



## **STRATEGIC BUSINESS ESPIONAGE: AN ETHICS AND BUSINESS PRACTICES TO GAIN OPPORTUNITY OR COMMUNITY PROBLEMS**

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### **Abstract:**

*The Research mainly focus on the business of espionage, it should be done but must adhere to ethical standards to be able to increase the efficiency of products, lower costs, accelerate business growth. Meanwhile it has been feared able to cause social problems as in theft, causing casualties and harm to the company personnel as well as other individuals. Several strategies have been found to prevent business espionage happening within the business enterprise. The study was conducted through a research library.*

**Key words:** *bussiness espionage, ethics, opportunity, community problem*

### **1. Introduction**

Most global businesses practicing business espionage strategy to face and win the fierce competition, strived to be able to sneak between weakness and strength of the opponent business operations and gained the victory over business operations. Almost every organization has a vital function espionage become a key informers important product development and sales improvement.

Business espionage is a major threat for a variety of business activities and very wide implications for the development and growth of businesses worldwide. The activity was spying on any business or commercial purposes and within the scope of cross-continent events and arise due to unfair competition between firms (Wimmer, 2015).

Business espionage is an interesting issue to be studied to obtaining accurate information of analysis the basis for decision makers, the implementation strategy of business organizations. However, in many ways the implementation of business

espionage carried out in a manner that is dirty and immoral to harm others and cause social problems. Business espionage activities should be done in a way that is more ethical, without fraud or data theft. Possible social problems can arise due to the practice of business espionage using theft, contentious, victims of material and moral damages.

Some examples of business espionage that have occurred include: theft of confidential data making tea and derivatives of "China". In 1800, the British wanted to have a drink derived from tea, in those years was monopolized by China. Therefore the East India Co. employs, botanist Robert Fortune, to smuggle tea plants and their seeds and secrets of brewing tea and then incorporated into British India. He managed to produce tea in India surpassed China (bloomberg.com). Betrayal by one of the managers (Elagovan et al, 1998) of General Motors (GM) to Volkswagen (VW). In 1993, Jose Ignacio Lopez, head of General Motors' Opel division production with seven other executives, moving to join Volkswagen. GM accuses VW of espionage business, corporate secrets used by VW. Finally, VW agreed to buy the spare parts GM \$ 1 billion over seven years and pay GM \$ 100 billion (bloomberg.com). Starwood case with Hilton. In April 2009, Starwood Hotels & Resorts Worldwide sued Hilton regarding trade secrets, two former Starwood executives hired Hilton gave confidential information used by Starwood W Hotel Hilton (bloomberg.com and businesspundit.com).

The main problems include strategic research espionage activities usually always detrimental to other businesses. Or even espionage activities that can help companies develop and sustain business growth. Business espionage cause social problems, in the form of information theft unethical business. Supposedly espionage could have done more ethical business, increase usability of the product, capable of efficient production costs, accelerate business growth; However, in practice ethical business espionage cause social problems, lead to theft, causing material damages, harm others. Espionage business and ethical factors encourage the emergence of social problems

The purpose of this research was to analyze strategically how critical business espionage activities conducted by the company meets the criteria of business ethics. These results suggest how the business strategies that may be implemented to avoid business espionage attacks from his business competitors and avoid social problems. The results of this research useful to help businesses avoid interruption of business espionage their competitors; provide advice in the form of finding the right strategy to impede business espionage attacks by describing the events of espionage strategic business done by businesses to beat its competitors and then being able to improve business activities secure from espionage attacks, so that business processes become more fair and competitive.

The purpose of espionage was to obtain information, and "theft of sensitive information" (Winkler, 1997, p-3). There are two common types of sensitive information such as: intellectual property consisting of patents, manuscripts, inventions, formulas, production details, the details of the strategic, financial details and marketing (Nasheri,

2004), (Cornwall, 1992, p-17-24) increased openness and transparency in the business community, accompanied by the development of technology has created the ease of data collection more competitive business (Rustmann, 2013, p-80-90).

