
What We Watch, in 33 Dimensions

The four standing watches, and the questions each one asks

Every monitoring platform says it watches your competitors and your technology areas. Almost none of them will tell you what that means. This is our list, in full — nine dimensions on a competitor, ten on an early-stage company you have not framed a question about yet, and fourteen across the two ways of watching a field rather than a firm.

Read it as a checklist against whatever you are doing today. Most teams find they cover six or seven of these well, by hand, for two or three organisations.

Before the list**The lens decides what gets watched.**

Two clients can watch the same company and need entirely different things. One is buying from them and cares about supply risk, capacity investment and quality events. One competes with them and cares about pricing, packaging and where they are pulling resources away from. A third is evaluating them as an acquisition and cares about ownership structure, key departures and financial standing. Same company, same sources, three different watches.

So the lens is not a property of the thing you track. It is a property of your relationship to it — and it is what decides which of these dimensions carry weight and which are noise.

Two things you can watch	A Company — a competitor, a supplier, a customer, an acquisition target. Or a Domain — a technology, a field, an application. Something that is not an organisation.
Four lenses across them	Competitor and Startup on a company. Commercial and Research on a domain. Nine, ten, eight and six dimensions respectively.
A cycle does not fire all of them	A run makes five to eight searches, so priority decides what gets asked first. The list is the map of what can be asked — not a promise that every box is ticked every month.
Regulatory is a fifth watch	It watches rules rather than organisations, and it is organised by category rather than dimension. The last page covers it.

What decides whether any of it reaches you is a separate thing again: a description of your own business, answered once, that every signal is read against. That is what lets us say a development does not apply to you, and give a reason. Without it, a list this long is just more to read.

Company · Competitor · 9 dimensions

Are they taking share, or changing where they compete?

Watched relative to your own trajectory, not in isolation.

A competitor slowing down matters as much as one accelerating. The most valuable signals reveal where they are pulling resources away from — that is where they are most vulnerable, and where you should push hardest.

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| 01 | Product & Roadmap
What they are building next, which is visible in hiring and filings long before it is visible in a launch. |
| 02 | Pricing & Packaging
Where price is moving, and whether that reads as pricing power or commoditisation pressure. |
| 03 | Go-to-Market & Sales Motion
Which markets, segments, geographies and channels they are pushing into, and which they have quietly left. |
| 04 | Customer & Win/Loss
Accounts arriving and disappearing, and which verticals their proof points prioritise. |
| 05 | Messaging & Positioning
How they describe themselves. It changes before the strategy does, not after. |
| 06 | Hiring & Org Structure
Where headcount is growing, what function the new executive came from, and who just left. |
| 07 | Partnerships & Ecosystem
Who they have tied themselves to, and what distribution that opens. |
| 08 | Capacity & Operations
What they can actually make and ship — and the quality events that say they cannot. |
| 09 | Financial & Legal Standing
Money in, money out, and who they are in court with. Companies sue when they feel threatened. |

Company · Startup · 10 dimensions

Anything material, before you have framed the question.*Ranks by discontinuity rather than topical fit.*

For a company you are tracking without having declared what you want to know yet — an early-stage entrant, or anyone whose trajectory matters more than any single question you could ask about them. It looks for a break in a pattern rather than a continuation of one: a founder departure or an unexpected down round outweighs any gradual trend, and at this stage one event can change everything about a company. This is the widest set in the product, and where a Startup watch keeps firing on one dimension, that is the system telling you which specific lens to set up.

