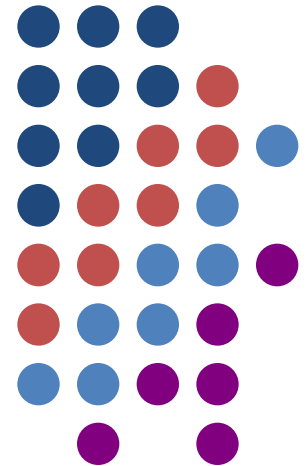


# SHAPING BUSINESS STRATEGIES THROUGH COMPETITIVE INTELLIGENCE AND INTELLECTUAL PROPERTY

**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?



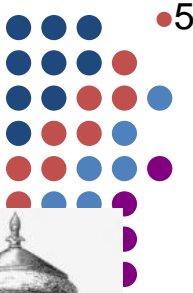
A broad definition of **competitive intelligence** is the action of defining, gathering, analyzing, and distributing intelligence about products, customers, competitors and any aspect of the environment needed to support executives and managers in making strategic decisions for an organization.

## 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)



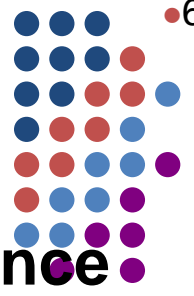
**National Intelligence activity** : national security as a policy issue after War II and link to linked to political science.



**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?

# 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**)

# Competitive intelligence and Business strategies



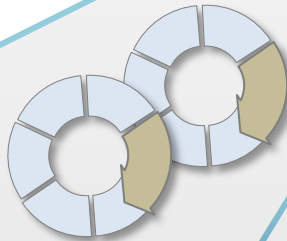
## Strategies- Tactics

# VISION



### 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

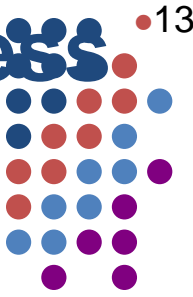
## Product development

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.

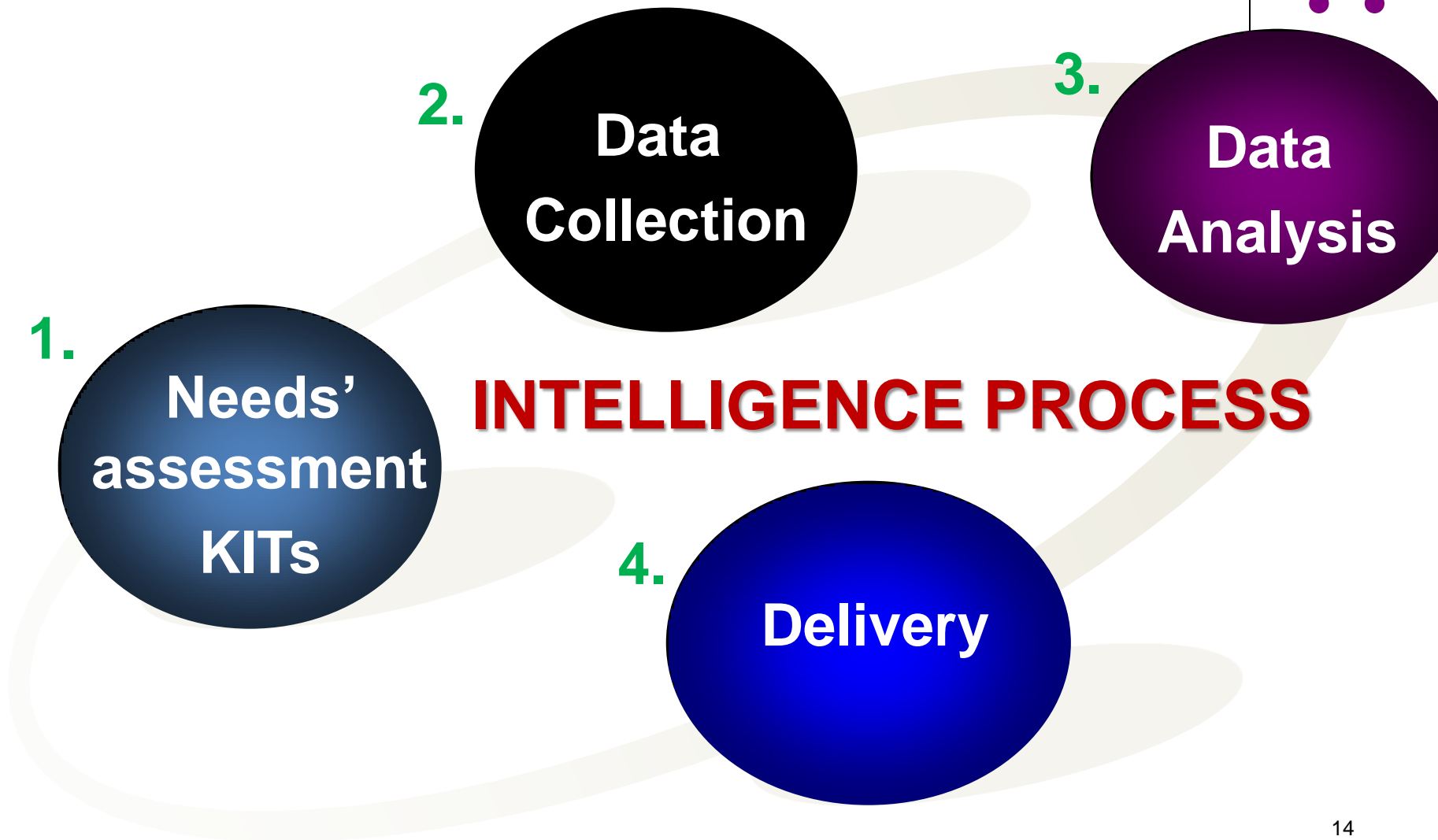
**Short-Term:** To determine how a key competitor will price or position a new product or service.

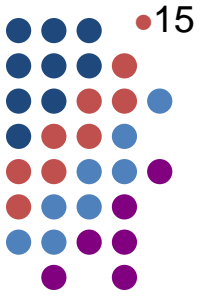
**Long-Term:** To forecast the viability and attractiveness of a future market.

