **Automated information push example**
- **Lobbying by diffusion-collection impact**
 - Finding the right keyword
 - competitive analysis on the chosen keyword
 - massively disseminate information
- **Overload influence strategy**
- **Overload influence strategy & vertical model**
- **Conclusion**

We all know the classical intelligence cycle

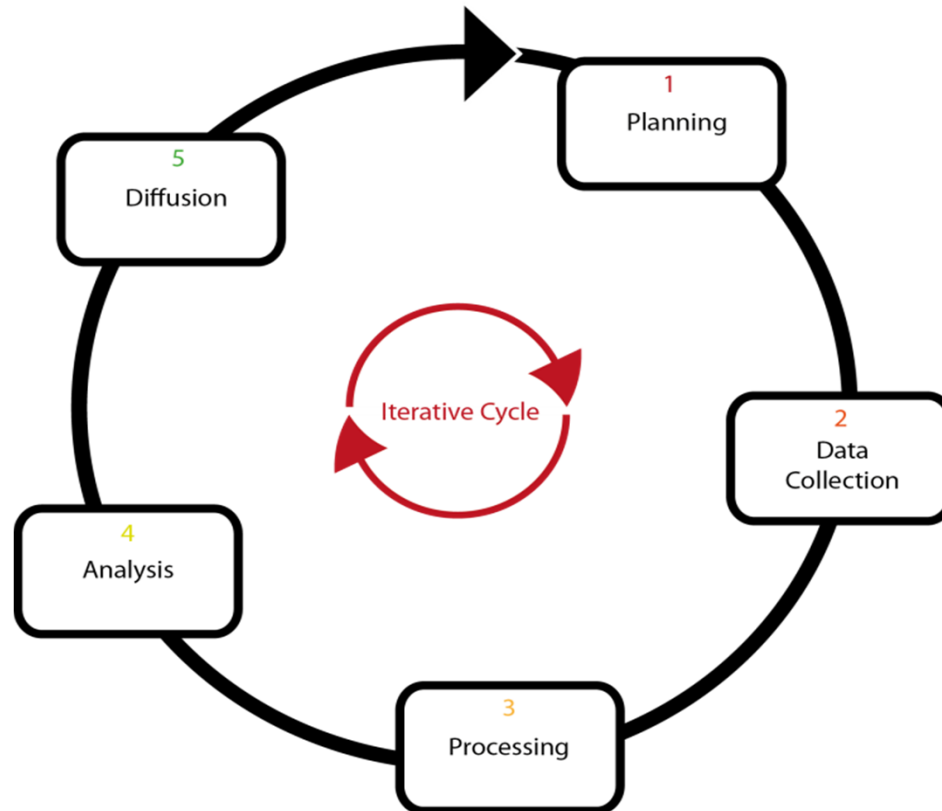


Fig 1. Informational approach of the intelligence cycle

The competitive intelligence cycle

- Iterative cycle refining raw data to true knowledge
- One could think of this cycle to be **internal** to a structure/firm but...

Some web 2.0 paradigm shifts

- Web 2.0 appears as a true **paradigm shift** (it is **writable**)
- Indeed, since its birth, the web is managed following computer sciences standards (UNICES used in ARPANET and Access Rights : **RWX** Read Write eXecute)(Elliott, 2007)
- So, before web 2.0, giving write access on a website to a stranger would have driven mad every sysadmin
- Nowadays, giving write access to everyone is the standard, resulting in **Many-to-many** paradigm shift(Quoniam and Boutet, 2008)

Many-to-many ?

- The Mass media power accessible to everyone, so that everyone can informationnaly impact at the world scale
- Consequently, information is disseminated faster and faster (blog comments, twitter) and wider and wider, which is **SEO 2.0** heart activity

Pr. Luc Quoniam – Charles-Victor Boutet



Dissemination and active SEO 2.0

SEO 2.0

- is based on tools for mass application and allows a better ranking
- ensures a better *visibility i.e. "at the world's scale"*



Fig 2. Geographical Visualization of global sources of visitors to the nutrisaveurs website after an Hispanic, Anglophone and Francophone seo 2.0 campaign. The intensity of green color is proportional to the number of visits per territory.

Pr. Luc Quoniam – Charles-Victor Boutet



Glocadata harvesting

- "The Web is a system originally designed for information management" (Voss, 2007)
- Search engines (e.g. Google) are full text automatic indexing systems and knew some success with it
- in recent years, the **manual** indexing based on **tags: folksonomies**, knows a great success.
- **Glocalization** on Internet apparent from the technical aspect of the *writable web* that leads to the emergence of such uses. In this sense, Web 2.0 gives users the ability to find, organize, share and create information in ways both **personal is globally accessible** (Martin, 2007)
- glocalization therefore allows precise adaptability of web resources for the user and is a way for anyone who uses "active seo", to dedicate the data he publishes, synchronously or not, to other users efficiently as shown in Figure 2.

