FreePint®

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About FreePint
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FreePint is an online network of information searchers. Members receive this free newsletter twice a month: it is packed with tips on finding quality and reliable business information on the Internet.

Joining is free at <http://www.freepint.com/> and provides access to a substantial archive of articles, reviews, jobs and events, with answers to research questions and networking at the FreePint Bar.

Please circulate this newsletter, which is best read when printed out. To receive a fully-formatted version as an attachment or a brief notification when it's online, visit <http://www.freepint.com/subs/>.

Editorial

We all have favourites. Favourite restaurant, favourite pastime, favourite relative. We're human: we can't help having favourites.

One of my favourite parts of the FreePint Newsletter is 'My Favourite Tipples'. Readers always mention it to me whenever they talk about which bits of the FreePint newsletter and site they enjoy most.

We are asking about your favourite parts of FreePint in our project to better understand FreePint as an online community. Please take two minutes to complete our survey, which will help us create a 'snapshot' of FreePint and identify those members who might like to participate in a follow-up survey or focus group:

'Understanding the FreePint Community' Survey:
<http://www.freepint.com/go/b36367>

Sometimes it's best not to have favourites. If you have siblings yourself then you'll know all about 'favourites', and how things never seemed 'fair' as a child. As a parent of two, I'm learning all about the similarities between parenthood and managing employees.

A particular favourite author and information professional of mine is Rachel Singer Gordon, and Rachel writes today about the undesirable sins and desirable qualities of managers of all types. Anyone who has ever been 'managed' will agree with many of the findings:

"This goes back to playing favorites, and also encompasses managers unwilling to listen to different options ... who ignore opinions that differ from theirs, or those who ask for input, then announce their pre-made decision, simply court disaster."

Having favourites can therefore be counter-productive, but expressing them sometimes promotes healthy competition. Thank you to everyone who expressed a preference for their favourite information vendor for the FreePint Customer Service Team Award, won by Bureau van Dijk Electronic Publishing (BvDEP). Special thanks go to Olivia Freeman for helping us judge the award and writing last month's editorial.

Finally, please join me in thanking FreePint's advertisers and sponsors, who make it possible to provide FreePint to you for free. Today's issue is supported by Factiva, BvDEP, Silobreaker and CILIP, whose adverts can be seen below and in the full-colour fully-formatted version of FreePint at <http://www.freepint.com/issues/>.

Happy new year to all FreePinters, and here's to making 2006 a favourite year in all our memories.

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Theresa Welch is an E-learning Adviser. She runs Ace:UK <http://www.aceuk.blogspot.com/>, a weblog providing free e-learning news, resources and reviews to the Adult and Community Learning sector..

Submit your top five favourite Web sites. See the guidelines at <http://www.freepint.com/author.htm>.

My Favourite Tipples
by Theresa Welch

- 10x10 <http://www.tenbyten.org/10x10.html> shows what's happening in the news all over the world as one large patchwork image. Links directly to news stories. Updated hourly.

- Furl <http://www.furl.net/> is a free service that saves a personal copy of pages you find on the Web, and lets you find them again by searching your archive of pages.

- Newseum <http://www.newseum.org/todaysfrontpages/> shows today's front pages of 300+ international newspapers online. I like the map view where you choose a country and then choose specific papers to view.

- I love reading but care about the environment too, so use GreenMetropolis <http://www.greenmetropolis.com/> to buy second hand books, recycle my used books, and save trees in the process.

- Yotophoto <http://yotophoto.com/>, a search engine for finding free-to-use stock photographs and images. There are different licenses with different restrictions, but all images are free.

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NB: There are 17 other jobs in the current edition of the Jinfo Newsletter <http://www.jinfo.com/newsletter/> and over 100 in the Jinfo database <http://www.jinfo.com/>.

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Happy New Year to everyone.