**Intelligence is forward-looking, predictive, and actionable**



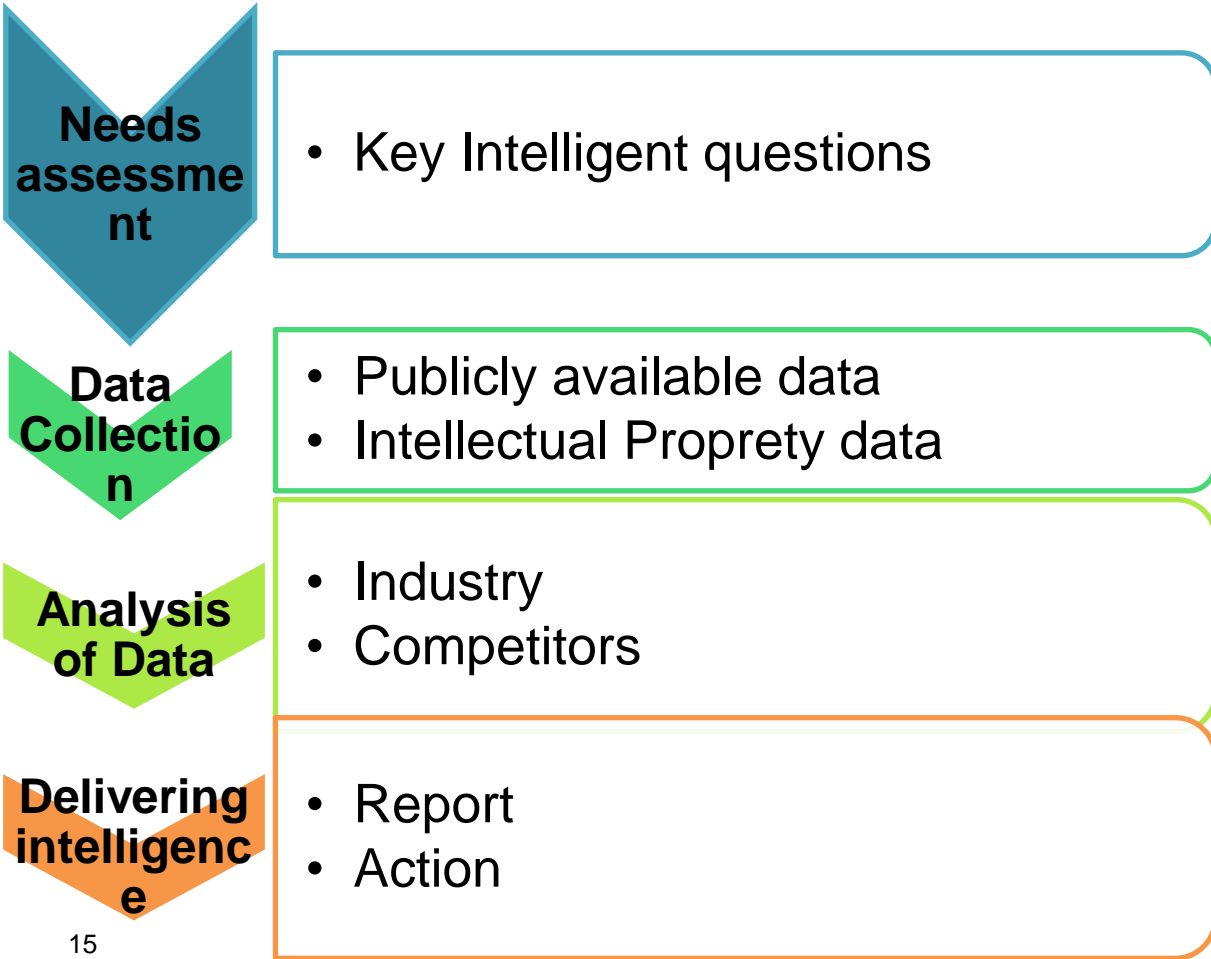
# Role of Competitive intelligence in Business strategies



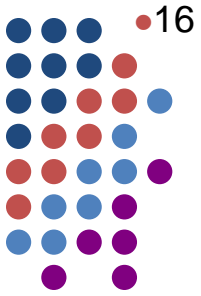


# Role of Competitive intelligence in Business strategies

## CI Process and Tools

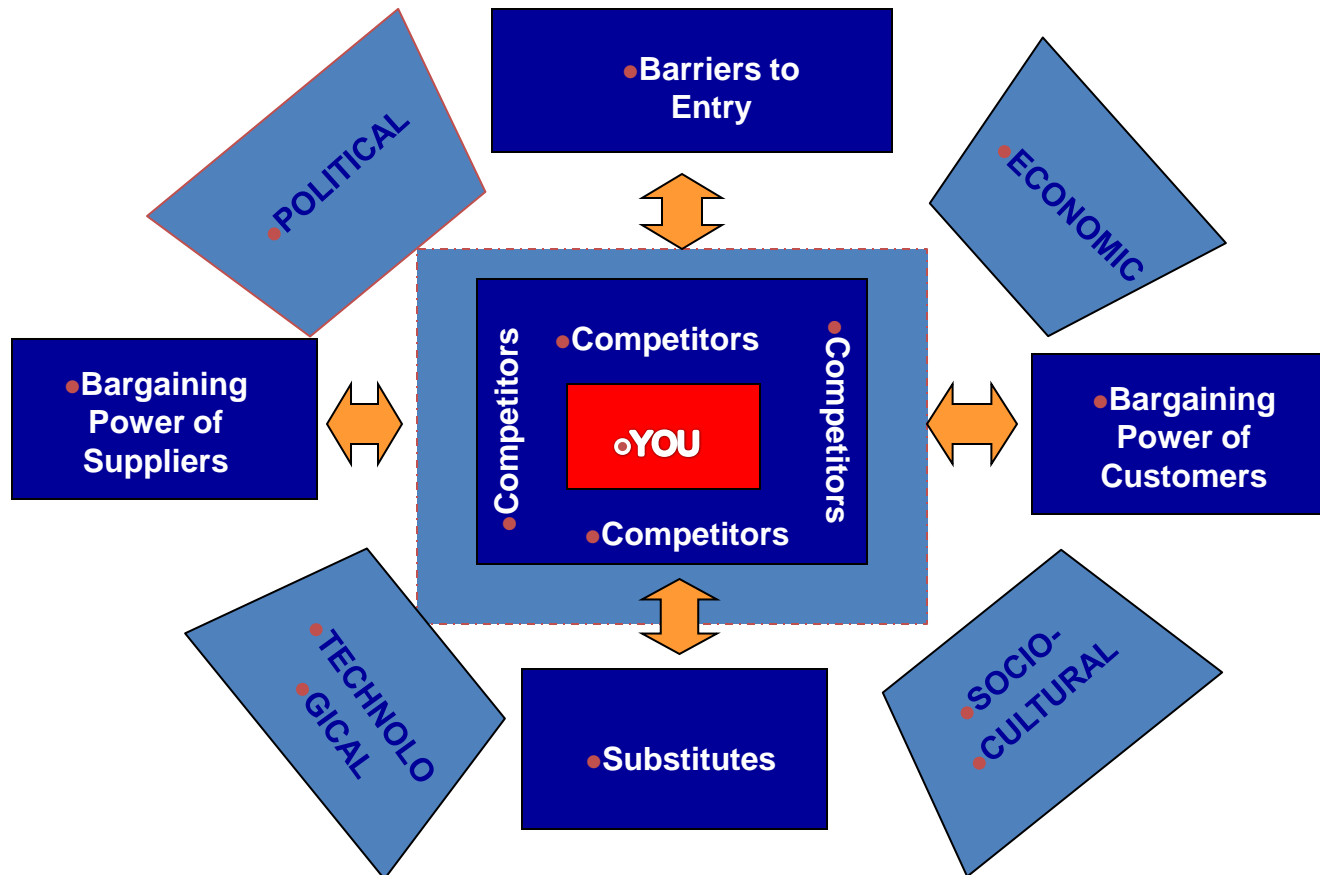


# Role of Competitive intelligence in Business strategies



## Objective: Explain the Competitive Dynamics

What are the industry drivers? Which of the five forces is/are the dominant in the market?