Automated information push example

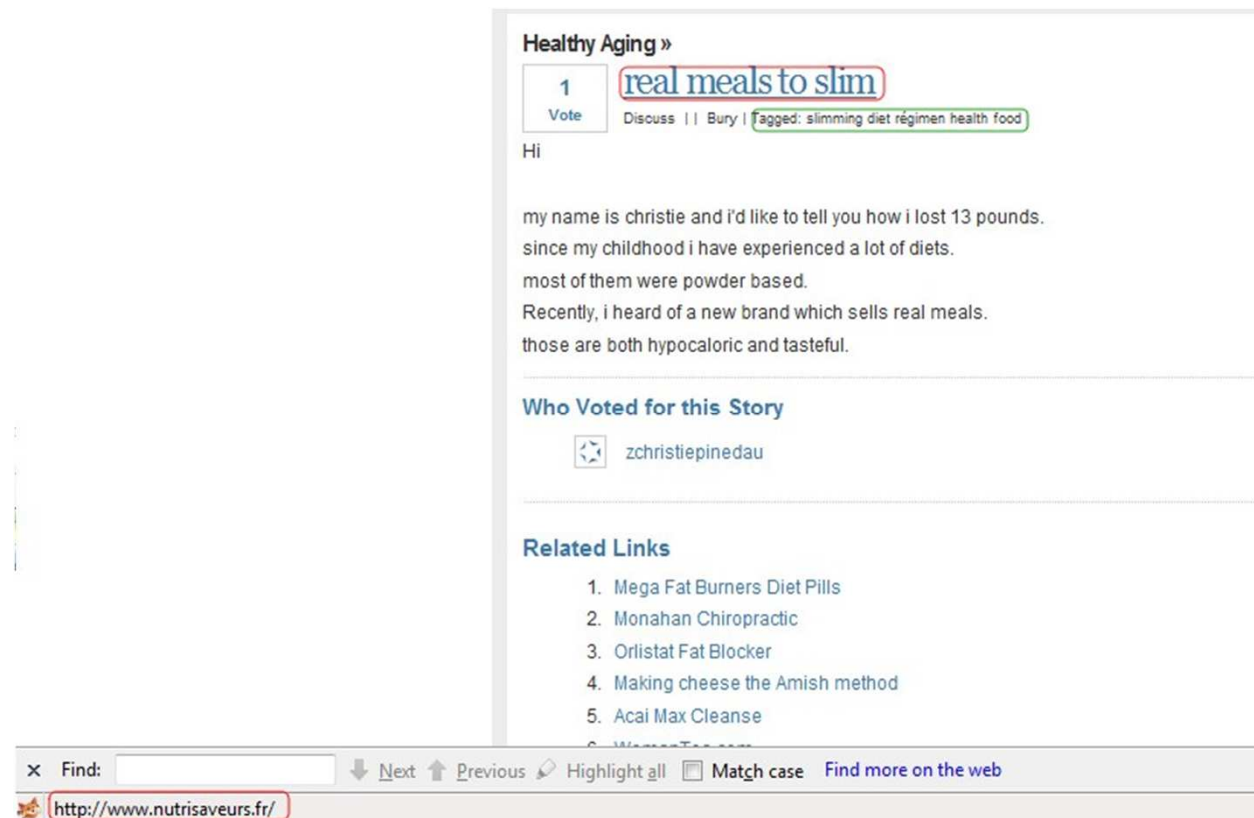


Figure 3. Information push carried on the social bookmarking site myhealthclips.com for the hypcaloric meals brand nutrisaveurs. Green, tags selected by us: "slimming", "diet", "régimen" (Hispanic), "health", "food" that will allow any user seeking one of these words to find our publication. In red, the title link leads to the website of the acclaimed brand.

Competitive Intelligence cycle at the light of web 2.0 tools

the possibility of mass dissemination of information from a company "A" by the means aforesaid will possibly impact on the collection of data from companies X, Y and Z such that illustrated in Figure 4.

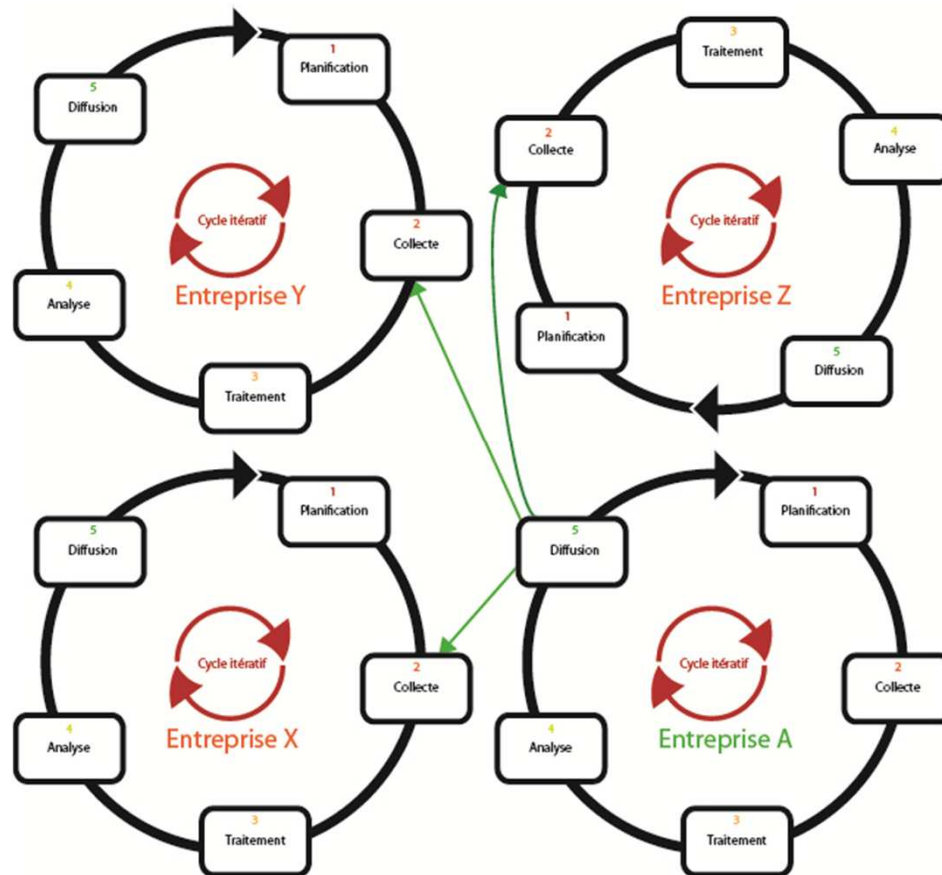


Figure 4. Synoptic view of the impact of the mass distribution of information on collecting through the prism of intelligence cycles of several companies

Lobbying by diffusion-collection impact

- **Visibility** on the internet is a **major issue** because who is visible will generate **traffic** on his website and get **reputation** / legitimacy-about-one-keyword and sales
- A surfer, since cognitively limited in the act of searching through an engine, will restrict the navigation of some items among the first results given by the search engine (Boutet and Ben Amor) (AT Internet Institute, 2009) (iProspect, 2006)
- It is critical to be among first SERPs (Search Engine Result Pages) for a given keyword

Competitive Intelligence cycle at the light of web 2.0 tools

Lobbying by diffusion-collection impact: Finding the right keyword

- To be visible on the internet, one must still find a keyword inherent in his heart craft capable of trafficking.