The main perpetrators of acts of espionage business is an individual, company, organization or country that require sensitive information that is owned by someone else. Criminologists and researchers generally define three main conditions that must exist before a person tends to do business espionage efforts include: opportunities, incentives, money and the ability to commit a crime like that (Bussman 2007, p-13) (Eystein, 2008). Individuals often motivated by revenge, for example after a lay-off (Danielson, 2009) (Fink, 2003, p-105) (Nasheri, 2002, p 7). "With the right motivation, anyone can be inspired to become spies" (Fink, 2003, p 103).

When the business is owned by the state, consequently welfare and prosperity of the business is a matter of state, and will be actively operating espionage business, economics, than others (Winkler, 1997, p-54-74), (Rustman, 2002, p-113- 119), (Fink, 2003, p-46-51), (Nasheri 2005, p 8). Russia, China, Israel, France, Japan, South Korea, Taiwan, the UK and Iran known to actively conduct economic espionage and continuously against fellow countries and their allies. Israel, France and China marked spying most active economy of the United States (Nasheri 2005, p 8). The former Soviet states and China are examples of strategic business mostly owned wholly or partly by the government. There is a particular interest for the country improve the company's competitive strength through integrated intelligence operations. But a similar incident also occurred in the Scandinavian countries, where the state ownership in the private sector is common (Nasheri, 2002, p 8).

Former CIA agent FW Rustmann Jr. stated that "Business is war" (Rustmann, 2002, p 4) (Hanssen, 2008) the Company can collect data about their competitors using business intelligence and use that information to be able to compete more effectively. The collection of information from legal sources such as public facilities, web, news archives, marketing brochures, trade shows are the most common way to collect and collate information to build a competitive bundle business competitors. Competitive business intelligence described as "a systematic and ethical program for gathering, analyzing and managing information that may affect the company's plans, decisions and operation" (Nasheri 2005, p 73).

Maintaining information security is very urgent. The first thing to do is to organize information security. It is necessary to classify information in the enterprise (Calder and Watkins, 2006, p 19). An opinion stating "One of the biggest problems facing companies to secure sensitive information is the lack of awareness of the threat around them" (Winkler, 1997, p 37). In addition, "Almost no company is immune to the risk of economic espionage" (Fink, 2003). These threats can infiltrate all levels of the organization; product development, production, innovation, information security, personnel policies, finance, mergers & acquisitions, strategy, foreign relations, cultural diversity, ethics, technology and information policy.

In the book of "Sun Tzu: war and management" states that the work of espionage is not a cheat or steal, but rather the work of searching for, collecting

information, analyzing, as a decision-making for commanders to make decisions, so that the espionage work is noble work, and therefore the only people who have nobility, intelligent, thoughtful and loyal to the leadership deserves to be a spy. When a spy weak, then it will jeopardize the company, as it will be used by competitors or enemies (Hou et al, 1992).

Principle Security is applied secret strategic plan, implement strict security procedures, punishment as a deterrent, creating an atmosphere that can not be foreseen, the use of a ruse to security in the business in strategic control this principle is called the acquisition of information and information security (Hou et al , 1992).

Info-tech Chief Officer level (CIO) has a very important function as gatekeepers for many enterprise organizations have cyber troops, facing cyber war guided by the National Information System ignores the values and ethics (Perry, 1995). Organizations instill the concept of the art of strategic management planning detail, the secret services market, choosing the battlefield, speed of execution of the plan, power adjustment maneuvers, creating a strategic advantage, offensive and defensive (Hou et al, 1992), so use the principle of maneuver, objective, offensive, surprise, economic, mass, unity of command, simple, security to strengthen cyber forces in the face of cyber wars (Ellis, 2001) so it is something that will become a bottleneck may turn out to be a challenge to fruition victory (Peacock, 1984) (Schröder, 2011), somebody or party who controls the information would dominate the world and strategic espionage who controls it will be able to control things according to their capacity.