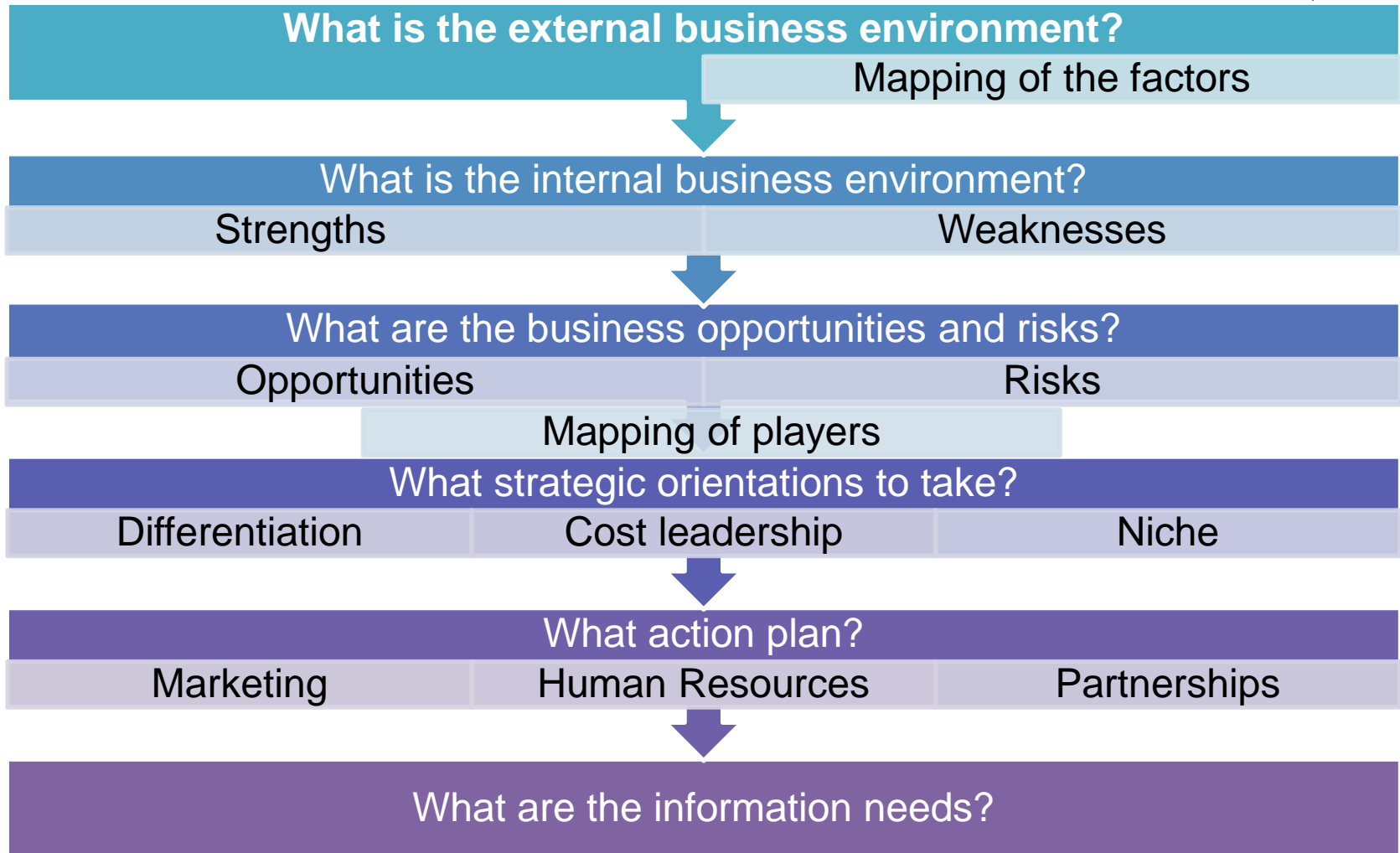
# Role of Competitive intelligence in Business strategies



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

<i>Industry Force</i>	<i>Generic Strategies</i>		
	<b>Cost Leadership</b>	<b>Differentiation</b>	<b>Focus</b>
<b>Entry Barriers</b>	Ability to cut price in retaliation deters potential entrants.	Customer loyalty can discourage potential entrants.	Focusing develops core competencies that can act as an entry barrier.
<b>Buyer Power</b>	Ability to offer lower price to powerful buyers.	Large buyers have less power to negotiate -- few close alternatives.	Large buyers have less power to negotiate because of few alternatives.
<b>Supplier Power</b>	Better insulated from powerful suppliers.	Better able to pass on supplier price increases to customers.	Suppliers have power because of low volumes, but a differentiation-focused firm is better able to pass on supplier price increases.
<b>Threat of Substitutes</b>	Use low price to defend against substitutes.	Customers become attached to differentiating attributes, reducing threat of substitutes.	Specialized products & core competency protect against substitutes.
<b>Rivalry</b>	Better able to compete on price.	Brand loyalty to keep customers from rivals.	Rivals cannot meet differentiation-focused customer needs.

# Role of Competitive intelligence in Business strategies



# 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**

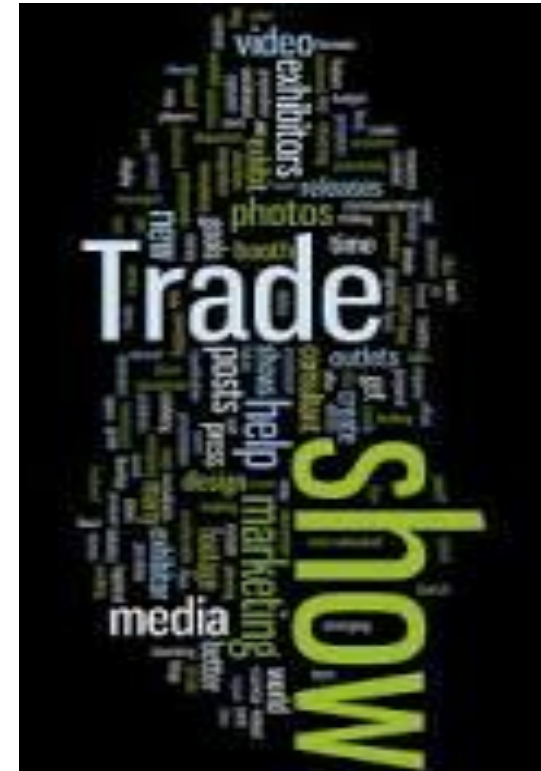
# Role of Competitive intelligence in Business strategies



**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:



**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.

### **Competitor and Industry Analysis**

SWOT Analysis

Porter's 5 Forces Model

Four Corners Analysis

Competitor Benchmarking

Competitor Response Modelling

WIN/LOSS Analysis

Value Chain Analysis

### **Forecasting**

Early Warning Indicator Development

Hypothesis-based Tools

War Gaming

Scenario Planning

### **Financial**

Financial Forensics

# Role of Competitive intelligence in Business strategies



Importance of Analytical tools:

## SWOT ANALYSIS

Internal Assessment (1)	
Strengths	Weaknesses
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____
External Assessment (2)	
Opportunities	Threats
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____

(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.

