

Competitive Intelligence Report

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In this issue of the *Competitive Intelligence Report*, we look at methods of collecting CI. Here we take a look at two news stories that offer valuable lessons for the use and application of competitive intelligence.

Between the Lines

Fletcher/CSI Healthcare Strategies

Effective CI is all about teamwork. Delivering actionable intelligence to clients requires coordinating the collection, analysis, presentation, feedback, and action teams. For it all to work effectively, each team must have specific functions to perform and must perform them in a timely manner .

The two articles we have for this issue deal with the importance of teamwork to bring about real results. While they cover different aspects of teamwork, the essential importance of the team mentality to success is undeniable.

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Protecting Your Interests: Using CI Gathering Techniques at Trade Shows

Susan Friedmann | Aug. 27, 2008 | American Chronicle

"This looks absolutely amazing!" The attendee was smiling, eyes bright, a wide grin. "If this is what I think it is, I'm pretty sure this piece of equipment will solve all of our problems." He turned to the booth staffer, a young woman at her very first show. "Could you tell me how it works?"

The staffer, thrilled at the possibility of selling a piece of equipment that sells for hundreds of thousands of dollars, was more than accommodating.

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Putting the "I" in "Team"

Margaret-Ann Cole | April 1, 2008 | PharmaExec.com

The nimble, cross-functional team—common in other industries where speed to market is critical—is fast becoming a reality at leading pharmaceutical companies. No more throwing the product over the wall from R&D to Regulatory Affairs to Manufacturing to Quality Assurance to Sales and Marketing. Facing patent expirations, spiraling development costs, and proliferating competition, companies must now be able to move quickly on many fronts simultaneously. They must find creative ways to shorten time to market while securing regulatory approval and ensuring a favorable reimbursement environment and receptive healthcare providers.

[Read the whole article...](#)

Excerpted from [Putting the "I" in "Team"](#) as published in [Pharmaceutical Executive](#).

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Between the Lines (cont.)

Our first article illustrates how trade show CI, used by many companies to monitor what competitors offer and how they message, can also be used to verify and track any competitor actions that violate agreements or legal restrictions. The trade show exhibit floor is a great place to learn about a competitor's products and to understand how they have positioned that product in the marketplace.

The article shows some of the clear advantages to collection at the trade show, and the importance of qualifying the prospect before giving away the store. The attraction of a single venue where all your competitors are promoting their products is hard to pass up. But keep in mind that, beyond the CI part of the trade show collection, there is also potential for collection and analysis that supports other actions by your company. The entire organization can use data obtained at a trade show. Effective teamwork occurs when the CI group shares the information with other departments.

Our second article talks about more practical applications for teamwork. Throughout the healthcare market, there is a growing need to stay ahead of the competitive curve as patents expire, technologies evolve, and alliances form. The role of the CI manager in the team is often the coordinator, bringing together the many different skill sets and capabilities needed to create an end result that is comprehensive and actionable. When the CI manager is a functional part of the team, her or his role is to provide the objective assessment, bringing in the outside perspective and assessments of competitors to expose opportunities and threats. As an outsider, the CI manager can express the obvious: while this may not always call for announcing that the emperor has no clothes, it does call for questioning the assumptions and providing unbiased input. ▣

Protecting Your Interest (cont.)

She answered every question, even the most technical. When the prospect wanted to take some pictures, she helped him get good shots -- from every conceivable angle.

When the prospect left, he had every relevant piece of sales literature, a dozen great pictures, the card of the booth staffer, and a promise that someone from the exhibitor's company would be following up directly after the show.

However, the attendee didn't let the grass grow under his feet. His organization was in touch with the exhibitor's organization within days.

However, instead of a purchase order, the communication was coming from the attendee's legal department -- who had a pretty good case that the exhibitor's display model was based on their proprietary design!

Tradeshows offer the most overt intelligence gathering environment imaginable. There is no other place where you can find all of the companies in one industry gathered in a convenient location, with all their offerings on display. Helpful booth staffers will answer questions, often those questions that should raise red flags among an exhibiting team.

This can work against you, or, as illustrated in the story above, it can work for you. The world is getting smaller every day. Ideas are stolen. They're copied, reverse engineered, you name it. However, as the owner and originator of these ideas, you may have no idea that this has happened -- until you stumble across the results at a tradeshow or industry event.