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| 01 | Ownership & Control
Who owns them, and whether that just changed. For most relationships this is the most material event that can occur. |
| 02 | Funding & Financial Health
Round size and spacing read against their stage. Widening gaps mean stress; compressing gaps mean momentum. |
| 03 | Key People Movements
Founders, chiefs and boards arriving or leaving. A CFO hire frequently precedes a transaction. |
| 04 | Hiring & Org Signals
Volume, seniority and role mix — measured against their own baseline rather than an industry average. |
| 05 | Product & Technical Output
Whether the thing is actually being built, or only described. |
| 06 | Capacity & Operations
Facilities, quality events, certifications gained or lost, and who else they are producing for. |
| 07 | Customer & Revenue Signals
Logos, references, and concentration. One account at forty per cent is a different company than it looks. |
| 08 | Partnerships & Ecosystem
Alliances, qualified-vendor listings, and their name appearing inside other companies' specifications. |
| 09 | Legal & Regulatory
Filings, approvals, refusals, litigation and enforcement. |
| 10 | Media & Narrative
Coverage tier, messaging pivots — and silence where there was noise, which is itself a signal. |

Domain · Commercial · 8 dimensions

Is it becoming real in the market?

The useful gap is between proven and procurable.

Plenty of things work and cannot yet be bought, and the reason why is usually visible about a year before the market notices. Patents sit in this lens rather than under Research, because a filing is a claim to commercialise rather than a finding.

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| 01 | Ownership & IP Position
Who is filing, and whether that is one party trying to own the field or a land rush. |
| 02 | Capital & Corporate Activity
Who is funding it, and who decided that buying in was faster than building. |
| 03 | Supply & Production Readiness
Whether it can be made at volume, and by how many parties. This is where the gap between proven and procurable sits. |
| 04 | First Deployments & Adoption
Who shipped it, in what form, who followed — and where adoption conspicuously stalled. |
| 05 | Pricing & Commoditization
Price direction read against volume. The two together say whether a category is forming or was built too early. |
| 06 | Standards, Regulatory & Market Access
What has to be true before it can legally be sold, and how much of that is already done. |
| 07 | Demand & Narrative Formation
Whether anyone outside the field has started talking about it, and in whose words. |
| 08 | Talent & Capability Demand
Who is hiring for it. The most reliable way to tell building from announcing. |

Domain · Research · 6 dimensions

Is the underlying work advancing?

Not how far along it is. Whether the evidence is thickening, thinning or reversing.

Funding moves first and publication moves last, and the gap between them is the forecast. This lens is also the only one that can tell you evidence is getting weaker rather than merely scarcer, because it counts negative results, failed trials and retractions as signals in their own right.

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| 01 | Research Funding & Grants
Money awarded now publishes in twelve to twenty-four months. The earliest legible signal in the set. |
| 02 | Publication & Preprint Output
Volume read against venue tier. Rising volume at a flat tier is churn, not advance. |
| 03 | Validation & Technical Milestones
Progress through this field's own recognised stages of proof — including the failures and retractions. |
| 04 | Who Is Investigating It
Whether the work is concentrating in one group or dispersing. Dispersal is the stronger signal. |
| 05 | Method & Infrastructure Access
Whether the tool needed to study it has become cheap. Fields accelerate when the method commoditises. |
| 06 | Field Formation
Whether it has acquired a name, a conference and a curriculum. Nothing can be bought as a category until it has a name. |

A fifth watch

Regulatory works differently.

A regulatory watch tracks rules rather than organisations, so it is organised by category rather than by dimension. Five kinds of movement: legislative and statutory activity, regulatory agency actions, enforcement and compliance patterns, judicial and legal precedent, and standards-body and industry self-regulation.

Rules rarely change in one place first. The bill, the docket, the enforcement pattern and the standards revision usually move before the rule does.

Worth saying plainly

What this list does not show you.

Thirty-three dimensions is the easy half. It is a map of what is worth watching, and a capable analyst could write a version of it in an afternoon.

What it does not show is the corpus underneath — 360M+ structured records across patents, publications, clinical trials, grants, tech transfer, trademarks, news and conferences. It does not show how six documents about one recall get recognised as one event rather than six alerts. It does not show how a finding gets rated for evidence strength and time horizon before it reaches anyone, or what happens when the evidence does not hold and the rating has to come down. And it does not show the hours.

That is the part worth buying rather than building. This page is the part worth arguing about, which is why it is not behind anything.

See it run against one of your own entities.

In thirty minutes we will build a live watch on a competitor, a supplier or a technology area you name, and show you what a rated signal looks like when it fires — including what the system decided did not apply to you, and why.