**External factors**

- Opportunities (O)
- Threats (T)

## TOWS

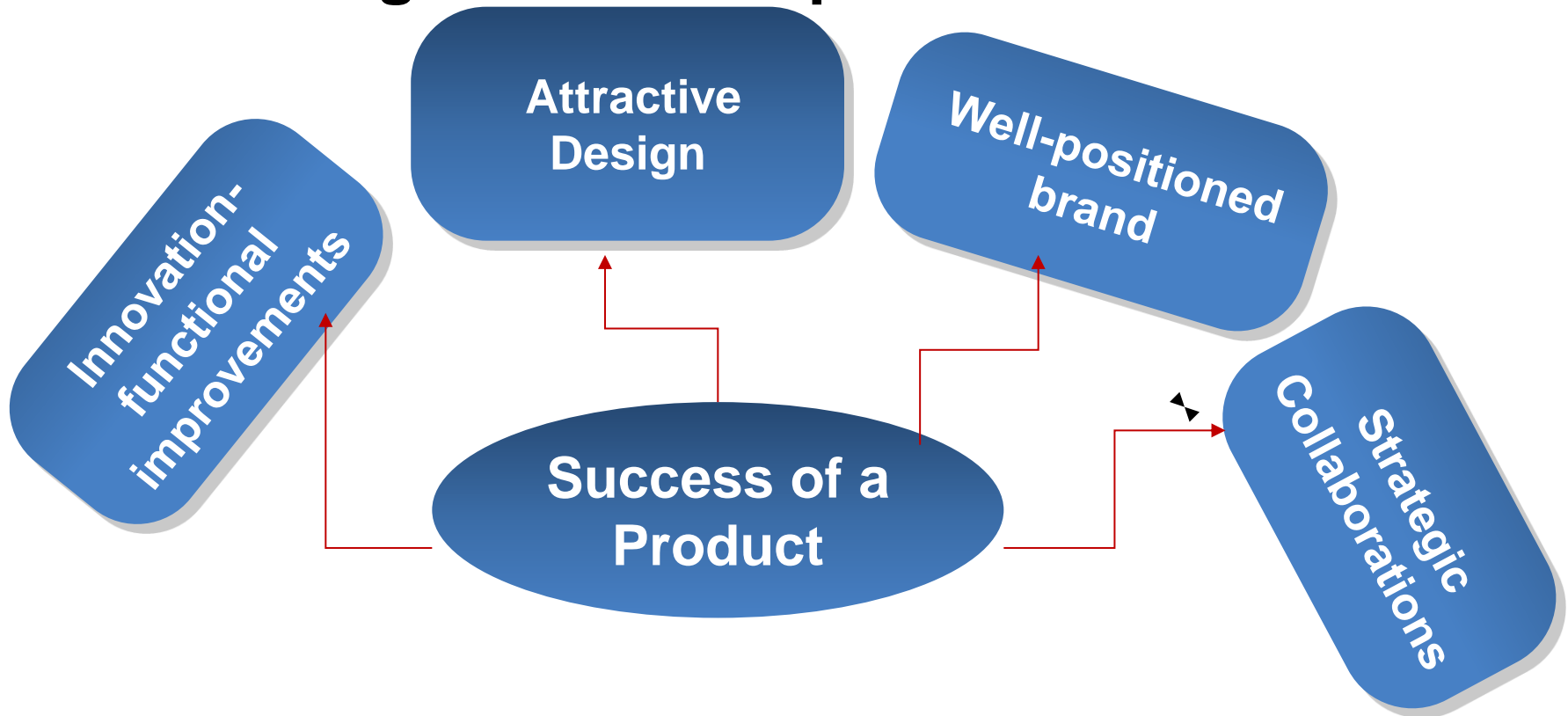
### Internal factors

● Strengths (S)	● Weaknesses (W)
<ul style="list-style-type: none"> <li>● SO Strategic Options</li> <li>● Generate options that use strengths to take advantage of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>● WO Strategic options</li> <li>● Generate options that take advantage of opportunities by overcoming weaknesses</li> </ul>
<ul style="list-style-type: none"> <li>● ST Strategic options</li> <li>● Generate options here that use strengths to avoid threats</li> </ul>	<ul style="list-style-type: none"> <li>● WT Strategic options</li> <li>● Generate options that minimise weaknesses and avoid threats</li> </ul>

