

Change Management applied to Competitive Intelligence



*How to implement a systematic process of
environment monitoring in order to feed
the strategic decision making*

September, 22nd

Competitive Intelligence

What is Competitive Intelligence?

How is the Competitive Intelligence Process structured?

The Key Intelligence Topics

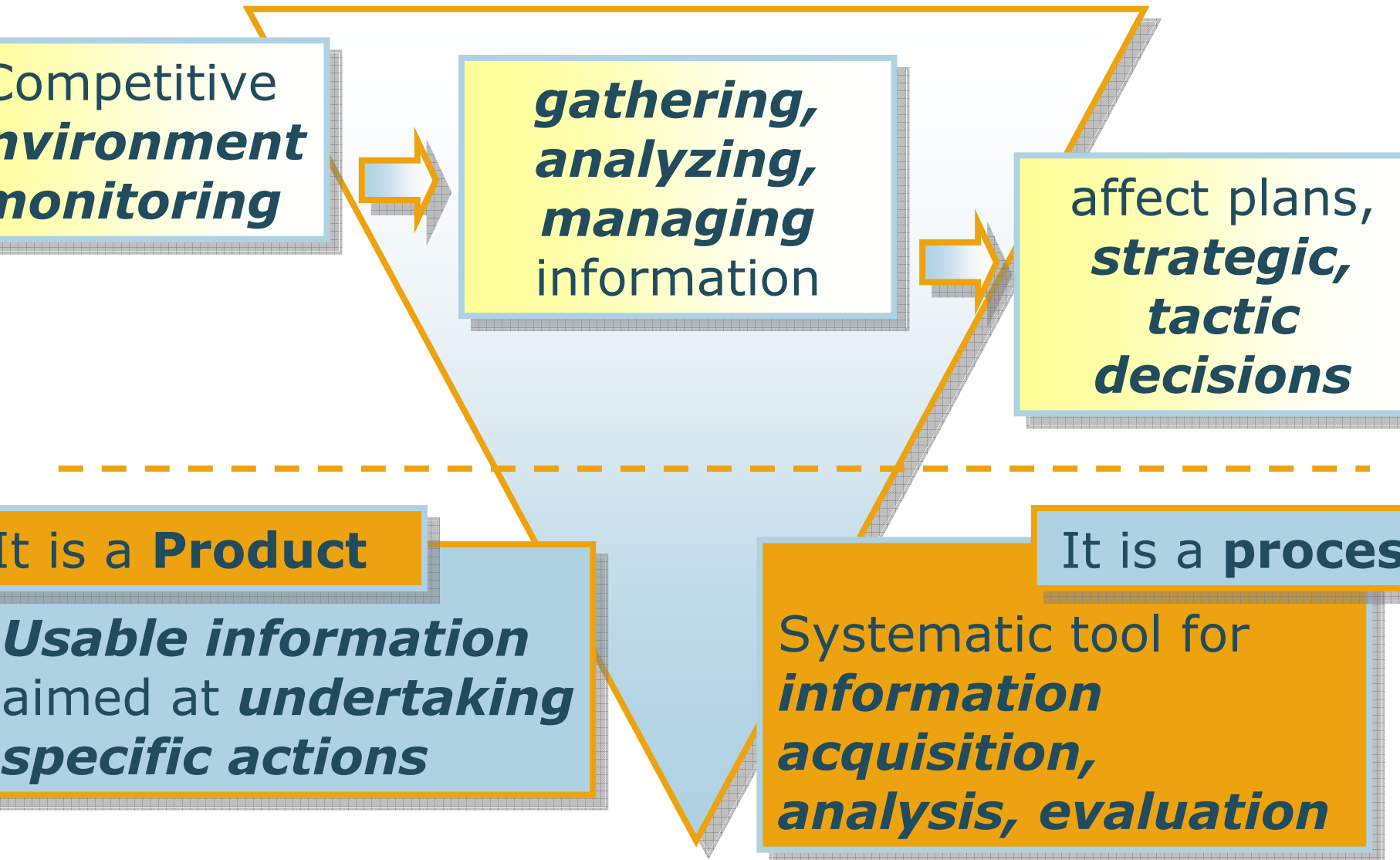
Consciousness of available sources of information

Competitive Intelligence Models

Change Management & Competitive Intelligence

Our experience: "Pill Co."

What is Competitive Intelligence?



What is Competitive Intelligence for?

