

# Risk and Reward with Intelligence Technology



Those acquiring competitive intelligence technology often find themselves under intense pressure from superiors to begin producing results quickly. Technology can work but one of the reasons for failure is the lack of time allowed for the intelligence process to grow.

## Fuld & Company Intelligence Software Report<sup>®</sup> 2006-2007

A Review of 17 Software/Technology Offerings in the Competitive Intelligence Arena

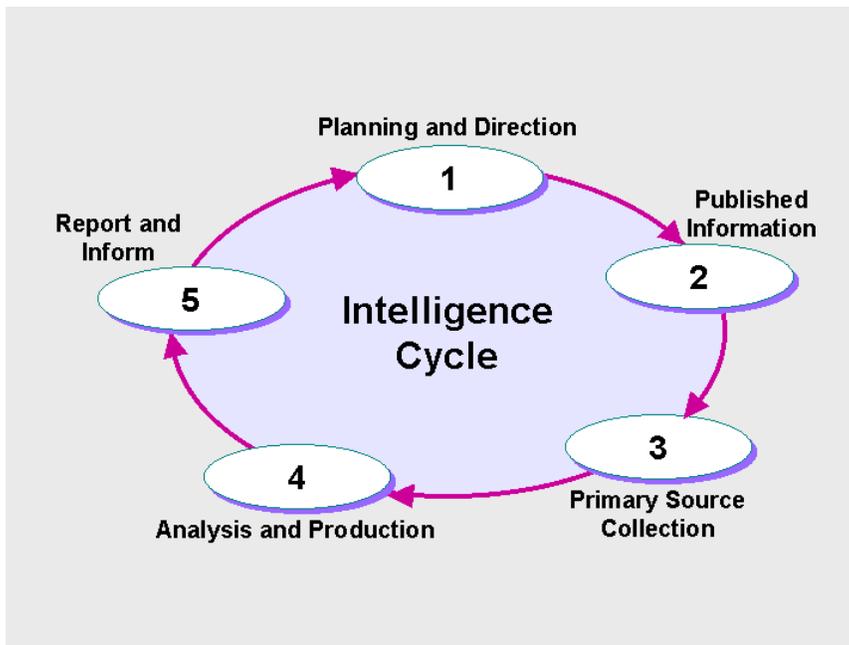


**FULD & COMPANY**  
*The Global Leader in Competitive Intelligence*

# INTELLIGENCE SOFTWARE REPORT® 2006/2007

## *TECHNOLOGY RISK AND REWARD*

### A REVIEW OF 17 SOFTWARE/TECHNOLOGY OFFERINGS IN THE COMPETITIVE INTELLIGENCE ARENA



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#### FULD & COMPANY

126 Charles Street  
Cambridge, Massachusetts 02141  
Phone +1 617-492-5900  
Fax +1 617-492-7108

20 Conduit Street  
London W1S 2XW United Kingdom  
Phone +44 207-659-6999  
Fax +44 207-659-6998

[www.fuld.com](http://www.fuld.com)  
[info@fuld.com](mailto:info@fuld.com)

# INTELLIGENCE SOFTWARE REPORT® 2006/2007

## TECHNOLOGY RISK AND REWARD

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### TABLE OF CONTENTS

Introduction: Technology Risk & Reward.....	3
Disclaimer .....	5
Choosing a CI Technology Solution.....	6
The Intelligence Cycle .....	8
Project Methodology.....	9
Scoring Criteria by Cycle.....	10
Symbols Used in Ratings .....	15
Why There Are No Winners .....	16
Software Packages Assessed.....	21
Software Reviews .....	22
Autonomy, Inc. ....	22
Biz360 .....	25
Brimstone .....	28
Cipher.....	32
ClearForest.....	36
Coemergence.....	39
Comintell.....	43
Cymfony.....	46
firstRain, Inc.....	50
Netro City.....	54
Nielsen BuzzMetrics- <i>formerly Intelliseek</i> .....	57
QL2 Software .....	61
Rocketinfo.....	64
Strategy Software, Inc.....	67
TEMIS.....	71
Traction Software.....	74
Wincite Systems.....	79
Fuld & Company – Background .....	82
Our Services .....	83
Fuld & Company Objectivity & the JumpStart Process .....	85
Report Authors.....	86



## INTRODUCTION: TECHNOLOGY RISK & REWARD

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### Results of 2005 Intelligence Software Report® Survey<sup>1</sup>

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#### Could Career Risks Outweigh Benefits for Competitive Intelligence Technology Users? Execs Worry About Pressure for Quick Results

Are you taking a risk when selecting a technology tool for competitive intelligence? Of course you are, but ask yourself, will the benefits outweigh the risks – and are you prepared for that technology? Last year, we conducted a survey asking current and potential CI technology customers about the risk-taking aspects of CI technology. We received some surprising, some honest, but mostly very positive answers along the way.

Technology serving the competitive intelligence arena has exploded in recent years. These technology tools come in all types and approaches, including: Competitive intelligence (CI)-specific tools, text mining packages adapted to this market niche, new visualization tools, ERP technology, a raft of ASP offerings, custom solutions, as well as products designed for broader market intelligence applications. Technology has indeed come a long way in serving this niche market.

During last year's intelligence software survey, we wanted to discover what people thought of the intelligence technology they were thinking of buying and incorporating or building into their corporation's intelligence program. In order to motivate hundreds of users to respond and complete the survey, we felt that comparing their reactions to that of animals with certain traits could be a useful way to convey both the characteristics of the technology and their responses to that technology. The animals we chose were as follows:

- **Slug** because of its lack of speed and responsiveness
- **Gerbil** a fast animal but one that seems to go in circles, quickly spinning its wheels, but going nowhere
- **Bee** for its speed, smarts, and sense of the bigger picture
- **Parrot** that would spit back the information, adding little
- **Labrador** a dog who would go and retrieve what you need when you need it

Our conclusion, based on the overall responses: According to Fuld & Co.'s 2005 international survey of 219 executives- business executives worldwide who use competitive intelligence (CI) technology to help them monitor competitors are reasonably satisfied with the products on the market. However, many also believe the expectations of the technology may bring a significant risk of failure along with it.

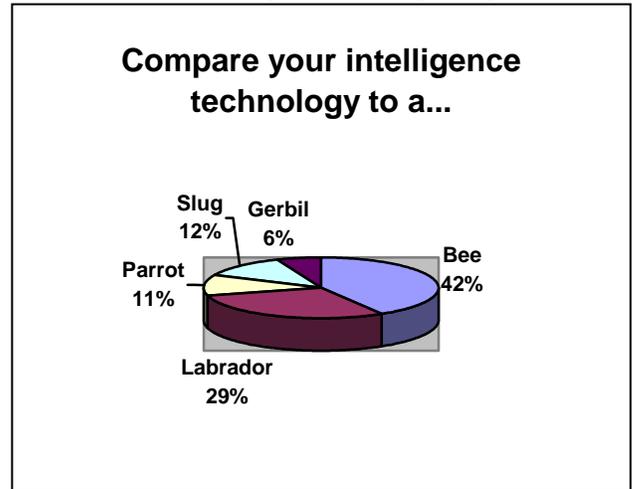
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<sup>1</sup> [**Please note:** For a free, complete copy of the Intelligence Software Survey 2005, see [www.fuld.com](http://www.fuld.com) in the White Papers section]

The largest single segment of respondents, 42%, compared their competitive intelligence (CI) technology to a bee- an insect that “creates a useful pattern or swarm of information and helps me connect the dots.” Nearly one-third (29%) saw their solution more like a Labrador retriever, “good at fetching and retrieving.”

A vocal minority of nearly 30% of respondents gave the software low grades, comparing it to a parrot (11% - “just spits back what you sent to it; no added value”), a slug (12% - “just takes up space and never seems to go anywhere”), or a gerbil (6% - “lots of action, spins its wheels and offers no substance whatsoever – and definitely consumes my time”).

The report indicates that those who have acquired competitive intelligence technology often find themselves under intense pressure from superiors to begin producing results quickly. More than half of the respondents in the survey said they were expected to have a CI program up and running smoothly within a year of purchase. In an earlier Fuld study examining failed competitive intelligence operations, one of the greatest reasons for failure was the lack of time allowed for the intelligence process to grow. World-class operations may need as many as a half-dozen years to mature and become part of the corporate culture.<sup>2</sup>



Since we first began surveying intelligence professionals in the 1990s about the technology they use, we have witnessed dramatic technological improvements—even from as recently as a year ago. The 2005 survey represents our first effort to formally sample users about their actual experience with competitive intelligence software.

We welcome your comments and feedback on this latest Fuld & Company 2006/2007 Intelligence Software Report. Remember, there’s no risk in reading this report. Be a smart CI consumer. Certainly consider technology. Just know when and what to buy.

Good luck.

Sincerely,

Leonard M. Fuld  
President  
August 2006

<sup>2</sup> *The Vanishing CI Unit*, Fuld & Company, 1999.

## DISCLAIMER

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Please note that the information and other content appearing in this report and in the *Intelligence Software Report* on the [www.fuld.com](http://www.fuld.com) Web site is based on data provided by the vendors of each product, or through publicly available information. The Intelligence Software Report is purely a public resource of general information (intended, but not promised or guaranteed to be correct, complete, or up to date), and is not intended to be a source of legal information. We have used our best efforts to make certain the information is correct as of the date we posted it, but we do not guarantee that it has not changed since that time.

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Also note that the *Fuld Intelligence Software Report* is intended to offer a thumbnail view of some of the many software tools that can be used by competitive intelligence professionals. If you have a specific request for information about software tools or other aspects of competitive intelligence that will likely require a significant amount of research or due diligence, please contact our headquarters at the following address:

### Fuld & Company

US: 126 Charles Street ❖ Cambridge, Massachusetts 02141  
Phone +1 (617) 492-5900 ❖ Fax +1 (617) 492-7108

Europe: 20 Conduit Street ❖ London W1S 2XW United Kingdom  
Phone: +44 20 7659 6999 ❖ Fax +44 20 7659 6998

[info@fuld.com](mailto:info@fuld.com)

## CHOOSING A CI TECHNOLOGY SOLUTION

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When considering software packages for competitive intelligence (CI), the customer must realize the importance of having strong, effective *CI processes and procedures* in place before purchasing any technology. Technology alone is not a solution. Rather it can enhance, or improve the ease of collection, sharing, storage and use of CI in the decision-making process. Consider this useful analogy: A good word processing program does not make you a better writer, nor does it magically write reports and memos for you. It does, however, make it a lot easier physically to write than with a typewriter or by hand. Also, certain tools like the spell check can help you discover mistakes that might have otherwise been missed. Nonetheless, the task of writing is still up to *you*. The actual quality and content of a report is no different whether you use the best word processing program in the world or a pad and pencil. Similarly, CI software tools can make your job as a CI analyst easier, but only if the defined processes are already good enough to generate actionable intelligence in the first place.

### **Advice...Before technology can play a role...**

1. **Understand precursor conditions:** Fuld & Company believes there are a few precursor conditions that must exist before information technology can play a useful role in a competitive intelligence function: (1) Companies must have a well-developed procedure for managing human source networks and gathering human source information. (2) The foundations of intelligence processes must be well established, communicated and understood by various stakeholders within the organization (3) It is important that they already effectively use secondary sources and an external news-feed, such as Factiva. (4) Corporations that have a defined set of regular intelligence products, and have trained, dedicated CI analysts working in their CI functions are also more likely to benefit from technology tools. (5) Finally, it is crucial to have secured a regular line item for competitive intelligence in the department or company's budget.
2. **Know your technology and its cost-benefit:** When choosing a technology solution, it is also important to note that most packages fall under two broad categories: products designed specifically for CI, and tools that were not built with CI in mind, but could be used to augment the intelligence process. Choosing between the two is a vital decision particularly with regard to budget. It may be much easier to justify spending \$500,000 on an enterprise-wide application used by 10,000 employees than to spend \$30,000 on a software package that will be used by only 10 CI analysts. While some CI packages have been adapted for other uses, the distinction between these two types of products remains clear.
3. **Match the package with the part of the intelligence cycle where it will do the most good:** When purchasing any software tool, it is necessary to understand just how much it will actually help in performing a specific task. The current state of commercial technology allows certain steps of the Intelligence Cycle to be better assisted by

software than others. The extent of which will vary depending on various factors within an organization and the competitive environment it operates in. Recognize that CI is chiefly a human process: In the course of reviewing CI software packages, we have identified collection and reporting tools to be quite useful in assisting the CI process. Planning and Analysis, however, are functions that still require a strong human component, and the value of the software addressing these steps is questionable. Before you attempt to buy and integrate a software package and apply it to your intelligence goals, remember this: Not only do the software packages excel at different CI functions, no single software package excels at all five intelligence processes.

4. Even though this report compares products according to the steps of the Intelligence Cycle, you will find (as our clients have) that how the products deliver a particular solution for a particular step may differ considerably. One client, a chemical manufacturer, manages a CI function that produces mainly in-depth assessments of competitors, technology trends, and customer developments, and therefore looks for strong analysis support and workflow functionality in its CI software applications. The CI function of a financial services client, on the other hand, features a series of frequent but targeted intelligence briefs, which demand software that can quickly and easily facilitate the gathering of secondary and human-source intelligence and expeditiously disseminate finished intelligence.
5. **Find the right time to deploy a technology – too early may lead to failure:** In many cases, the premature installation of a technology package, or the selection of the wrong one, can seriously harm a competitive intelligence function. We have found that choosing a CI technology solution is a complex process that is unique to every individual corporation's needs. Fuld & Company's extensive experience in both installing competitive intelligence processes and integrating technology systems to assist CI analysts has positioned us as the world leader in CI consulting services. Our team of both process consultants and information technology specialists provides an objective expertise that has helped dozens of Fortune 500 companies install and manage their own CI processes.

In sum, we believe:

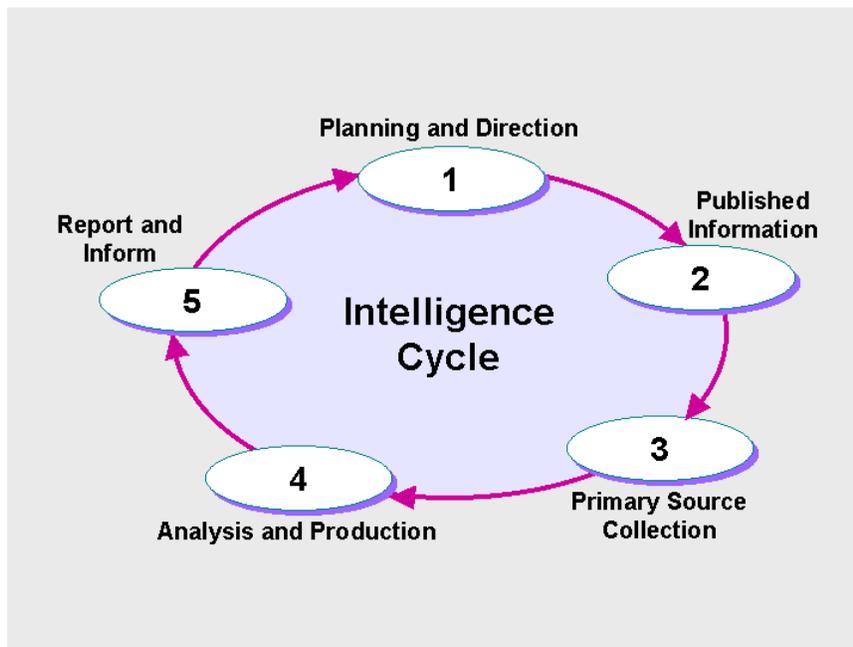
- Information technology tools can significantly enhance the value that competitive intelligence brings to organizations
- The success of any technology tool depends on the timing and way it is rolled out within an organization's competitive intelligence process
- All companies derive different value from different approaches to competitive intelligence, and therefore need a customized set of technology tools
- Organizations need an objective assessment of their technology needs and potential solutions that is not tied to any single product, package, or tool

***Fuld & Company offers product-neutral, vendor-neutral help in assessing current intelligence technology and building competitive intelligence technology solutions.***

# THE INTELLIGENCE CYCLE

The Intelligence Cycle involves five consecutive steps, each linked to the other (see Figure 1 below). In other words, it is necessary to Plan (Step 1) before you Retrieve Information (Steps 2 and 3), and Retrieve Information before you Analyze (Step 4), and so on. Eliminating any of the steps will result in either imperfect analysis or misguided decisions – neither a desirable outcome. The steps in the Intelligence Cycle are as follows:

*Figure 1: The Intelligence Cycle.*



## PROJECT METHODOLOGY

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Since 1998, Fuld & Company has continuously evaluated software packages with potential CI applications. We reviewed the products through vendor interviews, product demonstrations or vendor-produced training sessions. We evaluated the software packages with regard to the five steps of the Intelligence Cycle. We first had to distinguish between packages that promoted themselves as Business Intelligence (BI) vs. CI tools. Business Intelligence software, as the industry labels many of its products, typically deals with data warehouses and quantitative analysis, almost exclusively of a company's internal data (e.g. CRM, customer relationship management data) The CI process depends heavily on the collection and analysis of qualitative information that includes both internally-generated and externally available data; therefore we eliminated most of the self-described BI software tools before beginning our in-depth evaluations.

For the 2006-2007 report, we reviewed 17 products. Individual scores reflect the level of automation provided by the software tool to the CI Cycle. Note that the software packages designed for a more general user base received lower total scores because they covered fewer steps in the Intelligence Cycle: *This does not in any way impugn the value of the software itself.* A product may work superbly as a collection tool, but is weak in other areas. The overall score may not matter if you need the product for collection, in which the product has a high score. A "low" score does not imply that this product is less valuable than others; it all depends on how the tools are used to support a CI process.

We believe it is more accurate to note how well the software scored in the categories it fulfilled than to consider just the total score. Even then, the score reflects how comprehensively the product assisted *that step* of the cycle, more so than the quality of the package itself. Organizations or their CI technology users need to select the package or packages that best address their unique needs, as no two CI processes are alike.

## SCORING CRITERIA BY CYCLE

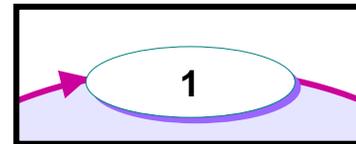
*“Fuld & Company employs over 120 criteria in scoring each product.”*

Since software cannot address all the requisite functions for a full CI process, we evaluated the software products in relation to how much we can reasonably expect the technology to support each step of the CI Cycle. Simply because a package receives a high score in analysis, does not eliminate the need for a human analyst to perform that function. Rather, a high score for a particular category means that a certain package is as fully functional as the current state of commercial technology allows.

In this section, we will first explain each step of the Intelligence Cycle from a purely CI perspective, and then show how we judged the software packages that assisted in each of those steps. In order to give the reader a sense of what we looked for in the software products, we have included a list of functions under each category that we felt would assist in the intelligence process. This list is not comprehensive, but the reader should get a good sense of how we evaluated the software packages in relation to CI.

### **Planning & Direction**

This first step, Planning & Direction, requires focus. CI teams need to identify questions and decisions that will drive the information-gathering phase. Although often rushed into by intelligence teams, this phase may be as crucial as the Analysis step itself. Software that can help management direct its attention is invaluable. Without detailed planning, analysts ask the wrong questions, the collectors will gather the wrong information, and software may skim the wrong information pool for the wrong information. Any result is wasteful.



### **Technical Criteria**

Planning is a purely human process whereby a CI team, working closely with decision makers, defines intelligence requirements. No software package can dynamically identify the intelligence needs of a particular company. Aside from providing a framework for workflow, the current state of commercial technology simply cannot assist this process any more. Software vendors recognize this problem and generally focus much more on the other four steps of the intelligence process. As such, we decided to assess this category on a five-point scale. (Do not take this to mean that Planning is a less important activity than the other steps of the Intelligence Cycle; from a CI process perspective all five steps must be followed to generate actionable intelligence).

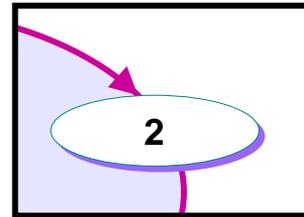
For this step of the Intelligence Cycle, we scored the software packages based on the ability of the products to fulfill the following functions:

- Providing a framework to input Key Intelligence Topics (KITs) and Key Intelligence Questions (KIQ's) into the system.

- Receiving CI requests from employees within the company and in the field.
- Managing a CI work process and project flow that allows collaboration among members of the CI team as well as the rest of the company.

### **Published Information Collection**

In the age of the Internet, the typical manager considers a quick search on Yahoo or Google to be a more than adequate approach to collecting information. A true secondary search covers a wide range of sources, from government filings to arcane journal articles to vendor brochures and advertisements, many of which are not available online. Such searching requires skill. Even with the best search engine technology, the search may need an information professional, or a searcher who is familiar with the technology or industry specialty.



### **Technical Criteria**

The scoring in this section was contingent on the level of functionality provided by a software tool and, to a lesser extent, the ease of use and general quality of the application. Since software can greatly enhance this step of the Intelligence Cycle, we judged the products on a plethora of criteria including:

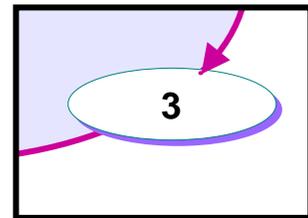
- Internal search of multiple information repositories, such as databases, Microsoft Office documents, company reports, visual objects (maps, graphs, and drawings), e-mail, and intranet discussion boards.
- External search of Web-based sources, such as direct document search (HTML and XML files), message boards, and databases. The ability to conduct meta-searches, where a single query can be sent to multiple Internet search engines, and the ability to search across multiple languages was also considered under this criterion.
- Comprehensive search customization, with queries based on words, phrases, concepts (such as KITs), dates, and other refined search capabilities.
- Track changes in monitored Web sites.
- Web crawling using a “spider” application based on pre-defined user queries.
- Dynamic retrieval and storage of secondary information.
- Automatic filtering of collected information based on user-defined criteria, such as KITs, competitors, source, geography, priorities, dates, key players, products, business units, and industry.
- Relevance ranking and validation of retrieved documents.
- Dynamic summarization of articles and documents.

- Automatic categorization of collected information based on aforementioned user-defined criteria.
- Ability to catalog, bookmark, and archive collected documents both dynamically and manually.

