The session started with a quick review of our own CI experiences- which ranged from the 'soft' to the 'hard' to the (possibly) illegal! (no names please)…

We then collected our thoughts on what exactly is CI—which included ideas such as:

- secondary data
- unpublished data
- data not in public domain
- info that gives a competitive edge

 but were reminded that CI always needs to be driven by a problem that needs to be solved.

Taking a real example (information on a Hedge Fund) we collected created a list of various types of information that would be useful. These types of information fell into 2 categories:

- structural issues- how big? What resources?
- tactical issues- product, pricing, how do they pitch,etc.

Further analyzing the information types we see that CI is done for one of 3 reasons-

- Emulation- we want to do things like they do-
- Offensive- used to identify opportunities
- Defensive- sometimes called counter-intelligence- used to find out what your competitors know about you, and also defending your own organization against the CI efforts of your competitors

FRAMEWORK TOOLS FOR CI

Circle of knowledge- looking at where knowledge lies within an organization (and outside it) and who is more likely to share it.

Sources of Intelligence-

PRIMARY- Internal	SECONDARY- Internal
PRIMARY- External	SECONDARY- External
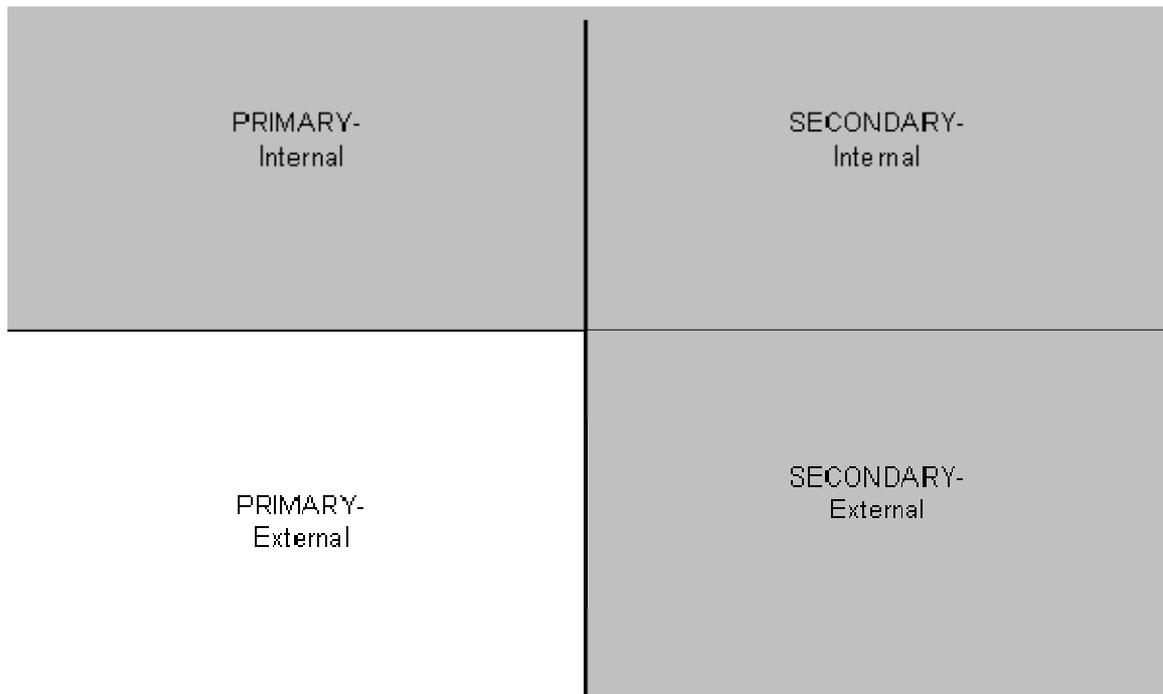
It is estimated that 60% of the information types need for CI can be found in the 3 shaded areas.

ETHICS

We then moved on to a lively discussion of the ethics of CI. Important references like the ECONOMICS ESPIONAGE ACT were touched upon as well as some of the finer points of Trade Secrets- both their importance and the correct process for protecting them. It was stressed that CI is not about getting Trade Secrets.

Finally we ran through the Ethics Code that CI professionals follow before we had to end this very interactive and interesting session.

- No lying

- No misrepresentation

- No evesdropping

- No bribery