

COMPETITIVE INTELLIGENCE REPORT

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In this issue of the *Competitive Intelligence Report*, we focus on using CI to your best advantage in today's economy. Here we provide you with two news stories that offer valuable tools for using and managing CI in your organization.

Between the Lines

Fletcher/CSI

As the global economy slows and markets become more competitive, it is not surprising to see an uptick in the use and development of competitive intelligence (CI) in companies. Our two features cover different sides of the same coin. In the first, we see how demand for CI is increasing at a time when available budgets are being squeezed. In the second (which is related to healthcare CI in the collection, distribution, and analysis tools used) we look at an example of how CI is used in a globally competitive market.

Competitive Intelligence as a function and company offer has become well integrated into the operations of most companies. However, the integration and implementation of the CI departments has not lived up to its potential. This produces the unintended result that the efforts are not as effective as desired and the impact of the CI on the corporation has not lived up to its potential. There are many different reasons why CI departments do not achieve their potential.

[More...](#)

Airbus: A Candid Assessment of 787

James Wallace | December 3, 2008 | SeattlePI.com

In what is a pretty remarkable read, Airbus has crafted a candid, internal analysis of Boeing's 787 Dreamliner, using intelligence that in part apparently came from confidential Boeing documents and/or sources.

The 46-page Airbus report, dated October 2008, was obtained by Jon Ostrower, who writes FlightBlogger for Flight International magazine. [Read Jon's summary and also download the Airbus report.](#)

In addition to Boeing documents, the report also cites intelligence from Spirit, Boeing's biggest supplier, about how much carbon fiber material can actually be laid down per hour by factory machines.

[More...](#)

Business Steps Up Use of CI

November, 2008 | The Quick Take from Kiplinger Business Resource Center

More companies, perhaps including your competitors, are turning to competitive intelligence. But many firms don't make full or efficient use of their CI functions.

More companies are creating competitive intelligence (CI) functions to better understand the markets they operate in and what their competitors are up to, according to a 2008 survey by the CI consulting firm Outward Insights. However, the survey finds considerable evidence that too many companies trying to make CI a part of their corporate culture are doing so half-heartedly.

[More...](#)

Between the Lines (cont.)

One of the biggest is a lack of focus. Often, new CI departments seek to show value quickly and dilute their efforts by attacking multiple problems simultaneously. Users from across the organization bombard the CI department with requests, and prioritization gets lost in the shuffle. As a result, CI efforts are expended on low value projects while higher value projects get left undone. This can, and often does, lead to a downgrading of the CI role in the company and with it, reduced funding and management visibility. The message for CI managers is to always establish clear priority guidelines for all CI requests, even those that come from the top, and to be willing to say no to requests that are not priority.

Airbus and Boeing are clearly not healthcare companies, but they are true competitors in every sense of the word. In a brutal market, they seek advantage from every angle possible, including aggressive use of web searching and selective information leaks. The leak of an internal Airbus assessment of the new Boeing 787 thus offers a singular view into how a competitor takes a complex threat and builds an executive briefing on it. No detail of the new Boeing 787 construction is left out of the report and critical lessons learned are included along with assessments of the impact each feature has on the marketing message and the counter message for Airbus. By leaking the document, Airbus achieves a two-fold goal. The first is to alert customers, actual and potential, to what Airbus sees as obstacles and problems with the new Boeing airframe and in the process frame the Airbus advantages around those obstacles and problems. The second is to raise investor awareness of Boeing's difficulties in building the new airplane, and, in the process, clouding access to financing for Boeing. In the healthcare market, similar programs are used to both discredit competitors products and to promote companies to the investor community.

Both articles remind us that CI is not only about data collection, or even its analysis. CI that only addresses data and analysis has great value, but that is not its only worth. CI must be focused, prioritized, heard, and acted upon to be effective. Know what your users will do with the CI you produce and you are one step closer to having a greater impact across your company. ▣

Business Steps Up CI (cont.)

For example, 42% of those surveyed said CI at their firm was not receiving enough funding; 37% said CI does "not have sufficient stature" in their organizations to have a "significant impact" and 19% said senior decision-makers do not recognize the value of intelligence as a business tool. "We are concerned about the factors hampering the effectiveness of CI. The fact that nearly half of the companies surveyed say that they do not fund their intelligence efforts adequately, and that one out of five executives do not recognize the value of intelligence, suggests that current improvements we see in the strategic application of intelligence may be short-lived," Outward Insight's report on the survey warns.

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

Airbus Assessment (cont.)