While some of the reviewed packages did not fit many of the above criteria, the software offered a specialized function that can streamline the collection process. For example, a text summarizer would aid in the collection process, but it does not actually collect any information. It simply summarizes the huge volume of information that is collected by another tool. Although it would receive a lower score than a comprehensive collection product, the value it could add to a CI system is still potentially significant. Other, more comprehensive collection tools may perform multiple functions, including summarization, but that package may not create summaries nearly as accurate as the “best in class” summarization tool. Ultimately, the decision to either purchase a single product that performs a suite of collection functions or to invest in several specialized collection tools is strongly contingent on the specific intelligence process needs of each individual company.

### Primary Source (Human Intelligence) Collection

In his seminal work *Competitive Strategy* (Free Press, 1980), Michael Porter highlighted the importance of gathering information from people rather than from published sources: “...Researchers tend to spend too much time looking for published sources and using the library before they begin to tap into field sources. The researcher should not exhaust all published sources before getting into the field.”



While a software package cannot conduct interviews to obtain information, it can effectively catalogue and index information previously entered onto an internal system, such as a sales call reporting database.

### Technical Criteria

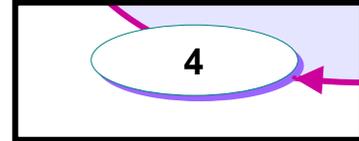
We judged the collection of human intelligence primarily on three functions:

- The ability to capture qualitative, ‘soft’ information from employees throughout the company, either through internal message boards, e-mail, or another easily accessible medium by which primary information can be inputted and retrieved.
- The capacity to target and retrieve qualitative information (such as consumer feedback) from message boards, news groups, and other external forums.
- An area in the software and user interface for inputting interviews, field reports, and other first-hand accounts.

The second criterion was previously judged under “Secondary/Published Information Collection” in the 2000 report. Because of this change, many more software packages qualified under this step of the Intelligence Cycle.

### **Analysis & Production**

This step might be called the “intelligence generator”. At this point, the analyst transforms the collected data points into a meaningful assessment that uncovers both implications and possible outcomes. Analysis differs from mere information summarization or synthesis in that it is made up of judgments and conclusions that are the product of the analyst’s thought process. Analysis can take a minute, an hour, a week, or more. High-quality analysis is the result of focus and planning, and not necessarily a measure of the time invested.



### ***Technical Criteria***

We did not consider quantitative analysis to be true ‘analysis’ in the CI sense. Most Business Intelligence software packages access large data warehouses and extrapolate relationships based on the huge amount of available quantitative data. However, CI practitioners generally agree that most intelligence issues are answered through the analysis of qualitative information. *It is extremely important to note what the final scores in this step actually mean.* Given the current state of commercial technology, no software package can “do the analysis” for the CI team. At best, the packages we evaluated can provide multiple views of the collected information, and perform rudimentary semantic analysis to extract relevant relationships in the information gathered.

We assessed this category out of fifteen points to reflect the paramount importance of Analysis in the CI process. *A high score in this step does not mean that the package will dynamically generate actionable intelligence.* This step is still very much the primary job of the CI team, and even the most fully functional analysis package available today can only marginally assist in this very complex process. As such, the scores are an indication of how well a package compares to the best that commercial technology has to offer right now.

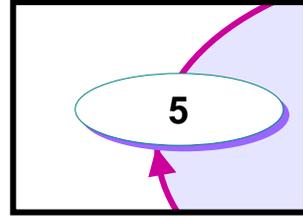
With that in mind, here are the criteria we looked for to evaluate the relevant products in this step of the Intelligence Cycle:

- The ability to sort information by user-defined rules.
- Data visualization interface(s) to sort and view collected information
- Multiple viewing models, such as SWOT (Strength Weaknesses Opportunities Threats) and Porter’s Five Forces model.
- Display of information in chronological order.
- Extraction of relationships between people, places, dates, events, and other potential correlations.

- Text-mining technology to locate and extract user-defined variables.
- The ability to relate analyses to quantitative data.

### **Report & Inform**

The Report and Inform set involves the delivery of critical intelligence in a coherent and convincing manner to corporate decision makers- the intelligence customer. The key phrase here is ‘convincing.’ Underlying all delivery of intelligence is the individual’s ability to convince the decision maker that a certain conclusion, or strategic position, is correct and actionable. Once again, *software can deliver information but it cannot convince a decision maker.* Despite this limitation, software can play an important role in getting the right intelligence to the right person in time to make a decision.



### **Technical Criteria**

High-scoring dissemination software had to offer the following functionalities:

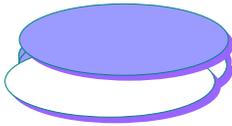
- Both standardized and customizable report templates.
- The ability to link and export reports to Microsoft Office formats, CorelDraw, PDF, multimedia formats, other databases, and/or other reporting systems.
- The capability to deliver reports via hard copy, the corporate intranet, e-mail, and/or wireless sources.

We reviewed several packages that met many of these criteria and significantly augmented this step of the intelligence process.

## SYMBOLS USED IN RATINGS

In addition to the number ratings, we also created a series of oval icons to illustrate the level of support a particular package offers in any portion of the intelligence cycle. For instance, if the rating falls between 75% and 100% of the total number of points allotted, the package would receive a full-oval icon. If, on the other hand, the package offers nearly “0” support for a portion of the cycle, it would receive a hollowed-out oval icon. Those receiving ratings in the middle would either receive a one-quarter or three-quarter rating, reporting “minimal” or “partial” support of that portion of the cycle.

The symbols are as follows:

Percentage of Total Points	Symbol Used
0-24% = No Support	
25-49% = Minimal Support	
50-74% = Partial Support	
75%-100% = Full Support	

## WHY THERE ARE NO WINNERS

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### What the scores mean

The scores are meant to identify a product's strong or weak points, no more and no less. Even if the score appears high relative to other products, that only means that with today's technology and relative to other products it receives a high score. Indeed a high score does indicate a more complete application in this one area. It was not designed to comment on the product's potentially poor fit for one organization versus another.

### Past misuse of scores

A number of vendors have chosen to tally their scores, resulting in a total that may be higher than another rival. Simple addition does not necessarily explain the entire picture. It is very likely that one package only focuses on collection of data and does that very well; yet, the same package does not even attempt to address the other four steps in the intelligence cycle and receives a "0" score in each of these four areas. We would have therefore granted it a high score for the Published Sources Collection step of the cycle. In contrast, another package does offer features in the other four categories as well, which means it may score points and produce a higher total score. The first package, known only for collection, could not declare itself a winner in a "total score" race but may offer a far better collection tool (even given roughly the same score in the one area of collection). Do not confuse a higher total score with a better package. Instead, ask yourself what feature in the intelligence cycle really needs to work well for you? If, for example, it is collection, then examine the collection tools with intense interest. Pick the features apart. Ask for live demos. Talk to their clients who have lived with the product for a number of years, not just for a few months (See the Key Questions Checklist in this report).

### Case: A need to look under the hood

Brochures and static slide presentations can only give you a superficial – and sometimes unintentionally misleading – view of a technology product. You need to take the advice from the section above and talk to experienced clients. The case below identifies one client that has invested a great deal of time, money, and resources into a technology only to run into a number of obstacles. The package they had purchased does offer many of the features highlighted by the intelligence cycle but fails to satisfy this client on a number of important levels.

- Background: A leading financial services firm with a highly diversified product portfolio. The firm purchased approximately 350 seats from one of the leading suppliers of intelligence technology.
- Experience: The package failed to grow with the organization's needs. Issues that arose were as follows:
  - System frequently crashed with high traffic volume.



- The search capability was too basic. It did not deliver information by relevance, resulting in many documents retrieved that were far off the mark.
- The client had to manually enter index terms (although the package was sold partly on its indexing feature) that the client found time consuming. What the client needed was a far more automated way for the system to recognize and appoint index terms. Note: Index terms are sometimes hidden features on a database record, but do provide the system with the ability for pinpoint search results. Without indexing capability, your output may be too broad.
- The system was incapable of linking the analysis to the original source material – unless the client was willing to manually cut and paste each source document.
- The package did offer analysis tools that were little more than templates. The client stated that tools were “crude.”

### **Final advice**

This report is only a beginning of your hunt-and-purchase process. You need to examine the product and how it functions in great detail. Remember, intelligence technology offers very much the same experience as buying a home. The down payment is relatively easy. That is, buying the product and the initial service package is doable; you need to consider the maintenance and livability issues after the first few months. Will this package continue to grow with you or will it become a maintenance headache? One firm’s dream can be another’s painful experience, and vice versa.

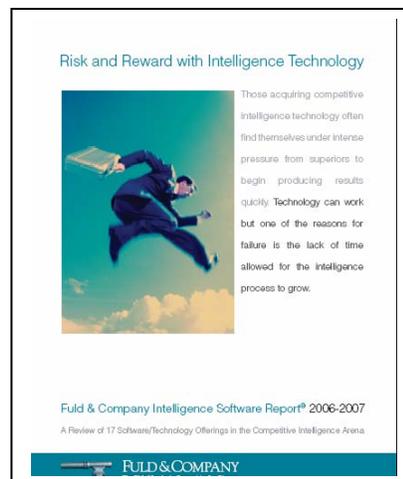


# An Intelligence Technology Checklist

## *Seventeen key questions every buyer of intelligence technology should ask*

Please note: The following questions represent a small subset of a larger requirements assessment used by Fuld when working with clients on the selection and implementation of intelligence technology.

1. **Live demos:** Have you reviewed at least three other client installations by the vendors you have identified? Have you asked that the package be put through its paces, live (not a canned demo)?
2. **Client assessment:** Have you asked the following questions of each client installation?
  - a. The length of time for actual error-free start-up versus the plan
  - b. Number of detours from the original plans
  - c. Number of hours of staff time dedicated to the installation and the launch, including internal IT time as well as that of the staff who own and promote the new system
  - d. Who actually uses the package? Is it only the CI staff, or do customers within the client company also participate in the system? (If not, this is a warning flag)
3. **Infrastructure:** Do you have the equipment and architecture already available to mount the new intelligence technology or will you have to invest in new equipment and software? How much will you have to invest? Was this part of your original installation budget?
4. **Training:** To what extent will you have to train the CI staff as well as the customer community? Has the vendor built this into the plan? Are you better off outsourcing the training altogether, or should you develop your own in-house training program in concert with the vendor?
5. **Maintenance:** What are the vendor's maintenance fees as well as internal staff time you need to invest?
  - a. Does the system come complete with an effective backup and archiving process?
  - b. Is it easy to recover data following a system crash or following a scheduled backup?
  - c. Does the system provide an audit trail to determine where and how data or various configurations were changed at some point in time and by whom?



6. **Security:** How many different levels of security are available? How flexible is the security mechanism to allow or deny permissions to enter certain files?
7. **Vendor qualifications:** Have you determined if the vendor brings with it the right qualifications, including knowledge of various programming languages, operating systems?
8. **Collection:** How broad a collection engine does the data employ? Do you find it can be “taught” to integrate a blend of electronic sources, including Internet-based data, privately generated databases, email, and voice mail?
  - a. Does the system allow for those entering the information to qualify or rate the data credibility? Can you use this code to further refine both your analysis and the type of assessment you deliver?
9. **Search capabilities:** How intelligent is the search engine supplied with the system?
  - a. Does the system allow for Boolean (combination of words) search?
  - b. Does it build a lexicon and thesaurus that will match your word or phrase with other similar phrases? (Example: You define an industry as “soap”; it matches it with “detergents” or with Unilever, etc.)
10. **Indexing:** Does the system only allow for manual entry of index terms? (A limitation and a tedious job, one that is likely to fall by the wayside and impede the system’s growth).
  - a. Does it employ intelligent indexing, creating its own terms and phrases derived from existing search strategies and texts?
  - b. Can the system absorb index phrase lists, lexicons purchased from outside sources?
11. **Analysis:** Are you able to explore the origins of any analysis presented by the system, or are the sources, the individuals contributing to the assessment invisible (again, a warning flag)?
  - a. Can you change or modify the analytical tools already available with the package without much difficulty?
12. **Delivery mechanisms:** How does the system deliver the intelligence to internal customers?
  - a. Are the deliverables in a form and format the customer will absorb and use?
  - b. Can the customer gain easy access to the deliverable?
  - c. What visualization tools does the system employ to display findings? Do you find them useful, practical? Do you find the visualization tool intuitive; that is, do you need a lot of instruction and interpretation before you can make use of the tool (another warning flag)?
13. **Traffic volume:** Can the system handle large number of users simultaneously, or does it slow down when confronted with a few dozen users at once?



14. **Scalability:** How easily can you expand the system, adding users, without affecting performance or response time?
15. **Portability:** Can the system be used by PDA's and on laptops with total synchronization?
16. **Field applications:** Does the system allow for practical use in the field? For example, can you configure the system for specific information-gathering situations, such as you would find in a trade show or a scientific congress? Will the sales organizations be able to easily enter competitive information along with customer data without having to toggle in and out of applications with great difficulty?
17. **Comparison with existing applications:** Do you have existing packages already in use for Customer Relationship Management (CRM) or Knowledge Management (KM)? Can you and your IT organization modify them to meet your intelligence program goals? Which features will work and are adaptable and which are not? Will you be able to receive enough of a cost-benefit from modifying an existing package to eliminate the need for a new package?

## Software Packages Assessed

Ultimately, we selected seventeen packages that we believe had sufficient explicit or inherent CI functionality to warrant an immediate assessment. These include:

	CI Tool Type						
	CI Tool	Text Mining	Visualization and Sharing tool	ERP (integration)	ASP	Custom Solutions	Market Intelligence
<b>Autonomy</b>		X					
<b>Biz360</b>		X	X		X	X	X
<b>Brimstone</b>	X			X			
<b>Cipher</b>	X	X	X	X	X	X	X
<b>ClearForest</b>		X	X				
<b>Coemergence</b>	X	X				X	X
<b>Comintell</b>	X			X			
<b>Cymfony</b>		X	X		X		X
<b>firstRain</b>	X	X			X		
<b>Intelliseek</b>	X	X					X
<b>Netro-City</b>	X		X				
<b>QL2 Software</b>	X	X					
<b>RocketInfo</b>		X					X
<b>Strategy Software</b>	X						
<b>TEMIS</b>		X					
<b>Traction Software</b>	X	X					
<b>Wincite</b>	X				eWincite -version for low usage		

## SOFTWARE REVIEWS

### Autonomy, Inc.

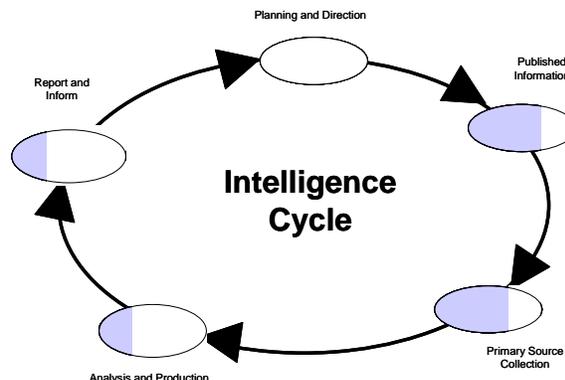
One Market Street, Spear Tower, 19<sup>th</sup> Floor  
San Francisco, CA 94105  
Tel: +1 (415) 625-1400  
Web: <http://www.autonomy.com>

**Competitive Intelligence Software Type:**  
Text Mining Tool

#### Product Name

Autonomy - **Intelligent Data Operating**

**Layer (IDOL)**, is a platform which sits at the center of an enterprise's data and forms a conceptual and contextual understanding of that information. This complete infrastructure layer automatically analyzes pieces of information, be it text, voice or video and, through Autonomy's extensive range of functionality, performs advanced operations (such as hyperlinking, clustering, profiling, retrieving, categorizing) on that information in real-time.



#### General Overview

Founded in 1996 and built on research carried out at Cambridge University, Autonomy (LSE: AU. or AU.L) is a leader in the field of meaning based computing, that is the handling and processing unstructured information such as emails, documents, phone calls and video. It encompasses areas such as enterprise search, taxonomies, compliance, CRM and CEM amongst others

In late 2005, Autonomy acquired Verity, a well-known, established vendor in the search and retrieval market, and has incorporated its technology in the IDOL platform

#### Competitive Intelligence Application

Autonomy supports several phases of the intelligence cycle.

#### Planning and Direction

Autonomy does not support this phase of the intelligence cycle.

#### Published Information

Using the *IDOL* server, agents can be configured to monitor information on Intranet and Internet sites, newsfeeds, chat rooms and internal repositories and alert users to information that is relevant to their specific interests. This would require professional services assistance in setting up.

For search customization Autonomy offers a wide range of retrieval methods, from simple legacy keyword search to highly sophisticated conceptual or document driven querying. To extract the information Autonomy uses Eduction™, their proprietary technology, to gather metadata from text-based files and automatically “educe” the contextual meaning and relationships of the data in unstructured information sources or documents for retrieval and extraction. The Eduction engine can be configured by simple examples and the detection of the metadata does not rely on strict formatting or wording of documents.

Multimedia sources, such as video and audio files, are sources for competitive intelligence that are still in the early adopter phase. Autonomy is one of the forerunners in this area for intelligence with their VS Broadcast Monitoring platform.

VS Broadcast Monitoring is a real-time broadcast capture and tracing solution combining automated scheduling, capture and encoding of incoming news content, and real-time data analysis. This solution could help CI departments automatically digitize, categorize, centrally manage, alert and distribute vast collections of media content quickly and efficiently.

### **Primary Source Collection**

Agents can be configured for primary source collection in much the same way they are used for published information. After the collection is done, Autonomy’s hyperlinking technology can be leveraged to identify important relationships between information. This enables the cross-referencing of content, which is an efficient way of dealing with high volumes of information. For example, within an organization an employee is reading or writing a document. Autonomy can suggest contextually similar documents from various sources through dynamic hyperlink creation for immediate view.

In addition, Autonomy’s *IDOL* server integrates its functionality directly into third party applications such as Siebel and SAP. Therefore, the use of Autonomy could extend an organization’s competitive intelligence resources by leveraging primary source information found in enterprise applications that include: e-Commerce, CRM, knowledge management, business intelligence and enterprise information portals.

### **Analysis and Production**

Autonomy does not support CI viewing models such as SWOT or Five Forces but does provide visualization capabilities for those users looking for a more sophisticated application of visualization tools.

Since Autonomy takes a holistic approach to collecting content there is the opportunity to extract relationships that otherwise might not be readily identifiable. The holistic approach collects information randomly, creating an advantage over the query-based method in that almost nothing is missed. First, Autonomy can automatically cluster information in visualizations based on an understanding of the content, allowing visual query and analysis. For more advanced trend analysis, Autonomy can present customizable graphics and visualizations that highlight the innumerable correlations that exist between the marketplace information volumes and focus – all in a single field of view. An example is

Autonomy's use of *Spectrograph* (photographic record of a spectrum), a 2D cluster map that a user can drill into individual documents or files that are grouped based on patterns and conceptual linkages.

### Report and Inform

Autonomy does provide an automatic feature to allow users to be instantly alerted to new pertinent content by email, instant messenger or to a wireless device.

Reports cannot be automatically generated unless a connector (also referred to as Fetches by Autonomy) is used for proprietary data repositories and file formats. Connectors would have to be configured to enable content aggregation to be performed on a scheduled basis. This would apply to documents such as HTML pages, word processing documents, spreadsheets, electronic mail, semi-structured data (XML), structured data such as Oracle, Lotus Notes and ODBC compliant content, in addition to multimedia data including audio and video content. This would require professional services and an add-on component to be installed before reports could be generated.

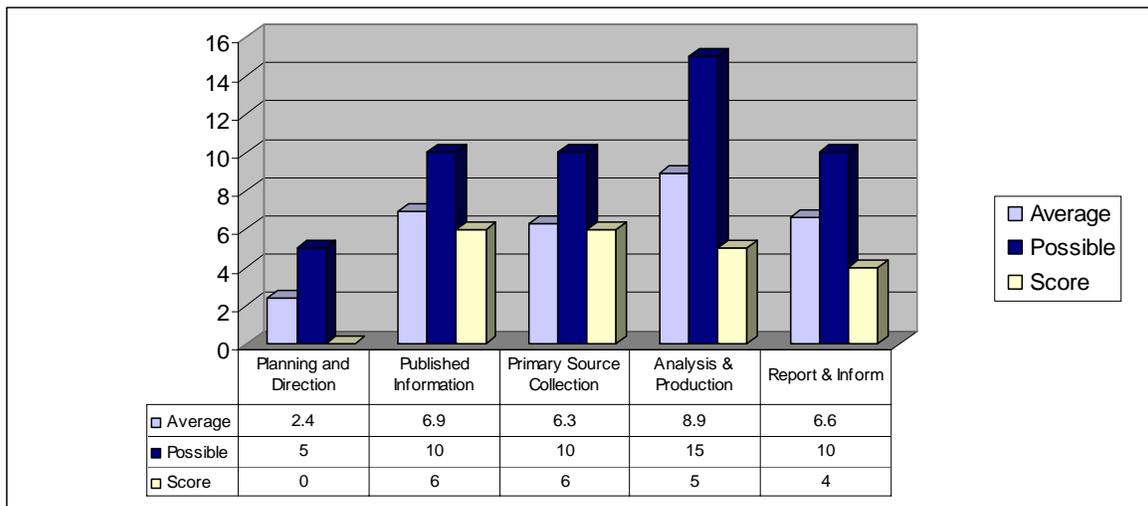
### Summary

Autonomy is for those users who have the scalability and money for a broader view of intelligence information on the enterprise level.

### Tech Specifications

Contact Autonomy for exact technical specifications.

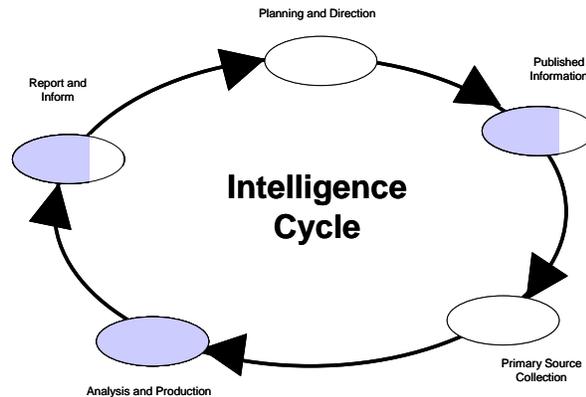
### THE SCORECARD- AUTONOMY



2855 Campus Drive, Suite 100  
San Mateo, CA 94403  
Tel: +1 (650) 645-2400  
Web: <http://www.biz360.com>

### First time review in Fuld Intelligence Software Report

**Competitive Intelligence Software Type:**  
Text Mining



### Product Name:

**Market360** is a Web-hosted application that aggregates content from over 50,000 print, online and broadcast media sources through third party vendors such as LEXISNEXIS and Thomson-Dialog, plus its own Web aggregation system for online news, and provides a “360-degree view” of market intelligence of a company, its competitors and the marketplace. Market360 is strictly a product for external sources and does not include internal sources (i.e. Microsoft documents, emails).