The Bar has been busy with the usual mixed bag of postings. Can you help with these computer-related problems:

"When searching in Google using the INURL: function, it only displays 100 results and the next page comes up with an error message <http://www.freepint.com/go/b36483>. This FreePinter is having problems cropping images inserted into Word or PowerPoint files using Office 2003 <http://www.freepint.com/go/b36424>.

Can you redirect a PDF document on a website? <http://www.freepint.com/go/b36336>. Or do you know of an FTP programme that can be downloaded for free? <http://www.freepint.com/go/b36354>.

These postings are bound to get you thinking:

Do you know where to find information on the number of manufacturing jobs worldwide? <http://www.freepint.com/go/b36427>. How about a list of sources that will give information on future trends in the UK? <http://www.freepint.com/go/b36481>.

Do you have any advice on making the transition from information officer into academic or public library work? <http://www.freepint.com/go/b36267>.

Here is an interesting posting all about researching on the web. Where do search engines fall short, or what do they do well at? "There are a number of steps to true research including searching primary and secondary sources, aggregating, comparing, consolidating information etc. How do you do this with web information? How do children, say between 10-16 in age, do their research for school projects on the internet? If so, what challenges do they face in doing this?" <http://www.freepint.com/go/b36462>.

The Student Bar has also been busy. This FreePinter is searching for information "concerning the English situation towards the accessibility of digital (historical) archive via the internet or intranet of a Archival Institution" <http://www.freepint.com/go/s4827>. Are you brand loyal or perhaps you are an online grocery shopper - would you be able to complete these short questionnaires? <http://www.freepint.com/go/s4772>, <http://www.freepint.com/go/s4788>.

In-depth information management reports from FreePint

Topics include: Enterprise Search; Google's Strategy; Freedom ofInformation; Information Auditing; Publishing eNewsletters; Acquiring Skills; Info-Entrepreneur Marketing

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Would you like to write a report? <http://www.freepint.com/author/report/>

FreePint needs your help with researching the FreePint community so we can understand better the composition and needs of the community? We ask you to fill out a short online survey which should only take a couple of minutes to complete <http://www.freepint.com/go/b36367>.

And finally, the complete index to all articles appearing in the FreePint Newsletter (1997-2005) is now available <http://www.freepint.com/go/b36486> and the latest edition of the Jinfo Newsletter has been published which includes an article on "What salary should you be getting?" and is available online <http://www.freepint.com/go/b36479>.

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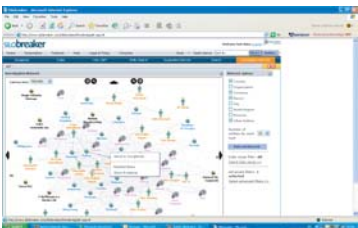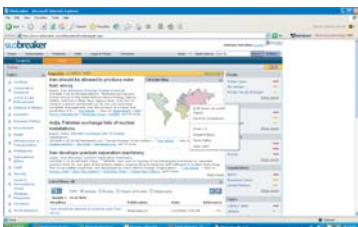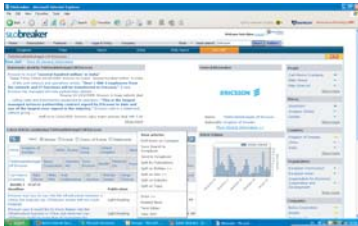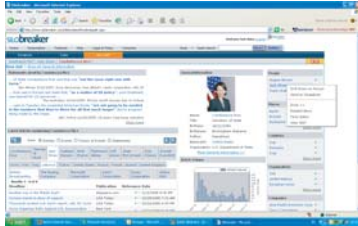
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"Seven Deadly Sins (and Desirable Strategies) for Library Managers"
By Rachel Singer Gordon

Rachel Singer Gordon (rachel@lisjobs.com) is former Head of Computer Services at the Franklin Park Public Library, Illinois, Consulting Editor, ITI Books, and webmaster of the library careers site Lisjobs.com <http://www.lisjobs.com>. Rachel presents and writes frequently on career and professional development issues for librarians, and co-authors the weblog Beyond the Job <http://librarycareers.blogspot.com>. She is the author of The Librarian's Guide to Writing for Publication (Scarecrow, 2004), The Accidental Library Manager (ITI, 2005), and The NextGen Librarian's Survival Guide (ITI, 2006, forthcoming).