Mot clé	Concurrence	Recherches mensuelles globales	Recherches mensuelles locales	Tendances des recherches locales
competitive intelligence		33 100	1 000	
market intelligence		27 100	720	
competitive intelligence software		880	46	
scip		27 100	1 000	
marketing intelligence		40 500	1 300	
intelligent business		22 200	590	
software business intelligence		22 200	210	
strategic intelligence		6 600	210	
business intelligence services		4 400	140	
business intelligence consultant		4 400	320	
bi consulting		2 400	260	
business intelligence solutions		4 400	210	
business intelligence definition		2 400	140	
business intelligence consulting		2 400	58	
bi business intelligence		5 400	140	
business intelligence reporting		3 600	110	
microsoft business intelligence		14 800	320	
intelligence business		450 000	18 100	
business intelligence bi		5 400	140	
business intelligence pdf		6 600	210	
cognos business intelligence		4 400	140	

Figure 5. Proposal for keywords related to "competitive intelligence" language: French, Territory: France. assorted research estimated monthly - provided by Google Keyword Tool.

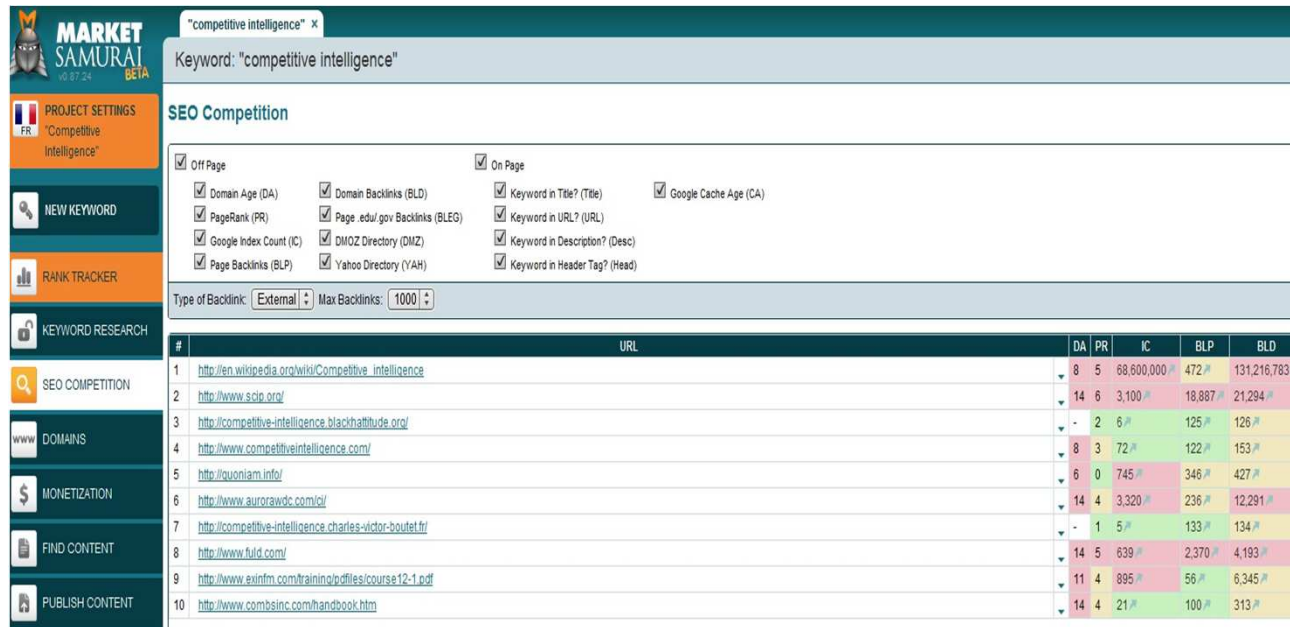
Pr. Luc Quoniam – Charles-Victor Boutet



Competitive Intelligence cycle at the light of web 2.0 tools

Lobbying by diffusion-collection impact: competitive analysis on the chosen keyword

- Although Google's Pagerank is « secret », it is possible to evaluate competition on a keyword, Based on important ranking criteria like BLP (Backlink Page), BLD (Backlink Domain), DA (Domain Age)...
- it is possible to estimate whether a positioning among the top 10 (accessed by a majority of Internet users) is possible or not. Typically, a small number of backlinks from one of the top ten shows that we can reasonably expect to run for his spot



The screenshot shows the Market Samurai interface for a project named "competitive intelligence". The keyword being analyzed is "competitive intelligence". The software displays various ranking criteria and a table of the top 10 search results. The table includes columns for rank, URL, DA, PR, IC, BLP, and BLD.

#	URL	DA	PR	IC	BLP	BLD
1	http://en.wikipedia.org/wiki/Competitive_intelligence	8	5	68,600,000	472	131,216,783
2	http://www.scip.org/	14	6	3,100	18,887	21,294
3	http://competitive-intelligence.blackhatltda.org/	-	2	6	125	126
4	http://www.competitiveintelligence.com/	8	3	72	122	153
5	http://quoniam.info/	6	0	745	346	427
6	http://www.aurorawdc.com/ci/	14	4	3,320	236	12,291
7	http://competitive-intelligence.charles-victor-boutet.fr/	-	1	5	133	134
8	http://www.fuid.com/	14	5	639	2,370	4,193
9	http://www.eurfm.com/training/pdfs/course12-1.pdf	11	4	895	56	6,345
10	http://www.combsinc.com/handbook.htm	14	4	21	100	313

Figure 6. Top ten results for keyword "competitive intelligence" on google.fr French, established by the software market samurai on 14/02/2011.

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Competitive Intelligence cycle at the light of web 2.0 tools

Lobbying by diffusion-collection impact: massively disseminate information

- Web 2.0 allows anyone to create blogs hosted on dedicated platforms for this purpose. We can choose to disseminate information on our (or third party) *forums, wiki, weblogs*