### General Overview

Since 2000, Biz360 has been offering market intelligence solutions to corporate communications professionals primarily in global 2000 companies. Biz360 describes itself as a “corporate communications tool to solve corporate communications problems”.

### Competitive Intelligence Application

**Market360** provides a competitive intelligence tool specifically targeted for marketing professionals focusing on market trends and sentiment towards companies and products. Therefore not all phases of the intelligence cycle are fully addressed.

### Planning and Direction

**Market360** does not provide any of the typical functionality found in this phase of the intelligence cycle such as KIT/KIQ or management of work processes which is integral to competitive intelligence professionals.

For a marketing professional, **Market360** provides a “dashboard” that would be implemented and customized by a professional services team. Users would work with the professional services team to determine, organize and code the companies, products, people, issues and trends tracked that would start “training” of the documents/content, resulting in the desired market intelligence. This may be considered to be too much reliance on a professional services team, but given the targeted users, it may be quite adequate as their intelligence needs are focused and often time-sensitive.

### **Published Information**

*Market360* has access to a wide array of news and consumer-generated media sources in print, Web and broadcast formats, which includes blogs and message boards. *Market360's* Web collection service automatically crawls over 5,000 online news properties.

*Market360* currently monitors and analyzes message boards and 17 million blogs. The real-time analytics that are applied to traditional media sources are also applied to these sources. The ability to view these consumer-generated media sources alongside traditional media sources offers clients the ability to track information through these different, but interconnected media to identify influential people and publications. Features such as categorization and filtering of information are not that robust for a CI professional but could satisfy a marketing professional's intelligence needs.

### **Primary Source Collection**

This phase of the intelligence cycle is not supported by *Market360*. External published information is the core of their product.

### **Analysis and Production**

*Market360* uses a text analysis engine to extract key data from each content piece so that the content is easily searchable by author, publication and date, as well as user defined subjects, topics and tone parameters. A key differentiator is *Market360's* Point-of-View Sentiment™ and Tone Analysis which assigns tone ratings to each content piece as it enters *Market360* to indicate whether it is positive, negative or neutral for each subject in the article. The parameters for tone ratings are based on a small sample of manually rated articles using natural-language processing and machine learning. Marketing and Competitive Intelligence professionals alike can benefit from this feature to analyze an organization, its brands, its competitors and its products.

### **Report and Inform**

*Market360* offers both standardized and customizable report templates that can easily be used. *Market360's* default homepage offers the client a summary view of the application's core metrics – MediaSignal, coverage and tone. User defined reports can be saved and organized in *Market360's* My Reports section. Customized dashboards that can include multiple charts, graphs, rankings and information lists, each with custom filters, can be set as the homepage of *Market360* and delivered automatically by email. All reports can be exported to Microsoft Excel for further manipulation and scheduled for delivery by email or RSS.

Marketing professionals will probably be easily satisfied with these report offerings while competitive intelligence professionals may need other applications for further manipulation such as databases.

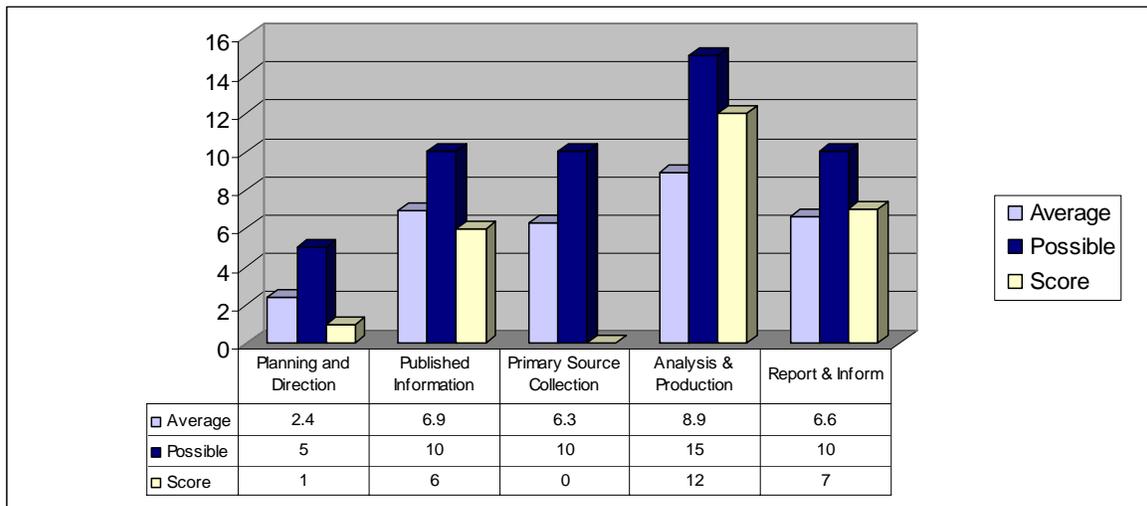
## Summary

While *Market360* is a product targeted for marketing and communications professionals, competitive intelligence professionals can take advantage of features such as Point-of-View Sentiment technology for projects in industries such as: Automotive, Energy, Federal, Financial Services, Oil & Gas, Pharmaceuticals & Biotechnology and Technology.

## System Specifications:

- *Market360* is a Web-hosted market intelligence application accessible through any browser.

## THE SCORECARD- BIZ360



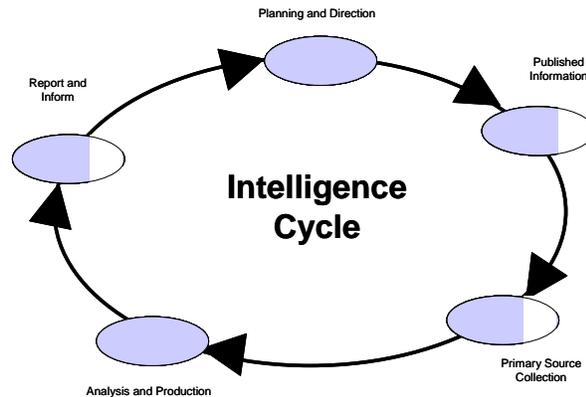
Drottninggatan 38, SE-211 41  
Malmö, Sweden  
Telephone + 46 40 10 78 00  
Web: <http://www.brimstone.net>

**Competitive Intelligence Software type:**  
CI based software and ERP

**Product Name:**

***Brimstone Intelligence 2005*** helps gather, structure, analyze and distribute

information from a combination of both structured and unstructured sources as well as interactions between people.



**General Overview**

Founded in early 2000, Brimstone is a software company developing packaged software for Intelligence, Knowledge Management and CRM.

The founders came from a company that developed a combined Knowledge Management and E-business product, Izodia (former Absalon Group Sweden). Since 2001, Brimstone has focused on customers and clients located in Scandinavia, Europe and the USA. The strongest vertical markets for Brimstone are high tech, life sciences, and consumer packaged goods.

**What's new since 2003**

Brimstone was last reviewed by Fuld in 2003. Since then, Brimstone has continued to broaden its competitive intelligence product now called ***Brimstone Intelligence 2005*** with implementations based on specific customers needs including: Sales, Marketing, Project & Resources, and R&D. Brimstone has also developed a tighter integration with Microsoft products such as Microsoft CRM and taking advantage of their user interface.

**Some of the new features include:**

- 100% dynamic information structure for both structured and unstructured information
- Latest Microsoft User Interface guidelines adopted to ensure ease of use.
- Metadata navigation and analysis
- Collaboration tools for forums and messages.
- E-mail integration - not dependant on what e-mail client the user has.
- Input templates to make standardized input of information faster. Can also be published outside ***Brimstone Intelligence*** (i.e. intranet)
- Integrated with Microsoft CRM to help connect Sales/Marketing with CI professionals through Sales and Marketing Portals where information and analysis derived from ***Brimstone Intelligence*** is combined with information from the field

(Sales) and the market (Marketing). In summer 2006, Brimstone Intelligence version 6, based on an agreement with Microsoft, will have tighter integration by building their CI functionality above the platform.

### **Competitive Intelligence Application**

Brimstone partially supports all phases of the intelligence cycle.

### **Planning and Direction**

Since the last review, Brimstone has added more information structure, both structured and unstructured to the planning phase which had previously been limited. In addition, users are now able to collaborate to receive requests and input along with automated analysis of internal and external information to help users identify potential new areas or questions that need to be answered.

Planning starts by creating '*Profiles*', the main type of information stored and used in *Brimstone Intelligence*. There are different types of *Profiles* such as: companies, persons, organizations, products, and events. For every type of profile information, structures are defined. The Information structure is used to define the set of fields that can be used for every profile. Through the Information structure users can alter the information used and stored depending on their unique situation. Once the *Profile* has been established, a user has several options with the profile to edit, add files, search, visualize, etc.

Brimstone has also improved CI work processes and project flow with a Home Page that shows activities listing items such as Start date, Overdue Activity, Type and Deadline to give a snapshot view. As a related matter to a Home Page, no Help section could be found which is a bit curious considering this is a software package and is steeped in using Microsoft GUI guidelines.

### **Published Information**

Brimstone still does not dynamically collect information such as newsfeeds so users typically have to perform a search and then specify the source such as Google or Moreover.com.

Otherwise, Brimstone has made other enhancements to this phase of the intelligence cycle by providing support for managing unstructured data enhanced with metadata for easier search, navigation and analysis, along with email integration making it easier to review internal and external information. Information that is retrieved can be categorized based on user-defined rules.

### **Primary Source Collection**

With the addition of *Profiles* and the structure that it now provides, another phase of the intelligence cycle has been enhanced. *Profiles* can be dynamically created to collect internal information such as Intranet, internal knowledge and insights similar to how they are used for published information. Brimstone also provides collaboration tools to input and manage information from sources such as Intranet, databases, message boards and email.

## **Analysis and Production**

In previous versions, Brimstone has provided analytical support for comparison of different products and categories by extracting key relationships (between people, places, organizations and events), which has been considered a major strength for Brimstone that has since been followed by other CI software vendors. Brimstone continues to improve the analysis phase with comparison analysis of structured data and metadata navigation of unstructured data, helping to uncover relationships between information and events.

## **Report and Inform**

Brimstone has made several enhancements including more report templates, easier integration with other Web based tools such as the Intranet and Microsoft CRM. Brimstone has added report templates to dynamically create reports from information used. Users start by selecting either a Comparison Report or Profile Report and then select the profile(s) to be included in the report.

## **Summary**

Although there were error messages during the product demonstration for this review, Brimstone appears to be listening to their customer base by broadening the CI features such as templates along with collaboration tools. Brimstone continues to tighten their integration with the Microsoft platform for CRM applications et al. which may appeal to those users already using a Microsoft platform but may deter those who are not.

## **System Specifications:**

### Hardware

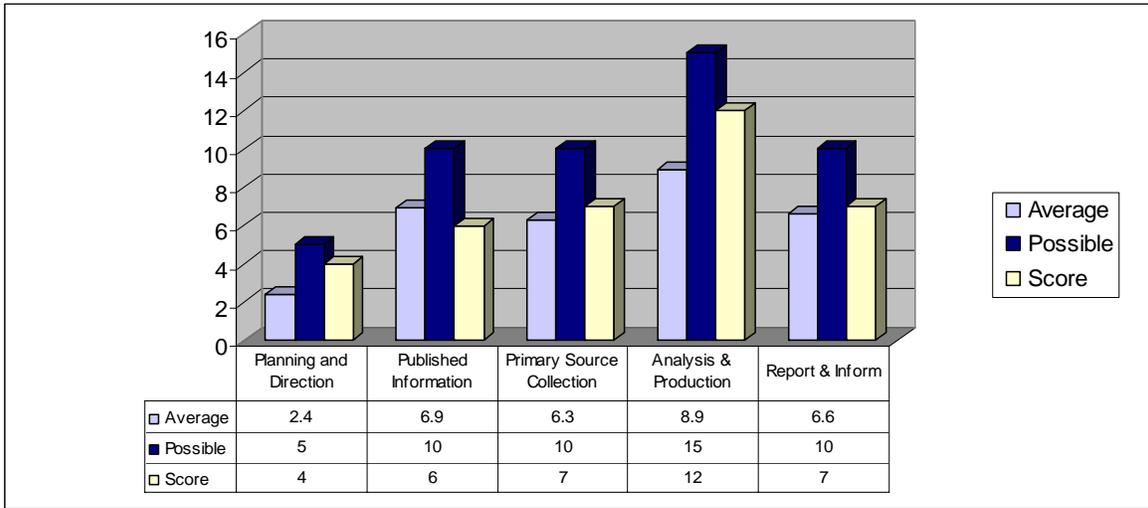
- 1 GHz or more processor
- 512 MB RAM
- 500 MB Hard drive (available space)

### Software

- Platform: Windows Server 2000 or Windows Server 2003 Microsoft SQL Server 2000 (service pack 3) (on the same computer or on another computer on the local LAN.)
- IIS: 5 or 6 have to be installed prior to installation of the above.
- aspSmartUpload [FREEWARE] from Advantys



## THE SCORECARD- BRIMSTONE



2200 Defense Highway, Suite 400  
Crofton, MD 21114  
Tel: +1 (410) 451-6889  
Tel: 888.899.1523  
Web: <http://www.cipher-sys.com>

**Competitive Intelligence Software type:**  
CI based software

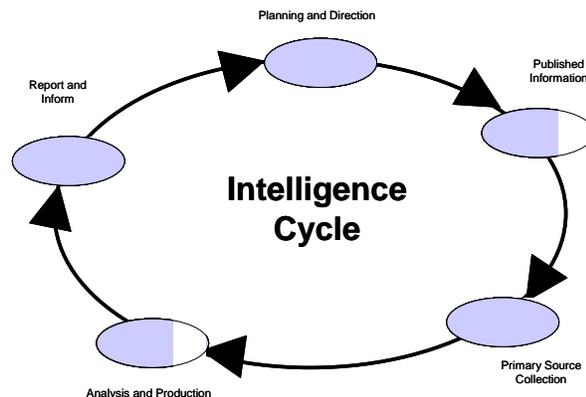
**Product Name:**  
*Knowledge.Works* – MSKW SQL 2005

### General Overview

Cipher was established in 1996 as a spin-off of The Future Group. *Knowledge.Works* is a Web-based application built with a Microsoft SQL server back-end.

### What's new since 2004

- **KIT Wizard** – A guide to the KIT creation process including development of related Key Intelligence Questions (KIQs), the search for key findings and the creation of presentation ready (MS Word or PowerPoint) summary reports
- **Analysis Wizard** – (Available late 2005) Step-by-step guidance through popular CI analytic frameworks. Dynamic templates are expected to integrate analysis more completely into the *Knowledge.Works* workflow.
- **Report Wizard Templates** - In addition to the ad hoc template, the following are now available: SWOT Analysis, Company Profile, Product Assessment and Market Analysis. All may be customized to export directly to Word and PowerPoint formats.
- **Conference Management tool**– Allows automatic management of conference intelligence including trade show scouting teams and Web-based access for member contributions.
- **Blog Manager** - tool for publishing and managing internal blogs has been added in Knowledge.Works. CI Managers can now publish blogs and link them to on-going Key Intelligence Topics featured in Knowledge.Works
- **RSS Feed Manager** – Users can now use Knowledge.Works to subscribe to RSS feeds in their respective industry sectors. RSS feeds imported into Knowledge.Works can be searched and exported into existing reports and/or assigned to relevant Key Intelligence Topics/Questions created by users.



**IntelAssist**, a stand-alone version of Knowledge.Works (available in September 2006 – not covered in this review) that provides:

- Extensive library of RSS Feeds organized by industry sector
- Fully customizable reporting templates
- Single point of search
- Automatic text summarizer
- Early warning alerts on your own selected topics
- Dynamic reporting modules
- Fully web-based – no software purchase

### **Competitive Intelligence Application**

**Knowledge.Works** supports all phases of the Intelligence cycle and is designed around Key Intelligence Topics (KITs).

### **Planning and Direction**

As evidenced in prior versions, **Knowledge.Works** continues to further automate the planning and direction phase with the introduction of KIT Wizard, a step-by-step KIT/KIQ process that searches for key findings and automated KIT summary report generation. Some of the features include: tracking tasks and Due Dates – common view and record of all intelligence assignment. This is extremely important and useful for cross-functional teams or project teams working in different locations.

Workflow component – Users can track intelligence topics from start to finish while allowing the manager to assign each of the underlying questions.

### **Published Information**

**Knowledge.Works** does a good job of dynamically collecting secondary information from a wide array of sources, in addition to manual entry of written documents and reports. **Knowledge.Works** relies strongly on its technology to make it seamless for the user to collect this information and utilize it efficiently. **Knowledge.Works** uses automatic categorization based on a relational database structure, where users can categorize and index a wide range of secondary sources from the Web, newsfeeds and internal sources. Users can also rely on text summarization to receive a summary of the content with one-click. Customizing the focus and the length of the summary can also be done.

CI professionals can now use Knowledge.Works to subscribe to RSS feeds published by their favorite Web sites. RSS feeds are commonly used by thousands of Web publishers to make their content readily available. In addition to providing a means for delivering information, it also gives them the capability of pushing out updated content to a targeted audience as it is added. This means that Knowledge.Works users are alerted of developments in real time.

### **Primary Source Collection**

Collecting information from people such as interviews is a key component of competitive intelligence. **Knowledge.Works** supports this step of the intelligence cycle through the ‘Shared Information’ section of their application. Shared Information includes most types of primary source data including field reports and interviews. A discussion forum is also

included to allow casual discussion of rumors and potential intelligence. This tool can also be linked to Sales Force Automation (SFA) or Customer Relationship Management (CRM) solutions to avoid duplication of data and promote usage of the software across an organization.

An interesting addition is Cipher's recognition of conference management intelligence as a primary source. While conference management information can be captured in other document formats such as MS Word or Excel files, Cipher has automated the process, allowing better management of intelligence gathering at trade shows and conference events. The result is a single repository of intelligence that can be easily tied into the KIT process and template-driven report deliverables.

### **Analysis and Production**

**Knowledge.Works** continues to develop its text mining features and its ability to extract early warning signals and trends dynamically from text through its introduction of Analysis Wizard. Among the features used: Personalization – A user can specify keywords, competitors, consumers and the types of information (KITs, news, etc.) to ensure only the information relevant to each user is sent out when data is entered.

### **Report and Inform**

Report Wizard, the automatic report generator, is the focal point of reports for **Knowledge.Works** and continues to be enhanced with new features including new Intelligence report formats and additional feature enhancements.

The new intelligence report formats include: SWOT analysis, Company Profiles, Market Analysis and Product Assessment. In addition, there are feature enhancements including rich text editing of automatically generated report content and exporting capabilities to presentation-ready formats such as MS Word and PowerPoint.

### **Summary**

While there has not been a new product release for **Knowledge.Works** since the last Fuld review, it is evident that Cipher continues to add new features and tools in response to market and user demand. Wizards for reporting and analysis allow Cipher to reach a broader audience while also “educating” users to take full advantage of the tools at their disposal. Cipher is also introducing IntelAssist in September 2006, which will offer individual CI professionals a scaled down, cost-effective, stand-alone version of Knowledge.Works.

### **System Specs:**

#### Minimum Hardware Requirements

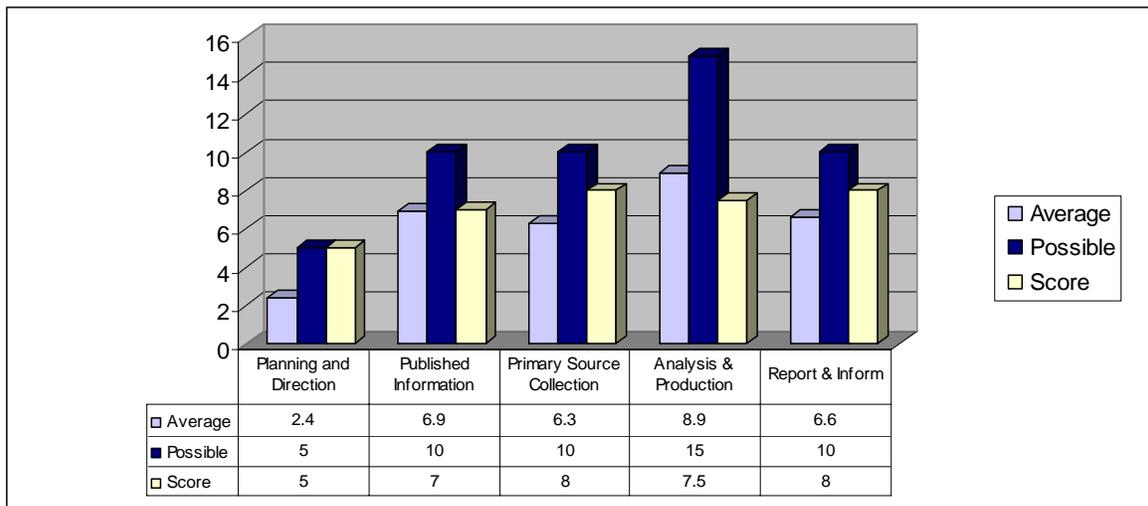
- Database Server
  - Dual-processor 733 MHZ Pentium III (or better)
  - 1 GB RAM (or better)
  - 5 GB free hard disk space (or better)
- Web/Application Server

- Dual-processor 733 MHZ Pentium III (or better)
- 1 GB RAM (or better)
- 500 MB free hard disk space (or better)

#### Minimum Software Requirements

- Database Server
  - Microsoft Windows 2000 or later (Most current service pack recommended)
  - Microsoft SQL Server 2000 (Most current service pack install recommended)
  - Adobe PDF IFilter 6.0 or later (optional; permits SQL Server to index PDF files)
- Web/Application Server
  - Microsoft Windows 2000 or later (Most current service pack recommended)
  - Microsoft Internet Explorer 6.0 or later (Most current service pack recommended)
  - Microsoft XML Parser (MSXML) 3.0 SP1
  - Microsoft Data Access Components (MDAC) 2.7
- Client Desktop Requirements
  - Microsoft Internet Explorer 6.0 (or later)
  - *Knowledge.Works™*

#### THE SCORECARD- CIPHER

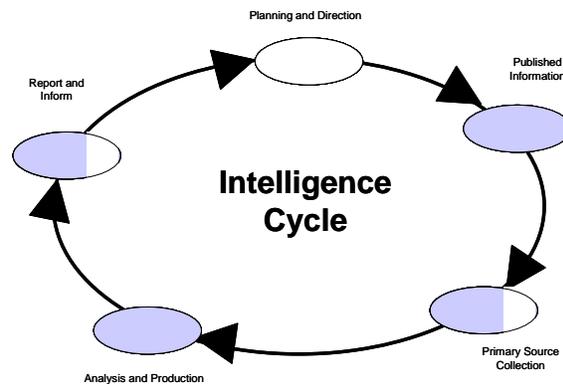


## ClearForest

ClearForest Corp.  
950 Winter Street, Suite 1900  
Waltham, MA 02451  
Tel: +1 (781) 250-4300  
Web: <http://www.clearforest.com>

**Competitive Intelligence Software Type:**  
Text Mining and Visualization Tool

**Last reviewed by Fuld in 2002**



### Product Name:

*ClearForest* Text Analytics Suite (a text mining tool) consists of an Extraction & Tagging Platform and an Analytics Platform. The extraction capabilities combined with the analytics application allows user to turn free-text into Business Intelligence. The analytics application can be stand-alone or fully integrated with an existing CI system.