# 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

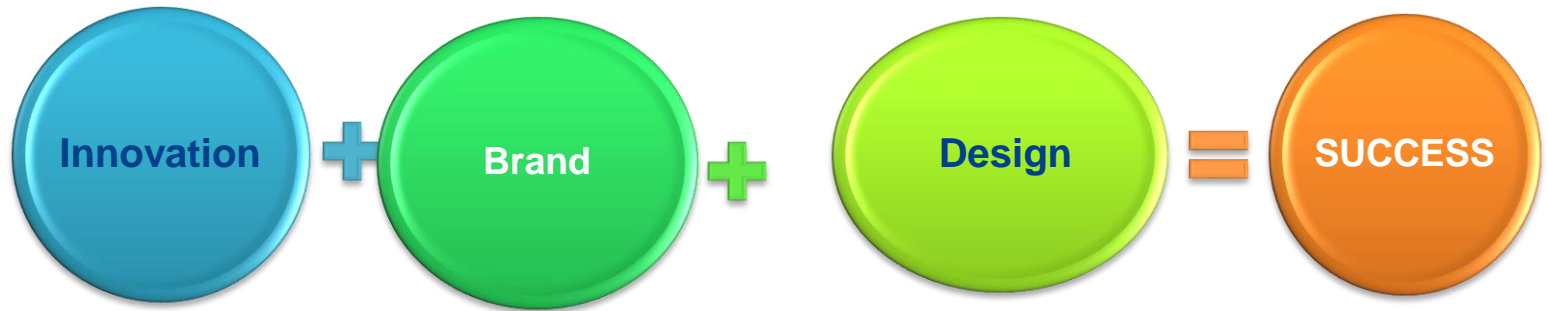
Raising Finance/monetization



# Strategic use of IP in CI

	Uniqueness	Low cost
Industry-wide	DIFFERENTIATION	LOW COST
Niche	FOCUS	

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





# Strategic use of IP in CI

## Innovation

- Patents
- Utility models

## Brand

- Trademarks

## Design

- Industrial Designs

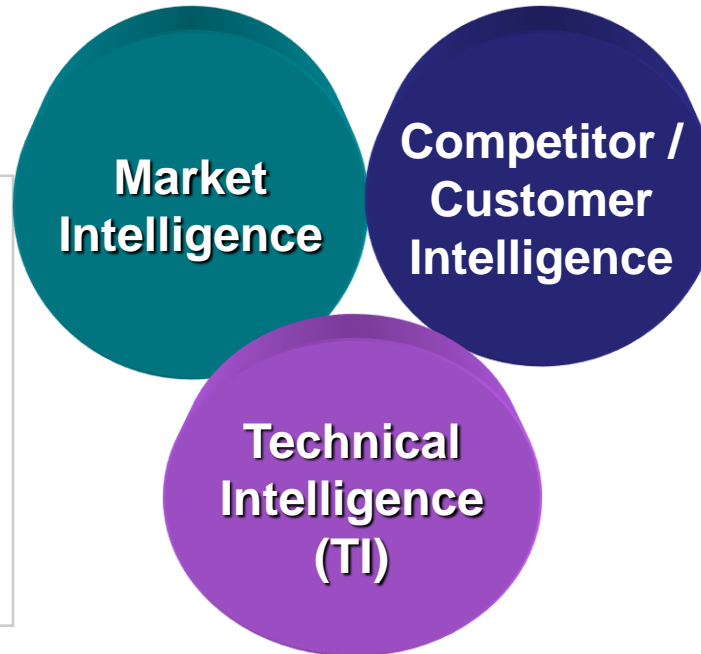
**Analysis of Intellectual Property portfolios of competitors may reveal a great deal about the competitors' strategies moves**

# Strategic use of IP in CI



## 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?



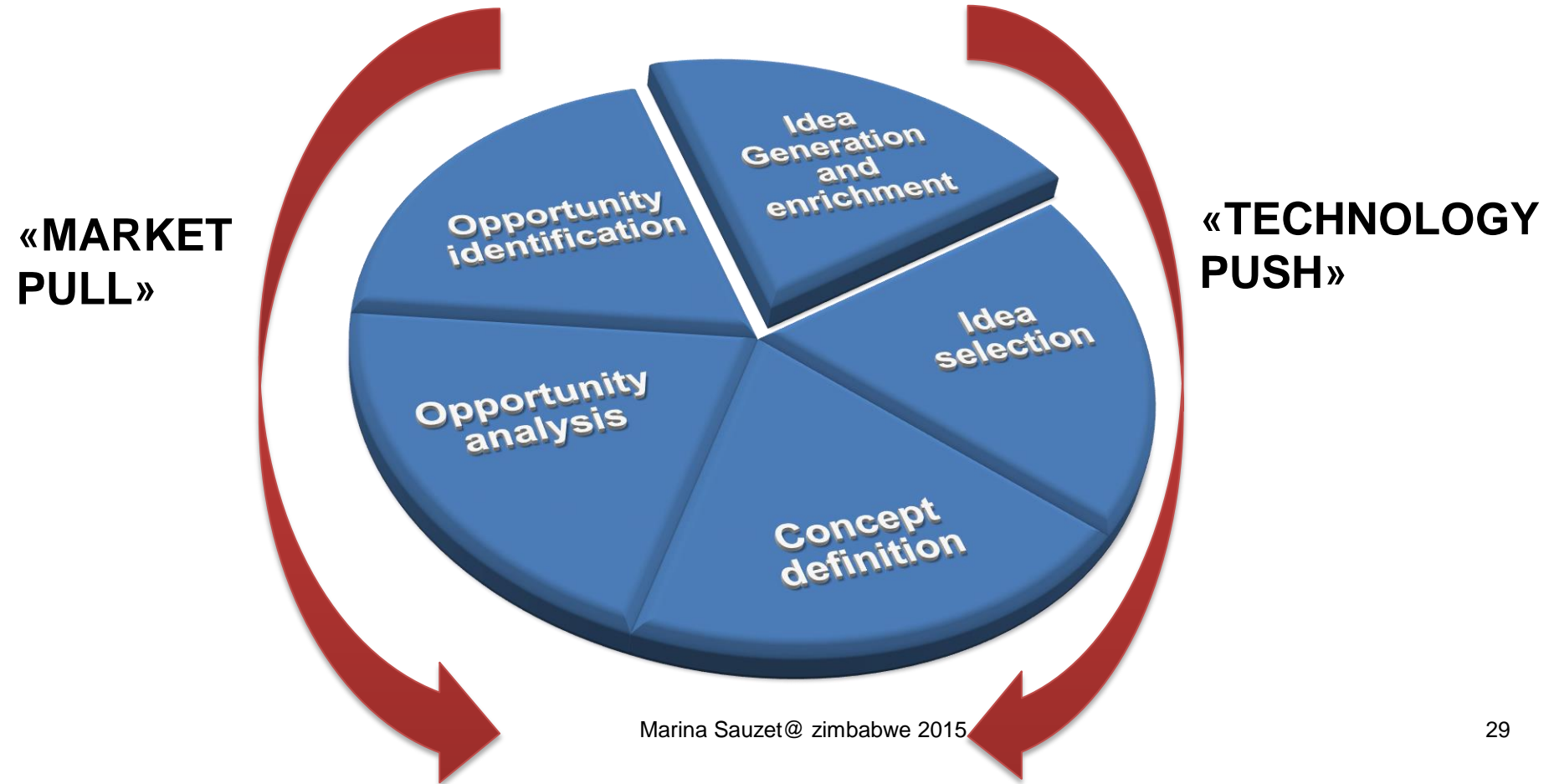
- Who are best-in-class competitors?
- What are the business objectives, targets, & strategies of key players?
- How do our performance, cost, & resources compare?

- 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?

# 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

**International Patent Classification (IPC)**

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

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

**Countries for which protection has been requested**

**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**

**(WO/2003/071888) SOCCER GOALKEEPER GLOVE**

Biblio. Data   Description   Claims   National Phase   Notices   Documents

Latest bibliographic data on file with the International Bureau

Pub. No.: WO2003/071888   International Application No.: PCT/US2003/003327  
Publication Date: 04.09.2003   International Filing Date: 05.02.2003


IPC: A63B 71/14 (2006.01)

Applicant: LUCAS, Alfred, W., Jr. [US/US]; 79 Cheese Factory Road Honeoye Falls, NY 14472 (US).  
Inventor: LUCAS, Alfred, W., Jr. [US/US]; 79 Cheese Factory Road Honeoye Falls, NY 14472 (US).  
Agent: STEPHENS, Eugene, S.; Eugene Stephens and Associates 56 Windsor Street Rochester, NY 14605 (US).

Priority Data: 60/358,607 21.02.2002 US  
10/245,919 18.09.2002 US

Title: SOCCER GOALKEEPER GLOVE

Abstract: A palm face of a soccer goalkeeper glove (10) is provided with a strand mesh (29) secured at wrist (35) and fingertip regions (31) to strengthen back bending resistance of the thumb and fingers of the glove. The mesh can extend across spaces between the thumb and fingers on the glove, and can extend over fingertip regions of the glove to be bonded to back sides of the fingertip regions. The strand mesh can have screen or other configurations, and can be formed in a continuous laminate (40) extending over the palm face (of the glove). The goal is to reduce injuries from back bending of a goalkeeper's fingers from impact by soccer balls travelling at high velocities.



