SHAPING BUSINESS STRATEGIES THROUGH COMPETITIVE INTELLIGENCE AND INTELLECTUAL PROPERTY

Regional Workshop on the use of Utility Models and Industrial Designs for Small and Medium-sized Enterprises (SMEs) in ARIPO Members States

Presented by Marina Sauzet
Outline

I. Concept of Competitive Intelligence (CI)
II. Competitive intelligence and Business strategies
III. Role of Competitive intelligence in Business strategies
IV. Strategic use of IP in CI
Concept of Competitive Intelligence (CI)

Remain competitive for an SME requires a good understanding of the business environment:

What are the key players?

What are the key factors that influence the players at a domestic, regional and international level?

What are the technological innovation which can affect the business?

What are the trends in the economy, society, regulatory, technology which can affect the development of the enterprise’s activity?
Concept of Competitive Intelligence (CI)

What is Competitive Intelligence?

A broad definition of competitive intelligence is the action of defining, gathering, analyzing, and distributing intelligence about products, customers, competitors and any aspect of the environment needed to support executives and managers in making strategic decisions for an organization.

An other definition…

- “Competitive Intelligence: A systematic and ethical program for gathering, analyzing, and managing external information that can affect your company's plans, decisions, and operations” (SCIP)

The Right information, at the Right time, in the Right place, delivered the Right way, by the Right contact to the Right person.
Concept of Competitive Intelligence (CI)

Military intelligence practices

Sun Tzu (Chinese military strategist - 500 BC) the Art of War / Von Clausewitz, “On War” (Prussian General 1852)

National Intelligence activity: national security as a policy issue after War II and link to linked to political science.

More Business oriented around 1980 “Industry and Competitor Analysis” (Porter,)

Now “Competitive Intelligence for Strategic Decision Making.” (SCIP)
Concept of Competitive Intelligence (CI)

- Competitive Intelligence is NOT Competitor Intelligence
- Competitive Intelligence is NOT only for global companies, large companies BUT also for SMEs
- Competitive Intelligence uses open sources, public domain information NOT spying (breaking laws and use of illegal means to gather information)
- Intelligence NOT Information NOT Data
- Intelligence NOT “out of time”
- It has “action-oriented implications” for managers
Concept of Competitive Intelligence (CI)

What is Competitive Intelligence?

3 interconnected pillars are key for Competitive intelligence:

- **Monitor the business environment**: Clients, suppliers, NGO, innovations, government regulations…

- **Influence**: All the actions aims to influence the actors in the business sectors in regards to the company’s interests.

- **Protect**: Protection of know-how, intangibles assets ..
Concept of Competitive Intelligence (CI)

Set up a CI system requires some prerequisites:

- **A clear strategy**: Where I am? Where do I want to go and How will I go there?

- **Trained employees**: data collection, analysis, scenario setting.

- **Organization principles**: Should the enterprise have a dedicated person in charge of CI? How to organize the data collection and analysis?

- **Methodologies and technics**: Mapping strategic information, SWOTs…
Competitive intelligence and Business strategies

There is a need to clarify the vision and the strategic orientation of the enterprise in CI.

*Where are we?* (what is the current status of the enterprise). Who are the key actors and the key players of the business environment? What are the internal competencies of the company?

*Where do we want to go?* (Strategy). What are the opportunities to exploit? What are the risks to monitor to ensure the competitiveness of the company? What are the strategic decisions to make?

*How do we go there?* (tactics)? What are the actions to put in place for the strategy set? What are the information needs? What are the competencies and partnerships to have?

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Competitive intelligence and Business strategies

Key ingredients for Business strategies:
Understanding business environment and determine strategies to adopt as a reaction and to remain competitive.

• Where is the business trying to get to in the long-term (direction)?
• Which markets should a business compete in and what kind of activities are involved in such markets? (markets; scope)?
• How can the business perform better than the competition in those markets? (advantage)?
• What resources (skills, assets, finance, relationships, technical competence, facilities) are required in order to be able to compete? (resources)?
• What external, environmental factors affect the businesses' ability to compete? (environment)?
• What are the values and expectations of those who have power in and around the business? (stakeholders)?

