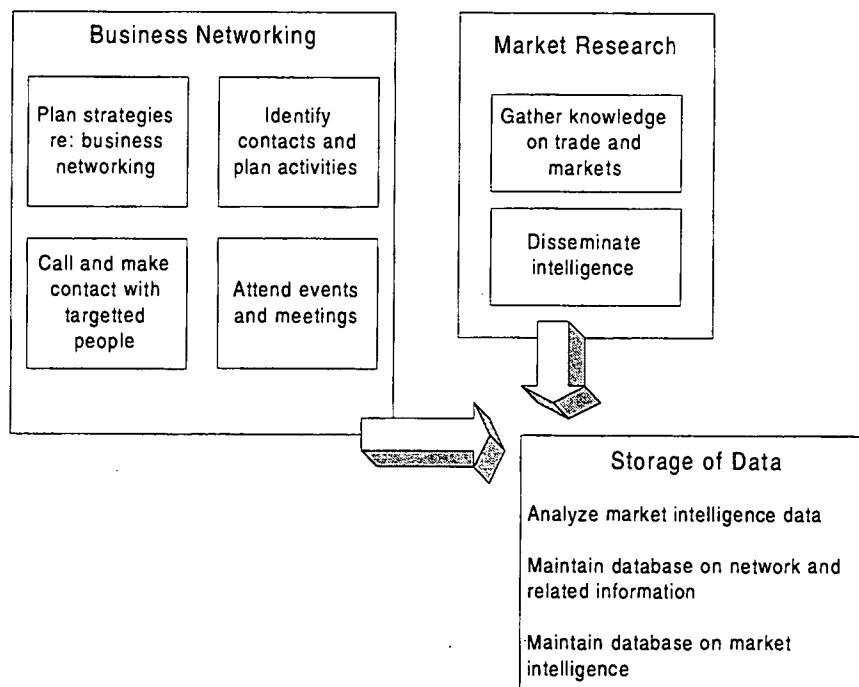


Sources of Market Information and Intelligence

Supply of Market Intelligence



Gathering Market Intelligence

Market intelligence is generally obtained from personal contacts. Business relationships are usually established and nurtured through two essential activities: calling on contacts and attending events and meetings. A greater emphasis on market intelligence implies a change in work activities which places greater emphasis on interactive relationships. It means spending more time outside the office meeting with contacts as well as following up with them by telephone. It means more proactive work, where individuals control their own agenda and anticipate client needs, rather than simply respond to enquiries. This implies more judgment on the part of individual team members.

Intelligence gathering activities will be most productive in a client-oriented environment supported by solid teamwork. Staff will need good organizational, business and interpersonal skills, because this dynamic environment is not conducive to traditional methods of supervision. This in turn will require new concepts of accountability, where team members manage the performance of their unit and are responsible for the results. The Trade Commissioner and Commercial Officers will need to have access to the tools necessary for the development of business relationships. This includes flexibility of movement and reasonable travel and hospitality budgets. This will be a challenge, because this kind of networking is not a traditional public-service function.