Creative Sources of Competitive Intelligence

- Visual Sightings
- Plant Tours
- Informational Reports from Customers & Sales Representatives
- Trade Shows
- Professional & Scientific Meetings/Conferences
- Interviews with Raw Material Suppliers, Industry Experts & the Business Press

Visual Sightings

*Box Car Intelligence*

- Shipments, Inventory Turnover & Distribution System Information
- Capacity Utilization
  - # of Shifts
  - Raw Material Deliveries

Plant Tours

Information On:
- Manufacturing Processes & Process Technologies
- Production Volume
- Product Shipments
- Job Designs
- Plant Layout
Interview, Intelligence & Information Reports from Customers & Sales Representatives

When Subjected to Sales Calls, Customers will frequently Reveal to Sales Representatives:
- Competitor Prices
- Competitor Promotional Strategies
- New Product Developments to be initiated by Competitors

Trade Shows

*Trade Shows represent an Opportunity to:*
- See New Technologies Demonstrated by Marketing Representatives
- Hear About New Products in the Pipeline

Professional & Scientific Meetings/Conferences

- Excellent Source of Basic Scientific and Applied R & D information from Scientists and Academicians
  *Grumman F-14 Example*
- Good for Isolating Scientific/Engineering Talent & Buying Out Emerging Technologies under Development
  *Japanese Right of 1st Purchase/Refusal Contractually Protects Technologies & Products*
Interviews With Raw Material Suppliers

For Purposes of Boosting Sales or Creating Fears of Shortages:

Raw Material Suppliers will frequently Reveal Information About Competitor Raw Material Orders and Emerging Technologies.

Interviews with Industry Experts & the Business Press
On a Quid Pro Quo/Reciprocity Basis:

These Individuals will Frequently Disclose Deep Background Information About Industry Trends, Leaders, and anticipated Strategies of Competitors.
Basic Industry Sources of Competitive Intelligence

- Newspaper & Magazine Articles
- Current Industrial Reports
- Statistical Profiles
- Buyer Guides
- Investment Manuals
- Federal, State & Local Government Filings
- Industry Directories
- Financial Periodicals
- Reports by Credit Services
- UCC Filings
- Environmental Impact Statements
- Yellow Pages
- Consulting Firms
- Data Bases

Competitive Intelligence from Government Filings

- Specification of Equipment Type and Proposed level of Operation
- Description of Asset Base, Infrastructure and Estimated Value/Cost
- # of Employees
- Plant/Facility Layout

Golden Rule of Competitive Intelligence:
Follow the Fragment
Environmental Impact Statements

*Provide Valuable Information on:*

- Anticipated Plant Expansions
- Production Volume
- Plant Layout
- Employment Levels
- Process or Manufacturing Technologies

**UCC Filings**

- Uniform Commercial Code Filings must be filed with State Governments any time a firm Borrows $ from a Commercial Bank in order to purchase Equipment.
- This information is available at various State Regulatory Agencies where data bases can be searched to ascertain competitor equipment purchases.