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Competitive intelligence and Business strategies

- **Strategies- Tactics**

  - **Strategy Targets?**
    - Differentiation? Cost leadership?

  - **Process Targets**
    - How do you do what you?

  - **People Targets**
    - Collaboration?
    - Partnerships?
    - Employees?
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  - **Environmental Targets**
    - Green focus or not?
    - Organic or not?

  - **Business Targets**
    - Which segment?
    - Which countries?
Competitive intelligence and Business strategies

Market development
Market development is the name given to a growth strategy where the business seeks to sell its existing products into new markets.
There are many possible ways of approaching this strategy, including:
• New geographical markets; for example exporting the product to a new country
• New product dimensions or packaging
• New distribution channels
• Different pricing policies to attract different customers or create new market segments

Product development
Product development is the name given to a growth strategy where a business aims to introduce new products into existing markets. This strategy may require the development of new competencies and requires the business to develop modified products which can appeal to existing markets.

Diversification
Diversification is the name given to the growth strategy where a business markets new products in new markets.
Role of Competitive intelligence in Business strategies

Why is CI Important?

**Defensive:** To provide early warning of new competitors or disruptive technologies.

**Offensive:** To spot new markets or opportunities ahead of competitors.

**Short-Term:** To determine how a key competitor will price or position a new product or service.

**Long-Term:** To forecast the viability and attractiveness of a future market.

Intelligence is forward-looking, predictive, and actionable.
Role of Competitive intelligence in Business strategies

1. Needs’ assessment KITs
2. Data Collection
3. Data Analysis
4. Delivery

INTELLIGENCE PROCESS

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Role of Competitive intelligence in Business strategies

CI Process and Tools

- Needs assessment
  - Key Intelligent questions

- Data Collection
  - Publicly available data
  - Intellectual Property data

- Analysis of Data
  - Industry
  - Competitors

- Delivering intelligence
  - Report
  - Action
Role of Competitive intelligence in Business strategies

Objective: Explain the Competitive Dynamics

What are the industry drivers? Which of the five forces is/are the dominant in the market?
Role of Competitive intelligence in Business strategies

Generic Strategies/Industry Forces: These generic strategies each have attributes that can serve to defend against competitive forces.

<table>
<thead>
<tr>
<th>Industry Force</th>
<th>Generic Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost Leadership</td>
</tr>
<tr>
<td>Entry Barriers</td>
<td>Ability to cut price in retaliation deters potential entrants.</td>
</tr>
<tr>
<td>Buyer Power</td>
<td>Ability to offer lower price to powerful buyers.</td>
</tr>
<tr>
<td>Supplier Power</td>
<td>Better insulated from powerful suppliers.</td>
</tr>
<tr>
<td>Threat of Substitutes</td>
<td>Use low price to defend against substitutes.</td>
</tr>
<tr>
<td>Rivalry</td>
<td>Better able to compete on price.</td>
</tr>
</tbody>
</table>
# Role of Competitive intelligence in Business strategies

## What is the external business environment?  
- Mapping of the factors

## What is the internal business environment?  
- Strengths
- Weaknesses

## What are the business opportunities and risks?  
- Opportunities
- Risks
- Mapping of players

## What strategic orientations to take?  
- Differentiation
- Cost leadership
- Niche

## What action plan?  
- Marketing
- Human Resources
- Partnerships

## What are the information needs?
Role of Competitive intelligence in Business strategies

CI Process and Tools

Sources of information:

Public domain information such as
- newspapers, journals
- radio, television
- internet, information databases
- company publications
- official publications by government authorities
  - reports, statistics,...
  - Intellectual Property documents
Role of Competitive intelligence in Business strategies

Example of primary data collection..

Trade Show Intelligence

Collection and analysis of information from trade shows. This is a form of primary information collection with the purpose of identifying business opportunities or threats before they have been communicated to the market through other sources.
# Role of Competitive intelligence in Business strategies

**Importance of Analytical tools:**

<table>
<thead>
<tr>
<th>Data</th>
<th>Information</th>
<th>Explanation</th>
<th>Implication</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Something is happening?</td>
<td>What is happening?</td>
<td>Why is it happening?</td>
<td>What are the consequences for the enterprise?</td>
<td>What measures and decisions should be taken?</td>
</tr>
</tbody>
</table>

Data is not Information! Information is not intelligence!