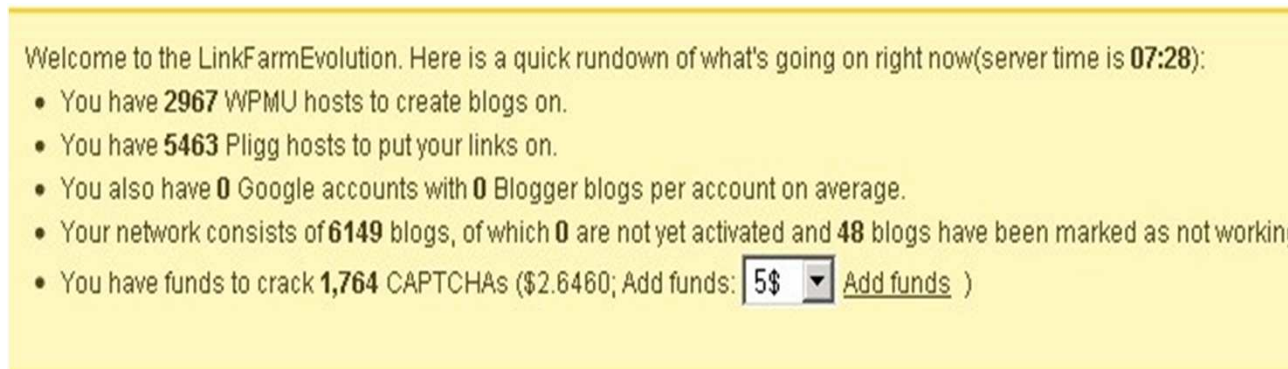
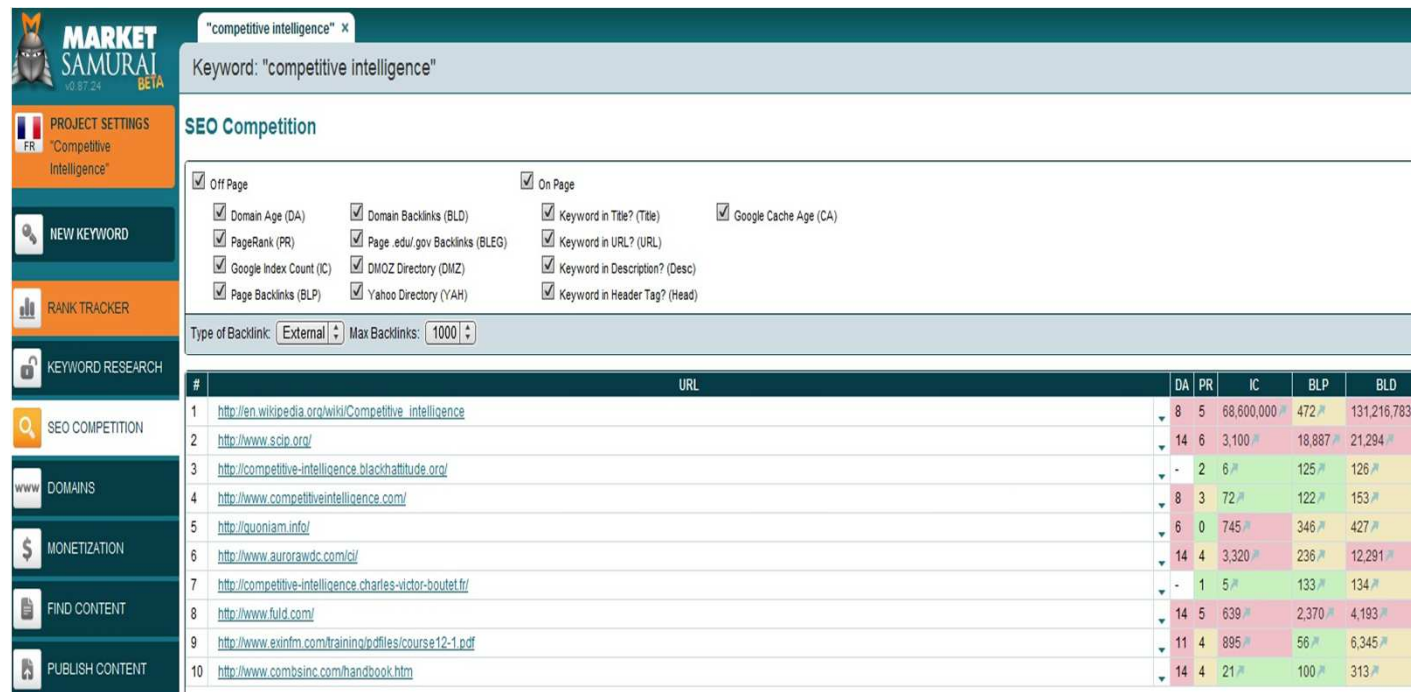


Figure 7. Screenshot of the software "link farm evolution": we've created a virtual territory consisting in 6149 blogs that are both 6149 locations to spread our information and as many sources by which Google will collect its information

Competitive Intelligence cycle at the light of web 2.0 tools

Lobbying by diffusion-collection impact: massively disseminate information

- Web 2.0 allows the construction of territories potentially unlimited and to massively disseminate our information to get better visibility, the mere existence of these territories, but also because Google will collect the information we have widely distributed among them.
- Proof is that the top ten results on google.fr French language for the query "competitive intelligence", are three of our websites on 14/02/2011 as shown in Figure 6: <http://competitive-intelligence.blackhattitude.org> is at rank 3, <http://quoniam.info> rank 5 and <http://competitive-intelligence.charles-victor-boutet.fr> to rank 6



#	URL	DA	PR	IC	BLP	BLD
1	http://en.wikipedia.org/wiki/Competitive_intelligence	8	5	68,600,000	472	131,216,783
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8	http://www.fuld.com/	14	5	639	2,370	4,193
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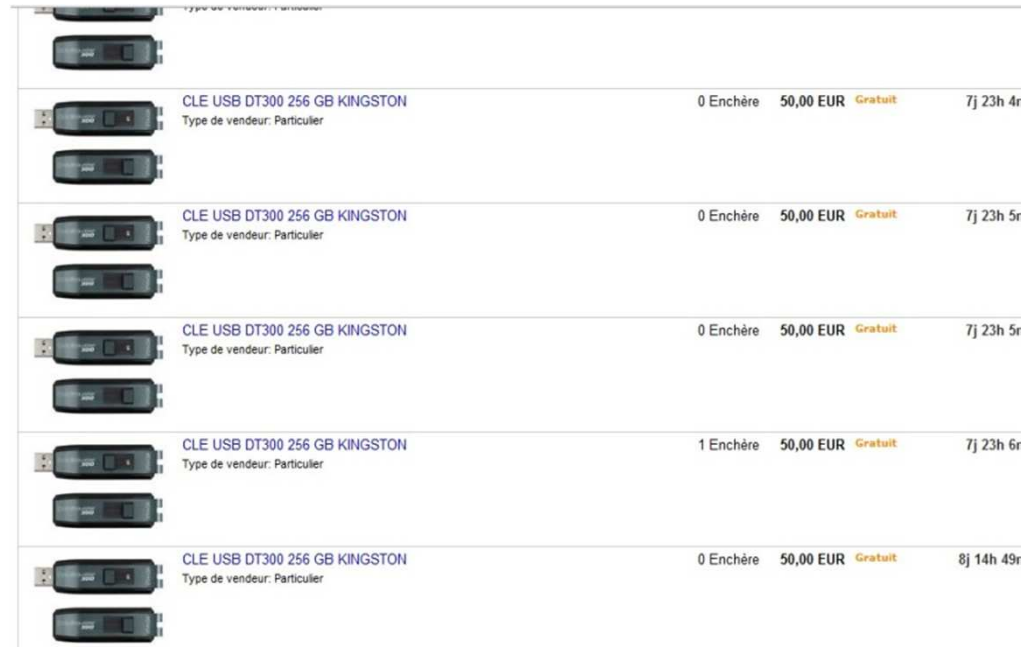
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Overload influence strategy