During our recruitment and retention discussions, long-term managers often give upcoming generations advice on how to lead. What, though, are effective management strategies and styles in 21st-Century libraries? Focusing on upper management in larger institutions drowns out voices from smaller libraries, middle managers, and frontline staff. Talking to working library staffers and up-and-coming managers reveals some disconnection between received wisdom and what staff actually need.

In Spring 2004, 343 library staff members responded to an online survey on their managers' qualities and effectiveness. [The survey and discussion can be found in The Accidental Library Manager <http://www.lisjobs.com/talm/>]. Seventy-one per cent of respondents possessed an MLS or equivalent; Seventy-eight per cent worked in a "professional" position; job titles ranged from secretary to department head. The following "sins" and "strategies" contain comments from respondents' descriptions of their best and worst managers and qualities they believe today's library managers need.

The Seven Deadly Sins

Micromanagement

"She could not let go of any project and had to second-guess me every step of the way ... She did not trust her employees to do anything but the most mundane tasks without her direct supervision."

Micromanagement is employees' most common complaint. Twenty-five per cent of survey respondents used some variation of the word; others described bosses' micromanagerial tendencies. People often become supervisors by excelling at frontline tasks -- a whiz cataloguer given technicians to supervise, a superb reference librarian promoted to department head. They naturally want others to live up to their standards; many have trouble delegating. New managers have special concerns about being "graded" on others' work.

Lack of communication

"The worst library manager I ever had was a very poor communicator ... I often didn't have the information I needed to do my job well or at all. I often just couldn't understand her. I often wasn't sure what she expected of me."

Managers usually fail to communicate because they assume people already know what they need to know, believe knowledge is power (so hoard as much as possible!), or want to avoid giving unpleasant news. There is a line between micromanaging and a lack of guidance and goals. People need information to do their jobs, guidance, and feedback.

Fostering divisiveness

"The worst library manager I ever had did not respect my years of service and my capabilities because I did not have a master's degree. She did not include me in discussions, and ... ostracized me from my Youth Services team."

Differing treatment of MLS and non-MLS staff is librarianship's dirty little secret. Divisiveness also occurs when managers show favoritism to individuals, or play departments against one another. Managers often do this unconsciously, but staff note any sign of unfair treatment. Rather than treating staff like clones, respecting everyone's contribution means recognizing everyone's work is important, and letting them work to potential.

Abusiveness

"This person routinely treated staff as if they were idiots, ignoring staff opinions and sometimes actually yelling at staff in front of others."

Insecure managers often overreact, needing to think about the impression they make and the way relationships change when moving into management. I found my most sarcastic manager amusing, but a co-worker felt perpetually persecuted -- differing communication styles!

When communication problems occur, managers need to step back and look at how their behavior is perceived.

Failure to listen

"She did not listen to all sides of a story before passing judgments, a bit like 'Simon' on American Idol."

This goes back to playing favorites, and also encompasses managers unwilling to listen to different options and opinions, or unwilling to be flexible. Managers who ignore opinions that differ from theirs, or those who ask for input, then announce their pre-made decision, simply court disaster.

Avoiding conflict

"Avoided confrontation to the point of destruction of teamwork and morale, staff fell apart."

One of the worst things a manager can do is ignore problems and let them fester. Conflict avoidance ranges from failure to back up staff following library policy, to ignoring personnel conflicts. Further, staff members who feel their managers are unwilling to deal with problems fail to speak up; those unaware of issues are unable to resolve them.

Taking credit for others' work

"Before you even opened your mouth, her answer was 'no.' And then two days later this was 'her' idea and it was implemented."

Managers may take credit unconsciously, and need to be careful to note ideas' origin. This goes back to avoiding micromanagement; managers who give people responsibility and the ability to run with projects instil a sense of ownership. People are motivated by recognition of their contributions -- and most libraries could use more non-monetary motivating factors!