[Read the whole article...](#)



Continued from page 1

- ▶ Between the Lines
- ▶ Protecting Your Interests: Using CI Gathering Techniques at Trade Shows

Decision Support and Training on Competitive and Market Issues for Pharmaceutical Senior Management

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Competitive Insight from Fletcher/CSI

The only constant in the healthcare industry is the ever-accelerating pace of change. Organizations are continuously developing new pharmaceuticals and consumer healthcare products and upgrading medical devices and services in response to competitive threats and customer demands. In this highly competitive marketplace, practically every company uses CI to track the activities of their major competition. While you may not be using CI against your competitors, you can rest assured that they are conducting CI against you. Why? The answer is simple: the knowledge gained through CI allows companies to better position themselves in a rapidly expanding market and gain the competitive edge needed to grow market share.

Fletcher/CSI has a proven track record of conducting successful CI studies in the Healthcare, Medical Devices and Consumer Products sectors. With a dedicated healthcare research team, we have the industry experience that allows us to partner with our clients to address their most pressing needs. Whether you are an organization well-seasoned in the practice of monitoring and investigating competitive behavior or relatively new to the field, Fletcher/CSI can propose cost-effective solutions to enhance your CI efforts. To learn more about how our dedicated healthcare team can support your operations and strategic imperatives, please visit our website (www.fletchercsi-healthcare.com) or give us a call at (802) 660-9636. We will be happy to learn about your needs and work with you to develop a solution that fits your requirements. ▣

Conference Schedule

The following is a partial list of upcoming conferences. To learn more about other conferences occurring in 2008, visit our web site: www.fletchercsi-healthcare.com or E-mail: info@fletchercsi-healthcare.com

Competitive Intelligence

16th Annual Frost & Sullivan Competitive Intelligence MindXchange — Jan. 11–15, 2009
— New Orleans, LA — <http://www.frostandullivan.com>

Healthcare/Pharmaceuticals

Pharma Forecasting Excellence Summit USA — Oct. 2-3, 2008 — Boston, MA —
www.eyeforpharma.com/forecastingusa08/

2nd Annual Digital Pharma — Oct. 14-16, 2008 — Princeton, NJ — www.exlpharma.com

Clinical Trial Supply USA — Oct. 21-22, 2008 — Philadelphia, PA —
www.clinicaltrialevents.com/eastcoast2008

DTC in the Era of Consumer Choice — October 29-30, 2008 — Livingston, NJ —
www.meetings.pharma-mkting.com

Medical Devices

Medical Devices & Diagnostics Sales & Marketing — Nov. 5, 2008 — Boston, MA —
www.eyeforpharma.com

Reducing Legal Risks in the Sales and Marketing of Medical Devices — November 17 - 18,
2008 — Chicago, IL — [www.americanconference.com/pharma_bio_lifescience/
MedicalDevices.htm](http://www.americanconference.com/pharma_bio_lifescience/MedicalDevices.htm)

Medical Device Puerto Rico — Jan. 29-30, 2009 — San Juan, PR —
www.medicaldevicepuertorico.com



► Competitive Insight from Fletcher/CSI Healthcare Strategies

► Conference Schedule

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Advantage

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- ▶ Top 10 Trends in Healthcare Management

Producing
Reliable
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Intelligence
Since
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Top 10 Trends in Healthcare Management for 2010

Applied Management Systems, Inc. has published its **Top Ten Trends** reports since 1990. These newly published predictions identify the major pressure points and how healthcare management dollars will be most wisely spent for the future success of your organization.

1. Managed care and more
2. Compliance, compliance, compliance
3. Cash is still king!
4. Data transformed into measurement
5. Consolidation
6. Process improvement
7. Make tracks for the information superhighway
8. The secret is streamlining
9. Healthcare goes vertical
10. Cost accounting lives!

Excerpted from the original document Healthcare Trend Reports by Applied Management Systems Inc. To read the whole article, go to <http://aboutams.com/docs/AMSTop10.pdf>.

16th Annual Competitive Intelligence 2009
A Frost & Sullivan Executive MindXchange
Strategic Competitive and Market Insights to Propel Profit and Growth
January 11-14, 2009 | InterContinental New Orleans, New Orleans, LA

Competitive Intelligence 2009

Competitive and Market intelligence that makes a true difference in corporate direction and executive decision-making.

- Four dedicated tracks: Driving Strategic Direction and Decision Making; Competitive Intelligence in Action; Marketing Research and Intelligence in Action; and Building and Cultivating World Class Capabilities.
- 20 Interactive Sessions and Concurrent Workshops give you new ideas, processes, tools, best practices, contacts, and inspiration.
- Network and learn from other seasoned practitioners with cross-industry perspectives in incredibly candid discussions.



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