- We expand on this type of maneuver to the next (called SERP domination) which is a strategy of influence pay since it can give legitimacy to whoever takes many good positions on a particular keyword
- The possibilities of 2.0 are a factor that increases the aforesaid information overload
- It is possible, for who knows this and understands the fundamentals of the vertical model data display used by the vast majority of engines, to monopolize the space on a desired search term as shown in Figure 8

Overload influence strategy & vertical model



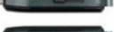





	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 4m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 5m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 5m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 5m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	1 Enchère	50,00 EUR	Gratuit	7j 23h 6m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	8j 14h 49m

Figure 8 : on the sales site eBay: The seller of many usb memory sticks, instead of using the less expensive Hollandaises auction system (a single announce for N times the same object), made the choice to pay N times the cost of listing to occupy the first pages in search engines.

Conclusion

- The 2.0 aspect changes everything in terms of communication, information flow: the many-to-many, massive editing allows global impact, both in broadcasting as the harvesting, but also through the analysis tools needed to grip plethora of information that we have addressed in this presentation, therefore, the tools of 2.0 have a strong impact on the cycle of EI since are actually intended to handle the massive information.
- These tools and strategies offer attractive opportunities, particularly in terms of lobbying and are in fact, quite destined to occupy a major place in competitive intelligence in the future

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Competitive Intelligence cycle at the light of web 2.0 tools

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Abstract:

We propose in this study, detailing our observations and research on the impact of the 2.0, its associated tools, the cycle of the economic intelligence with new paradigms such as the *many-to-many*, new practices such as active SEO allow any individual, firm, to impact heavily on the aforementioned round, both in terms of information circulation, as data collection.

Introduction:

The information cycle in Figure 1 (or intelligence, or competitive intelligence system) is a central landmark in economic intelligence. It is most often represented in a series of stages from planning needs to information diffusion, steps that will refine raw information into intelligence (Dedijer, 1999). The information as such is a raw material. Refined (integrated / assimilated by the subject), it becomes knowledge (Stenmark, 2002) (Skryme, 2000) (Davenport, 1997). It is from this model that the cycle of information has been developed in the cycle which information is "collected, organized, transmitted, evaluated, analyzed and made available to decision makers for inclusion in the decision making "as shown in Figure 1.

However, in recent years *"Internet 2.0 is writable: everyone can easily create his own virtual territory composed of one to thousands of sites, and virtually all the territories are considered to be participatory: everyone can write, promote his or her site* (Boutet and Ben Amor, 2010). The *many-to-many* model allows wide dissemination of information for everyone and enables SEO 2.0, whose heart activity is based on tools for mass application, allows, besides a better ranking, a worldwide echo as shown in Figure 2, a *de facto* better *visibility*. This participatory paradigm shift has prompted us to revisit the cycle in light of the aforementioned tools 2.0.

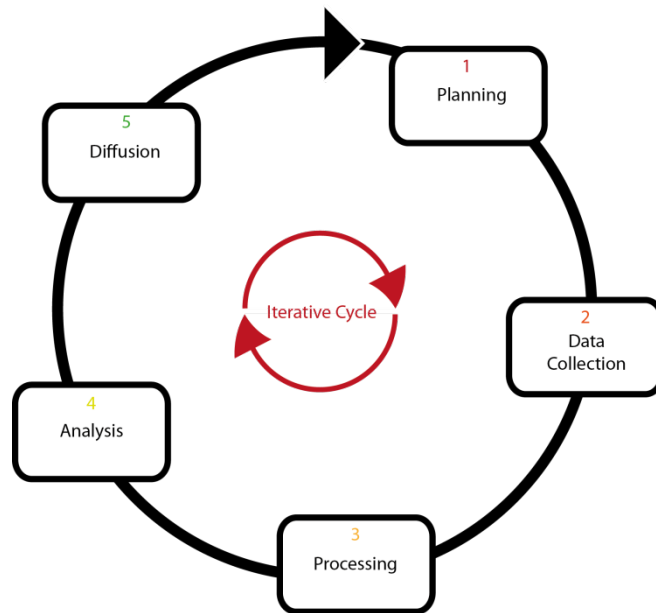


Figure 1. *Informational approach of the intelligence cycle*

I Dissemination and active SEO 2.0:

For clarity, we will refer to the concept of "2.0" as the broad consequences of a disruption technically very simple: rules for authorizing access to information systems: Internet, formerly ARPANET, was created to across UNIX systems and related products, and network architecture was (and still is) together with the software architecture of such systems. In this context, any resource is subject to access rights: Read, Write and Execute (RWX). Until the age of 2.0 (also known as *writable web*), the right to write access, which allows everyone to post comments on the weblog of an unknown, was strictly controlled as regards the web, simply prohibited. Since then, the norm is participatory and circulation of information: every internet user has the possibility of transmitting information, and with the right tools, *eg* mass distribution.