The Seven Desirable Strategies

Encouraging growth

"I am encouraged to think outside the box and am always given the benefit of her guidance when I

need it, her advice when I want it, and her support when the best-laid plans go awry. I grow every day under her tutelage."

People enter librarianship expecting to continue growing and learning. While individuals are responsible for their own learning, supportive management fosters professional development. Managers who encourage development, rather than making easy cuts, are better able to retain staff -- especially new generations of librarians that prize lifelong learning. Managers that fail to foster growth instead foster a burned-out staff, less capable of dealing with change in an evolving library.

Providing autonomy

"I most appreciate a manager who treats employees like adults -- assumes that we're all professionals, and we will get the job done, although some of us have different styles."

Autonomy, of course, is the opposite of micromanagement. Managers who trust people to do their work, effectively delegate responsibility, and provide support without constant observation help develop people's independence, self-confidence, and leadership skills. Encouraging autonomy requires recognizing that people generally rise to expectations, and (when given sufficient time, training, and support) can accomplish amazing things.

Looking out for staff

"He looked out for us as his number one priority. He always defended us and our

workload/workflow with the administration.

Most of us have encountered managers who fear conflict, failing to back up their staff. Why, then, would staff back up managers who fail to look out for them? Managers should understand their personal stake in their staff's success, getting to know and care about them as people.

Respecting everyone's contribution

"They should most definitely praise good work when they see it, as this helps to motivate the team. Lack of appreciation can be very demoralizing."

The need for recognition is universal. Respect for the contributions of every staff member -- regardless of job title, degree status, or duties -- helps keep up morale and keep people engaged in their work. Respecting multiple contributions also reduces homogeneity and groupthink, keeping us from getting stuck in a rut.

Leading by example

"Even though she was management, she still worked the desk right alongside us and helped out when staff was short. She was a great reference librarian and kept up her research skills."

Leading by example involves both keeping a hand in frontline duties and acting as an example in other areas -- ranging from dealing with change to coming in on time. Survey respondents were very negative about the "do as I say, not as I do" syndrome. Managers who spend even short amounts of time on the front lines and pitch in when needed impress frontline staff.

Communicating and listening

"The best manager that I worked for allowed for open communication, even of difficult issues. She was open and honest and made herself available to employees to discuss whatever might come up in the workplace."

Survey:: Understanding FreePint as an Online Community

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Again, the flip side of the previous "sin". Organizations where information flows freely simply work better. People who understand the reasons behind decisions are more likely to get on board; staff who understand and know policy are less likely to be embarrassed in front of patrons. Managers that treasure the free flow of information when it comes to patrons also need to understand its value for staff.

Providing leadership and vision

"The need for a leader with clear articulated goals is so vital. The ability to make the vision a reality and make staff excited to be a part of it."

Managers in today's libraries must be able to articulate a vision of change, and to lead their people through. Staff with a stake in the organization and autonomy in their work are more likely to get on board with change. Managers who are enthusiastic about where their libraries are going are able to convey this, and bring others along. Remember, most of us entered this profession because we are excited about where it is headed!

These all come back to the importance of common sense, treating people fairly, and recognizing the importance of every staff member. Managers who look out for their people know that their staff will look out for them. They turn a skeptical ear to pronouncements of what they need to lead -- they are already leading!

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"The Search"
Reviewed by Tim Houghton

Tim Houghton is founder and MD of New Media Intelligence, a web monitoring or web clipping firm. The firm monitors all types of new media including blogs, media sites and activist web pages. To try NMI's monitoring services for free just visit <http://www.newmediaintelligence.com>.

I'm a big fan of John Batelle's "Searchblog" <http://battellemedia.com/>, it is almost required reading for anyone with an interest in Internet search. Partly because he's a bright guy who writes well and partly because he has access to leading players in the field. These include Yahoo! founders David Filo and Jerry Yang and Larry Page and Sergey Brin, the founders of Google. The combination of access, intelligence and the informality of the blog medium make for a stimulating read.