### General Overview

*ClearForest* was founded in 1998 and is considered one of the first software companies to develop a commercial text analysis platform with an object-oriented NLP (natural language processing) development environment that allows customers to create their own domain-specific modules. *ClearForest* Corporation is a provider of text-driven business intelligence solutions, providing the “analytical bridge” between unstructured text and enterprise data. *ClearForest* offers solutions for manufacturers, publishers, federal, chemical & financial service organizations.

### What's New?

- Headline generation
- *ClearForest* Analytics Web Portlets
- *ClearForest* Analytics Excel plug-in

### Competitive Intelligence Application

*ClearForest* support several phases of the intelligence cycle.

### Planning and Direction

*ClearForest* does not support this phase of this intelligence cycle.

### Published Information

As mentioned in the 2002 Fuld review, *ClearForest*, with its foundation in text mining, may appear to collect secondary information indiscriminately but has the potential

advantage over the query-based method in that almost nothing could be missed. Since then, *ClearForest* has continued to enhance its text mining technology with the use of flexible data agents that can be configured to collect, clean, aggregate and extract information from external newsfeeds (e.g. Factiva), Web pages, or RSS feeds. The data agents are configured using the *ClearForest* Text Analytics Platform that includes extraction and analytics functionality. ClearForest tags unstructured content by tagging key concepts hidden in text. This differs from categorization technologies that mainly organize text for easy access, *ClearForest* automatically categorizes documents and structures entities contained inside text. *ClearForest* Tags' platform supports statistical, structural and semantic tagging as well as custom taggers, industry and custom taxonomies, and information agents.

### **Primary Source Collection**

The *ClearForest* Tags process described in published information can be applied to Primary Source collection as well. A wide variety of file formats (PDF, excel, word, power point, HTML, XML, text, etc) can be tagged and information extracted for intelligence purposes. Again, it is important to note that *ClearForest* is not query-based like most competitive intelligence solutions.

### **Analysis and Production**

This phase of the intelligence cycle is where *ClearForest* stands out among competitive intelligence solutions. *ClearForest* Analytics extracts relevant information from both unstructured text and enterprise data. This tool is intended for those CI professionals who are looking to extract a variety of vertical, functional and business problem oriented concepts and relationships. For example, in automotive engineering quality solutions, *ClearForest* will find relationships between Company, Product, Part, Problem, and Condition. After relationships have been extracted, they are revealed using a variety of role based alerts, reports, trends, and visualizations.

*ClearForest* Analytics also includes advanced data exploration, intuitive wizards and interactive queries which allow information to be viewed graphically through various mediums: relationship maps, inner-relationship links, document drill-down and/or time-based tracking.

### **Report and Inform**

Text mining products have evolved from being a “wrapper” around a technology to providing interfaces for reporting and alerting with a business solution focus. *ClearForest* provides a variety of analytic interfaces for reporting and alerting end users. This includes Web based portals, e-mail alerts, and analytic applications. Modules include: Vertical / Functional / Business Problem specific extraction modules created for automotive, CPG, durable & capital good manufacturers, pharmaceutical, hospitality, healthcare, and financial. While the Fuld review was based on a demonstration, it is clear that the interfaces and modules are very intuitive and could easily be used for intelligence applications.

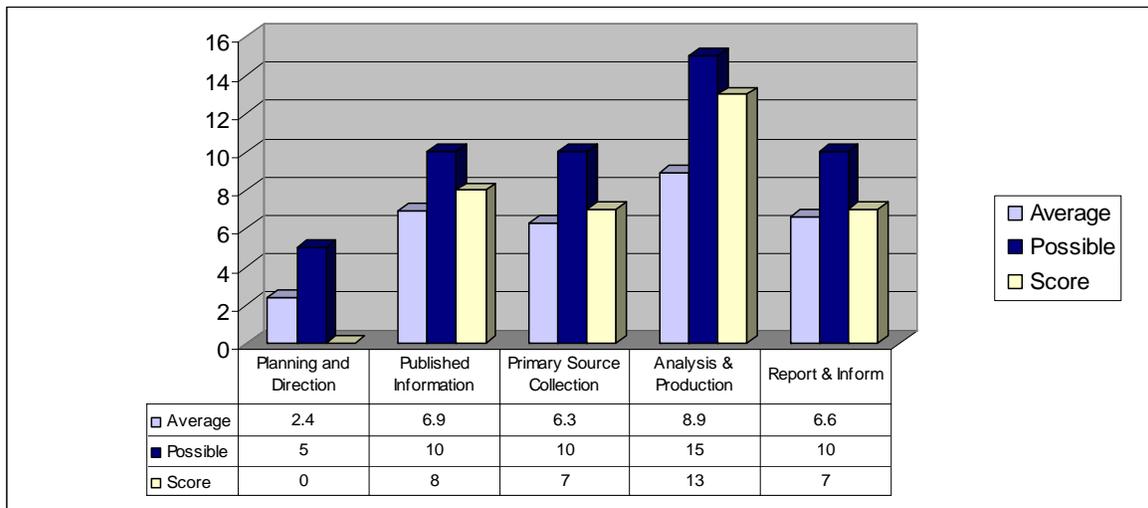
## Summary

Although *ClearForest* claims to have out-of-box capabilities as well as a wide selection of add-on packaged analytics and extraction modules, most likely professional services is needed to implement the solution. *ClearForest* Professional and Technical services team states they can implement a production-ready system in as little as 3 weeks! Since the last Fuld Review in 2002, it is obvious that *ClearForest* has evolved from a text mining tool with a “wrapper” around it to a competitive intelligence solution.

## Technical Requirements

- Single processor machine running Windows 2000 or higher
- 512 MB of memory
- MS SQL Server 2000

## THE SCORECARD- CLEARFOREST



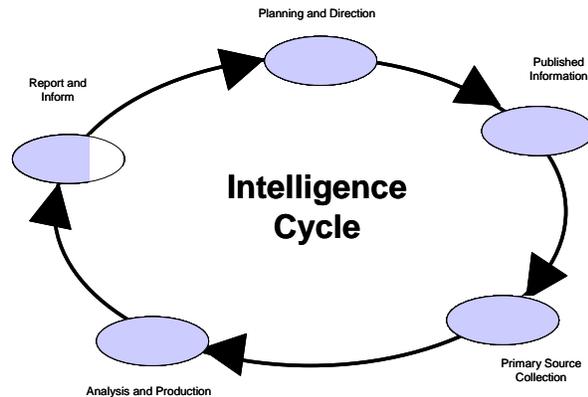
## Coemergence

800-1791 Barrington St.  
Halifax, Nova Scotia  
Canada B3J 3K9  
Tel: +1 (902) 482-6645  
Web: <http://www.coemergence.com>

**Competitive Intelligence Software Type:**  
CI-based software

**Product Name:**

**ACIS**<sup>®</sup> **ACIS**<sup>®</sup> transforms previously uncaptured information and knowledge – “human” or primary intelligence - held within an organization’s people. This intelligence is then woven together with secondary sources to identify and act on emerging opportunities and threats.



**General Overview**

Coemergence was founded in 2001 as a spin-off of Metal Economics Group (MEG), a leading mining industry intelligence firm and Eastern Resource Capital, its business development consulting subsidiary.

**Competitive Intelligence Application**

*ACIS* provides support for all phases of the intelligence cycle.

**Planning and Direction**

*ACIS*, Coemergence’s competitive intelligence solution, is configured to address each client’s business processes and needs with the assistance of professional services and workshops for users. It is a system designed specifically for networking real-time competitive intelligence across the growth-related processes in the client company.

Through a pre-installation workshop, a targeted set of early warning signals, key indicators of change, news feeds, databases and profile fields are developed that can be implemented into *ACIS* to optimize the solution’s ability to capture information pertinent to the company and the industry in which it operates. Once it has been configured, the system is intuitive and ready for CI planning.

The Profile Fields and Flags are designed to serve in many cases as KITs/KIQs and Early Warning Signals. CI requests can be received from employees and the field and *ACIS* provides several features to facilitate the process including flag entry, emails to flag contributors, and Workspaces.

*ACIS* is also designed for CI work process that allows collaboration among members of the CI team as well as outward-facing employees who are encountering useful information

on a regular basis. ACIS Views (flags, profiles, documents and news) and Workspaces are the focal point for collaboration providing accessibility and input of information and viewing of information by all users. Flags are visible to all users and allow for a continued collaboration and discussion around a KIT or KIQ.

### **Published Information Collection**

*ACIS* is able to search internal sources such as databases, Microsoft Office documents, company reports, email, and intranet discussion boards. *ACIS* also provides external search of Web-based sources, such as direct document search (HTML and XML files), message boards, blogs, and databases. In addition a user can do meta-searches, where a single query can be sent to multiple Internet sites.

*ACIS* search allows for multiple approaches with single queries accessing many data repositories through *ACIS* View and Information Search. The *ACIS* View search is based on the comprehensive profiles that have been established. Search queries on these profiles are highly structured and are based on words, phrases, concepts (such as KITs), dates, and other refined search capabilities included in the taxonomic structure of the *ACIS* database. The Information search, powered by Verity, is unstructured and can be used for general keywords, dates, submitted among internal and external information that can include: Profiles, Flags, Documents, News, Watched Web Pages (for tracking Web site changes) and External Files. Search drill-down functionality allows users to see otherwise unapparent patterns in information.

*ACIS* also provides automatic filtering of collected information based on user-defined criteria such as KITS, competitors, source etc. Relevance ranking and automatic categorization of collected information are also available.

### **Primary Source Collection**

Coemergence considers this phase of the intelligence cycle to be their strength and we would agree. *ACIS* provides an intuitive user interface along with the ability to capture internal information from employees throughout an organization, either through direct entry, a desktop utility, e-mail, or another medium by which primary information can be inputted and retrieved.

### **Analysis and Production**

As expected, this product designed for competitive intelligence provides complete functionality in this phase of the intelligence cycle. This includes: multiple viewing models, ability to sort information by user defined rules and display of information in chronological order. *ACIS* also supports extraction of relationships between people, places, dates, events, and other potential correlations. Text-mining technology is also available to locate and extract user-defined variables.

### **Report and Inform**

Coemergence also provides functionality that would be expected in a CI software package including the ability to view, link and/or export reports in Microsoft Office formats, PDF, multimedia formats, other databases, and/or other reporting systems.

*ACIS* reports can be viewed as a page, printed as a hard copy, or linked or exported to a portal/intranet.

### **Summary**

Coemergence has been positioning itself as a serious player at the top end of the CI software market by its features/functionalities and marketing. Coemergence has made a point of looking for features that CI users would value such as being able to track Web site changes. The user interface is fairly intuitive although Coemergence offers thorough training that is more the exception than the norm compared to other CI-based software vendors.

### **System Requirements:**

#### **SERVER specs:**

##### Hardware:

- Dual Processor 3.0GHz+
- 4Gb ram
- 80Gb HD space
- 100/1000 Network Card

##### Software:

- Windows 2000/2003 Server
- MS SQL Server 2000 Standard/Enterprise
- Internet Explorer V5.5 with Internet Tools and SP2 or higher or Internet Explorer 6.0

##### Other:

- Access to a pop3 or IMAP mail server
- Optional extra email addresses for workspaces.

#### **Client Specs:**

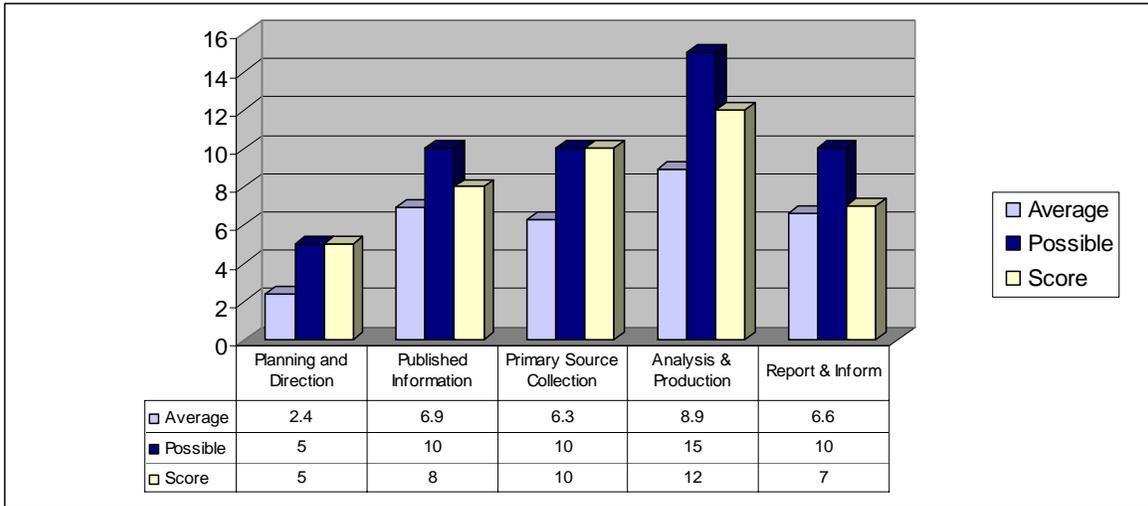
##### Hardware:

- Pentium Class Computer+

##### Software:

- Internet Explorer 5.5 or 6.0
- Network Access
- Windows 2000/XP and .NET 1.1 (For the ACIS Desktop Utility)
- Outlook 2003 (For the Outlook portion of the ACIS Desktop Utility)

## THE SCORECARD- COEMERGENCE

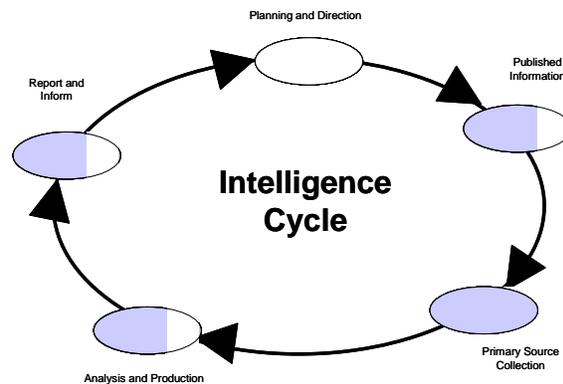


## Comintell

259-269 Old Marylebone Road, 6th floor  
London NW1 5RA, United Kingdom  
Phone: + 44 207 6164092  
Web: <http://www.comintell.com>

**Competitive Intelligence Software Type:**  
CI-based software

**Product Name:**  
**Comintell Knowledge XChanger (KXC)**  
version 4



*KXC* is a portal for CI and knowledge management that is designed to be integrated with other enterprise software within an organization. The product is available as off-the-shelf modules including: *KXC* Server, Software Development Kit (SDK), External Content Retrieval, System Intelligence and User Group Management.

### General Overview

Comintell was established in 1999 by former CI management at Ericsson and is based in Stockholm, Sweden. Europe continues to be the primary geographic market; however Comintell is actively pursuing market opportunities in North America and Asia. Comintell is focused in the High Tech, Life Science and Consumer packaged goods markets.

### What's new since 2003?

Comintell was last reviewed by Fuld in 2003. Since that time, Comintell has developed and improved features such as:

- Possibility to set up different user groups with the system
- Early Warning system (based on online voting)
- Better usage statistics
- Easier to integrate with other enterprise software
- Support for 11 languages

### Competitive Intelligence Application

Comintell provides varying degrees of support for all phases of the intelligence cycle.

### Planning and Direction

*KXC* continues to provide limited support for Planning and Direction for competitive intelligence purposes such as a need for CI-related templates. Comintell relies on the embedded Verity search engine to automatically organize and categorize user's key topics of interest into browseable topics. The taxonomy is then reflected in all functions (search, browse, e-mail alerts, matrix, etc). Users will apply these topics wherever they are in the

system, so they are really used to plan and direct information usage. An administrator is needed to add, edit and delete topics as intelligence needs change. In summary, this approach is for the user who wants to browse information as opposed to KIT or KIQ results.

### **Published Information**

*KXC* prefers to be “content neutral” or leaving the decision to users on what content (news providers, Web pages, market research reports, blogs) they require. Based on the user’s requirements, content can be retrieved in any type of published information, via FTP, XML, e-mail etc. All information is then normalized and presented into a common XML format. For searching, Verity provides users with the ability to search in all attached file types, such as .doc, .ppt, .pdf. Results can be ranked by date or by relevancy and can be limited to certain parts of the content (e.g. title, language, topics). *KXC* has partnerships with many of the top content aggregators as well as with the Verity search engine and its widely respected search technology; users should have a comprehensive selection of published information.

### **Primary Source Collection**

Comintell’s strength is demonstrated in this part of the intelligence phase. Users can easily add their own information into the system, either by a text editor in the content management module (that can be customized) or by e-mailing information into the system (from e.g. mobile devices).

*KXC* also provides support for primary source collection with:

- People Finder, a way of searching for topic experts at the same time as you search for documents, making it easy to find the primary source.
- Collaboration module - Users can start discussions and add comments to articles to their own primary information into the system.
- Web surveys can also be used to ask users questions and do primary market research.

### **Analysis and Production**

Matrix search allows users to display search results dynamically in a matrix format. This makes it easy to spot trends and patterns in the flow of information. From these matrix views, reports (such as SWOT or competitors by country or product development over a time line) can be created and distributed.

An interesting feature in the System Intelligence module is the Early Warning system that allows users to vote online on what information they feel is a threat or an opportunity to the company. The results are displayed in a High/Low Opportunity/Threat matrix. Advanced user and topic statistics are available to see what information is being used and which topics are most relevant and active. Users may find this tool helpful in getting a “reality check” from their colleagues about potential threats or opportunities.

## Report and Inform

**KXC** contains many ways of reporting: personalized e-mail and SMS alerts, my personal start page, group channels, and customizable Web templates. All articles can be printed or e-mail forwarded to defined user groups. Most reports can also be converted in MS Excel for further analysis.

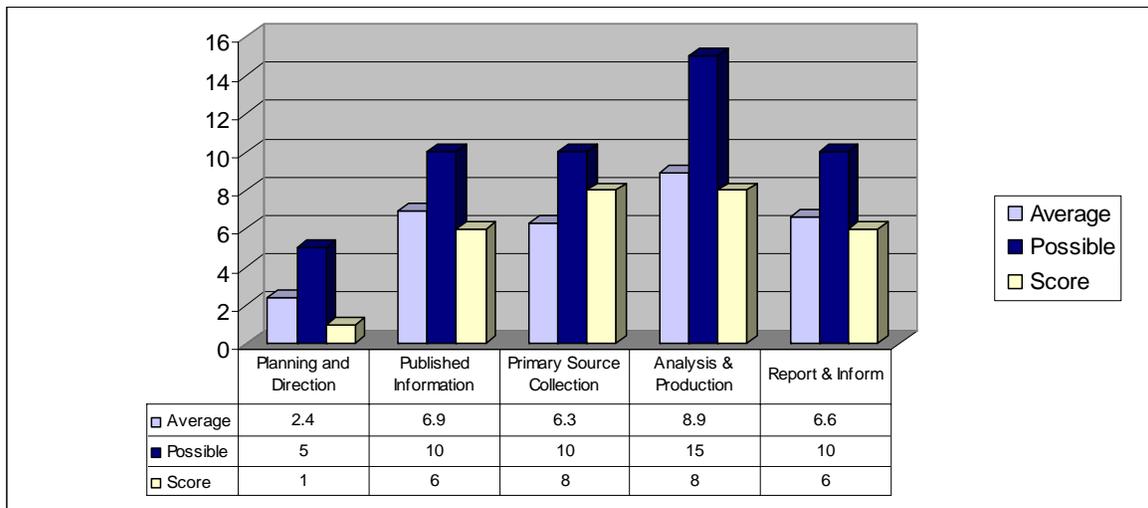
## Summary

While **KXC** has varying degrees of support for each phase of the intelligence cycle, it continues to add interesting features such as the Early Warning System. In addition, **KXC** has a stronger presence in Europe than in North America, however interesting partnerships have developed with well known North American content aggregators and technology market research firms to provide a diverse collection that would be of interest to its targeted vertical markets.

## System Specifications:

- Managed hosting and ASP solutions can also be provided if the customer so wishes.
- Server hardware: Pentium 4 and above, 1024 MB RAM, 40 GB HD.
- Server software: Microsoft Windows 2003 OS and Microsoft SQL Server database.
- Users only require a standard Web browser.

## THE SCORECARD- COMINTELL



125 Walnut St.  
Watertown, MA 02472  
Tel: +1 (617) 673-6000  
Web: <http://www.cymfony.com>  
Blog: <http://www.influence2.com>

**Competitive Intelligence Software type:**  
Text Mining tool

**Product Name:**  
**Cymfony Orchestra**

### General Overview

Cymfony provides products and services that deliver intelligence on consumer preferences, competitor strengths and weaknesses, and other information critical to a competitive intelligence initiative.

Cymfony was founded in 1996 by Dr. Rohini Srihari to introduce a technology for information discovery and analysis of unstructured information. For several years, the company was sponsored by the USAF to develop core information extraction technology based on a combination of machine-learning and rule-based techniques for natural language processing. This resulted in the Natural Language Processing (NLP) engine, a scaleable, portable, robust engine for automatic information extraction from various types of running text documents, including Web pages.