Designated States: AE, AG, AL, AM, AT, AU, AZ, BA, BB, BG, BR, BY, BZ, CA, CH, CN, CO, CR, CU, CZ, DE, DK, DM, DZ, EC, EE, ES, FI, GB, GD, GE, GH, GM, HR, HU, ID, IL, IN, IS, JP, KE, KG, KP, KR, KZ, LC, LK, LR, LS, LT, LU, LV, MA, MD, MG, MK, MN, MW, MX, MZ, NO, NZ, OM, PH, PL, PT, RO, RU, SC, SD, SE, SG, SK, SL, TJ, TM, TR, TT, TZ, UA, UG, US, UZ, VC, VN, YU, ZA, ZM, ZW.  
African Regional Intellectual Property Org. (ARIPO) (GH, GM, KE, LS, MW, MZ, SD, SL, SZ, TZ, UG, ZM, ZW)

# 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!

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



# Strategic use of IP in CI

<b>DATA</b> Facts...	<b>INFORMATION:</b> What does it tells me?	<b>INTELLIGENCE</b> So what factor?
Applicant or Proprietor + Inventors	Top inventors in a company	Key research teams to hire for a specific research area
Applicant or Proprietor + Inventors	Inventor teams, networks	Competitors moves
Applicant or Proprietor + Inventors	Employers, assignments, C.V.	Partnerships options
Applicant or Proprietor + IPC	Experts in a field of technology	Outsourcing options in a country
Applicant or Proprietor + Country code	Top players in/from a country	Market development partnership in a specific country
Applicant or Proprietor + IPC	Research company having specific technology <small>Marina Sauzet@ zimbabwe 2015</small>	Competitors research strategic options

# Strategic use of IP in CI



## Where to find Patent information documents?

### Free-of-charge databases:

- Regional and international organizations (e.g. PATENTSCOPE<sup>®</sup>, 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;

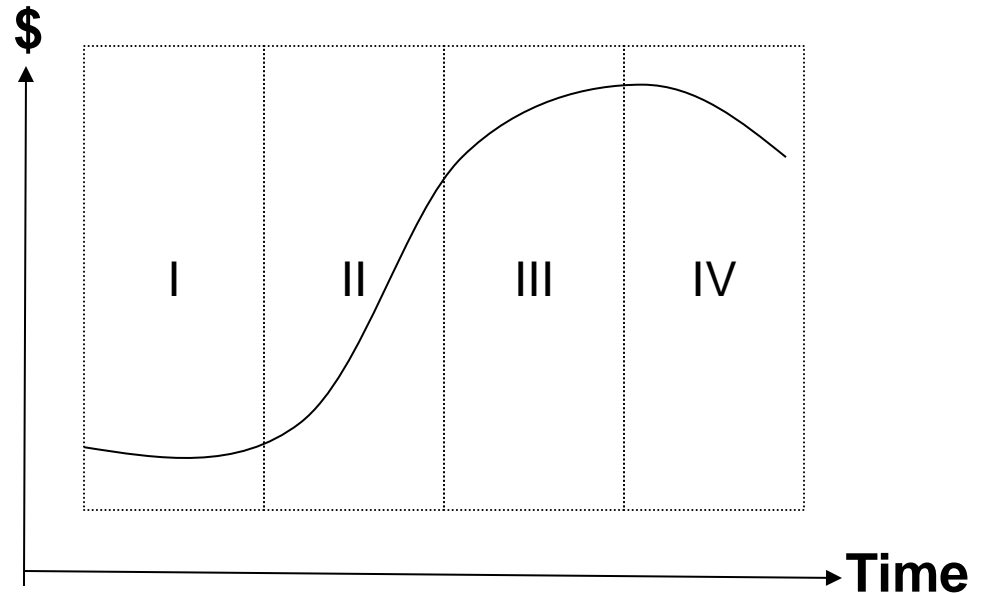
**List of vendors:** <http://www.piug.org/vendors.php>