Spirit is supplying the forward fuselage of the 787 -- the biggest single fuselage section. The Airbus report says Boeing suppliers can't lay down nearly as much carbon fiber per hour as needed to achieve higher 787 rates. The Airbus report cites Spirit intelligence as the source for the lay-down rate. Spirit, which will build much of the A350 composite fuselage for Airbus, told Ostrower that it did not provide any information to Airbus regarding the 787 carbon fiber lay-down rates.

As Jon notes in his summary, the report details everything from Boeing's serious lack of oversight of its 787 partners, to new details about the fastener issue, to the 787's weight woes, to production and schedule issues. This is part of his summary:

Among the "lessons learnt" by the European airframer, Airbus cites Boeing's challenges with beginning 787 production across the whole of its supply chain. Airbus believes Boeing's early production issues fundamentally originated in a lack of oversight on both design and assembly integration for the high level of outsourcing.

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



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

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Competitor Monitoring by Fletcher/CSI Healthcare Strategies

Since 1988, Fletcher/CSI Healthcare Strategies has helped clients keep up-to-date on competitor developments using a comprehensive monitoring service that enables you to focus on the larger issues while we gather the intelligence you need to support company decisions. Our monitoring service acts as a force multiplier, increasing your competitive coverage and allowing you to focus your staff on what they do best: building your business.

We track competitor actions across a wide range of sources, including web sites, blogs, investor presentations, job openings, and government filings. In addition, our monitoring can include participating in medical conferences where competitors will have a presence.

Whether you choose to have us monitor one competitor, a market, or an industry, our efforts can be tailored to cover key data sources and prevent you from being blindsided. With the flexibility to change data sources or to add activities, competitor monitoring by Fletcher/CSI Healthcare Strategies gives you extra resources without added fixed cost.

For more information on our services, please visit our website www.fletchercsi-healthcare.com or give us a call at (610) 361-1209 and one of our practice managers will be happy to discuss your needs and propose a solution. ☑

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ADAPTIVE
INTELLIGENCE_{SM}
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Competitive
Advantage

Conference Schedule

The following is a partial list of upcoming conferences. To learn more about other conferences occurring in 2009, visit our website www.fletchercsi-healthcare.com or email info@fletchercsi-healthcare.com

Competitive Intelligence

16th Annual Frost & Sullivan Competitive Intelligence MindXchange — Jan. 11-14, 2009 — New Orleans, LA — www.frostandstullivan.com

SCIP Fundamentals of Competitive Intelligence: CI 101® & CI 202™ — Jan. 12-13, 2009 — Tempe, AZ — www.scip.org

Healthcare/Pharmaceuticals

National Community Pharmacists Association Multiple Locations Conference — Feb. 18, 2009 — Rio Grande, PR — www.ncpanet.org

rEVOLUTION 2009 CSO Symposium — Mar. 25-27, 2009 — Miami, FL — www.wilsonsonsini.com

Medical Devices

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

14th Annual Medical Devices 2009 — March 15-17, 2009 — San Francisco, CA — www.frostandstullivan.com



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► Top 10 CI Strategies for Operating in Uncertain Economic Times

Producing
Reliable
and
Accurate
Competitive
and Market
Intelligence
Since
1988

Top 10 CI Strategies for Operating in Uncertain Economic Times

1. **Know What Your Competition is Doing:** A good CI program will help you keep up with, and stay ahead of, your competitors. When every bit of market share counts, don't let your competitors get the jump on you
2. **Anticipate Decision Maker Needs:** Know what your management teams need and show value by getting it to them before they ask for it
3. **Demonstrate Bottom Line Impact:** Track the results of your CI to clearly demonstrate value, and track the number of projects completed each year
4. **Identify the Distractions of your Competitors:** Your competitor's distraction with cost cutting or other precautionary moves may signal an opportunity to enter new markets while they are focused elsewhere. Beware of competitors doing the same to you
5. **Keep your Existing Customers:** Know more about them than your competitors do. Win/loss analysis can be a critical tool in understanding what your customers want
6. **Enhance Your Value Proposition:** The better you can tailor the value you offer to your customers, the harder it is for a competitor to take the customer away and the easier it is to take their customers from them
7. **Leverage New Product Development:** Economic uncertainty is a time when competitors slow new product development and innovators launch "the next big thing." Be sure to watch for the disruptive innovation, or launch your own
8. **Know, Watch, and Headhunt Key Competitor Employees:** In tough times, your competitors may shed employees. Work with HR and use this as an opportunity to cherry pick the best to join your company
9. **Watch the Market Periphery:** Competitors will often test a new product or service in a small, overlooked market segment. Be sure to keep an eye on that area to avoid surprises
10. **Identify Markets with Low Competitor Interest:** In hard times, competitors often stick to, and defend, existing core markets and will give less attention to non-core. Find the non-core areas where your company can offer value and operate with less competitor interference



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