## **2. Business Espionage Raises New Product Formula**

Business espionage intensify the formulation of new products. Business espionage has been able to improve product quality and design in order to better compete in the market by using new information obtained from espionage. Spying business models able to predict the quality or characteristics of the most modern products have been developed in advance by competitors. Business espionage may be detrimental to the company's object of espionage, because the products are adapted ideas and secrets of others. However, the condition would open a new paradigm that was never thought of before by the aggrieved company to innovate and create new formulas or secrets are more powerful than ever. Espionage activities can help companies develop innovation and maintain or improve the competitive position of business. Strategically theft incidents negatively hurt the company, but can provide positive lessons to improve weaknesses in the defense of the risk of corporate data espionage.

## **3. Business Espionage to Accelerate Business Growth**

Business espionage accelerate business growth. Business espionage has been able to help uncover the strengths and weaknesses of competitors' products businesses. Armed with the information obtained, the company's business espionage

actors were able to more easily beat a competitor's product so that the process of successful business growth faster. Business espionage provides data accurate information about the product manufacturing process in a short time, speeding up the process of the creation of this product according to the manager of the company. Business espionage accelerate the production able to compete competitively in the market, accelerate revenue growth and market growth and the growth of the business with the acquisition of a significant profit.

In 1848, the British wanted to control commodity tea, at the time monopolized by China's tea industry. Finally the British through the East India Company in India to hire a botanist and also a Scottish adventurer named Robert Fortune to help realize their desire to smuggle tea along with the seeds and secrets associated with tea from China to India. The end result is the production of tea in India is capable of racing outpaced production in China at that time ([www.Bloomberg](http://www.Bloomberg)). Even when the event was considered a brilliant action in the history of corporate espionage (Rose, 2009). In 2006, the company Hewlett-Packard's fall in the scandal; The company has taken aggressive action to spy on the board of directors, reporters and even its own employees to uncover the source of the leak of sensitive information belonging to the company. Investigators hired by the company to collect records of telephone recordings, even the rest of the document that are not used to follow the activity of the reporters and directors. As a result, the directors named Patricia Dunn fired for committing the very act detrimental to the company ([www.Bloomberg](http://www.Bloomberg)).

Tea along with its own secret formula is part of the intellectual property assets of China is very important and become the target of international spy industry. England has been pursuing a strategy quickly find information on the tea in China, the company based in India has been able to have the opportunity of tea industry. The development of business opportunities, the company has more to create new jobs, has been able to hire more workers, have been able to save the cost of R & D and allocating funds for other activities to encourage business growth, even have been able to innovate to produce the diversity of the products meet the dynamic needs of consumers in as well as abroad. Hewlett-Packard's (HP) has been pursuing a strategy of controversial spy on corporate internal against leakage of information is very important for the future of the company, now HP has always been a few steps ahead of its competitors, the movement of business has been able to more quickly and freely to promote the company, it was certainly maintaining its position in the industry business much longer. Indeed, the strategy is a form of protection against the security company and form of control over the employees intensively created the conditions for a comfortable and trusting relationship between management and employees (Holstrom, 2010), if the strategy had not done, the effect will be a slowdown of business, financial loss and ends on downsizing.

#### **4. Business Espionage for Business Efficiency**

Spying business has been able to streamline production costs. Spying business has been able to find a lot of information on how to more efficient production, reduce production costs, profitable company. Business espionage is part of the competitive intelligence process results systematically obtain and analyze and utilize information about business competitors. But in reality carry out immoral acts of cheating against another colleague artwork without permission even modern espionage using advanced technology, this activity violates moral ethics. Business should be conducted with full of struggle, gallant, courageous, and morality necessitated the above items (Hartman et al, 2011: 33). Business espionage is able to obtain information production costs are lower, as was done by the business competitors. Such information is very useful to the company's efforts to reduce production costs.

Business activities led to extra costs of mutual surveillance, reconnaissance and each victim, in Canada the business of espionage is a common practice could cost billions of dollars each year to fund the business espionage. Other cases, when the rock in Bali Indonesia began to decrease and the price becomes expensive, the artist seeks to innovate wearing former mountain rocks molten lava at the foot of the volcano to make accessories carving. After this creativity proved acceptable to the market with a vibrant and profitable price then direct other Balinese carving craftsmen swarming Kintamani area to obtain raw materials. The raw material is originally easily and cheaply obtained instantly became hard to find and the business community scrambling to buy raw materials whose prices rose rapidly, eventually pushing the price of goods became expensive art. Where consumers are being targeted and where market entered also the subject of the next surveillance. Information from the competition to sell products anywhere or even to other countries and even his contact person is very important information to be stolen. Who staked sought to protect the rights of creativity that are not replicated by doing extra activities, on the other hand the scouts also provide additional resources to find out quickly the information he wants. Finally, the rising production cost is higher than it should be and consumers bear the cost and price.