Hence I awaited his book "The Search" eagerly. The book is about Internet search, tracing the story of web search from Archie -- probably the first Internet search tool back in 1990 -- to current innovators like Blinkx and Technorati. At 260 pages with decent footnotes it is a solid tome and it is an extremely interesting book, adding depth and structure to the ideas (or memes as it has become fashionable to call them) outlined on John's blog.

But to use a piece of economics jargon the outcome is sub-optimal or (as my old geography teacher used to say) he hasn't quite done himself justice. My objections are three-fold. One is the tone; OK, so it is an American book, but John's easy informal style which works well on his blog does jar a little in print. Perhaps a few too many "I figured's" and over-use of fashionable jargon like 'grok' and 'meme'.

Second is that the book hasn't quite decided what it is: a history of Google, or a history of search. In Chapter 1 the author explicitly states that he is not writing a history of Google but as the book goes on, Google figures so heavily that one isn't quite sure. There is a great deal of detail on Google's rise, especially in the early days. Maybe this is justified; maybe Google does account for the majority of the interesting developments in the history of search, but I can't help feeling that the author is too caught up in the excitement of the moment to deliver a well-rounded perspective.

My final objection is that the book is extremely US-centric and indeed Silicon Valley--centric. The only companies discussed in any detail are based there, and even then Yahoo! and Google predominate. IBM's Websphere, a huge technological effort, merits only a brief mention for example. This is not to say that Silicon Valley is not very important, perhaps dominant in the development of search, but shouldn't search companies such as Autonomy (UK) and Fast Search & Transfer (Norway) have got a look-in?

Overall this is still a fascinating and stimulating book, one I am glad I read. But it is not by any means the definitive history of 'search'. I look forward to a second version.

Related FreePint links:

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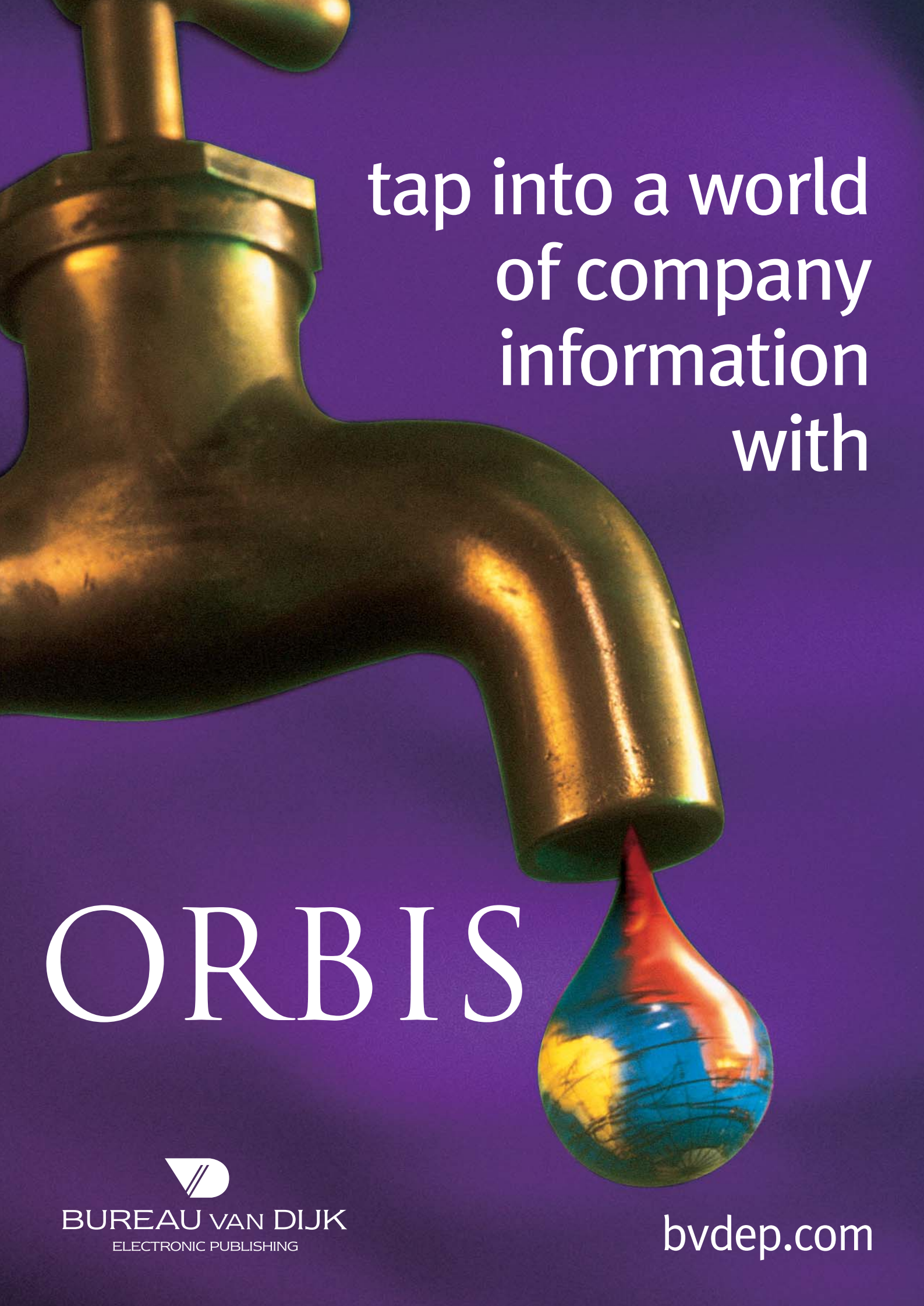- Read customer comments and buy this book at Amazon.co.uk <http://www.amazon.co.uk/exec/obidos/ASIN/1857883616/freepint0c> or Amazon.com <http://www.amazon.com/exec/obidos/ASIN/1591840880/freepint00>