- automation by creating a constellation of linked websites, the user provides Internet users a vast window on the information he wants to communicate
- communicating information is through automation on a variety of media allowing writing (*blogs, forums, social bookmarking sites ...*) as shown in Figure 3

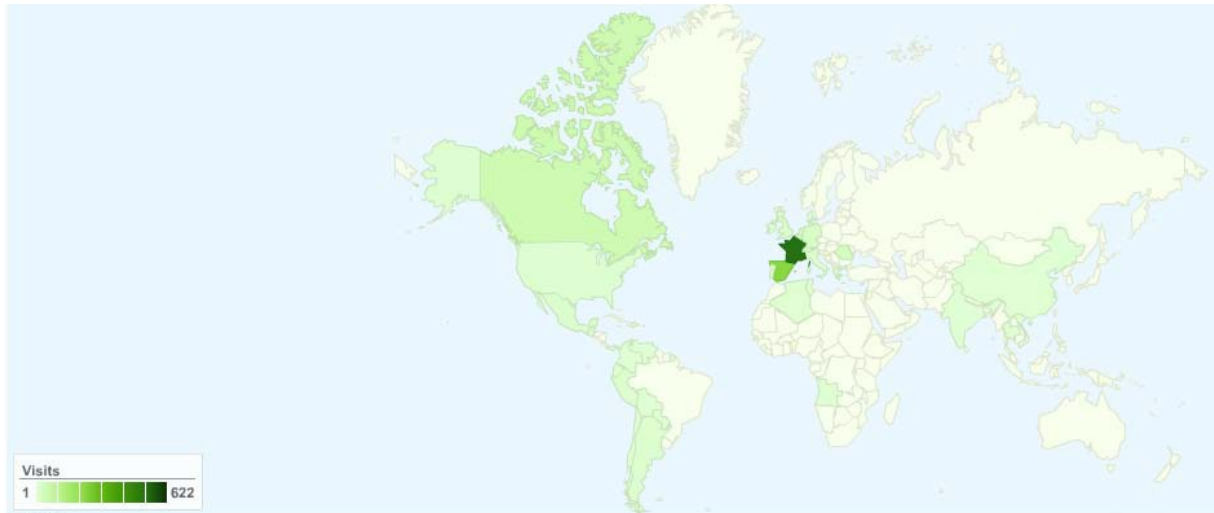


Figure 2. Geographical Visualization of global sources of visitors to the *nutrisaveurs* website after an Hispanic, Anglophone and Francophone active seo campaign. The intensity of green color is proportional to the number of visits per territory.

II Glocadata harvesting

"The Web is a system originally designed for information management" (Voss, 2007). Its system of *full text* automatic indexation (e.g. Google PageRank) has certain advantages. That said, in recent years, the manual indexing based on *tags*: folksonomies, knows a great success. This stigmergic¹ process characterizes a collective intelligence leading to the marking of web pages with specific keywords, marking supposedly handmade synonymous with high congruence between the marked page and tags that are affixed and therefore reliability. Glocalization on Internet apparent from the technical aspect of the *writable web* that leads to the emergence of such uses. In this sense, Web 2.0 gives users the ability to find, organize, share and create information in ways both personal is globally accessible (Martin, 2007). This phenomenon of glocalization therefore allows precise adaptability of web resources for the user and is a way for anyone who uses "active seo", to dedicate the published data, synchronously or not, to other users efficiently as shown in Figure 2.

¹ Stigmergy : method of indirect communication in a self-organized emerging environment, where people communicate among themselves by changing their environment (Wikipedia)

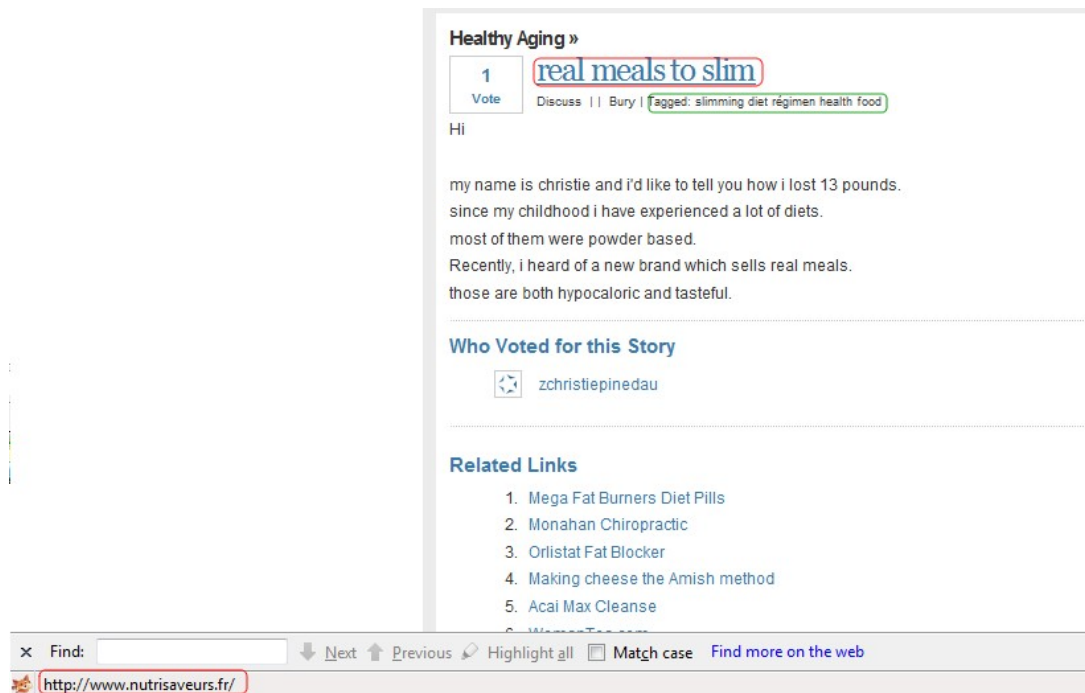


Figure 3. Information push carried on the social bookmarking site myhealthclips.com for the hypocaloric meals brand nutrisaveurs. Green, tags selected by us: "slimming", "diet", "régimen" (Hispanic), "health", "food" that will allow any user seeking one of these words to find our publication. In red, the title link leads to the website of the acclaimed brand.

III Some implications on the intelligence cycle

III.1 Diffusion-collection impact :

At first glance, one may think of this cycle as an intern to a structure or an organization. However, the possibility of mass dissemination of information from a company "A" by the means aforesaid will possibly impact on the collection of data from companies X, Y and Z such that illustrated in Figure 4.

III.2 Lobbying by diffusion-collection impact:

Visibility on the internet is a major issue because who is visible will generate traffic on his website of the reputation / legitimacy-about-to-one-keyword and sales. On the other hand, it is established that a surfer since cognitively limited in the act of searching through an engine, will restrict the navigation of some items among the first results given by the search engine (Loc. cit ., Boutet and Ben Amor) (AT Internet Institute, 2009) (iProspect, 2006), it is important to be at the top of search results for a given keyword².