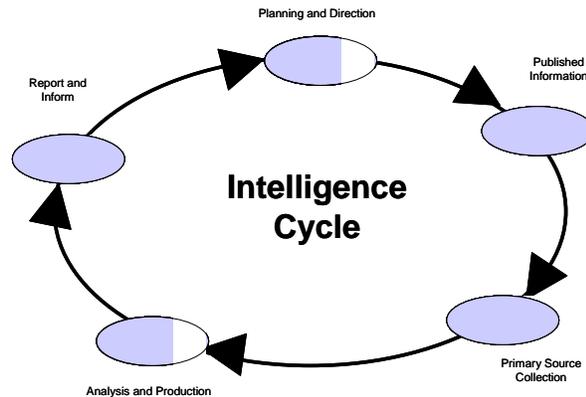
This technology was transitioned from government to commercial uses, applying a broad range of sources including traditional media, consumer-generated media, and proprietary client data in 2005. With the Orchestra platform, Cymfony integrates this technology with expert human analysis to provide comprehensive real-time consumer and market insights. The convergence of multiple media sources enables a broad range of groups across an organization to benefit from the media analysis and discovery functions, including real-time “side-by-side” analysis of each data source.

### Competitive Intelligence Application

Cymfony provides partial support for most of the phases of the intelligence cycle.

### Planning and Direction

Cymfony is more likely to be used by marketing professionals and those who have specific intelligence questions that would best be answered by a product with an application focus. For strategy and competitive intelligence professionals, Cymfony looks at specific needs such as highlighting trends, issues and key performance indicators associated with companies, brands, people and topics. Cymfony’s Orchestra demonstrates the shifts in



momentum, market strategies of competitors, regional campaigns and emerging companies to watch.

Cymfony provides an experienced professional services team to customize Key Intelligence Topics and Key Intelligence Questions for the client's specific business requirements. At the launch of the program, Cymfony works with clients to define the specific brands, business units, competitors, attributes, trends and key players that will be tracked. This process includes the selection of all the external data sources from traditional media, consumer-generated media and internal data sources that will be evaluated.

### **Published Information Collection**

Cymfony's Orchestra provides a comprehensive content aggregation solution with a market intelligence focus. Cymfony's professional services analysts assist clients in selecting the most appropriate search customizations and content sources for the client's business needs. Content is aggregated from traditional media, consumer-generated media and integrated with the client's proprietary data sources including emails, sales data, CRM data and surveys.

Some of the established content aggregators include partners such as LexisNexis, Factiva and Dialog along with specialized providers including Sphere, VMS, Burrelles, CyberAlert, Moreover, PubSub, Boardreader among others. Overall, Cymfony provides access to over 30 million blogs, 200,000 editorial publications and tens of thousands of message boards, user groups and social networks.

To access documents efficiently, Orchestra automatically processes all digital documents to extract metadata, abstracts, entities, events and relationships. Each document is then stored within Cymfony's content database along with its metadata and abstract. Meta data and abstracts are stored indefinitely while the documents are kept according to appropriate copyright policies.

The Orchestra technology uses natural language processing to understand the context and relevance of documents so that it can identify topics more effectively than keyword search programs. As a result, all of the aggregated content is indexed so that analysts can enter new topics to search for at any time. In addition, Orchestra can be configured so that topics, views and brands are visible to all users or customized to give specific users views of only the data and reports that are relevant to their area of responsibility.

Cymfony's content management system and publication management tool automatically classifies content from each source and publication and is updated daily.

### **Primary Source Collection**

Cymfony automatically analyzes digital sources such as message boards, blogs and usenet groups to identify relevant, unfiltered commentary about products, companies, events and people. In effect, the Orchestra acts as a window into online focus groups where there is no facilitator moderating the discussion. Information is provided on consumer likes and dislikes, employee rants, threats against assets and competitive claims. These unfiltered

online comments can be displayed alongside comments from editorial, customer emails, surveys or other sources or primary research.

Orchestra enables the analyst to group comments around topics, issues, brands or attributes discussed in order to create charts and reports focused on the area of research most beneficial to the business group in need of the research.

### **Analysis and Production**

Cymfony's Orchestra allows the analyst to view information in many different ways in order to identify meaningful trends, issues and opportunities. Content in Orchestra can be segmented and filtered according to date, time, source, author, topic or entities mentioned. Items detected include brands, analysts, analyst firms, companies, people, messages and locations. Orchestra automatically identifies relationships between entities providing a clear view of relationship strength through the Buzz Box and trend charts.

Orchestra's charts can be narrowed down to focus on a single brand or issue or source for a single day or opened up to show a wide scope of content, brands or other entities for long periods of time. Multiple filters can be applied to any view or chart or content set.

Reports are available online at anytime through any Web browser. Detailed monthly analysis reports provide a quantitative and qualitative analysis of the data with recommendations for potential actions.

### **Report and Inform**

Many of the time-critical decisions made by marketing professionals depend upon reports and charts that answer the question at hand quickly. Once an analyst has identified the charts, documents or posts that can be combined to provide data for a decision maker, it is very easy to create reports or export the data. The analyst can add summaries to reports that include the charts and content sets resulting from the filters applied.

A chart, table or document can be added to a report, annotated, moved around and published. All reports can be saved in Word or PDF format for further editing, and data from charts can be exported directly to Excel. Orchestra comes with standardized reporting templates but analysts can create and share reports in customized styles that they define themselves.

All reports can be emailed, printed or saved within the application. Abstracts included within reports include a link to the original source document stored within the application.

In addition, Cymfony's professional services and consulting team can be engaged to create either standard or custom reports. Among Cymfony's standard report options are Consumer Opinions & Trends examining how a company compares to its competitors on key benefits in its category, Corporate Reputation which benchmarks how the company is viewed against standard reputational indices, and Customer Satisfaction which includes Cymfony's Advocacy Index, a ratio comparing the positive and negative comments about a company, for the company and its competitors.

## Summary

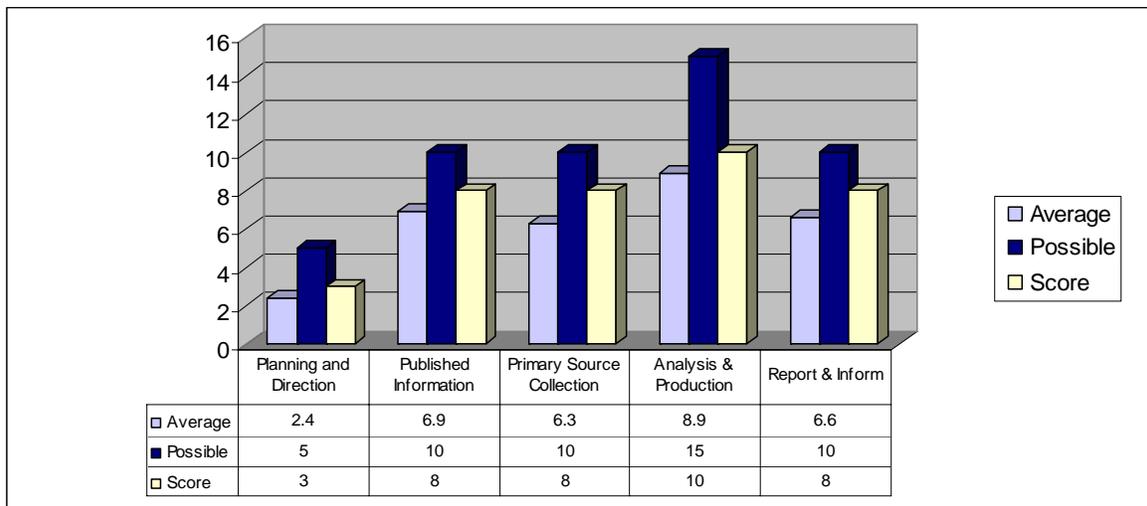
Cymfony has recently reestablished its tool as a market influence analysis tool. Most vertical markets will benefit from the dashboard and charts to discover the value of market intelligence. In that respect, Cymfony is a leader in establishing and demonstrating the value of market influence analysis.

## System Requirements

Orchestra is an ASP service.

Web based application requires no software installation. All hosting of data and content is provided by Cymfony.

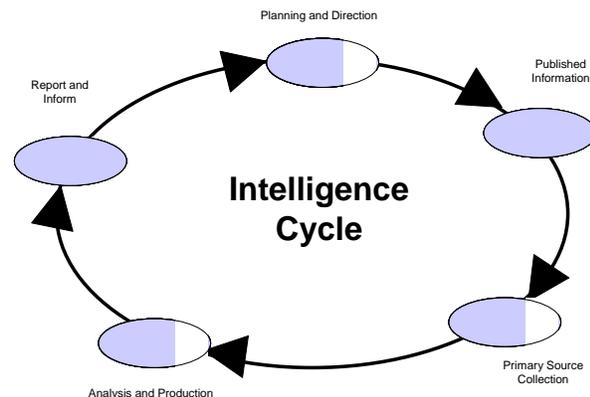
## THE SCORECARD- CYMFONY



950 Tower Lane, Suite 1540  
Foster City, CA 94403  
Phone +1 (650) 356-9046  
Web: <http://www.firstRain.com>

**Competitive Intelligence Software Type:**  
CI-based software and Text Mining

**First time review in Fuld Intelligence Software Report**



**Product Name:**

**firstRain Market Intelligence version 4.0**

**first Rain** is a market Intelligence software, delivered as an on-demand application service. Users access their intelligence through a Web browser, e-mail or through e-mail alerts to chosen devices, whenever they want, from wherever they want, at their desired frequency.

**General Overview**

**firstRain** is a venture-funded, privately held company headquartered in Foster City, CA. It was founded in 2000 and employs more than 120 people in Northern California, New York City, Boston, New Delhi and Mumbai, India. Major investors include Oak Investment Partners, Ampersand Ventures, Diamondhead Ventures, Myriad Investments and Split Rock Partners.

**Competitive Intelligence Application**

**firstRain** provides varying degrees of support for each phase of the intelligence cycle.

**Planning and Direction**

For this part of the intelligence cycle, **firstRain** provides the framework to input to input Key Intelligence Topics (KITs) and Key Intelligence Questions (KIQs) into the system.

**firstRain** supports a folder mechanism for users to organize information (in addition to topics and categories). Folders can also be shared among users allowing collaboration among members of a CI team who are working on a specific KIT.

Beyond that, at present **firstRain** does not include features such as collection templates or managing work process flows that are typically found in competitive intelligence software.

**firstRain** provides an explicit framework to input Key Intelligence Topics (KITs) and Key Intelligence Questions (KIQs) into the system. Furthermore, giving CI analysts the ability to relate gathered information to KIQs/KITs and creating formatted reports from KITs. In the current release these capabilities can be simulated using a combination of features.

## **Published Information**

*firstRain* searches and integrates content from many sources including: Web sites, new sites, news feeds, message boards, databases, blogs, journals. Content from these types of sources is monitored by *firstRain* and new information is updated in near real-time.

Content search and integration capabilities of *firstRain* extend to premium subscription sources (i.e. Factiva, LEXISNEXIS et al.) that customers subscribe to *firstRain* can leverage the customer's subscription to these premium sources (news feeds, industry analyst reports, financial analyst reports etc.), monitor and gather the relevant information from these sources.

In addition, *firstRain* has partnerships with over 100 premium content publishers, representing more than \$1.6 million in annual subscription fees, and lets its clients know when journals and other premium sites publish content relevant to their interests, even if the *firstRain* client is not a subscriber. While this is not free access to the full articles, merely seeing the articles and their leadoff paragraphs can be of interest.

*firstRain* can perform meta searches against the popular Internet search engines in the background as well as specific online databases that might be relevant to the customer's industry vertical. The searches can be customized using words, phrases as well as topics and categories to ensure relevance of collected information.

An interesting and helpful feature that differentiates *firstRain* from other CI software is the ability to monitor Web sites for changes in information. If something of significance changes on a Web page of interest, users are notified. Furthermore, these changes can be visualized by a user by comparing older and newer versions of the Web page.

All the collected information can be categorized using taxonomy of topics and categories set up by CI teams / analysts. The categorized information is stored in a repository. Each topic/category can be modeled by a CI analyst using sophisticated rules to ensure information matching the category is truly relevant to the topic/category. The topics/categories can model any entity such as a company, competitor, partner, supplier, customer, person, geography, priority level, event, product, etc. Each piece of information, called a document, is given a relevance ranking for each category/topic it is assigned.

For collecting and monitoring information that is internal to a customer (emails, Intranets, internal database, documents on shared drives etc.) *firstRain* can collect and monitor information from all internal sources, categorize the information relevant to the sets of topics defined by a CI analyst and feed the relevant documents into the *firstRain* repository. *firstRain* also provides users the ability to manually upload documents to a repository. These documents could be any files on the user's side OR the user can even type in the contents of a document. The document is automatically indexed and categorized using the same set of categories/topics described before. User's can also link to documents from external or internal sources.

Every piece of information collected by the software or manually added to the system is fully indexed for searching and retrieval. Summaries are also extracted for each document. *firstRain* also supports monitoring, indexing and categorization of content in English and Western European Languages. Support for other languages is expected shortly.

### **Primary Source Collection**

*firstRain* provides the capabilities to effectively collect primary sources using an intuitive user friendly interface, making it easy for users to collect primary sources such as message boards, news groups, blogs and opinion boards, etc.

*firstRain* also allows users to manually input intelligence into the system, assign flags and priorities, assign categories etc. Primary content such as field interviews, reports, trade show reviews etc. can be easily uploaded to the system and be readily available for intelligence purposes in a central repository.

Recently, *firstRain* version 4.0 was released and includes features such as collecting informal intelligence from field sources through email. Emails sent to a designated mailbox can automatically be processed, categorized and indexed. Also, each document in the system has a discussion thread associated with it, making it easy for users to give their input.

### **Analysis and Production**

All the collected information, including information from primary and secondary sources, is stored and organized in a central repository. A CI Analyst can browse, search and sort through this information by defined rules, and information can be categorized by different topics/categories that can model any entity - company, person, event etc.

Documents can also be sorted by time, relevance, categories, source of documents etc. Users can also filter documents of a certain type - for example they can see just news stories or message boards from a certain source that fits a certain category and have a certain phrase in the document.

User also have full control over the documents and can edit documents such as titles, summaries etc. Users can also create "compound documents"; documents that are summarizations of an event have their own set of categories and properties and can reference other documents that are supporting material for the analysis done by user.

At present, *firstRain* does not offer a data visualization interface or CI-related models (SWOT, Porter's 5 Forces), both of which would give complete functionality for this phase of the intelligence cycle for *firstRain*. *firstRain* allows configuration of report templates for this purpose.

### **Report and Inform**

*firstRain* provides capabilities for reporting and keeping users and their organizations informed on competitive intelligence and analysis. Reports cover the a wide range of reporting capabilities - from proactive alerts and information digests sent directly to end-



users, all the way to formatted reports with analysis created by users that can be forwarded to others.

A helpful, intuitive feature is the Narrowcast Digest and Alerts that actively “push” highly personalized information to analysts and end-users based on their stated criteria and preferences. Each user can set up their own criteria for what type of information they would like to see, how often and through which channel (Web, email etc.). *firstRain* then can look at every piece of information as it comes in and alerts users when information matching their interests is found.

Users can also collaborate on the analysis of a topic or event, document their thoughts and insight, organize supporting information etc. that can result in a report. The report is based on a template that can easily be set up once and used multiple times to ensure consistency of formatting and structure.

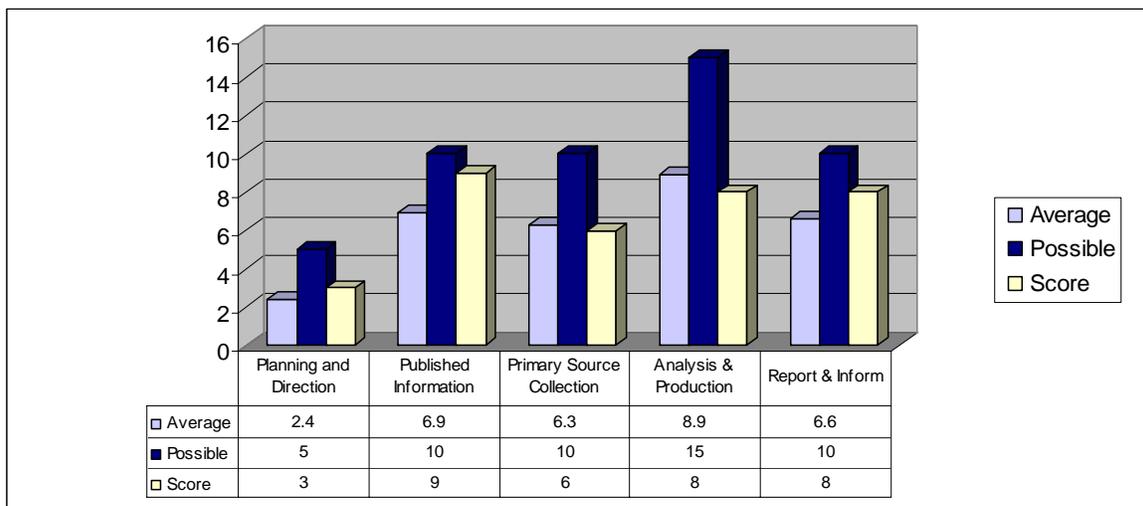
**Summary**

*firstRain* is making a concerted effort to be a major vendor in the CI-based software market. *firstRain* provides many of the features a user would be looking for but has overlooked some major features such as CI template support (SWOT, Porters) while at the same time providing leading-edge types of features such as tracking Web changes. Once *firstRain* provides support for the basic features such as templates, it will be the total CI-based software that users will enjoy. Overall, *firstRain* is an impressive intelligence tool

**System Specifications:**

- ASP Model
- User only needs a Web browser
- Certified for Microsoft Internet Explorer 5.5 and above.

**THE SCORECARD- FIRSTRAIN**



Netro City Design & Information Systems,  
Inc.  
33 South Commercial Street  
Manchester, NH 03304  
Tel: +1 (603) 222-9004  
Web: <http://www.netrocity.com>

**Competitive Intelligence Software Type:**  
CI-based software and Visualization Tool

**Product Name:**

**Real time Event Radar (rtER)** Event Radar is the basis of several intelligence modules for analyzing, tracking, visualizing and predicting competitive patterns out of news and intelligence flows. Users can access existing competitive sector models or create their own with customized Event Radar.

**Intelligent News Networks (INN)** is one of the intelligence modules that allow a user to:

- Create a collection of automatic news scanning agents; create automatic news scanning agents
- Automatically synthesize intelligence out of the normal processing of news
- Syndicate news and intelligence via email, Intranet and browser interfaces;
- Create specific relevancy and integrate Event Radar analyses with INN "back-end" enabling ongoing competitive analyses.

**What's new since 2004?**

- Visual Search - enables a client to create visual relationship patterns of news events in the context of a competitive environment based on his/her simple entry of keywords.

**General Overview**

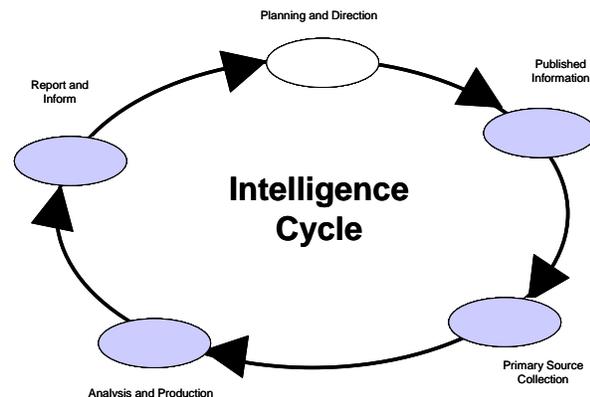
Netro City is a privately held company founded in 1996, serving a clientele of worldwide Fortune 500 companies with patent pending swarm intelligence and graphical processes that enable the visualization of overwhelming news into recognizable patterns of competitive threats and opportunities.

**Competitive Intelligence Application**

Netro City provides support for several phases of the intelligence cycle.

**Planning and Direction**

As mentioned in a previous Fuld review, Netro City's products are focused on providing analysis and reporting of intelligence data, rather than planning and direction. However,



*Event Radars* can be applied toward managing information and news flows by KIT and identifying trends.

### **Published Information**

Netro City makes it very clear that it is not a content aggregator but does conduct automated news collection for analysis and reporting. Content from a variety of sources can be viewed on a granular level for summaries, and interpretation by *Event Radars*.

### **Primary Source Collection**

There have been no major enhancements to this phase since the last review. On the other hand, *INN* offers users the ability to comment on the news they read and assign a rating to it.

### **Analysis and Production**

Visual Search represents the major enhancement for *Event Radars* and also capitalizes on Netro City's strength in this phase of the intelligence cycle. With Visual Search, visual patterns provide relationships to key industry and also indicate future relationships as part of competitive modeling. These interactive displays are also called Real Time Event Radar (rtER) and allow users to see event relationships as they are found by the network. Users can easily explore the relationships using Visual Search to find relationships to key industry events that would not be considered or asked under normal analysis.

### **Report and Inform**

Netro City continues to be strong in this phase of the intelligence cycle compared to other CI software packages even though there have not been any major enhancements over the past year. Through *INN*, user groups and user access levels can be created to facilitate reporting and information sharing. Users can also view custom displays of news summaries and alerts, get statistics on articles, user commentaries and opportunities/threats.