Knowledge without action is USELESS!
Role of Competitive intelligence in Business strategies

Importance of Analytical tools:
Key is to know what tools to draw on for any given situation.

<table>
<thead>
<tr>
<th>Competitor and Industry Analysis</th>
<th>Forecasting</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWOT Analysis</td>
<td>Early Warning Indicator Development</td>
</tr>
<tr>
<td>Porter’s 5 Forces Model</td>
<td>Hypothesis-based Tools</td>
</tr>
<tr>
<td>Four Corners Analysis</td>
<td>War Gaming</td>
</tr>
<tr>
<td>Competitor Benchmarking</td>
<td>Scenario Planning</td>
</tr>
<tr>
<td>Competitor Response Modelling</td>
<td></td>
</tr>
<tr>
<td>WIN/LOSS Analysis</td>
<td></td>
</tr>
<tr>
<td>Value Chain Analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Financial</strong></td>
</tr>
<tr>
<td></td>
<td>Financial Forensics</td>
</tr>
</tbody>
</table>
Role of Competitive intelligence in Business strategies

Importance of Analytical tools:

**SWOT ANALYSIS**

<table>
<thead>
<tr>
<th>Internal Assessment (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Assessment (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>

**TOWS**

**Internal factors**

- **Strengths (S)**
  - SO Strategic options
    - Generate options that use strengths to take advantage of opportunities
  - ST Strategic options
    - Generate options here that use strengths to avoid threats

- **Weaknesses (W)**
  - WO Strategic options
    - Generate options that take advantage of opportunities by overcoming weaknesses
  - WT Strategic options
    - Generate options that minimise weaknesses and avoid threats

(1) Internal assessment looks at the organization, its people, capital structure, assets, market share, core competencies, product lines, manufacturing capability, and other internal factors.

(2) External assessment looks at both direct forces, such as competitors, suppliers, customers as well as indirect forces, such as economic, political, and social.

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Strategic use of IP in CI

- IP = Intangibles assets protection and valuation.

IP system is at the heart of all business strategies to protect intangible assets and maintain exclusive rights over them.
**Strategic use of IP in CI**

**Key uses of Intellectual Property Assets**

Transforms an intellectual asset into a business asset

**Exclude others/Entry Barrier:** To protect price and market share by excluding others from a specific marketplace and as a guarantee of channels to market

**Risk Management/Freedom to Operate:** Insurance against legal action by competitors

**Partnering:** Strategic alliances, commercialization, licensing, or held as a blocking strategy

**Raising Finance/monetization**
Strategic use of IP in CI

- Understand strategies adopted by competitors in the market
- Determine strategic response to remain competitive

<table>
<thead>
<tr>
<th>Industry-wide</th>
<th>Uniqueness</th>
<th>Low cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DIFFERENTIATION</td>
<td>LOW COST</td>
</tr>
</tbody>
</table>

Niche

FOCUS

Innovation + Brand + Design = SUCCESS
Strategic use of IP in CI

**Innovation**
- Patents
- Utility models

**Brand**
- Trademarks

**Design**
- Industrial Designs

Analysis of Intellectual Property portfolios of competitors may reveal a great deal about the competitors’ strategies moves
Competitive Intelligence

• What are market drivers and trends?
• What market segments are high value?
• What new players can we anticipate?
• What are future market needs?

Market Intelligence

Competitor / Customer Intelligence

Technical Intelligence (TI)

• Who are best-in-class competitors?
• What are the business objectives, targets, & strategies of key players?
• How do our performance, cost, & resources compare?

• What is the state-of-the-art for important science areas or alternative technologies? What is the nature of current R&D activity? What potential breakthroughs can we anticipate?
• What technology / capability are our competitors investing in? At what level? In what time frame?
• What are opportunities for and threats to our technology / capability?

Source CTI presentation Brad Ashton 2004
Strategic use of IP in CI

- Patents and other forms of Intellectual Property are often used in innovation strategies in the competitive arena.
Strategic use of IP in CI

Technological intelligence: Why Patent Information?