² Keyword : for a search engine, expression composed of one or several words

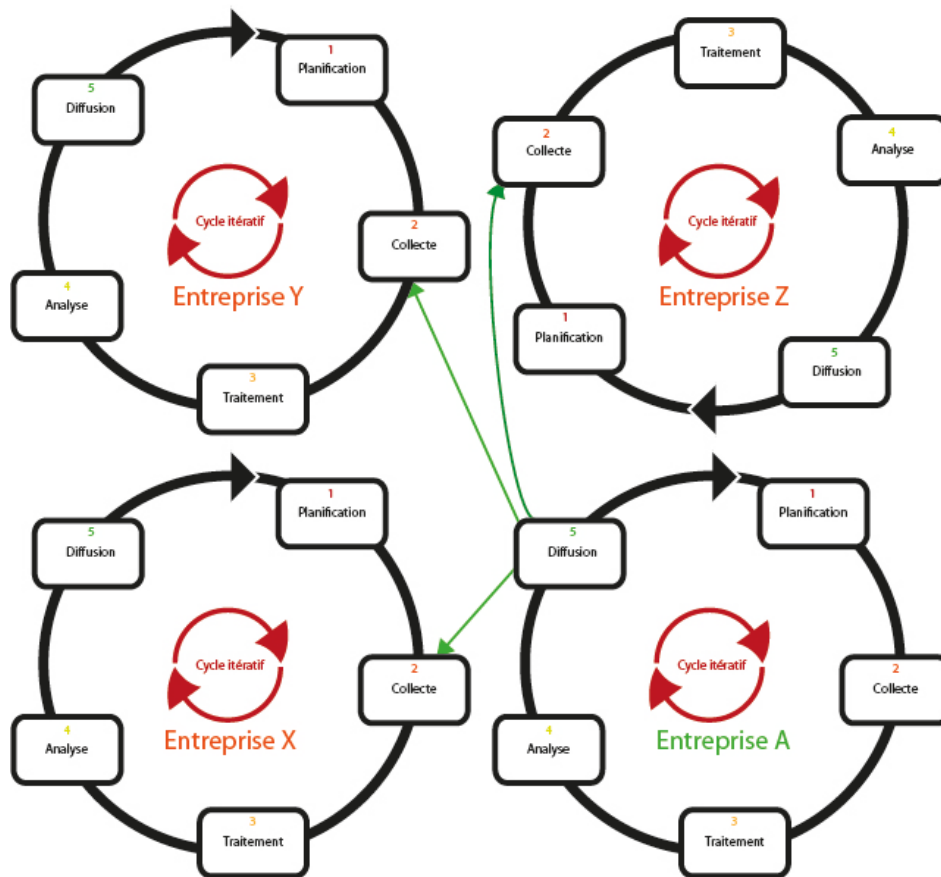


Figure 4. Synoptic view of the impact of the mass distribution of information on collecting through the prism of intelligence cycles of several companies

III.2.1 : Finding the right keyword

To be visible on the internet, one must still find a keyword inherent in his heart craft capable of trafficking. On this point, Google offers “keywords tools” shown in Figure 5, which bases its results on one side past queries users collected through cookies that expire in the very long term to permit a grouping of keywords and the other on statistics compiled by the firm of Mountain View that quantify the research done on a keyword and to deduce the potential traffic obtained according to a geographical area and a target language for the website in the first position results following search criteria.

III.2.2 : competitive analysis on the chosen keyword

Google sets its ranking following its famous algorithm: PageRank. If the latter is subject to a policy of opacity on the part of the firm, some parameters leading to a high ranking are notorious. A number of the most important are in the module "seo competition" software "market samurai", which provides a global view of competition on a certain keyword as shown in Figure 6.

Among the critical indicators include age of the domain name (DA Column), the pagerank (PR Column), the number of pages indexed by google for that area (IC column: index count) and finally the columns BLP (backlink page) and BLD (backlink domain), respectively the number of backlinks pointing to the page in this classification and those pointing to the domain name of this page. Given these results, it is possible to estimate whether a positioning among the top 10 (accessed by a majority of Internet users) is possible or not. Typically, a small number of backlinks from one of the top ten shows that we can reasonably expect to run for his spot, especially with us using the contributory

aspect of Web 2.0. Indeed, we have the ability to post content including trackbacks (such <A http://www.mydomain.com> competitive intelligence </ a>) that link to this site on any media type 2.0

Mot clé	Concurrence	Recherches mensuelles globales	Recherches mensuelles locales	Tendances des recherches locales
competitive intelligence		33 100	1 000	
market intelligence		27 100	720	
competitive intelligence software		880	46	
siip		27 100	1 000	
marketing intelligence		40 500	1 300	
intelligent business		22 200	590	
software business intelligence		22 200	210	
strategic intelligence		6 000	210	
business intelligence services		4 400	140	
business intelligence consultant		4 400	320	
bi consulting		2 400	280	
business intelligence solutions		4 400	210	
business intelligence definition		2 400	140	
business intelligence consulting		2 400	58	
bi business intelligence		5 400	140	
business intelligence reporting		3 600	110	
microsoft business intelligence		14 800	320	
intelligence business		450 000	18 100	
business intelligence bi		5 400	140	
business intelligence pdf		6 600	210	
cognoo business intelligence		4 400	140	

Figure 5. Proposal for keywords related to "competitive intelligence" language: French, Territory: France. assorted research estimated monthly - provided by Google Keyword Tool.

#	URL	DA	PR	IC	BLP	BLD
1	http://en.wikipedia.org/wiki/Competitive_intelligence	8	5	88,800,000	472	131,216,783
2	http://www.sip.org/	14	6	3,100	18,897	21,294
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8	http://www.fujid.com/	14	5	639	2,370	4,193
9	http://www.evitfm.com/training/pdf/courses12-1.pdf	11	4	885	56	6,345
10	http://www.combeinc.com/handbook.htm	14	4	21	100	313

Figure 6. Top ten results for keyword "competitive intelligence" on google.fr French, established by the software market samurai on 14/02/2011.

III.2.3 massively disseminate information

Web 2.0 allows anyone to create blogs hosted on dedicated platforms for this purpose. We can choose to disseminate information on our *forums*, *wiki*, *weblogs*, or third parties on our own media, in Figure 7, the screen capture tool "link farm evolution" which allowed us to create weblogs on 6149 third-party platforms: Web 2.0 allows the construction of territories potentially unlimited and to massively disseminate our information to get better visibility, the mere existence of these territories, but also because Google will collect the information we have widely distributed among them.