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<http://www.freepint.com/issues/05indexb.htm>

"Competitive intelligence: an introduction"
By Vernon Prior

Vernon has a Postgraduate Diploma in Librarianship and Information Science. He is a Fellow of the Royal Society for the encouragement of the Arts, manufactures and commerce (FRSA), and a Fellow of the Society of Competitive Intelligence Professionals (FSCIP). He is also a member of the Caterpillar Club. More information may be found at <http://www.theknowlege-brokers.com>.

Over the past 15 years, Vernon Prior has presented seminars on competitive intelligence and knowledge management throughout Asia, Australasia, the Middle East, and South America. He is the author of Smart Company: Finding and Managing Business Intelligence, and has had more than 200 articles published internationally in newspapers, magazines, and on the Internet.

The most important distinguishing feature of successful companies is how they monitor and respond to events and conditions in the environment in which they operate. Unless you notice what is happening, you will blunder along in the dark, not knowing where you are going, what your competitors are doing, or what business opportunities are passing you by.

Enter competitive intelligence: a systematic and ethical programme for gathering, analysing, and managing information about your business environment that can affect your company's plans, decisions, and operations.

The potential benefits of implementing a CI programme are many. Timely intelligence will help you to anticipate and minimise risk, identify business opportunities and new markets, make sound decisions, innovate, improve your strategic planning, and allocate your resources more effectively. Intelligence operations are not a form of spying; they may (indeed, should) be conducted both legally and ethically. They can be set up with little cost, carry little risk, and are easily concealed.

Successful intelligence operations call for some familiarity with many disciplines. These include:

* business management * communication * ethics, * financial management * information science * information technology, * journalism * knowledge management * law * librarianship * marketin * organisational behaviour * planning * project management * psychology, research methods * risk analysis * science and technology.

