

# COMPETITIVE INTELLIGENCE REPORT

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In this issue of the *Competitive Intelligence Report*, we focus on how CI affects a wide range of professions. Here we provide you with two news stories that offer valuable tools for using and managing CI in your organization.

## Between the Lines

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This issue we look at two very different articles covering both CI tools and the role of CI in the company. The first is a look at public postings as a way to collect CI and how those postings can be managed to reduce the amount of information given out. The second looks at the overall role of marketing as a corporate function and casts a somewhat dismal projection for its future.

Sports fans around the world regularly look at the performance stats of their favorite team's players and compare them to those of the team they will be matched against in the next game. It's a time honored pastime that allows fans to feel a connection to their team.

More...

## Soccer Stats Online Helps Opponents

Brandon Wright | Jan. 23, 2009 | St. Petersburg Times

With a number of district finals around the area, soccer season is heating up as the temperature drops.

But in terms of soccer's exposure on MaxPreps.com, a popular Web site devoted to high school sports, participation has been lukewarm. The Web site provides updated statistics, rosters and schedules for high school teams as entered by their coaches. axPreps.com is intended to increase exposure for the athletes, but some coaches have chosen to ignore it.

More...

## The New Permanent Crisis of Marketing

Tim Leberecht | February 6, 2009 | Matter/Anti-Matter

### *Marketing's existential crisis*

When I had dinner with my former boss and mentor in Paris a few months ago... he shared a dirty little secret with me: "Forget about marketing," he told me, "it doesn't really matter. I spend 80% of my time on HR, finance, operations, and sales. Branding, marketing communications, PR - not my priorities." A few weeks later I came across a working paper called "Getting Marketing Back in the Boardroom," and seeing the title gave me chills. Provided that both the practitioner's view and the academic analysis signify a larger trend prevalent in the industry, then the days of marketing as a corporate function might indeed be numbered.

Is marketing dead or does it just smell bad?

More...

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## Between the Lines (cont.)

In the business world, companies like to post about their successes, growth, and performance. Common to both is that the performance postings can also be used by a competitor to identify weaknesses and develop strategy. A coach who knows that one player has a statistical weakness can match them with a player who is strong in that same area, magnifying the advantage. A competitor who sees that part of a company is underperforming can also apply pressure on that part to market advantage.

While the general benefit of looking at public filings and reports on competitors are well known in the CI trade, the depth of different sources that can be used is harder to imagine. Fresh news and active searching, combined with primary data collection tools, allow you to increase awareness of the competitor's public postings and find their weaknesses.

Our second article looks at marketing as a practice. The author's point is that marketing in general is a difficult function to judge by ROI or other hard measures. This is also true for the CI industry. Forces that demand value and return on marketing also demand the same from CI. Just as marketing is being pushed into a more defined box and technical role, so is CI. For competitive intelligence practitioners, the challenge is to remain relevant to the company overall, not just to a narrow group of users. To do so, CI needs to rise above the "go fetch" and "monitor and report" mentality that is so common in the industry and become more integrated, not merely providing information to support a decision but actually being a part of determining the decisions that need to be made.

The common thread to both articles is that for CI to be relevant, it must be able to draw upon traditional and non-traditional sources of information and package that information in a manner that goes beyond the simple answer and into the deeper meaning, implications, and actions that are possible. Model CI is predictive and proactive in its nature and application, anticipating the questions before they are asked and presenting the answers with recommendations for concrete results.

## Soccer Stats Online

(cont.)

"I've chosen not to (enter our stats)," Newsome girls' soccer coach Kelly Townsend said. "And everyone on the team is completely fine with that."

Although the Web site is designed to provide exposure for players, it also provides competitive intelligence.

"Coaches aren't stupid," Townsend said. "They're going to go and look to see who the team they're playing has and who to look out for."

Two years ago, Newsome faced River Ridge in a playoff match. Townsend and then-coach Kathy Dodd had a clear picture of River Ridge's most dangerous player thanks to research on MaxPreps.com and the team's Web site.

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

## New Permanent Crisis (cont.)

The new swan song for marketers is ironic as it comes at a point when the power of marketing seems not only so obvious but also so ubiquitous: Marketing is around us 24/7, marketing paradigms have invaded our private lives ("personal branding," "self-branding"), the blurring boundaries between marketers and consumers have led to the rise of the notion that "everyone is a marketer," and the Americans elected a president whose marketing prowess is widely admired (Advertising Age even voted Barack Obama "Marketer of the Year 2008"). And marketers are complaining about losing influence?