# 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

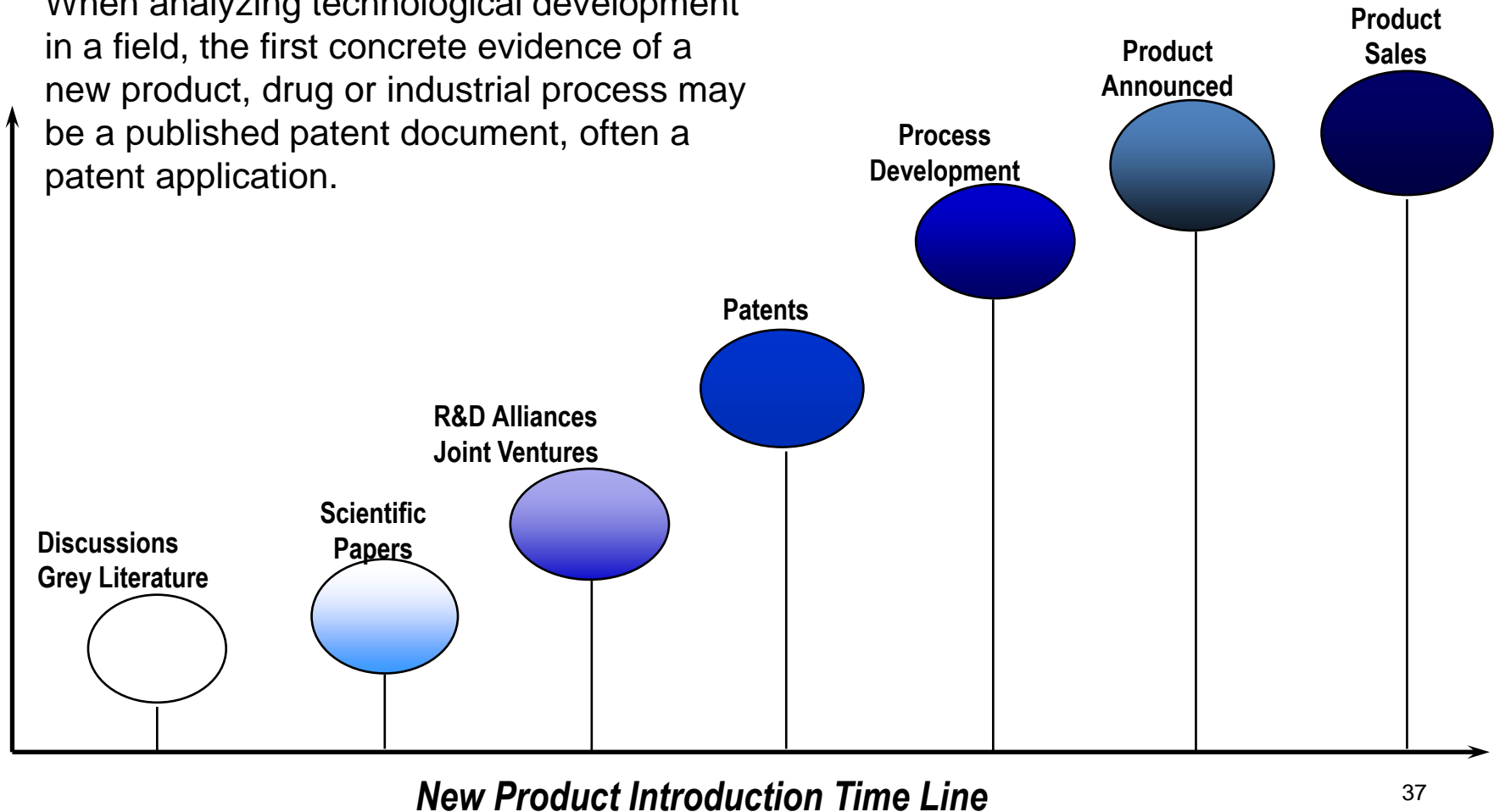
# Strategic use of IP in CI



**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.

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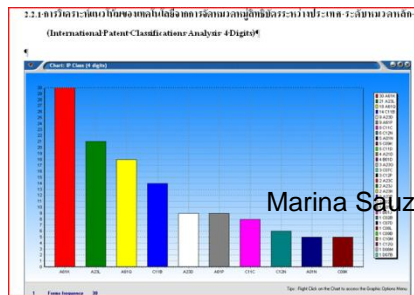
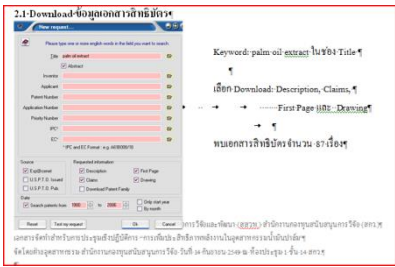
# Strategic use of IP in CI

Sometimes use in the national innovation strategy...  
Case of Toryod in Thailand

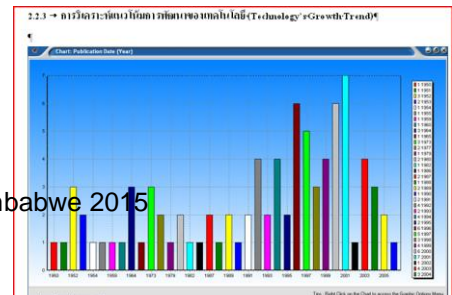
## วิเคราะห์ข้อมูลเทคโนโลยีและทำแผนที่สิทธิบัตร

- แผนที่สิทธิบัตร เรื่อง พอลิเมอร์ของกรดแลคติก (Polylactic acid) **NEW!**
- แผนที่สิทธิบัตร เรื่อง พอลิไฮดรอกซีแอลคาโนเอต (Polyhydroxyalkanoate) **NEW!**
- แผนที่สิทธิบัตร เรื่อง การสกัดน้ำมันปาล์ม (Patent Map of Palm oil extraction)
- แผนที่สิทธิบัตร เรื่อง น้ำมันปาล์มสกัด (Patent Map of Palm oil extract)
- แผนที่สิทธิบัตร เรื่อง นาโน (Patent Map of Nano)
- แผนที่สิทธิบัตร เรื่อง ชาเขียว (Patent Map of Green Tea)
- แผนที่สิทธิบัตรผลิตภัณฑ์ข้าว และกรรมวิธี (Patent Map of Rice Product and Process)
- การวิเคราะห์แนวโน้มเทคโนโลยีเกี่ยวกับมะพร้าวจากเอกสารสิทธิบัตร (Patent Map of Coconut)
- แผนที่สิทธิบัตรแลคติกแบคทีเรีย (Patent Map of Lactic Bacteria)
- แผนที่สิทธิบัตรโปรไบโอติก (Patent Map of Probiotic)
- แผนที่สิทธิบัตรการบำบัดด้วยน้ำ (Patent Map of Water Massage)
- แผนที่สิทธิบัตรเครื่องมือ เครื่องจักรและอุปกรณ์อาหาร (Food Machine)
- อุปกรณ์ เครื่องมือหรือวิธีการที่เกี่ยวกับสัตวแพทยศาสตร์ (VETERINARY INSTRUMENTS, IMPLEMENTS, TOOLS, OR METHODS)

Patent Map used to analyze, select and comment the most relevant data relevant to the cluster policy developed by the country.



Marina Sauzet@ zimbabwe 2015



IPC Class	Count	IPC Class	Count
A01C 23/00	15	A01C 23/02	10
A01C 23/04	8	A01C 23/06	5
A01C 23/08	3	A01C 23/10	2
A01C 23/12	1	A01C 23/14	1
A01C 23/16	1	A01C 23/18	1
A01C 23/20	1	A01C 23/22	1
A01C 23/24	1	A01C 23/26	1
A01C 23/28	1	A01C 23/30	1
A01C 23/32	1	A01C 23/34	1
A01C 23/36	1	A01C 23/38	1
A01C 23/40	1	A01C 23/42	1
A01C 23/44	1	A01C 23/46	1
A01C 23/48	1	A01C 23/50	1
A01C 23/52	1	A01C 23/54	1
A01C 23/56	1	A01C 23/58	1
A01C 23/60	1	A01C 23/62	1
A01C 23/64	1	A01C 23/66	1
A01C 23/68	1	A01C 23/70	1
A01C 23/72	1	A01C 23/74	1
A01C 23/76	1	A01C 23/78	1
A01C 23/80	1	A01C 23/82	1
A01C 23/84	1	A01C 23/86	1
A01C 23/88	1	A01C 23/90	1
A01C 23/92	1	A01C 23/94	1
A01C 23/96	1	A01C 23/98	1



# 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

เตรียม หรือ การชง (COFFEE; TEA; THEIR SUBSTITUTES; MANUFACTURE, PREPARATION, OR INFUSION THEREOF) เป็นเทคโนโลยีที่มีแนวโน้มการประดิษฐ์มากที่สุด มีการประดิษฐ์มากถึง 582 เรื่อง จาก 901 เรื่อง เช่น

หมายเลขสิทธิบัตร	ชื่อที่แสดงถึงการประดิษฐ์
CN2601515Y	Tea green-shaking time controller
CN2609354Y	Improved microwave heating green tea, dry device
CN1473609	Oral liquid-green tea and sweet milk for preventing and treating hepatic and biliary diseases
CN1484495	Method for manufacturing tea and method for manufacturing green tea green powdered tea oolong tea or black tea
CN1358063	Effervescent green tea extract formulation

# 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.**



Geotextile net utilizing coconut shell fibers (Philippine Pavilion)

- 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>



# Strategic use of IP in CI



## What is Market Intelligence?

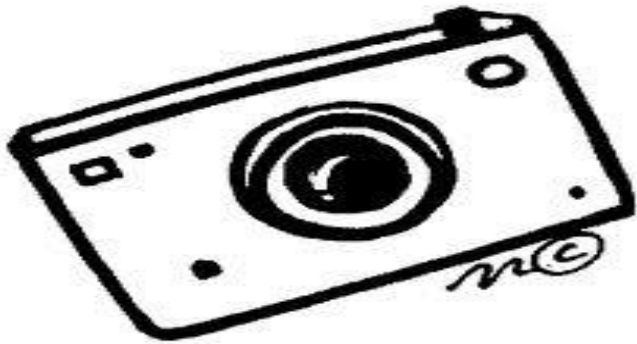
**Marketing intelligence (MI)** is the everyday information relevant to a company's markets, gathered and analyzed specifically for the purpose of accurate and confident decision-making in determining market opportunity, market penetration strategy, and market development metrics.