Because of the broad reach and potential of CI, involvement in intelligence activities can provide first-class training for potential senior executives. In fact, an increasing number of leading companies insist that their senior people spend some time in intelligence operations prior to promotion to the highest ranks. For ambitious information professionals, developing CI skills and experience create excellent career opportunities.

Intelligence activities are based on the intelligence cycle. The intelligence cycle involves accurately identifying your information needs, collecting relevant information, analysing it, communicating the results to the people who need it, and taking rapid and appropriate action.

What should you look for?

The usual request from senior executives is for all information about a particular topic, one hundred per cent accurate, and due yesterday - an imprecise and expensive approach! More realistic (and effective) is an intelligence operation that systematically focuses on the factors that are critical to success or that enable you to make sound decisions. Hence the first step is to clearly identify decision makers' real information needs. This can be difficult when, quite often, they are not aware themselves of what those needs are. But there are some very sensible starting points.

For instance, many information professionals will be familiar with Selective Dissemination of Information (SDI), or its modern equivalent - push technology - and how to compile the associated profiles. Theseprofiles, together with an awareness of the company's critical success factors and an accurate picture of what business you are in (not always obvious), should allow you to focus on the most profitable sources. Routine, published information is rarely of any intelligence value. What you should be looking for are signs of change, the unusual, or the unexpected.

Consider, for example, the experience of Jack Pickworth, a Goulburn Valley (Australia) cherry farmer. He noted something unusual in the global market for his produce: a delay in the South American harvest had left London undersupplied with cherries. Based on this information, he immediately contacted the UK distributors (via the Internet), who ordered 20 containers of his produce. In the domestic market, Jack normally receives USDA5 per kilogram, but received USDA34 from the UK due to the shortage. Even with airfreight at USD14 per kilogram, Jack made a substantial profit. Having identified the opportunity, Jack decided what action to take and wasted no time in exploiting it.

Similarly, a senior executive with a Japanese trading company learned from his agent in Santiago (who had overheard it in the course of a conversation) that the duty on cars imported into Chile with an engine capacity greater than 1000cc was about to be increased to 100 per cent. The

duty on smaller cars would remain at 10 per cent. Just a few days earlier the Japanese executive had read in a business magazine that a major car manufacturer in Japan intended to cease production of cars with an engine capacity of 800cc. He immediately contacted the manufacturer's head office and advised them to continue production. His company then established a distribution network in Chile. They sold 44,000 units (worth USD400 million) in the first year of operation.

In-house sources and systems

The most useful tool for conducting research, for assisting with analysis, and for guidance in disseminating useful information within an organisation is a knowledge map. Typically, a knowledge map helps to locate people possessing, or having access to, specific knowledge or expertise. It should be a guide to, not a repository of, that knowledge. And it can range from a very simple, orderly arrangement of business cards to a very sophisticated and comprehensive expertise database. Whatever the form, its value depends much more on the accuracy and quality of its content, and its ease of use, than on the capacity or sophistication of the system or software used. Bear in mind that the most important field, and the one most frequently neglected, is that of expertise.

A knowledge map is often incorporated into an intranet, together with some form of vocabulary control, such as a taxonomy or thesaurus, and a glossary of terms. Many information professionals would be capable of compiling such an invaluable set of tools (see References).

Gathering 'soft' information

Clearly, the sort of information that will put you ahead often comes directly from people (the major source of soft information) and includes expertise, ideas, intentions, aspirations, rumour, suggestion, opinion, gossip, hints, and speculation. Because it is usually the first evidence of impending change, soft information represents the more colourful and significant parts of the intelligence puzzle. It is highly regarded by senior executives.

How do you collect soft information? One of the key methods is to be present at trade shows and exhibitions. Your competitors often use these events to announce major changes in their operations (such as acquisitions and mergers, introduction of new products, significant contracts won, and so on).

Much of this news may not have been made public before the event. Hence, trade shows offer an ideal opportunity to examine a wide range of competitor products, ask pertinent questions, and conduct highly concentrated research.

