Nine competitors — what is confirmed this week

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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3 facts, 11 announcements, 41 customers concerned · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. Competitors, product lines and customers are invented. **A confirmed fact rests on a public trace independent of the competitor's will; an announcement is what the competitor chose to make known.** Both are useful, and they do not belong in the same place.

The three confirmed facts

Fact	Public source	Date	What it touches at your end
New packaging unit declared	Public register	This week	Added capacity on the institutional hygiene range
Listing obtained with a buying group	**Published by the group itself**	This week	**Direct access to customers in your portfolio**

Fact	Public source	Date	What it touches at your end
Two lines withdrawn from the online catalogue	**Catalogue observed at two dates**	**Gap between the 3rd and the 17th**	**Direct competitors of your products 118 and 122, in use at 41 customers**

The eleven announcements, filed as such

Nature	Volume	What is kept
Forthcoming launch	5	Announcement date, announced deadline
Partnership being finalised	3	Announcement date, parties named
Planned site opening	2	Announcement date, announced deadline
Strategic hire announced	1	Announcement date

What a competitor announces says where it wants to be seen. That is information about its communication, and it has value — **provided it is filed as an announcement and not as a fact.**

The connection that existed nowhere

Element	Data	Origin
Competitor lines withdrawn	2	Competitor B's catalogue
Your directly competing lines	**Products 118 and 122**	Product data sheets
Customers using both lines	**41**	**CRM — this is the line that interests sales management**

The lag, before and after

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Measure	Before	After
Lag between a competitor move and internal knowledge of it	**5 weeks (36 days on average)**	**2 days**
Moves already public when discovered	**19 out of 23 over twelve months**	**The information was not hidden: nobody was reading it**

> **The agent contacts no customer.** It brings the fact, the list of customers concerned and, if the company asks, the win-back argument. **Using that argument is a commercial decision.**

For the company to decide

Action taken on the 41 customers concerned: _____

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