- Technical information from the description and drawings of the invention
- Legal information from the patent claims defining the scope of the patent and from its legal status;
- Business-relevant information from reference data identifying the inventor, date of filing, country of origin, etc.;
- Public policy-relevant information from an analysis of filing trends to be used by policymakers, e.g., in national industrial policy strategy.
Strategic use of IP in CI

Information

Example: The international patent application shown below has:
- publication number WO2003/071888
- application number PCT/US2003/003327
- priority numbers 60/358,607 US and 10/245,919 US
- filing date of 05.02.2003
- publication date of 04.09.2003

Bibliographic data page of an international patent application

Patent document reference numbers, e.g.,
- publication number
- application number
- priority number, etc.

Drawings, pictures, graphical representations are found in the abstract, as well as later in the description.

Countries for which protection has been requested

Abstract contains the fundamental features of the invention (keywords are found in the abstract, as well as the description and claims)

Reference data identifying the applicant, inventor, representative, etc.

International Patent Classification (IPC)
Strategic use of IP in CI

Questions solved by Competitive Intelligence and Patent information

CI obtains information as to what is occurring in a particular technological area
- what are the subjects where research is being done
- what are the emerging research lines
- who/which are the players in a particular technical field
- which are the leading research teams
- what are the technological trends
- what are the patenting trends
- what are the technology portfolios of a company
- what are the technical strategies of a company
# Strategic use of IP in CI

## From Patent Information to Patent Intelligence!

<table>
<thead>
<tr>
<th>DATA</th>
<th>INFORMATION: What does it tells me?</th>
<th>INTELLIGENCE: So what factor?</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPC + applicants / proprietors</td>
<td>market leaders, competitors</td>
<td>Cooperating companies/competitors for a market development perspectives.</td>
</tr>
<tr>
<td>IPC + inventors</td>
<td>experts in a field of technology, Inventor teams, networks</td>
<td>Experts to monitor and ideally to hire, cooperative teams to form. Competitors moves.</td>
</tr>
<tr>
<td>IPC symbols</td>
<td>related technology</td>
<td>Outsourcing options in a country</td>
</tr>
<tr>
<td>IPC + designated EPC states or PCT</td>
<td>EU markets targeted - importance of foreign markets for the selected technology</td>
<td>Strategic licensing in or out or market development options/Strategic options against competitors’ market development strategies</td>
</tr>
<tr>
<td>IPC + designated PCT states</td>
<td>Geographic importance of the technology</td>
<td>Market development partnership in a specific country</td>
</tr>
</tbody>
</table>
### Strategic use of IP in CI

<table>
<thead>
<tr>
<th>DATA</th>
<th>INFORMATION: What does it tell me?</th>
<th>INTELLIGENCE: So what factor?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant or Proprietor + Inventors</td>
<td>Top inventors in a company</td>
<td>Key research teams to hire for a specific research area</td>
</tr>
<tr>
<td>Applicant or Proprietor + Inventors</td>
<td>Inventor teams, networks</td>
<td>Competitors moves</td>
</tr>
<tr>
<td>Applicant or Proprietor + Inventors</td>
<td>Employers, assignments, C.V.</td>
<td>Partnerships options</td>
</tr>
<tr>
<td>Applicant or Proprietor + IPC</td>
<td>Experts in a field of technology</td>
<td>Outsourcing options in a country</td>
</tr>
<tr>
<td>Applicant or Proprietor + Country code</td>
<td>Top players in/from a country</td>
<td>Market development partnership in a specific country</td>
</tr>
<tr>
<td>Applicant or Proprietor + IPC</td>
<td>Research company having specific technology</td>
<td>Competitors research strategic options</td>
</tr>
</tbody>
</table>
Strategic use of IP in CI

Where to find Patent information documents?

Free-of-charge databases:
- Regional and international organizations (e.g. PATENTSCOPE®, esp@cenet);
- national IP offices (e.g. USPTO, JPO, DPMA, INPI etc.);
- private sector providers (e.g. Google Patent, free patents online...)