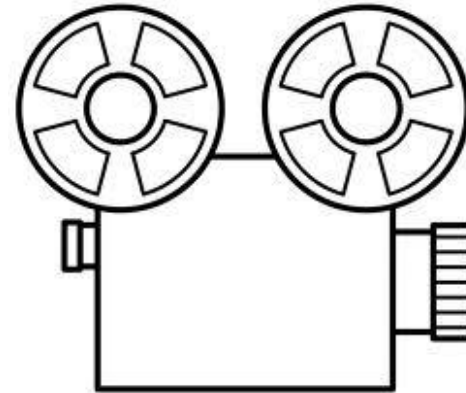
# Strategic use of IP in CI

## 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



International Registration Number	contains	605000, 60500*	
AND	Holder Name	contains	MONDIALE, MONDIA*, MONDIA/E
AND	Representative	contains	CABINET, Attorneys
AND	Mark	contains	ROMARIN, ROM*, ROMA???
AND	Vienna Classification	contains	010101, 0101*
AND	Nice Classification	contains	05, 45
AND	Goods and Services (English)	contains	CD-ROM, optical disks
AND	Goods and Services (French)	contains	CD-ROM, disques optiques
AND	Goods and Services (Spanish)	contains	CD-ROM, discos ópticos
AND	Office of Origin	contains	CH, FR
AND	Basic Application Number	contains	402 416, 538720
AND	Basic Registration Number	contains	402 416, 538720
AND	Designated Contracting Parties	contains	CH, FR
AND	Registration date	contains	19930616, 199306*, 1993*

Results at a time: 25

Search Reset

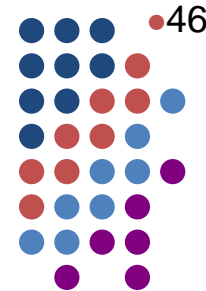
# Strategic use of IP in CI



## 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.

# Strategic use of IP in CI



## Trademark information

FR: 103720376

12.04.2010 - Date of receipt of the international application by the Office of Origin

06.05.2010 - Date of receipt by the International Bureau

Status: ~~Waiting for response~~

21.08.2010 - Time limit for reply

(732) ~~NESTLE~~ WATERS FRANCE

~~12, Boulevard Garibaldi Issy les Moulineaux, F-92130 (FR).~~

(740) Nestlé France (Service Juridique)

7 Boulevard Pierre Carle, BP 900 NOISIEL MARNE LA VALLEE Cedex 2, F-77446 (FR).

(540) ~~REFRESHINGLY UNIQUE~~

(511) 30 ~~Boissons à base d'eau aux extraits de thé.~~

---

32 Eaux plates, eaux gazeuses et gazéifiées, eaux traitées, eaux de source, eaux minérales, eaux aromatisées; boissons non alcoolisées à base de fruits et/ou aromatisées aux fruits; jus de fruits et jus de légumes, nectars, limonades, sodas et autres boissons non alcoolisées; boissons isotoniques; boissons énergétiques.

---

(821) FR, 11.03.2010, 10 3 720 376.

(832) AU, CH, EM, KR, RS, SG.

● **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 35:** 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.



#### Hague Express Structured Search

[\[Simple Search\]](#)

» Sort Results:  Chronologically  By Relevance

» Query:

	Registration Number	=	
AND	Holder	=	
AND	International Registration Date	=	
AND	Locarno Classification	=	
AND	Indication of Products	=	
AND	Priority Data	=	
AND	Designated Contracting Parties	=	
AND	Publication Date	=	

» [Display Options](#)



# Strategic use of IP in CI

## Design information and Competitive Intelligence

*Ten Most Popular Classes in International Registrations*  
*Registrations by class in 2009, shares of total and growth relative to 2008*

<u>Classes</u>	<u>Products and Services</u>	<u>2008</u>	<u>2009</u>	<u>Share</u>	<u>Growth</u>
Class 9	Packages and containers for the transport or handling of goods.	247	205	12.2%	-17.0%
Class 10	Clocks and watches and other measuring instruments, checking and signaling instruments.	204	188	11.2%	-7.8%
Class 6	Furnishing.	134	174	10.4%	29.9%
Class 7	Household goods, not elsewhere specified.	89	118	7.0%	32.6%
Class 32	Graphic symbols and logos, surface patterns, ornamentation	28	91	5.4%	250.0%
Class 23	Fluid distribution equipment, sanitary, heating, ventilation and air-conditioning equipment, solid fuel	81	87	5.2%	7.4%
Class 26	Lighting apparatus	59	82	4.9%	39.0%
Class 11	Articles of adornment	79	80	4.8%	1.3%
Class 12	Means of transport or hoisting	85	77	4.6%	-9.4%
Class 2	Articles of clothing and haberdashery	55	62	3.7%	12.7%

*Number of Designs per International Registration*

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

32 Classes



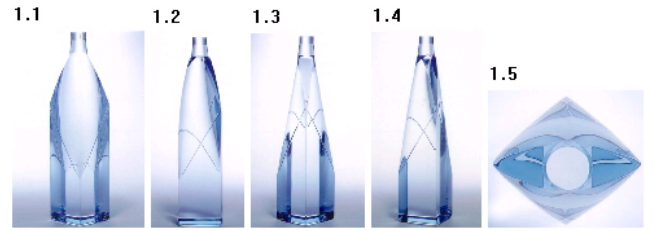


# Strategic use of IP in CI

## Design information and Competitive Intelligence

Dépôts publiés selon l'Acte de 1960 /  
Deposits Published Under the 1960 Act

(11) DM/050099 (15) 06.05.1999 (18) 06.05.2009  
(73) **NESTLE WATERS** FRANCE (SOCIÉTÉ PAR ACTIONS SIMPLIFIÉE), 20, rue Rouget de  
Lisle, F-92130 ISSY-LES-MOULINEAUX (FR) (86)(87)(88) FR (74) CABINET NUSS 10, rue  
Jacques Kablé, F-67080 STRASBOURG (FR) (28) 1 (54) Bouteille / *Bottle* (51) Cl. 09-01 (81) I.  
AN, EG, ES, ID, MA, TN, VA. II. BX, CH, FR (46) 08.12.1999 (45) 29.02.2000



### Hague Express Structured Search

[\[Simple Search\]](#)

» Sort Results:  Chronologically  By Relevance

» Query:

Registration Number	=		
AND	Holder	=	
AND	International Registration Date	=	
AND	Locarno Classification	=	
AND	Indication of Products	=	
AND	Priority Data	=	
AND	Designated Contracting Parties	=	
AND	Publication Date	=	

» [Display Options](#)

WIPO

National and Regional IP Offices:

<http://www.wipo.int/amc/en/trademark/output.html>

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

# Conclusion



- **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)**

**MARINA SAUZET**

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