#### **5. Spying Breaks Business Ethics**

Business espionage activities need to be done in an ethical manner. The function of the company's business espionage are essential for strategic decision-making considerations (Effendy, 2006) (Suwarsono, 2013), but it must be done with a more ethical way. The decision determining the name of the car in 1954 director of engineering for Toyota Hanji Umehara give the name Land Cruiser to his SUV from being harassed by competitors from the British Land Rover, the result until now the name of the Toyota Land Cruiser similar known than Land Rover, theft technology by cellular phone brands Apple from American and Samsung of Korea both claim to be

the first inventor of the technology and product design. Disputes in court eventually taken to solve the problem of copyright disputes in the United States.

Business espionage should be done in the corridors of business ethics. Business enterprises in conflict of interest with fellow business people, community and environmental factors, hence the company's activities required business ethics. Companies must adhere to business ethics in its entire operations in order not to harm the public (Gitosudarmo, 1996). The company's operations must be done by avoiding lying on consumer activity, steal and cheat on other businesses or a business partner, not committing theft and prohibited any form of cheating another company's products without permission (Velasquez, 2012). Business espionage is usually done as a company to sustain its business by imitating, copying, adopting, peek techniques or procedures of other companies in producing and marketing goods and services. We recommend that business espionage efforts by avoiding the practice of lying, stealing and cheating for the sake of the value of business ethics.

## **6. Most Spying Business Steals**

Spying businesses including theft. Business conduct surveillance or spying, sneaking to seek information about the organization that is considered confidential unnoticed by anyone or by the owner of the legitimate owner of the data is included in the act of theft (Widodo, 2000). Spying business data search to retrieve the data directly from the place where the data is located or to gather information by accessing the place where the information is stored via a variety of reasons unnoticed by the data owner. Sometimes done by giving gifts, money, sex, seduction to the authorities to get information about the economy and industry.

Most employers spy on their competitors. Business espionage has been regularly conducted all employers. They consider to spy on competitors can gain the benefit and progress of a business or take a few steps ahead of its competitors (Sumarsono, 2005). In 1914 in the village of Jati Kudus, Central Java, Indonesia, H. M. Nitisemito establish brand cigarette factory "Tjap Bal Tiga H.M. Nitisemito ". Within 10 years the company developed into a big company until early 1930 Kho Djie Siong former agent Bal Tiga in Pati, Central Java was able to set up a factory new cigarette brand Minak Djinggo driven by its ability to steal the opportunity and strategic information by way of spying activities cigarette factory Bal Tiga. Kho Djie Siong during works on Nitisemito much took confidential information concoction cigarette manufacturing and trading strategies of Bal Tiga of M. Karimaen, an old school friend in Semarang.

## **7. Business Espionage is a Business and Social Problem**

Business espionage may cause disputes between businessmen and becoming a social problem when it comes to a negative disputes that disturb business activities. But competition encourages all businesses to continue to be able to guess the

opponent strategy to win the competition. Usually a lot of marketers using spies to outperform the competition. When the espionage business have been done there was a risk that should be borne by the offender. A public official in charge of a particular country is accused of violating a state law that spied on, then he can be deported even jailed. Someone convicted of espionage help a company owned by a foreign government.

The influence of the globalization of business experienced by all countries in the world, the economy and business and the state can not stand each. No business activities of the countries freed from the act of espionage business. These events result of the negative effects of globalization. The negative influence of economic globalization may threaten the state (Griffin et al, 2007). With the free trade, the countries in the world is flooded with goods from abroad. With the growing ease of foreigners to invest in a country, then sooner or later the country will be controlled by foreign parties who cause social problems. Then there will be a sharp economic disparities and social inequalities are at greater risk to the sustainability of business and economic growth. As a result, the future of business and economic growth of a country in the long run could be worse.

