

Work Processes

The Flow of Market Information and Intelligence

The new business model is a framework within which business *processes* take place. These activities result in the delivery of service to clients of the Trade Commissioner Service, which are reflected in observable performance indicators. This chapter describes the work processes required under the new business model.

The shift in emphasis from market information to market intelligence does not imply that the former will no longer be required. In some cases, requests for information from clients may simply be for more closely-targetted information than is available from existing sector-wide market profiles. But in an increasing proportion of cases, the need is for facts and opinion which must be obtained from established networks of contacts, often on an “off the record” basis. Thus the word *intelligence* conveys elements of both immediacy and confidentiality. The model reflects the continuing need for both information and intelligence. But at the same time, it takes into account that market intelligence will be the dominant focus of the Trade Commissioner Service in the future, and that new work processes will be required to provide it.

The provision of market information and intelligence can be seen as a flow of information between several work processes and more than one team member. Members of the team gather the needed information either through conventional market research or by accessing their pre-existing business networks. This implies that high-priority sectors will have been selected in advance so that networking activity is effectively targetted. Next, the team assesses the information and takes action to ensure that it can be accessed if it is needed again. The information or intelligence is then presented to the client or used in internal processes. All of these work activities are supported by appropriate management and administrative processes, as illustrated in an accompanying graphic.