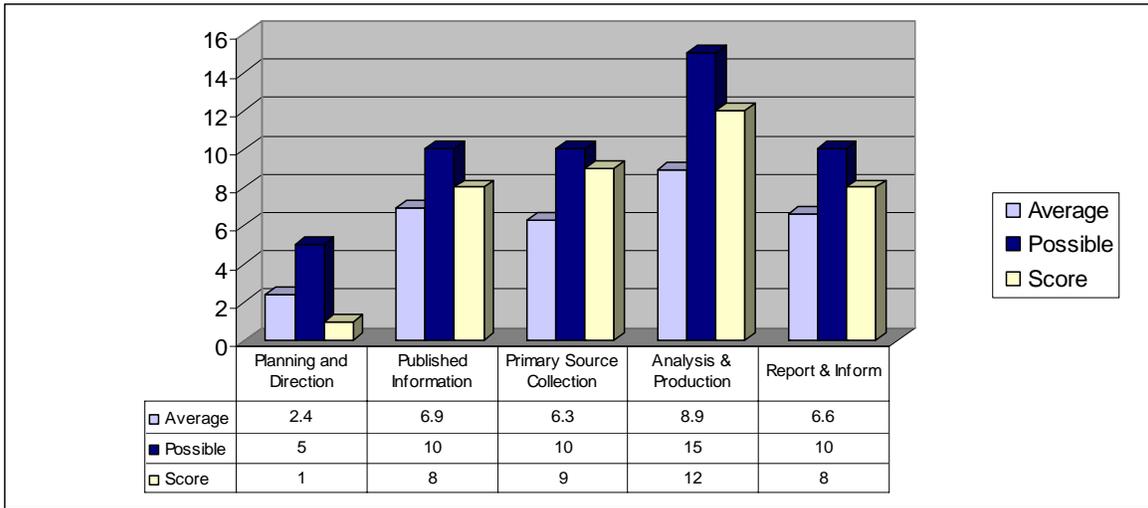
### **Summary**

While Netro City does not support all phases of the intelligence cycle, it continues to enhance the visualization of intelligence with *Event Radars* found with Visual Search. Visualization is found in many CI software packages, however Netro City continues to "set the bar" for visualization of intelligence data in this market.

### **System Specifications:**

- Netro City's ASP version of INN Radars support common browsers include java-script functionality (Explorer, Netscape, Mozilla, Opera)
- Site license product supports Web-based servers, with options for conversion to other OS environments.

## THE SCORECARD- NETRO CITY



## Nielsen BuzzMetrics- formerly Intelliseek

1128 Main Street, Fourth Floor  
Cincinnati, OH 45202  
Phone: +1 (513) 618-6700  
Web:  
<http://www.nielsenbuzzmetrics.com/index.asp>

**Competitive Intelligence Software Type:**  
CI-based software and Text Mining

### Product Name:

**BrandPulse** - A customizable reporting dashboard is designed to focus specifically on monitoring and analyzing products/services, perceptions about companies, and the marketplace. **BrandPulse** is targeted at brand managers, product developers, marketing and public relations professionals who need a better understanding of consumer perception, competitive factors and industry trends. Note: Intelliseek **BrandPulse** was evaluated for this review and is now branded as “BuzzMetrics Brand Pulse”

### General Overview

In early 2006, BuzzMetrics, an Internet search and linguistic analysis technology company, acquired Intelliseek to become Nielsen BuzzMetrics Service, to measure and understand word-of-mouth behavior and influence.

Previously, Intelliseek, a privately held company, was founded in 1996 as part of a consulting research project that resulted in a suite of advanced tools for business professionals. The core group of products is **BrandPulse**, an ASP-based solution, consisting of four component products: **BrandPulse 360™**, **BrandPulse CRM™**, **BrandPulse Internet™**, and **BrandPulse Direct™**.

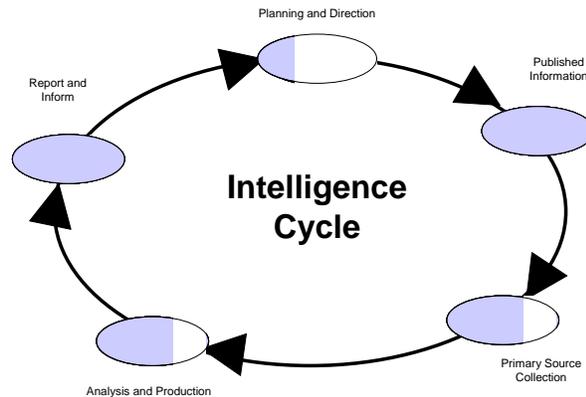
In May 2005, Intelliseek sold Enterprise Discovery Suite, the platform that underlies many Intelliseek products to Inxight and is now part of Inxight's SmartDiscovery® line of products.

### What's new since 2004?

- New reporting dashboard
- Enhanced index of blog posts
- New mining capabilities: sentiment/polarity measurements, influence measurements, product/suggestion detection abilities, and filtering technologies that remove extraneous materials.

### Competitive Intelligence Application

Nielsen BuzzMetrics provides varying support for each phase of the intelligence cycle.



## **Planning and Direction**

This phase of the Intelligence cycle continues to remain the same where users will require assistance from professional services to define the requirements of their market intelligence needs. This would include: outlining each project, deciding on specific elements that would be included, as well as a timeline for deliverables and reports. In last year's Fuld review, Intelliseek had mentioned plans to expand **BrandPulse**'s capabilities to manage intelligence workflow processes but this is not apparent.

## **Published Information**

**BrandPulse** is well known for its comprehensive collection of published content from news and discussion groups, Web sites, and message boards and its most recent focus -- blogs. With blogs emerging as a recognized primary source for market intelligence, **BrandPulse** Internet has enhanced its collection with content from over 15 million blogs, a number that grows 40,000 to 50,000 blogs a day.

**BrandPulse** also collects information from a variety of targeted internal and external sources: corporate intranet, call center logs, email, telephone logs, customer surveys, photos, PDF files and various video and audio files.

## **Primary Source Collection**

"Consumer-Generated Media" (CGM) is used by **Nielsen BuzzMetrics** to describe the consumer-generated comments, opinions and personal experiences posted in publicly available online sources on a wide range of issues, topics, products and brands. When it comes to CGM, **BrandPulse** does an extensive job in indexing and analyzing more than 1 million consumer postings a day, including half a million new blog posts daily and content from more than 45,000 newsgroups and thousands of online message boards.

It is important to note that **BrandPulse** does not support planning and collection processes for primary source collection which is found in most competitive intelligence applications but not in market intelligence applications. As mentioned previously, market intelligence applications like **Nielsen BuzzMetrics** rely on client service teams and users to determine the planning.

## **Analysis and Production**

What separates **Nielsen BuzzMetrics** from other market intelligence vendors is its content mining technology rooted in machine-learning and natural language processing technologies that mine unstructured data. **Nielsen BuzzMetrics** has improved its natural language processing with **BrandPulse** now mining online postings to detect sentiment on very specific, narrow issues or topics, detects positive or negative quotes in consumer postings, identifies extraneous/irrelevant material from consumers' posting to measure buzz more accurately, and extracts product-related ideas and suggestions offered by consumer for marketing/product development intelligence.



These technologies include: Relevance Detection, Classification, Phrase Mining Sentiment Mining, Quote Mining, Concept Mining, Social Network Analysis and Fact Extraction, to create the meaning and context that lead to intelligence.

### **Report and Inform**

**BrandPulse** features a new point-and-click interface to create customized reports and views of different data sets. Users also have the option for analyst-generated reports created by Intelliseek's vertical experts.

### **Summary**

At the time **BrandPulse** was reviewed, it was part of Intelliseek and had added some new features to its text mining and analysis. Now with the acquisition of Intelliseek by **Nielsen BuzzMetrics**, the advanced technologies and client relationships of **BrandPulse** will be leveraged with the linguistic technologies and client-service expertise of BuzzMetrics.

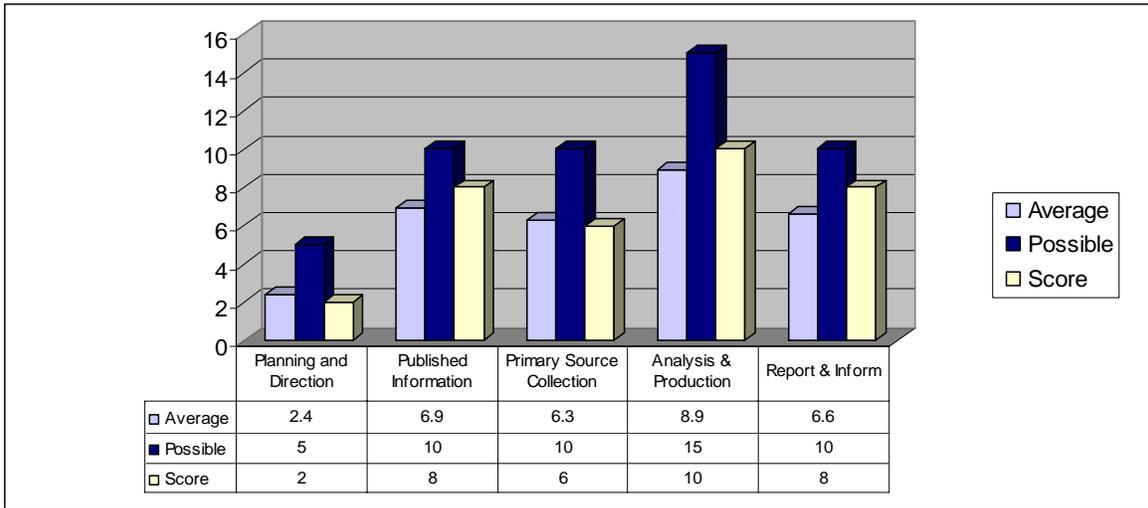
### **System Requirements:**

- Browsers
- Supports Microsoft Internet Explorer 5.0 and higher; or Netscape
- Enterprise Discovery
- OS
- Solaris 8/9 on SPARC
- Win2K/XP/2003 on Intel
- Linux (coming)

### **Software compatibility**

- J2SE 1.4, J2EE 1.3
- Sun ONE WebServer 6.1,
- Microsoft IIS 5.0
- Apache 1.3/2.0 w/ Tomcat
- Oracle 8i, SQL Server
- Web services
- SOAP 1.1 over HTTP with
- JAX-RPC 1.1 -based implementation
- Compatible w/ .Net and clients
- Container-based authentication authorization
- Follow WS-I

## THE SCORECARD- NIELSEN BUZZMETRICS



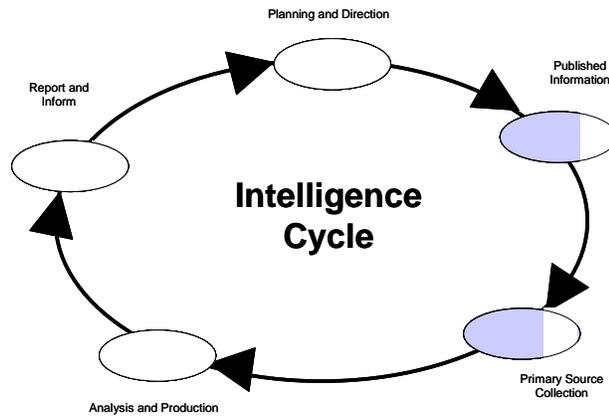
## QL2 Software

316 Occidental Ave S., Suite 410  
Seattle, WA 98104  
Tel: +1 (206) 443-6836  
Web: <http://www.ql2.com>

**Competitive Intelligence Software**  
**type:** CI-based software and Text Mining

**Product Name:**

*WebQL* version -3.0 is a software tool for extracting unstructured data from inside and outside the corporate firewall. *WebQL* allows organizations to create intelligence agents that automate Web mining and unstructured data management solution.



**General Overview:**

Since 2000, QL2 Software Inc. has provided users with Web mining and unstructured data management tools and solutions.

**What's new since 2004?**

*WebQL* version 3.0

- Image text search using optical character recognition (OCR)
- New grid computing capabilities provide limitless scalability for large data integration projects.
- IBM UIMA and SOA compatibility so interoperability isn't an issue, New security features ensure that important data is safely stored and transferred.

**Competitive Intelligence Application**

QL2 supports several phases of the intelligence cycle.

**Planning and Direction**

QL2 is an automated data collection tool and is not designed to support the planning phase of the intelligence cycle.

**Published Information Collection**

As mentioned in previous Fuld Reviews, the strength of *WebQL* and other *QL2* solutions is in this phase of the intelligence cycle. All QL2 software tools and applications are capable of navigating Web sites, subscription services, email repositories, and local data repositories to make selected extractions of information. The new version of QL2 version 2.4 has added support of automated RSS feeds, indicating its emerging importance as a

source for intelligence solutions -- a worthwhile addition to take advantage of QL2's strength in this phase of the intelligence cycle.

### **Primary Source Collection**

Since QL2 is strong in the collection of published information with its text mining technology, it's able to navigate primary sources such as blogs, message boards and newsgroups. QL2 does not fulfill all of the criteria for this phase such as direct input of primary sources or management of them, but does an adequate job of capturing this type of information.

### **Analysis and Production**

QL2's ASP-delivered applications are accessible to anyone in an enterprise with an Internet-connected PC. The extracted information may be accessed and downloaded from a secure Web site or emailed to a user controlled distribution list. QL2 has recently added advanced extraction features for Adobe Acrobat (PDF) files, POP3 and IMAP email archives, Word, Excel, and RSS. Overall, QL2 provides limited support for this phase.

### **Report and Inform**

Users can generate results in a variety of formats, as well as real-time delivery of results in tabular, textual, or HTML formats. Many of QL2's applications provide analytics capabilities so the information may be viewed graphically. A point and click interface is provided so different views of the information can be viewed interactively. The alerting capabilities can also be leveraged to provide some functionality for reporting and informing as well. *WebQL* also supports emailing query results.

### **Summary**

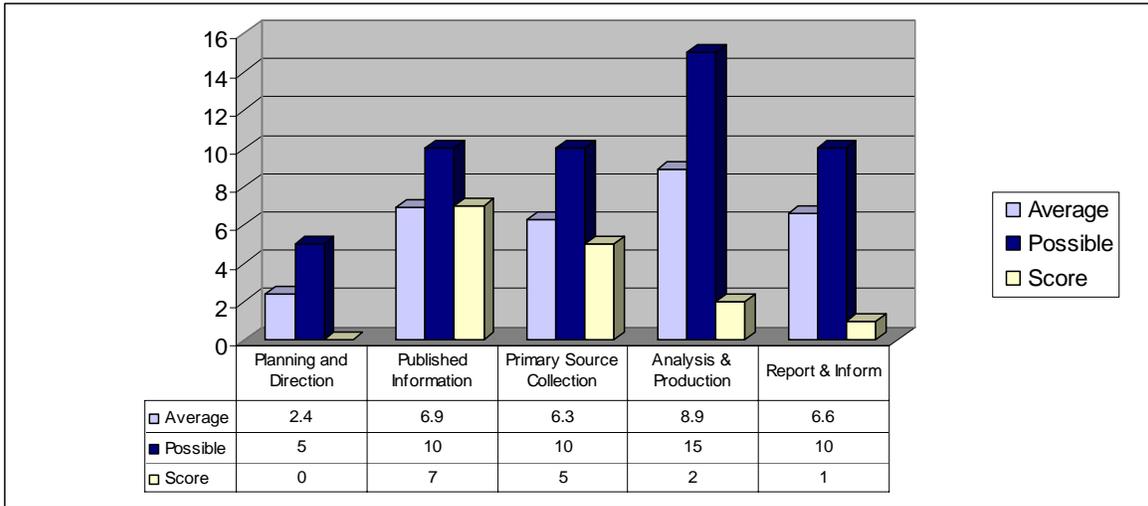
QL2 continues to have a strong reputation among a variety of users from competitive intelligence professionals to application developers.

### **System Requirements:**

- *WebQL* - standalone application - PC with 256MB of memory; 25MB of available hard disk space; Pentium III or faster processor; high speed Internet connectivity;
- Windows 2000, Windows XP, Windows Server 2003, Linux and Solaris. All other applications are provided using ASP model.
- Requires Internet-connected device running Internet Explorer 5.0 or higher or Netscape 6.0 or higher.



## THE SCORECARD- QL2 SOFTWARE



## Rocketinfo

6 Hutton Center  
Santa Anna, CA 92707  
Tel: 1 877-420-INFO  
Web: <http://www.rocketinfo.com>

**Competitive Intelligence Software Type:**  
Text Mining tool and Market Intelligence

### Product Name

**Rocketinfo** – RSS Client/Server (**R**eally **S**imple **S**yndication - a group of Web feed formats, specified in XML and used for Web syndication) is designed for organizations that want to give users a way to monitor critical information. RSS is considered to be ideal for business research, media monitoring, and customer awareness and reputation management. The **Rocketinfo** RSS Client/Server also delivers access to thousands of news and blog sources, and can also be used to create keyword search RSS feeds to track the latest articles and blog postings on specific companies, individuals, technologies or issues.

### General Overview

**Rocketinfo** Inc. is an international supplier of real-time news and business information software to corporations, governments and professional service firms.

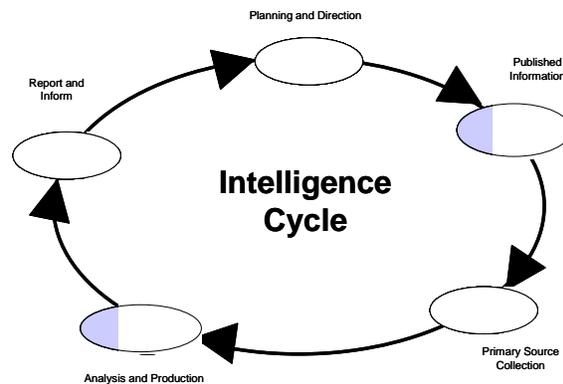
**Rocketinfo**'s solutions and applications are primarily focused on Sales Professionals, Public Relations Specialists, Marketers & Market Researchers, in addition to Competitive Intelligence Professionals.

### Competitive Intelligence Application

**Rocketinfo** supports several phases of the intelligence cycle.

### Planning and Direction

For this part of the intelligence cycle, **Rocketinfo** does not offer the features a CI professional would expect such as identifying KIT/KIQ and managing the interview process. Clearly, **Rocketinfo** is intended for the marketing/PR professional with regards to straightforward searching and workflow process. As for implementation, typically, a CI professional would use a product that is either out-of-the-box or a "dashboard" that has been customized to the user's specifications for content and retrieval. Market360 is the latter, requiring a professional services team to discuss with the user(s) their information needs, identify keywords and "training" the documents/content, resulting in market intelligence. This may be considered too much reliance on a professional services team and the need for a quick easy implementation.



### **Published Information**

The *Rocketinfo* content database includes over 16,000 current news & business information sources. In addition, *Rocketinfo* will include any content sources that are subscription-based news sources such as the Wall Street Journal and American Banker. Rocketinfo also maintains a database of Weblogs, with a focus on blog sites that include business, technology, health and general news and commentary. The Rocketinfo Weblog database does not cover highly personal blogs. It is also possible to add subscription content, Web sites, newsgroups, electronic newsletters or other content based on user.

CI professionals should pay attention to the RSS newsfeeds that are becoming available on most news sites. *Rocketinfo* provides the Rocket RSS Reader, a Web-based RSS Reader to find, view and share content that is delivered in the RSS format. The *Rocketinfo* Reader can be configured with thousands of popular feeds, categorized for easy access or with the specific RSS feeds you select. The Reader supports all of the popular RSS formats (0.91, 1.0 & 2.0, as well as the newer Atom format).

### **Primary Source Collection**

*Rocketinfo* does not readily support this step of the intelligence cycle.

### **Analysis and Production**

*Rocketinfo* provides real-time analytics based on their proprietary *Rocketinfo* RSS Server, a Web-based method analyzing new sources, Web sites and Weblog content that would be primarily of use to marketing professionals. Otherwise, *Rocketinfo* does not fully support this phase of the intelligence cycle with CI models (SWOT, Porter's) or data visualization.

### **Report and Inform**

*Rocketinfo* publishes content in several formats including-- Web headlines, newsletters, XML/RSS data feeds, or to a Competitive Intelligence Portal. It is clear that *Rocketinfo* is focused on implementing a portal, as the delivery channel within an organization with their content and technology. This does not fully meet the functionality of this step of the intelligence cycle.

### **Summary**

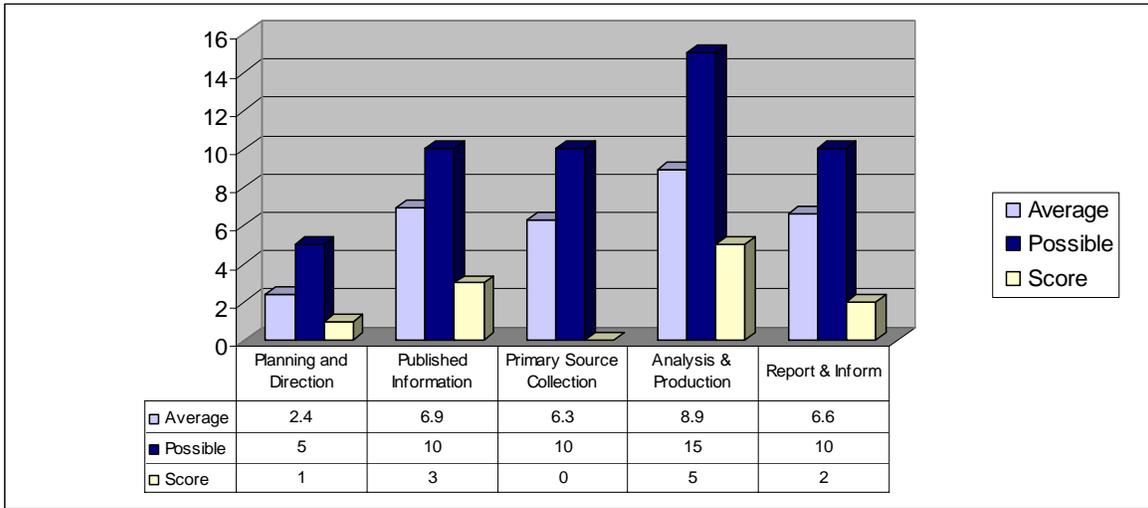
While *Rocketinfo* does not fulfill all phases of the CI Intelligence cycle, its focus on RSS feeds, server and its reader provide a progressive way of dealing with published information for those CI professionals who want to glean a quick review of competitive information.