Commercial database:
- LexisNexis, Minesoft, ProQuest, Questel, Thomson Reuters, WIPS Global, matheo patent;

List of vendors: http://www.piug.org/vendors.php
Strategic use of IP in CI

Patent Information and General Life Cycle of a Product/Invention

I. Starting Phase
II. Growing Phase
III. Maturing Phase
IV. Declining Phase

- Patent Search earlier in Starting Phase
- Patent Core Technologies before entering Growing Phase
- Patent Improvements in Growing / Maturing Phases

*From Supple et al., “Lifecycle Innovation and Patent Strategies”, McMaster World Congress, January 2005*
Strategic use of IP in CI

Technological intelligence: Patent information as technology signals’ indicators.

When analyzing technological development in a field, the first concrete evidence of a new product, drug or industrial process may be a published patent document, often a patent application.

Source: Brad Ashton presentation on CTI 2004

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Strategic use of IP in CI

Sometimes use in the national innovation strategy…

Case of Toryod in Thailand

Patent Map used to analyze, select and comment the most relevant data relevant to the cluster policy developed by the country.
Strategic use of IP in CI

Sometimes use in the national innovation strategy…
Ex: Selected Chinese patents free to be used in Thailand
These patents with only Chinese Priority are not extended to Thailand

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CN2601515Y</td>
<td>Tea green-shaking time controller</td>
</tr>
<tr>
<td>CN2609354Y</td>
<td>Improved microwave heating green tea, dry device</td>
</tr>
<tr>
<td>CN1473609</td>
<td>Oral liquid-green tea and sweet milk for preventing and treating hepatic and biliary diseases</td>
</tr>
<tr>
<td>CN1484495</td>
<td>Method for manufacturing tea and method for manufacturing green tea green powdered tea oolong tea or black tea</td>
</tr>
<tr>
<td>CN1358063</td>
<td>Effervescent green tea extract formulation</td>
</tr>
</tbody>
</table>
Strategic use of IP in CI

Sometimes use in the national innovation strategy…

Case of Philippines: decision to find technologies related to the use of coconut husk.

The "whole nut" approach involves the processing of what used to be called "coconut waste products" into high value-added coconut products, with environment applications like geotextile, coco peat and coco water, as sources of additional revenue for farmers long used to depend on copra alone for coconut oil exports.

The Philippines exported US$176m worth of geotextile made from coconut husks to China, one of its largest markets for coconut products.

From: http://www.usp.ac.fj/ireta/Span%20February%202005.htm

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What is Market Intelligence?

Marketing intelligence (MI) is the everyday information relevant to a company’s markets, gathered and analyzed specifically for the purpose of accurate and confident decision-making in determining market opportunity, market penetration strategy, and market development metrics.
Strategic use of IP in CI

Market research versus Market intelligence.

Same end goal: **providing reliable information to support the business decision making process.**

Market research focus on the Past and present.  

Market Intelligence take into consideration, present, past and future.
MARKET INTELLIGENCE AND TRADEMARK INFORMATION

- Information about competition, products
- **New marketing trends**
  - Trademark filings give indications on new players in the industry
- Trademarks offer a great way to gauge **new branding trends**
- Trademark filings usually predate **product launches or web mentions**
- Measure commercial activity of a company
Strategic use of IP in CI

Some IP related market intelligence tools ...

TRADEMARK INFORMATION

ROMARIN (International Trademark Information Database)

Information about competition, products

New marketing trends

Trademark filings give indications on new players in the industry

Trademarks offer a great way to gauge new branding trends

Trademark filings usually predate product launches or web mentions

Measure commercial activity of a company
Strategic use of IP in CI

Brand Monitoring

Brand Monitoring refers to the process of continuously tracking the visibility of particular brands (either your own or those of competitors or both). Brand monitoring goes beyond media monitoring as it can incorporate primary research (interviewing distributors or end-users) and outdoor and in-store observation. Results can be both quantitative and qualitative in nature.
Every trademark registered has designated to be according to the International (Nice) Classification of Goods and Services into 45 Trademark Classes (1 to 34 cover goods, and 35 to 45 services).