Proof is that the top ten results on google.fr French language for the query "*competitive intelligence*", are three of our websites on 14/02/2011 as shown in Figure 6:

<http://competitive-intelligence.blackhattitude.org> is at rank 3, <http://quoniam.info> rank 5 and <http://competitive-intelligence.charles-victor-boutet.fr> to rank 6. We expand on this type of maneuver to the next (called SERP³ domination) which is a strategy of influence pay (infra.) since it can give legitimacy to whoever takes many good positions on a particular keyword since "we must find ways to understand issues related to influence strategies implemented by various public and private actors (including lobbying) and apply the techniques of persuasion and influence" (Mongereau, 2006).

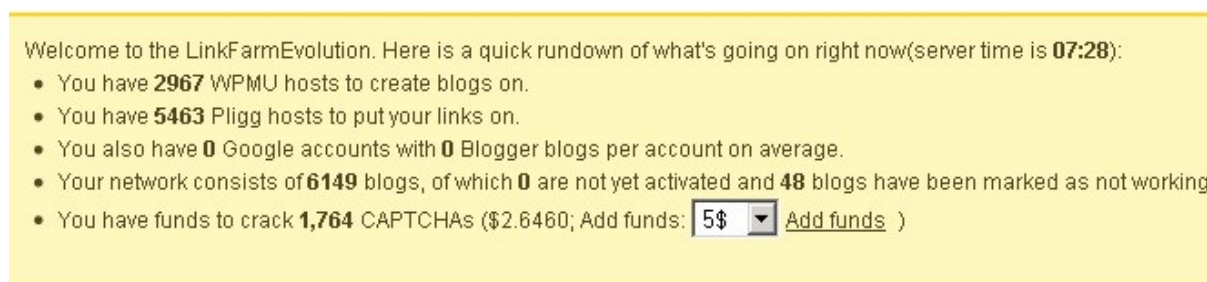


Figure 7. Screenshot of the software "link farm evolution": we've created a virtual territory consisting in 6149 blogs that are both 6149 locations spread our information and as many sources by which Google will collect its information

IV information overload and speed

"The constant growth of information internationally [...] is a problem which questions: how this information will be built, combined and processed" (Dou et al., 2003) a fortiori since the 2.0 many-to-many context allows a greater flow of information, obviously in number and in speed, as tools to facilitate the disclosure of more instantaneous while requiring less knowledge of computers have emerged (Weblogs, Twitter, Buzz ...). Indeed, since the first automation devices for establishing route information from one individual to another during the years 1940 (Rasse, 2005) until now, information is increasing in speed (up to microseconds for *High Frequency Trading*⁴) transmission.

The knowledge economy is an economy of speed: values are not stocks that are preserved in time, they decrease with increasing speed of the process (Quoniam and Boutet, Loc. Cit.) To extract value from knowledge, then it must accelerate their use by the widest possible dissemination and at the same time, often precisely because of its dissemination, knowledge is socialized. That is to say, it becomes common heritage to competitors and potential users. It is the parable of the cathedral and the

³ SERP: (Search engine Result Pages) search results classified by search engines

⁴ High Frequency Trading : an algorithmic trading subclass, based on short term trading. i.e. a scalping technique at the computer scale (micro-seconds).

bazaar (Raymond, 2001) - in fact, the widely disseminated information is widely harvested . This synergy has a major impact on the cycle of EI, "the face of this profusion, facilitated by the rapid development of Internet and its applications, [...] How to find, organize, disseminate relevant information, that giving comparative advantage to the company?"(Domenech et al., 2009). Although "Our culture may be less predisposed to such practices. Yet they are essential "(Ibid.)

IV.1 Overload influence strategy

The possibilities are a factor of 2.0 increase in the aforesaid information overload and it is possible, for who knows this and understands the fundamentals of the vertical model data display used by the vast majority of engines, to monopolize the space on a desired search term as shown in Figure 8: on the sales site eBay: The seller of many usb memory sticks, instead of using the less expensive Hollandaises auction system (a single announce for N times the same object), made the choice to pay N times the cost of listing to occupy the first pages in search engines.

	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 4m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 5m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 5m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	7j 23h 6m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	1 Enchère	50,00 EUR	Gratuit	7j 23h 6m
	CLE USB DT300 256 GB KINGSTON Type de vendeur: Particulier	0 Enchère	50,00 EUR	Gratuit	8j 14h 49m

Figure 8. The same product occupies the front pages of research on research "usb", thus obscuring the competition in the eyes of potential customers

As users see few results, and this "few" being situated among two or first three results pages (AT Internet Institute, 2009) (iProspect, 2006), a strategy of the screen where the information secret information (Ramonet, 2001) is implemented: we are seen and our competitors are overlooked de facto. Figure 8 also illustrates the principle of "SERP domination."

IV.2 Push-Pull

RSS aggregators are a good example of glocalization data (supra.): the user can choose to unionize a site that provides information via a data flow (aka RSS) which allows him to obtain information in real

time, using XML technology used to transmit the information content while the "presentation layer" will be managed by the RSS reader (Quoniam and Boutet, 2008).

During an information pull phase (first visit to a source of information and inclusion in RSS feeds), the user initiates a push by registering information: Information will now be to him and not vice versa. Instead of having to introduce robots which will regularly collect information for him, or worse, to navigate himself to the information, the user is in a position facilitating ingenium⁵ (Le Moigne, 2006), (Ciceron, 2003): "From one end of this mental area to another, there are such distances we have never traveled"⁶ (Valery, 1992). Between folksonomy and information intensive push-pull through "active SEO", 2.0 aspect heavily impacts on the process of data collection.

Conclusion

The 2.0 aspect changes everything in terms of communication, information flow: the many-to-many, massive editing allows global impact, both in broadcasting as the harvesting, but also through the analysis tools needed to grip plethora of information that we have addressed in this article, therefore, the tools of 2.0 have a strong impact on the cycle of EI since are actually intended to handle the massive information. They offer attractive opportunities, particularly in terms of lobbying and are in fact, quite destined to occupy a major place in competitive intelligence in the future. It is possible to consider the cycle of EI as a new day cf. Figure 4, days that we will discuss extensively in the course of our future research.

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⁵ Ingenium : this strange faculty of the mind is to discern and relate to conjoin (Le Moigne, 2006)

⁶ We see here a concept of mental area, concept on which de Rosnay and Schaer (2008) ask: what will happen when all humans will be interconnected?

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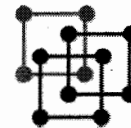
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