### **System Requirements:**

- RERS client server application
- RD stand alone application (Windows 2000/XP, Mac OSX, Linux)



## THE SCORECARD- ROCKETINFO



## Strategy Software, Inc.

16000 Bothell-Everett Hwy, Suite 160  
Mill Creek, WA 98012  
Tel: +1 (425) 357-6466  
Web: <http://www.strategy-software.com>

**Competitive Intelligence Software type:**  
CI-based software

### Product Name:

- STRATEGY! –version 4
- IntoAction - version 4
- NewsRoom version 2
- InTouch Competitor Hotline
- Multiple Directory Indexing Search Module (for STRATEGY!)
- File Search Module (for Web-based IntoAction & NewsRoom)

### What's new since 2004?

- NewsRoom V2
- Multiple Directory Indexing/Search Module
- Business BackRoom Data Gathering and Population Services
- IntoAction – enhancements

### General Overview

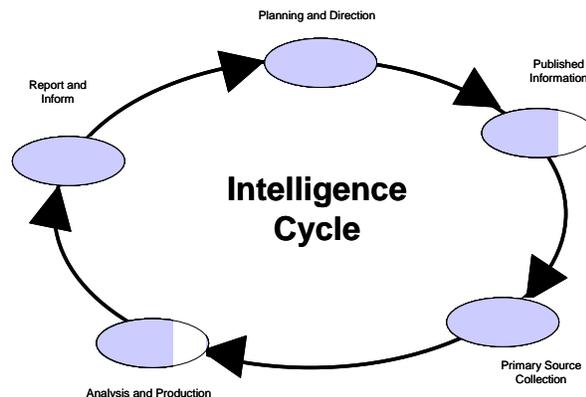
Founded in 1996, SSI is celebrating its 10<sup>th</sup> year, with well over 250 clients to date. SSI has focused on two major issues: 1) providing reliable automation for dealing with secondary source surveillance and management and 2) providing tactical as well as strategic report type products to specific end users in various business processes. Solution consists mainly of a relational database serving hundreds of different types of dynamically generated reports. Reports can be accessed via browser through IntoAction, which records the usage for use in justifying CI/marketing budget used in the CI activity.

### Competitive Intelligence Application

STRATEGY! supports all phases of the competitive intelligence cycle.

### Planning and Direction

Strategy has always been strong in this part of the intelligence cycle by offering features for easy handling and prioritizing requests for intelligence that users would expect from an off-the-shelf product. Basic features include: ability to track the execution of key intelligence topics (KITs) and Key Intelligence Questions (KIQs) and easy input of intelligence topics and questions.



### **Published Information**

News collection is automatic with NewsRoom™, a Strategy Software-developed Web Application that is installed on a server of the client, designed to harvest Web-based information sources. NewsRoom has two modes: Publisher and Reader. The Publisher registers the news sources that are of interest, can set news filters and subscription lists, helps circulate news items worthy of sharing, helps categorize the headlines, and performs other general application administration. The Reader mode provides to anyone allowed to visit the NewsRoom site the ability to peruse the published news summaries, drill down to the original & full news item or download attached documents, but is not able to administer NewsRoom. Typically, however, those interested in getting targeted news would either subscribe to a news filter, or receive a newsletter from the publisher via emailed newsletter. Newsletters are automatically archived, indexed, and are made searchable for back reference.

NewsRoom has the ability to turn a regular Web page into an RSS feed automatically. This sends the hyperlinks from the page to NewsRoom, where it can be filtered, categorized, and turned into a news feed for a portal, or a competitor newsletter to internal customers. Filters can be set on individual or groups of sources. Newsroom harvests daily. Any filters that detect a hyperlink matching the criteria are emailed to a subscriber list to the filter, the publisher, or both. Newsroom can cover sources not generally picked up by aggregators or press release services.

### **Research of information already previously collected**

STRATEGY!, IntoAction and NewsRoom all share the ability to index file folders on the network and perform searches on those repositories of existing information in the form of Word documents, Spreadsheets, PowerPoints, Acrobat (.PDF), text documents, essentially any type of document that has text in it, even emails on an individual basis or complete email folders (in both Outlook and Exchange). The search functionality is industrial strength, supporting features such as Phonic search, Fuzzy search, stemming, Natural Language, and much more.

The Multi-directory indexing & search module unleashes the aforementioned functionality to essentially any file folder on the network, such that searches can be federated, i.e. performed against any or all of those repositories of departmental information, without the need for centralizing the documents. For example, you could search against competitor product brochures collected by Sales Department, market studies collected by Market Research Dept, Industry reports in position of Marketing Managers, etc.

### **Primary Source Collection**

STRATEGY! is very strong in the collection, organization and management of primary sources. The people console quickly identifies and organizes primary sources within an organization. Users are able to apply the indexing function to automatically index hundreds of megabytes for all types of MS Office files, PDF or other text-based file formats. This is a key strength of STRATEGY!'s along with its foundation as a relational database which complements competitive intelligence.



STRATEGY! InTouch Competitor Hotline, a feature found in previous versions, is an interesting one for those who want to capture tacit knowledge. A user is able to record a 2 minute audio file that can be mined for intelligence data. This feature is a differentiator for Strategy within the CI software market. For example, using such a tool within the context of tradeshow collection activities is interesting, as it allows for real time collection of information from the show floor. The audio files are directly emailed to people running strategy, who by the time the show floor closes, can generate collection report summaries for your collectors which will then be waiting for them in their inbox.

### **Analysis and Production**

As noted in a previous Fuld review, STRATEGY! Competitor Software Suite offers a vast selection of standard report formats that support many of the popular analysis frameworks, as well as customized report formats. The database offers the ability to conduct rapid quantitative or qualitative comparisons between companies or products via charts, tables, graphs, and other visualization tools. Analysis may be conducted within the system or by exporting the system information for further production work.

Changes and updates to the database are automatically filtered to all system reports that make use of that element.

### **Report and Inform**

In this phase of the intelligence cycle, Strategy Software has made enhancements with IntoAction, its Competitor Information Management System that provides over 300 standard report formats, as well as customizable reporting capabilities. IntoAction now integrates news feeds directly from NewsRoom, and allows people to do a search of indices managed by STRATEGY!, with access to indices restricted by their specific level of access. You can index directories of information that should only be available to certain people in the company conveniently. If you don't have access, the index is simply not available within the list of indices you can choose from. Search within one index, or across several, or all. Boolean, Natural Language, and Regular Expression supported.

### **Summary**

STRATEGY! is an established vendor in the CI software market. STRATEGY! enables location of information already in the company; without the need to move or copy or those resources to a central location.

STRATEGY! continues to keep its software updated with new features such as Business BackRoom that allows a Competitive Information Database to be populated for a client thru the support services at a cost well below hiring someone to do it.

### **System Requirements:**

Workstation (STRATEGY!):

- PC with Windows 2000 or XP 512MB RAM or higher
- XGA Monitor with 1024 x 800 resolution or higher

Server (STRATEGY!, IntoAction and/or NewsRoom)

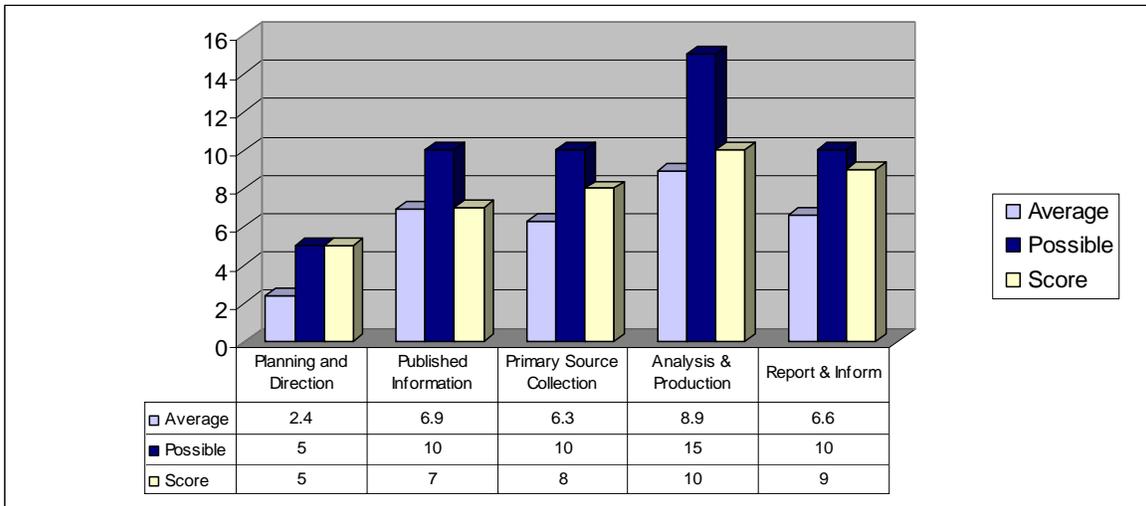
- Windows 2000 or Windows 2003

- MS SQL Server
- 1GB RAM or higher

Network:

STRATEGY! is compatible with most common networks including Microsoft NT Server and Novell Netware.

### THE SCORECARD- STRATEGY SOFTWARE

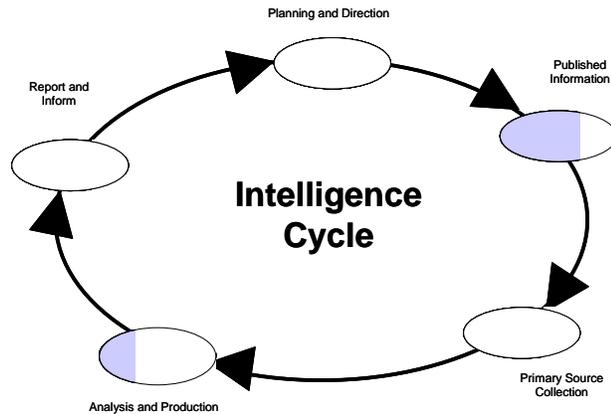


1518 Walnut Street  
 Suite 1502  
 Philadelphia, PA 19102  
 Phone: +1 (571) 235-8395  
 Web: <http://www.temis.com>

**Competitive Intelligence Software**  
 type: Text Mining tool

**Product Name:**

**Online Miner™** (v3.2.1) is a text mining solution, enabling different departments of an organization to benefit from it. This solution includes an annotation server based on the TEMIS Insight Discoverer™ Suite and a Web-based interface including the TEMIS Visual Components. **Online Miner™** offers the analytical capabilities of different text mining engines (Insight Discoverer™ Extractor, Insight Discoverer™ Categorizer, and Insight Discoverer™ Clusterer) to analyze the documents. **Online Miner** also includes TEMIS Visual Components, a library of visual components in Flash to display textual information and text mining results. Source connectors are included and used to access remote resources either internal or external to an organization.



**General Overview**

TEMIS was founded in September 2000 by a team of managers, researchers and consultants from IBM. This group had earlier developed and distributed IBM Text Mining solutions worldwide. Some of these IBM products include Text Knowledge Miner and IBM Technology Watch.

TEMIS management signed an initial licensing agreement with Xerox for XeLDA®, their linguistic engine. This agreement later led TEMIS management to acquire Xerox linguistics operations. With this acquisition, TEMIS complemented its development team with linguistic experts and its own product lines with the Xerox best-sellers, XeLDA® and eXtraction Terminology Suite™.

**Competitive Intelligence Application**

**Online Miner™** concentrates primarily on the analysis and reporting phases the intelligence cycle.

**Planning and Direction**

Since TEMIS **Online Miner™** is primarily a text mining tool, functionality typically associated with this phase of the intelligence cycle such as collection templates, plan interviews and management of work processes, is not supported.

## Published Information

For searching, TEMIS provides **Competitive Intelligence Skill Cartridge™**, a business-oriented tool for external sources (newsfeeds, online services, etc.) that extracts financial information (revenue, growth, sales), commercial information (market share, number of customers), stock information (capitalization, trends) and information related to merger and acquisition, joint-ventures, partnerships, research strategies, etc.

To search internal sources such as databases and Microsoft Office documents, a user would need to use **TEMIS Text Mining 360°**, another tool. TEMIS also provides vertical packaged components that will tailor the analytical capabilities to the client's industry or business. The Skill Cartridge™ Library contains packages for the Pharmaceutical, Aerospace and Oil&Gas industries.

As for the Simple Search interface, it is "bare bones" and CI professionals will find themselves quickly looking for Advanced Search. The major difference: Advanced Search offers field and date searching that are considered basic features found in most CI applications. In addition to that, CI professionals will also be able to search on "concepts" and relations between "concepts" to answer precise questions such as "What licensing agreement were signed in the past weeks by my competitors?"

For this review, a Simple Search on *Eli Lilly* returned several hundreds of documents to analyze. Using the "Tool" in Online Miner™ interface, the CI professionals can explore the main topics related to *Eli Lilly*, whether they are pre-defined "concepts" or "relations" (e.g. Financial results, Partnerships, Licensing Agreements, Clinical Trials, etc.) or not (using the clustering). Online Miner™ also enables the CI professionals to access a highlighted version of the documents where the main concepts are accessible through hyperlinks and can redirect to additional resources (Web sites, intranets, CI applications).

According to TEMIS, both internal and external sources can be accessed through the use of an embedded source connector that can access unstructured information. This includes external sources such as Factiva, NewsEdge, LexisNexis, MicroPatent, Thomson Dialog or public databases such as the USPTO and Medline, and internal sources such as e-mail or memos. It was hard to determine from the demo version how well TEMIS did this since the only results were external sources.

## Primary Source Collection

For this phase of the intelligence cycle, TEMIS claims **Online Miner** can be integrated in a third-party system to manage primary source collection, using the KIT and KIQ methodology. It was not apparent from the demo version how this would work. Therefore, Fuld is not able to review **Online Miner** for this phase of the intelligence cycle.

## Analysis and Production

TEMIS claims that **Online Miner**™ offers advanced analytics capabilities to the user such as trend analysis, clustering, term frequency analysis, concepts and relations analysis, weak signal analysis, etc. The "Tool" interface in the Online Miner™ provides a rapid access to the main features and the Analysis is displayed in various charts and diagrams.

## Report and Inform

According to TEMIS, *Online Miner* helps gather and publish secondary source information through exporting out of the system so that it can be integrated into a report, an intranet portal, etc. The primary output of the platform is an XML file containing all the annotations from the analysis and that the Online Miner™ can manipulate to create HTML or XLS reports. This feature was not evaluated by the Fuld consultant.

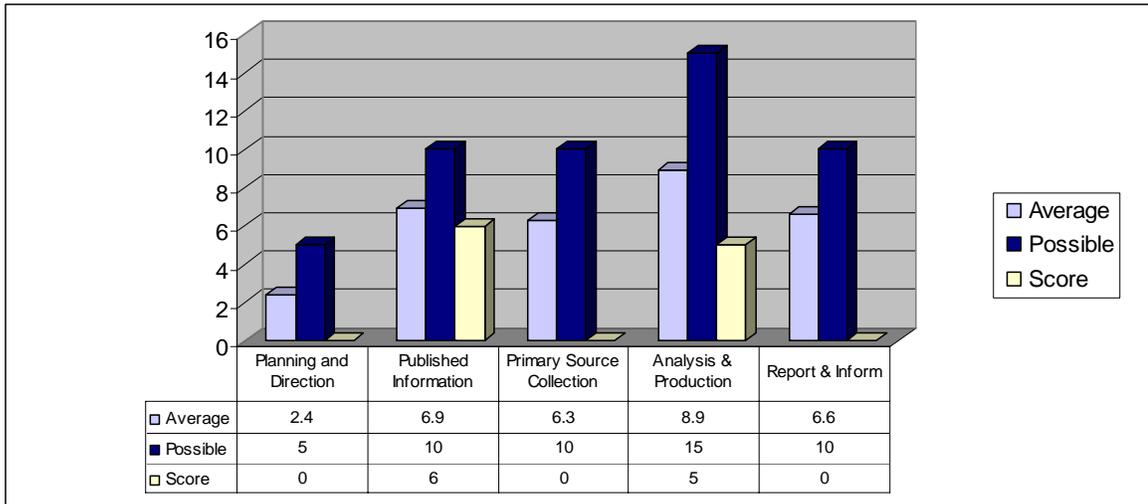
## Summary

TEMIS is primarily a text mining tool that is being positioned for other applications such as competitive intelligence. While there is some potential for TEMIS to provide text mining for CI needs, its interface is not immediately intuitive for this application.

## Technical Requirements

- OS: Windows NT, 2000, XP
- Linux RedHat
- DBMS: Oracle 9i, MySQL
- Source language: English, French, German, Italian, Dutch, Spanish, Portuguese, Czech, Greek, Hungarian, Polish, Russian, Norwegian, Swedish, Danish, Finnish, Arabic, Chinese, Japanese and Korean.

## THE SCORECARD- TEMIS



## Traction Software

245 Waterman Street, Suite 309  
Providence, RI 02906  
Tel: +1 (401) 528-1145  
Web: <http://www.tractionsoftware.com>

**Competitive Intelligence Software Type:**  
CI based software and Text Mining tool

**Product Name:**  
Traction® *TeamPage*™ and Traction®  
*Communicator*™

Enterprise Blog products built on the same Traction platform and offer identical features. *Communicator* is a lower cost alternative that provides Enterprise Blog capabilities for 1 to 2 person CI operations or initial pilots which can scale to users needs.

*Communicator* is limited to 3 projects (blogs) and 2 named users. Named users gain an identity in the system and can be provided permissions in each project. Projects can be selectively opened to Visitors. *TeamPage* server supports an unlimited number of projects and is licensed based on the number of named accounts.

Traction® *Feed Reader*™

*Feed Reader*, an add-on to *TeamPage* can read RSS or Atom feeds and publish each post into a selected Traction *TeamPage* project.

Traction® *FAST SEARCH*™

An add-on to *TeamPage* server to provide sophisticated entity and key word extraction as well as drill down search navigation.

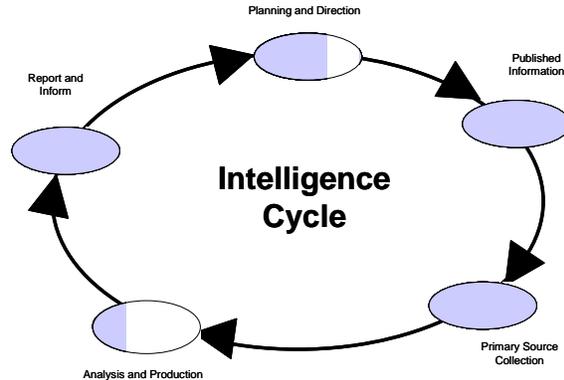
### General Overview

Founded in 1996, Traction Software, Inc. (formerly Twisted Systems, Inc.) completed the first release of Traction *TeamPage*, 1999 and commercially launched the product in July 2002. Traction *TeamPage* is deployed in enterprises, universities and many branches of the US Government. Notably for the CI market, Traction Software investors include In-Q-Tel which is the venture arm of the Central Intelligence Agency.

Traction Software has released several generations of the Java-based Traction Server and Traction Software Development Kit (SDK), as well as client accessories including the Traction Instant Publisher for Microsoft Windows..

### What's new since 2004?

- *TeamPage* Feed Reader – reads and publishes RSS Feeds
- QL2 Module for Traction *TeamPage* – Integration with QL2 to gather and publish information automatically from the deep Web



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- Traction FAST Module – To be released by end of summer 2006. Provides class entity extraction, key word extraction, search facilities and drill down navigation.

### **Competitive Intelligence Application**

Traction's *TeamPage* provides varying degrees of support for all phases of the intelligence cycle.

### **Planning and Direction**

The *TeamPage* platform facilitates the capture and discussion of the information required to plan a CI strategy and to document and manage KITs. CI requests can be received by *TeamPage* via Email, HTML form, or direct post to Traction. Managing of the CI Work Process can be modeled with labels and require no programming. Open KITs can be marked KIT and To Do with a labeling convention. Another label that is KIT specific may be applied to the KIT definition and, subsequently, all information belonging to the KIT. KITs can also be marked by priority levels which may change over time. They can be marked KIT and Done when closed (and therefore revived at a later date by flipping Done back ToDo). The same applies to Request / Request and Done. More complex processes are modeled in a similar fashion by, for example, applying a team member's initials to a KIT or Request. In this version, it is now possible to convert content into the KIT definition entry, and optionally include an 'Add' button to more easily associate content to a given KIT. *TeamPage* supports the basics of this phase of the intelligence cycle.

### **Published Information**

CI and other professionals are increasingly relying on RSS aggregators to deliver current news and other information from Web sites that support this XML standard. In 2005, Traction added *TeamPage* Feed Reader, an RSS reader that can read and publish external RSS feeds. For people who want to selectively publish from RSS feeds, it is possible to instantly publish information caught in an RSS aggregator into Traction. Integration is also available with Newsgator making it easy to select and publish any given RSS entry from an RSS enabled e-mail client. Traction is one of the few CI software vendors to directly address RSS Feeds, a timely resource for those relying on Web newsfeeds.

For more sophisticated collection efforts, Traction's recent (announced April 2006) integration with QL2's WebQL makes it possible to:

- Target newswires, Web based databases (e.g. legislative, drug pipeline, and pricing databases), and other sources
- Monitor competitor Web pages for changes
- Collect entries matching specified key word criteria, highlight the keywords and publish the targeted information to Traction with appropriate category or KIT labels

With integration playing a significant role in organizations, Traction has taken a lead among CI software vendors with *TeamPage*'s support of HTML, SOAP and XML-RPC protocols, so a CI professional can write an interface from third party spidering technologies into Traction. The advantage is that a wider variety of content can be integrated with ease, resulting in a broader collection of published information.

### **Primary Source Collection**

This phase of the intelligence cycle has been *TeamPage*'s strength especially with the growing importance and relevance of Blogs as a primary source of information.

*TeamPage* can receive information from email, HTML forms, or direct post. Information can be labeled as HUMINT (human interest) and graded for its credibility or relevance, as desired. It is also possible to comment on any article at the paragraph or article level.

Primary source information can easily be channeled through a private project space and selectively shared to executive or more broad audiences if and when it is deemed appropriate.

As seen in published information, Traction Instant Publisher (TIP) also can capture primary sources such as newsgroup information from Outlook or Internet Explorer with a simple right-click. For other sources, it supports basic Copy/Paste operation.

### **Analysis and Production**

As noted in previous Fuld reviews, Traction does not dynamically generate intelligence analysis, but does provide some of the functionality to help CI professionals with their analysis through centralization discussions that are facilitated by *TeamPage*. Otherwise, Traction has not made any significant enhancements in this phase such as data visualization or support of SWOT and Porter's Five Forces model which becoming the norm for most competitive intelligence software applications.

Traction makes it possible to infer analysis and intelligence into information. A totally unique set of page and paragraph level commenting, linking and labeling makes this possible. For example, if a 2 page article from a secondary source contains a reference to "Price and a Competitor Strength", it is possible to embed a comment after that paragraph and to apply the Price and Strength labels. When the analyst later goes to prepare a SWOT analysis, she can easily query for paragraphs referencing competitor strengths relative to the pricing KIT, and link analysis back to the supporting paragraph.

Traction's Collector makes it easy to pull together reference information (possibly including comments, primary and secondary source information) and produce analysis or assessment entries that link to supporting source information and refer to the motivating KITs.