It is not the first time someone is ringing the death knell for this profession. Marketing, almost by definition, finds itself in a permanent crisis. Marketers are accustomed to constantly justifying their efforts. Marketing is an easy target because its targets are constantly moving.

[Read the rest...](#)



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Issues for  
Senior  
Management

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## Medical Conference Intelligence by Fletcher/CSI

Fletcher/CSI Healthcare Strategies twenty years experience in gathering and analyzing intelligence at medical conferences has allowed us to create a research methodology and process that is extremely effective in producing actionable results.

Fletcher/CSI's three-stage research approach to collecting and analyzing information at conferences involves:

1. Pre-Conference Research
2. Conference Intelligence Collection
3. Post-Conference Research

After all stages are completed, Fletcher/CSI Healthcare Strategies will analyze all data gathered, debrief the client, and provide a Conference Report.

For more information on our Medical Conference Intelligence, please visit our website [www.fletchercsi-healthcare.com](http://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. ■

### 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](http://www.fletchercsi-healthcare.com) or email [info@fletchercsi-healthcare.com](mailto:info@fletchercsi-healthcare.com)

#### Competitive Intelligence

**SCIP '09** — Apr. 21-24, 2009 – Chicago, IL — [www.scip.org](http://www.scip.org)

#### Healthcare/Pharmaceuticals

**Pharmaceutical Strategic Outlook** — Apr. 13-15, 2009 — New York, NY — [www.windhover.com](http://www.windhover.com)

**Academy of Managed Care Pharmacy** — Apr. 15-18, 2009 — Orlando, FL — [www.amcp.org](http://www.amcp.org)

**College of Psychiatric and Neurologic Pharmacists** — Apr. 19-22, 2009 — Jacksonville, FL — [www.cpn.org](http://www.cpn.org)

**American College Clinical Pharmacy Int'l Congress on Clinical Pharmacy** — Apr. 24-28, 2009 — Orlando, FL — [www.accp.com](http://www.accp.com)

**5<sup>th</sup> Annual Scientific Advantage Medical Affairs Leadership** — May 5-6, 2009 — Bridgewater, NJ — [www.exlpharma.com](http://www.exlpharma.com)

**2009 Pharma CI Conference** — Sep. 15-16, 2009 — NJ — [www.pharmaciconference.com](http://www.pharmaciconference.com)

#### Medical Devices

**Medical Devices & Diagnostics Sales & Marketing** — Apr. 14, 2009 — Boston, MA — [www.eyeforpharma.com](http://www.eyeforpharma.com)



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- ▶ What To Look for When Hiring a CI Analyst

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Intelligence  
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### SCIP's 2009 Annual International Conference & Exhibition

We know conference attendees have high standards for the quality of their training, which is why there are five full tracks of programming, a world-renowned keynote speaker, and all the networking opportunities and quality workshops you've come to expect.

**Keynote Speaker: Michael Treacy**, best-selling author of *The Discipline of Market Leaders*

### **Five Tracks of Incredible CI Programming**

- CI Offense/Defense
- Professional Effectiveness
- Critical Skills
- Innovation in CI



### **What to Look for When Hiring a CI Analyst**

Today's economic situation presents both advantages and challenges for competitive intelligence firms. With increased demand for CI services, many firms will find the need for additional analytical staff. With large scale layoffs in many industries, hiring managers will encounter an ever expanding pool of potential employees with experience that can be applied to CI. So many candidates, so little time! Here are a few suggestions of what to look for in a potential CI analyst.

**Work Experience** As the chances of hiring a candidate with substantive CI experience are less than those of hiring a candidate with related or relevant experience, consider the skill sets that a successful CI analyst should possess.

**Journalism** Reporters and Journalists often have the skills necessary to perform the job of a CI analyst. With the field of print journalism in a state of decline, seeking candidates who have reported on your industry might do well as CI analyst working on related assignments.

**Industry Analysts** Banks, research institutes, news organizations, and large international firms use industry analysts. Obtain a candidate with specific analytical experience in a particular industry.

**Sales Professionals** In cases where a potential candidate has sales experience related to the CI topic, they should be considered due to their knowledge and direct involvement in the competitive sales environment and overall industry.

**Internships** Typically an intern will complete their term with more knowledge of the CI field than can be obtained in a new candidate with only related experience. Look at potential interns as future employees during the selection process.

**Education** A four year college degree in business, journalism, political science, English, or any area that requires research and report writing of analytical nature.

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