- **Class 30**: Coffee, tea, cocoa, sugar, rice, tapioca, sago, artificial coffee; flour and preparations made from cereals, bread, pastry and confectionery, ices; honey, treacle; yeast, baking-powder; salt, mustard; vinegar, sauces (condiments); spices; ice.
- **Class 32**: Beers; mineral and aerated waters and other non-alcoholic drinks; fruit drinks and fruit juices; syrups and other preparations for making beverages.
- **Class 34**: Advertising; business management; business administration; office functions.
- **Class 38**: Telecommunications.
- **Class 44**: Medical services; veterinary services; hygienic and beauty care for human beings or animals; agriculture, horticulture and forestry services.
Strategic use of IP in CI

Some IP related market intelligence tools …

DESIGN INFORMATION

Hague express database

Idea, FORM, Name- Design confirm existence of the product.

Important for branding strategy

Market development tool: strategy to enter new market.

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Strategic use of IP in CI

Design information and Competitive Intelligence

Also an international Classification for Industrial Designs under the Locarno Agreement.

32 Classes

<table>
<thead>
<tr>
<th>Classes</th>
<th>Products and Services</th>
<th>2008</th>
<th>2009</th>
<th>Share</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class 9</td>
<td>Packages and containers for the transport or handling of goods.</td>
<td>247</td>
<td>205</td>
<td>12.2%</td>
<td>-17.0%</td>
</tr>
<tr>
<td>Class 10</td>
<td>Clocks and watches and other measuring instruments, checking and signaling instruments.</td>
<td>204</td>
<td>188</td>
<td>11.2%</td>
<td>-7.8%</td>
</tr>
<tr>
<td>Class 8</td>
<td>Furnishing</td>
<td>134</td>
<td>174</td>
<td>10.4%</td>
<td>29.9%</td>
</tr>
<tr>
<td>Class 7</td>
<td>Household goods, not elsewhere specified.</td>
<td>89</td>
<td>118</td>
<td>7.0%</td>
<td>32.6%</td>
</tr>
<tr>
<td>Class 32</td>
<td>Graphic symbols and logos, surface patterns, ornamentation</td>
<td>26</td>
<td>91</td>
<td>5.4%</td>
<td>250.0%</td>
</tr>
<tr>
<td>Class 23</td>
<td>Fluid distribution equipment, sanitary, heating, ventilation and air-conditioning equipment, solid fuel</td>
<td>81</td>
<td>87</td>
<td>5.2%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Class 20</td>
<td>Lighting apparatus</td>
<td>59</td>
<td>82</td>
<td>4.9%</td>
<td>39.0%</td>
</tr>
<tr>
<td>Class 11</td>
<td>Articles of adornment</td>
<td>79</td>
<td>80</td>
<td>4.8%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Class 12</td>
<td>Means of transport or hoisting</td>
<td>85</td>
<td>77</td>
<td>4.6%</td>
<td>-9.4%</td>
</tr>
<tr>
<td>Class 2</td>
<td>Articles of clothing and haberdashery</td>
<td>55</td>
<td>62</td>
<td>3.7%</td>
<td>12.7%</td>
</tr>
</tbody>
</table>

Number of Designs per International Registration
Strategic use of IP in CI

Design information and Competitive Intelligence

WIPO
National and Regional IP Offices:

Commercial
Strategic use of IP in CI

Domain Names and Competitive Intelligence
Domain names have become an important part of a company’s brand:

Use of multiple domain names to represent various products and to serve assorted markets

Domain give access to product and branding strategies

Preserve brand integrity and access to information about competitor bad faith, cyber squatting or other offenses

Track competitors and determine their market strategy by conducting inventory of domain name assets and compare it to trademark databases
Where to start? Why not a Cluster approach?

Conduct an in depth analysis of the selected cluster. WHERE ARE WE? Make an assessment of all the key technological challenges faced by the cluster.

Assess and define Product development and Market development possibilities. WHERE DO WE WANT TO GO? What is the potential for developing innovative and added value products to consumers? What should be the target market: local, regional or international markets.

HOW DO WE USE IP TO GET THERE? Propose IP strategies (Use IPRs information to have access to key information for value addition, Collective Branding, technology transfer, Licensing, free use of patent in public domain…) to gain competitive advantage.
THANK YOU FOR YOUR ATTENTION!

"It is pardonable to be defeated, but never to be surprised.
(Frederick the Great)

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