### **Report and Inform**

*TeamPage* continues to be strong in this phase compared to other CI software applications. *TeamPage* covers the bases by delivering information through the Traction interface (accessible via Browser or Mobile device skin) or automatically via email notification or email summary newsletter, depending on the user's preference.

In 2006, new features in the software allow users to output arbitrary sets of analysis and source information to PDF or Word formats with or without automatically generated cover sheets, tables of contents and varying levels of meta data. These formats include internal



links within the document and can include external links back to Traction in cases where the selected content refers to information that is not in the PDF/Word collection for export. In addition, users can configure their own newsletter to include any cross section of content in the order and format of their choosing.

Users may also be interested in the Omit function, allowing you to select paragraphs or comments from the set of content to be exported. New print functions also allow the user to include or exclude most meta data (labels, authors, cross references, comments, for example) and selectively remove paragraphs or comments from the printed output.

### **Summary**

Traction continues to enhance and add features that keep up with current information gathering trends such as RSS Feeds. Traction has a strong reputation for enterprise Blogs and Wikis, and now with RSS Feeds and QL2 integration, places its software as a leading-edge CI software vendor that understands the intelligence needs from non-traditional intelligence sources that are gradually being adopted as important intelligence sources.

Traction meets the budget and technical needs of most CI operations by providing a low entry cost (entry points at \$250 and \$5K) and extremely easy, fast installation and configuration.

### **System Requirements**

- Recommended Minimum Server Hardware
- Processor: Pentium 2Ghz
- Disk space: 5 GB free disk space
- RAM: 1 GB

### **Server Operating System**

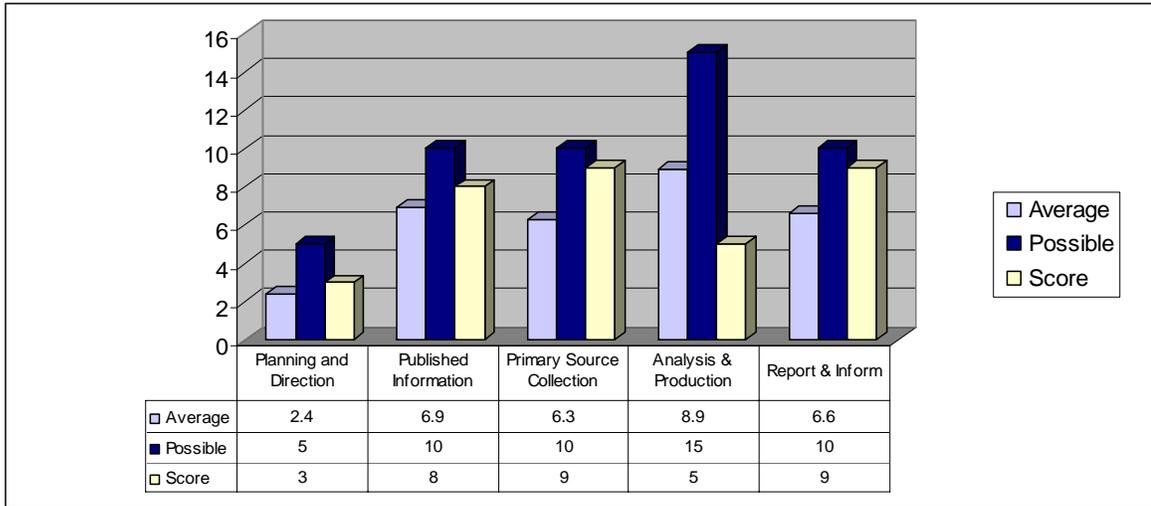
The server operating system must be capable of running a Java 2 Virtual Machine.

- Microsoft Windows 2003 Server, XP, 2000, NT 4.0 (SP 5 or greater)
- Linux (Intel) - Current Red Hat or equivalent distribution
- Solaris (Intel or SPARC) - Current Solaris
- MacOS X - Release 10.2 or later recommended

### **Web Browser**

- Microsoft Internet Explorer (Windows or Macintosh) - Version 5 or greater, version 6 recommended
- Netscape Navigator (all platforms) - Version 6.1 or greater recommended. Version 4.7 can be used with limitations.
- Mozilla (all platforms) - Version 0.96 or greater
- Firefox 1.0
- AvantGo (PalmOS, Windows CE) - Version 4.0
- Opera, including mobile version for Series 60 Symbian
- Most other modern browsers can be used with most Traction skins.

## THE SCORECARD- TRACTION SOFTWARE



## Wincite Systems

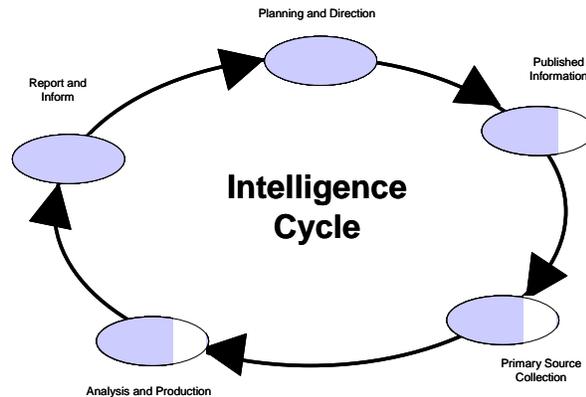
19 South LaSalle St.  
Chicago, IL 60603  
Tel: +1 (312) 424-6420  
Web: <http://www.wincite.com>

### Product Name:

*Wincite* LAN 8.4  
*eWincite* 8.4

### What's new since 2004?

- View RSS feeds and edit their content for inclusion into newsletters
- New search features and enhancements to the *Wincite* Painter that is used to create Topic screens



### General Overview

Since 1987, *Wincite Systems* has been offering intelligence software solutions. *Wincite* is a customizable database application designed to run on a local area network (LAN) with a SQL Server or Oracle database. As a competitive intelligence tool aimed at CI units, *Wincite* is designed to support each step of the Intelligence Cycle, but it also offers knowledge management for strategic and tactical planning, as well as field sales management, R&D and other business activities.

The focal point of *Wincite* is the *Wincite Painter* Tool set, an out-of-the-box solution that allows CI professionals to create and maintain topic screens and fields that respond to the specific requirements of an intelligence project.

### Competitive Intelligence Application

*Wincite* was originally designed as a competitive intelligence application and can be used to simplify many steps of the Intelligence cycle.

### Planning and Direction

*Wincite* is KIT and KIQ-driven, which provides an organized structure to project definition. It also supports links to project plan, budget, primary source, published information, analysis, reports, and other documents. Using *Wincite Painter*, a Topic screen can be customized to provide planning to define the overall objectives of project and general information regarding the project planning and control.

### Published Information

*Wincite* is an out-of-the-box solution for collection of published information. *Wincite's* strength lies in organizing and process stored content. Users can categorize

and link to published information sources, access news feed from external sources, and conduct full text searches for content within and linked to the database, including Microsoft Office and HTML documents. *Wincite* also provides a link to Microsoft Index Server's search function, which enables users to quickly find internal documents.

With *Wincite* 8.4, the most recent version, RSS content and tools have been integrated into the *Wincite* application to further extend the breadth and timeliness of information that is important to competitive intelligence applications.

### **Primary Source Collection**

Since the last Fuld review, there have not been any significant enhancements to this phase. *Wincite* offers special information sources screens for three key features for organizing and managing material related to primary source collection: 1) a Primary Information Sources screen, which defines the tasks and outlines the effort related to primary source collection 2) an Interview Summaries screen that can contain interview abstracts, details, and document links 3) Database Query of Expertise Lists, a screen that assist in searching for primary sources by connecting to database of expert profiles. *Wincite*'s customizability enables users to create additional features for capturing primary source material. Content is fully indexed and searchable.

### **Analysis and Production**

While there have not been any enhancements since the last review, *Wincite* continues to support many of the widely used analytical frameworks used by competitive intelligence professionals like SWOT, Benchmark analysis, Porters Five Forces, Supply Chain Analysis, and Four Corners Analysis. Its analysis tools are based on KITs, and centralized within an Analysis screen that summarizes and presents aspects of the analysis process in a logical framework. Users also have the option of developing screens to support and visualize other analytical models by using *Wincite* Painter.

### **Report and Inform**

*Wincite* has not added any enhancements to this phase since the last Fuld Review but overall it continues to offer excellent tools for reporting and delivering intelligence. Features include: a summary screen that centralizes components of KIT reports, profile reports that can be downloaded into MS PowerPoint or MS Access, and reports that can be converted into email, attached to email, or generated for viewing in an intranet browser.

### **Summary**

Wincite is a good tool for small CI units as well as those users looking to become familiar with a simple to use CI tool. While Wincite has not had a major product release, it continues to add features such as RSS feeds that keep it on a par with other similar CI-based tools.

### **Technical Requirements**

*Wincite*'s knowledge management is based on a Client/Server Server™ 6.5 or higher, Oracle™ higher) or Microsoft Access™ platform with full security features.

**Workstation**

- Microsoft Windows 98/2000/
- Windows NT 4.0 or later
- Pentium III Systems with 400
- 128MB RAM or higher
- 60MB or more fixed disk space (additional disk space; recommended)

**Browser**

Microsoft Internet Explorer 4.5 or Netscape Navigator 4.0

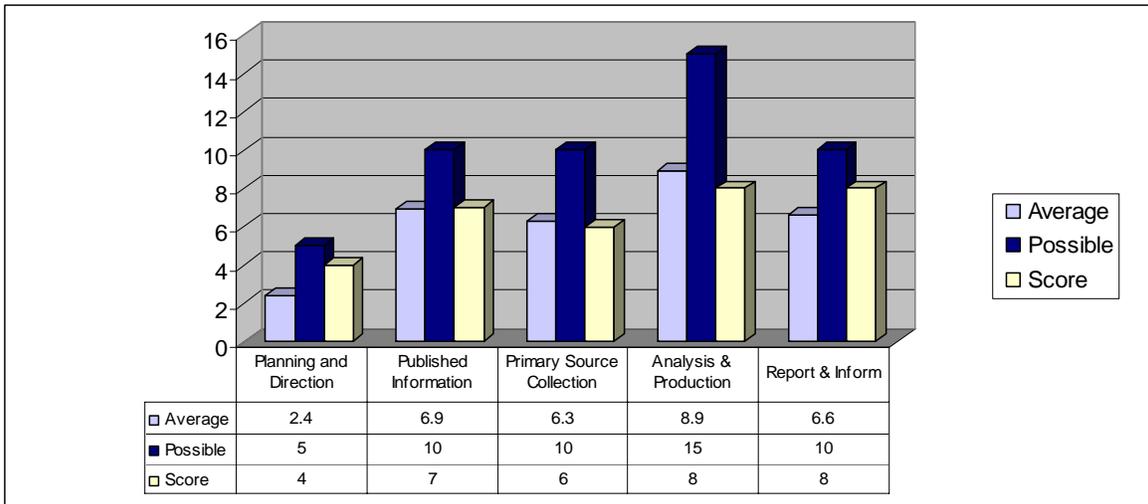
**LAN Server**

**For Wincite:**

- Microsoft Windows 2000/XP, 4.0 or Novell Network Pentium 4 Systems
- 512 Mb RAM or higher
- 20GB SCSI Hard Drive
- TCP/IP (client/server configuration),
- Microsoft IIS 3.0 or higher
- Databases Supported
- Microsoft SQL Server 6.5 or Oracle 7.X or higher
- Microsoft Access
- ODBC/OLEDB Compliant

eWincite is an ASP model

**THE SCORECARD- WINCITE**



## FULD & COMPANY – BACKGROUND

### BOSTON ♦ LONDON

Fuld & Company Inc. is the world's preeminent research and consulting firm in the field of business and competitive intelligence. Founded by Leonard Fuld, a pioneer and recognized leading authority in the field, Fuld & Company is a full-service business intelligence firm, providing research and analysis, strategic consulting, business intelligence process consulting, and training to help clients understand their external competitive environment. Our ultimate goal is to help our clients improve their performance by making better decisions through the application of solid intelligence on their markets and competitors.

Since 1979, the firm has served many public and private companies, including over half the U.S. Fortune 500, as well as numerous international clients, and our client roster continues to grow. Within those companies, we serve the business intelligence needs of many functional areas including Operations, R&D, Strategic Planning, New Ventures, E-Commerce, Mergers & Acquisition, Marketing, Sales, Distribution/Logistics, Purchasing and Human Resources.

Our teams are organized along industry lines, with centers of expertise in consumer products/retail, technology, telecommunications, e-commerce, financial/business services, pharmaceuticals/health care, energy/utilities and industrial/manufacturing. Our practice directors and project managers deliver comprehensive reporting and hard-hitting analysis to senior executives and decision makers. Through extensive experience researching strategic, operational and tactical issues for companies in a wide range of industries, we have the interviewing, documentation, analysis and presentation skills to meet the needs of our clients

*Whether we are analyzing markets or competitors, helping companies establish in-house competitive intelligence capabilities or training staff in intelligence methodologies, our work translates into bottom-line gains for our clients. Fuld & Company's impressive record of repeat business--over 90% of our assignments come from repeat clients--is a testimony to the quality of our work.*

"Fuld & Company offers the expertise and hands-on knowledge to help any company develop proficiency in competitive or business intelligence. Fuld has the insights and ability to mentor almost any intelligence program - from a fledgling intelligence function to a mature service. Their intelligence services, ranging from research and analysis support, to running strategic gaming sessions for management, to helping clients understand the role technology can play in intelligence, makes them the best-in-class consultancy, bar none." - **Clare Hart, President Dow Jones Enterprise Media Group**

## OUR SERVICES

Fuld & Company offers its clients a unique combination of services, all centered around a common theme of gaining a better understanding of the external competitive environment and directly applying that understanding toward running a business. No other firm offers the full range of intelligence solutions that we can. Whatever type of support you need to improve your command of competitive factors, we are able to deliver—targeted research, analysis, and strategic consulting, intelligence process and systems design, or intelligence education and training. The integration of these services is especially powerful because it enables you to maximize your own internal strengths, knowledge, and capabilities while also benefiting from world-class external expertise.

Fuld & Company serves its clients in three distinct ways:

### 1. Research, Analysis & Strategic Consulting

At the heart of Fuld & Company's research offering is the rigor of its methodology. Using thorough secondary research as a launching pad,

#### Time Magazine

"Fuld & Company is the grand dame of the industry, and can help with all aspects of competitive intelligence."

we add unique value through intensive primary research with all relevant industry participants. Interviews with direct competitors, their clients, their suppliers, and numerous other experts are joined together to provide a well-rounded, corroborated view of the salient competitive issues. This approach ensures both depth of understanding of critical topics and timeliness of the findings. In a fast-moving competitive environment, stale information produces stale ideas. Fuld & Company provides the most up-to-date intelligence available so that your ideas and decisions can keep you a step ahead of the competition.

Our intelligence assignments and capabilities cover a wide range of topics and objectives, but can generally be grouped into the following broad categories:

- Strategic Analysis & Benchmarking
- Retainer/Ongoing Monitoring
- Business Development Support
- Strategic Consultation

*The Economist*, August 13, 2005

**Economist.com**

"STUDENTS from Harvard Business School and MIT's Sloan School of Management were recently invited to play a "war game" between the big four internet portals-Yahoo!, Google, Time Warner's AOL, and Microsoft's MSN. The organiser, **Fuld & Company**, a consultancy, split the students into teams, which began by delivering a brutally honest analysis of each firm's position..."

### 2. Strategic Consulting & Competitive Simulation

Executives need to make decisions expediently, based on real-world events, based on accurate intelligence. Too often an organization tends to filter and delay critical



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intelligence. Over the past quarter century, Fuld & Company has used its strategic intelligence and industry expertise to help executives improve their company's ability to

- Apply competitive simulations to introduce new products, determine an effect of a rival's merger, anticipate long-term changes on a market, etc.
- Build an early warning process and intelligence program
- Train managers how to use and develop intelligence

Through its unrivaled expertise, Fuld & Company helps clients bring the external picture into focus and develop strategies that anticipate external change instead of reacting to it. Our model of a world-class competitive intelligence function marries strategy with intelligence by promoting a seamless execution of systematic risk identification, organizational awareness and acceptance, intelligence monitoring, and management action.

### 3. Education and Training

Fuld & Company was a pioneer in the field competitive intelligence education, offering the industry's first seminars in 1982. Continuing this tradition of leadership in 1999 the firm co-founded The Fuld-Gilad-Herring Academy of Competitive Intelligence, along with Ben Gilad and Jan Herring.



The Fuld-Gilad-Herring Academy of Competitive Intelligence (ACI) is an educational institution dedicated to training managers and companies in better managing risks and anticipating new market opportunities through the use of superior competitive intelligence. It is the only institution to offer an accredited Competitive Intelligence Professional (CIP™) certificate program - a complete intelligence program - from basics to advanced analysis - developed and led by the leading thinkers and educators in the field - Leonard Fuld, Ben Gilad and Jan Herring.

They have been recognized for their expertise in competitive intelligence by: Business Week, CNBC, The Economist, Fast Company, Forbes, Fortune, FNN, The New York Times, United Nations and The Wall Street Journal. The Academy program brings over 20 years of unmatched expertise in CI theory and practice to CI professionals, managers and senior executives at all levels. To learn more about ACI, its faculty and program, explore the Academy's Web site at [www.academyci.com](http://www.academyci.com), or contact the Academy at (888) 732-6812 (U.S.) or International +1 (630) 585-1056.

# FULD & COMPANY OBJECTIVITY & THE JUMPSTART PROCESS

Fuld & Company does not sell or resell the software evaluated. We do not develop or market any CI software products of our own.

Through its ability to evaluate and select technology tools, the Fuld Intelligence Process Consulting Team helps companies:

- Chart the evolution of the intelligence function
- Identify their functional requirements for competitive intelligence software
- Identify the vendors who best meet their requirements
- Compare software vendors and software products' strengths and weaknesses
- Identify features and functions that support the client's needs.
- Prepare a demonstration agenda ("script") that they can use for evaluation and selection of a competitive intelligence tool;
- Evaluate current technology infrastructure
- Support the client through the software implementation.

Occasionally, a company needs a jumpstart, a way to develop a roadmap for its intelligence process – in anticipation of ramping up its efforts or installing a competitive intelligence technology.

THE FULD INTELLIGENCE

## JUMP START™

**FULD & COMPANY** BOSTON  
*The Global Leader in Competitive Intelligence* LONDON

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**JUMPSTART BENEFITS**

- Quick turnaround allows intelligence group to get up and running immediately.
- Systematic approach provides a practical and easy-to-follow roadmap.
- Roadmap includes recommended CI structure, roles, tools, skill sets & proposed budget.

*"Fuld & Company has the insights and ability to mentor almost any intelligence program from a fledgling intelligence function to a mature service. Their intelligence services...make them the best-in-class (CI) consultancy, bar none."*

— **Clare Hart**  
President and CEO, Factive



**IS THE JUMPSTART RIGHT FOR YOU?**

- You are responsible for building a successful intelligence program yielding immediate results within a short time frame and limited budget.
- You have run into a wall of high management expectations or a morass of political obstacles.
- You are caught between two different executives, each with a different vision for your intelligence program.

**TWO DAYS OF INTENSIVE WORKSHOPS AND CONSULTING TO LAUNCH OR REVITALIZE YOUR INTELLIGENCE PROGRAM**

Fuld & Company, the global leader in competitive intelligence, can help pave a clear and concise roadmap to successfully jumpstart an intelligence program. In just two days we can assess your needs and capabilities in order to provide a snapshot of your competitive intelligence program. Next, we will outline the specific steps that need to be implemented to build an actionable competitive intelligence capability.

**HOW DOES IT WORK?**

DEFINE NEEDS	ASSESS CAPABILITIES	DEVELOP ROADMAP
Identify and prioritize key business and intelligence issues (that day). You receive: On-site workshop & summary	Conduct abridged Intelligence Audit and understand current state of CI program. You receive: On-site workshop & assessment	Identify gaps, benchmark against best practices, create customized roadmap for implementation. You receive: Analysis & formal presentation

For more information and a customized proposal, call (US) +1.617.462.5000 or (Europe) +44.207.659.6900


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85

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## REPORT AUTHORS

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Leonard M. Fuld, the report's editor, is the founder and president of Fuld & Company. He is a leader in the field of competitive intelligence and created many of the information-gathering techniques currently used by corporations around the globe. A recognized expert, Fuld was among the first four people to be named a Fellow of the Society of Competitive Intelligence Professionals (SCIP). Mr. Fuld is a widely published author and has been profiled in a large number of magazines. He has consulted at major corporations worldwide and is the author of four books on the subject including his latest release, *The Secret Language of Competitive Intelligence* (Random House, 2006).

Susan Funke, the report's researcher and writer, has over 15 years of broad experience in research and competitive analysis in high tech, consulting, online publishing and education. Her focus has been on content management, knowledge management and e-Learning, in addition to also providing research and analysis on data integration and XML-related software. Susan has worked at IDC Inc. as a research analyst providing custom market and business analysis research and consulting to clients in high technology. Previous positions include Senior Consultant at KPMG, Program Manager at Giga Information Group, and Consultant at LEXIS NEXIS.

Arjan Singh is an advisor to the report and a practice director at Fuld & Company. Mr. Singh has a great deal of experience in establishing intelligence processes for a variety of multinational companies and he currently heads up Fuld & Company's Consulting practice. Arjan Singh is Director of Fuld & Company's Consulting Practice. He has created world-class CI processes for numerous Fortune 500 and FTSE 100 organizations worldwide.

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The authors would like to thank the software vendors for their participation and support. We would also like to thank Andrea Tishman for her cover design.



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The Fuld Intelligence Software Report® is intended to offer a thumbnail view of some of the many software tools that can be used by competitive intelligence professionals. If you have a specific request for information about software tools or other aspects of competitive intelligence that will likely require a significant amount of research or consulting time, please contact our offices at the following locations:

### **Fuld & Company**

#### ***US***

126 Charles Street  
Cambridge, Massachusetts 02141  
Phone +1 (617) 492-5900  
Fax +1 (617) 492-7108

#### ***Europe***

20 Conduit Street  
London, England W1S  
2XW  
+44 20 7659-6999  
+44 20 7659-6998

[www.fuld.com](http://www.fuld.com)  
[info@fuld.com](mailto:info@fuld.com)



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B O S T O N  
L O N D O N

[www.fuld.com](http://www.fuld.com)

U.S.: +1 617.492.5900  
Europe: +44 207.659.6999