#### **8. Useful Business Espionage or Disadvantage?**

Business espionage is useful for a certain party but harm others. Is it true business espionage useful for business? For which party is the business of espionage have been useful? For companies that implement it would have been useful, but harmful to the victim business espionage. For companies victims of espionage in the short term would get loss; however blessing espionage activities will still reap the benefits. Thanks to the theft has taken place then the next instruction to rise from weakness, to be able to withstand the theft of the available data. The experience of Japan as a country that suffered defeat in the second world war, it has been a great motivation for them to rise up and become a winning nation in economic and industrial world level.

#### **9. Victims of Business Espionage**

Many companies have been the victim of espionage business, causing huge material losses. International law cannot sue an agency or country that did. However, any bad impact espionage activities businesses continue to have benefits include: 1) will encourage businesses in the world continue to do research, particularly in the field of systems and information technology, to find technologically innovative able to protect confidential and proprietary intellectual property of the company, 2) will growing collective consciousness throughout the business world for not doing espionage harm other businesses, and running the intelligence activities that are ethical and intelligent.



## **10. Conclusion**

Business espionage is very important as a source of accurate information about the condition of the company in the business competition. Business espionage is able to help company leaders make the right decision.

Most companies actors business espionage coming from Europe, Russia, China, Taiwan, South Korea, Israel and Japan, they want to master the technology of the developed countries, particularly the United States. Mastery of technology is considered essential to increase the competitive advantage of production and trade. Security of information is most important to prevent espionage business. Every manager must understand the company put the Information Security Management System (ISMS) standard procedures in the company.

The company has done business espionage to maintain the survival and progress of the business, as long as it does not violate the ethics and propriety of doing business. Business espionage activities can assist in developing and maintaining enterprise business competition, whether they are parties gain or lose.

## **11. Suggestions**

The Company shall endeavor to overcome the attacks of espionage by way of secured vulnerability factors of human resources within the company. Companies are required to conduct the recruitment of new employees carefully and constantly monitor the development of the behavior of every employee of the company carefully. Every employee is required to meet the criteria loyal to the company, by providing an understanding of the vision and mission of the company to motivate employees so embedded "Ownership Company" with the purpose of keeping confidential corporate data. Managers should have good manners and thoughtful. Employees who have good manners generally have a prudent attitude, understanding business ethics, always keep confidential corporate data from business competitors tout.

Ethically professionals manager must understand the value of spiritual life is more important than material. Do the manager not afraid of the end of the day? Perfect glory to be gained in the last days when business without lying, stealing and cheating other business products.

Manager need to cultivate harmony of work within the company prioritizes openness, honesty, cooperation, mutual understanding, and a sense of satisfaction, as a source of maintaining the confidentiality of corporate data.

Security system must be created in the storage and data transformation. Only personnel who have authorization to use computers and other devices.

Companies are required to conduct protection Hardware and Software from Cyber Espionage, by regulating the placement of the hardware to be easily visible, directly or CCTV cameras. Installing Anti-Virus Software and update computer networks to prevent damage and data loss. Setting up the system administrator to

secure all access, is able to control and repair the problem quickly and documenting all the data into a computer system server.

Preventing eavesdropping of data by a person who is not entitled to implement tiered system user access. Only certain people are given permission to access specific data, especially confidential.

Doing internet network security by encrypting before transmitted via the Internet, especially for data that is sensitive and confidential.

Website or advertising sites often have changed their content by hackers so that the direction of social networking has changed and not directed to the needs of companies but directed to business competitors. Businessman is required to have a reliable marketing team so that it can always analyze and secure website, advertising sites are always updated.

In order to prevent the smuggling of personnel into the company, the company is required to maintain good relations with the Third Party. Corporate Legal Division shall examine any cooperation agreements and equip it with the articles of tough sanctions to any vendor or business associate, and to prevent "leakage" of data with respect to cooperation. Confidential information were not available to business competitors.

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