Properly organised, a competent, well-briefed team should be able to gather more useful information in a few days at a trade show than they could ever hope to collect from other sources in a full year. To prepare properly for intelligence gathering, however, the team needs to be fully aware of imminent events. Information professionals will know how to locate details of such events, and should be able to identify associated literature offering useful tips and hints (see References).

Analysis

Many software solutions organise information as an aid to analysis, but their usefulness is limited to organisation. Skilled analysis involves awareness of executives' information needs (briefly described earlier), as well as their aims, dreams, and aspirations. Thus, analysis is best completed by a few smart, imaginative people, with a modicum of common sense, asking some very simple questions:

* What? * So what? * Now what?

These questions are not difficult to ask but can have a huge effect on company action. For example, consider the case of a CIA agent who noticed a seemingly unimportant item in a Russian newspaper - a local football team suddenly became very successful following a protracted series of disasters. In order to satisfy his curiosity, the agent arranged for satellite reconnaissance to be carried out. Photographs revealed a recently built and carefully camouflaged nuclear power plant. The influx of new employees in the area had enabled the team's coach to replace some poorly performing players with a few more talented members. The agent spotted something unusual, prompting him to ask "What?"; "So what?" required a bit more digging. And with the new intelligence, he was in a position to ask "Now what?".

Communicating the results

The resulting intelligence must be passed to decision makers in a timely manner, and in a style and format that will encourage them to take

appropriate action. Intelligence reports and briefings should aim, above all, for clarity and brevity, and should provide the decision maker with suggestions or recommendations for action. In other words: What? So what? Now what?. Because of their ability to produce abstracts or summaries, communication of intelligence results is an area where information professionals have a great deal to offer.

Judy Leavitt, Manager of CI Services at Rockwell Collins, tells us that she and her team send their executives a one-page summary of the key actions by their major and emerging competitors before 10am every Monday. She reports that her CEO once said that senior executives would rather give up their front-door parking places than do without the Competitor Alert.

Who should be involved?

The most suitable people to conduct intelligence activities are a company's own employees; they know the business best. Obviously, those individuals who are already engaged in some form of information handling are usually more suitable as members of an intelligence team. They might include intelligence specialists, librarians, information scientists, market researchers, knowledge managers, linguists, and analysts. Also very promising for this sort of activity are individuals with a background in investigative reporting, military or government intelligence operations, planning, psychological profiling, or private investigation. Bear in mind, too, that it is easier - and considerably cheaper - to teach people about intelligence operations than it is to provide them with years of experience in a specific industry.

Executives have a major part to play in ensuring the success of your intelligence activities. Among other things, they must offer commitment, involvement, and support. A practical measure that executives might like to consider is to invite appropriate company experts (perhaps using the knowledge map) to management meetings where their expertise relates to the matters to be discussed. It also makes a great deal of sense to introduce every significant meeting with an intelligence briefing concerning the topic(s) under discussion. This presents an ideal opportunity for information professionals to become known in the higher echelons of the company. Carpe diem!

References

Compiled by the author, The Language of Business Intelligence, a comprehensive glossary of terms is available on the Society of Competitive Intelligence Professionals website at <http://www.scip.org> under CI Resources: Language of BI, and on the Knowledge Board website at <http://www.knowledgeboard.com> under Library.

Also available on the SCIP site are the following articles:

Prior, Vernon; Trade shows and exhibitions: the intelligence gatherer's cornucopia; Competitive Intelligence Review, Vol 7(4), pp 77-78 (under: Publications/CI Archive/Trade shows and conferences - free of charge to SCIP members, otherwise US$15 for the complete volume).

Prior, Vernon; Contacts database: your most useful intelligence tool; Competitive Intelligence Review, Vol 7(3), pp 75-77 (under: Publications/CI Review/publications store/Vol 7(3) - cost US$10 for members, US$15 for non-members).

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- FreePint No.29, 7th January 1999. "Understanding 'cookies' on the Web" and "Internet, copyright and linking"
  <http://www.freepint.com/issues/070199.htm>

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