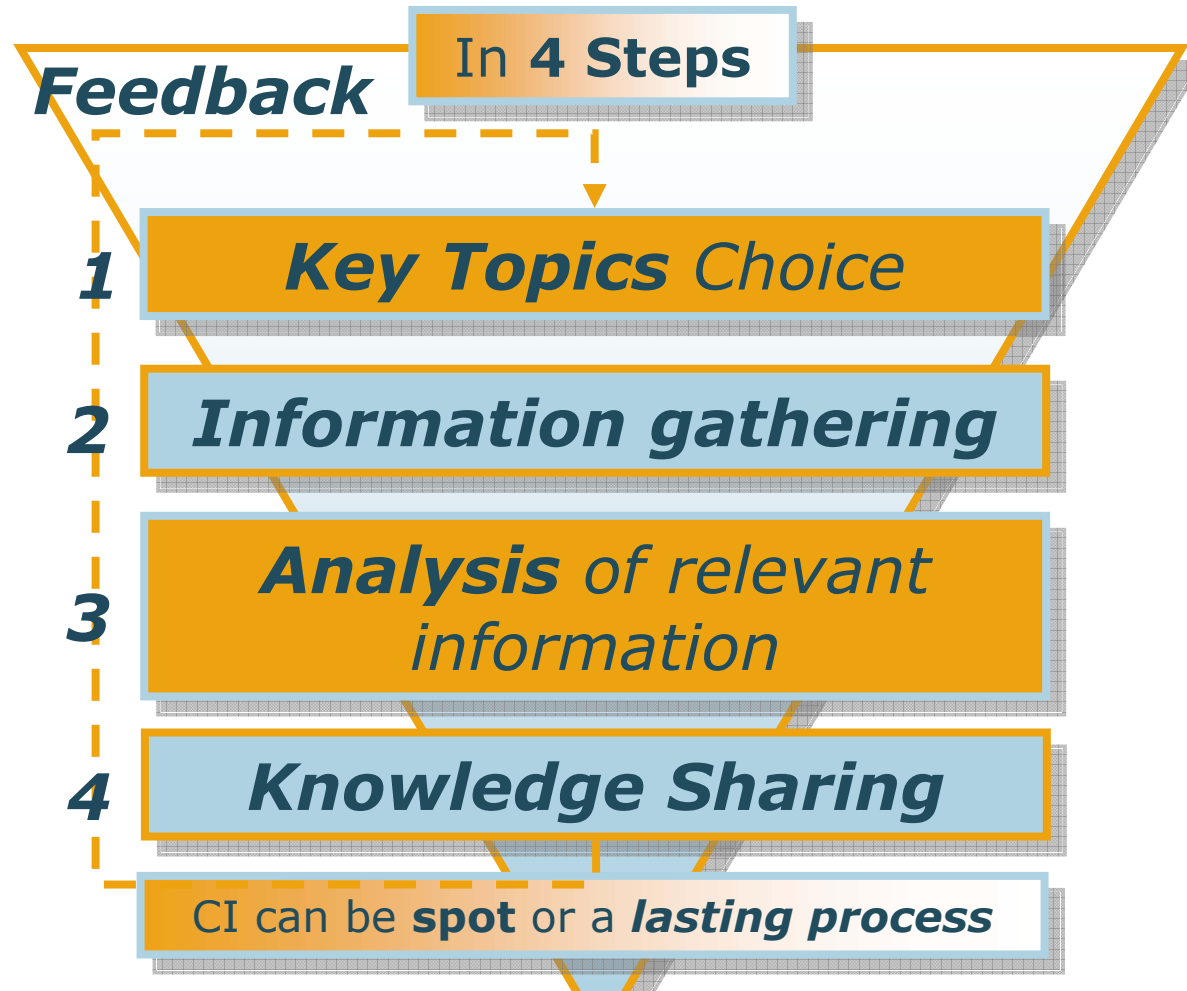
In the Short Run

- ***"steal" market share*** to competitors
- get the ***early warnings***
- ***anticipate*** reactions to competitors
- avoid ***wasting resources***

In the Long Run

- **Making strategic decisions** thanks to:
 - ✓ Description of ***current environmental context***
 - ✓ ***Future context forecasts***
 - ✓ Verification of underlying strategy assumptions
 - ✓ Weaknesses identification
 - ✓ ***Current Strategy sustainability evaluation***

How is the Competitive Intelligence process structured?



During the process, **the continuous interaction with the decision maker** helps to direct the research towards the **decision maker expectation**

The Key Intelligence Topics

Key Intelligence Topics (KIT): main detecting areas

KITs should be defined by those who:

- **gather** information on field
- **analyze** them
- make the **strategic decisions**

Defining KITs carefully allows to:

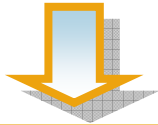
estimate **necessary resources**
divide information needs into
categories, plan the CI Program
avoid wasting time and **resources**

Defining not relevant KIT can bring to **erroneous strategic decisions**

Consciousness of available sources of information

Relational Skills

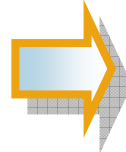
*Consciousness of
Analytical Skills
information*



Internal information
Publications
Interviews

Conventional

Unconventional



- Filters
- “Full-Immersion” in challenging environments
- Networked sensibility

Competitive Intelligence Models

Competitive environment

To understand industry dynamics, market evolution and main competitors

PEST Analysis

SWOT Analysis

5 Forces

New product funnel

Strategic decisions

To understand and foresee choices of competitors on core market and key success factors

Competitor profiling

SWOT Analysis

Myers-Briggs

Shadowing

Tactical decision

To understand how competitors are implementing their strategies

4 P

Benchmarking

Shadowing

Table of contents

Competitive Intelligence

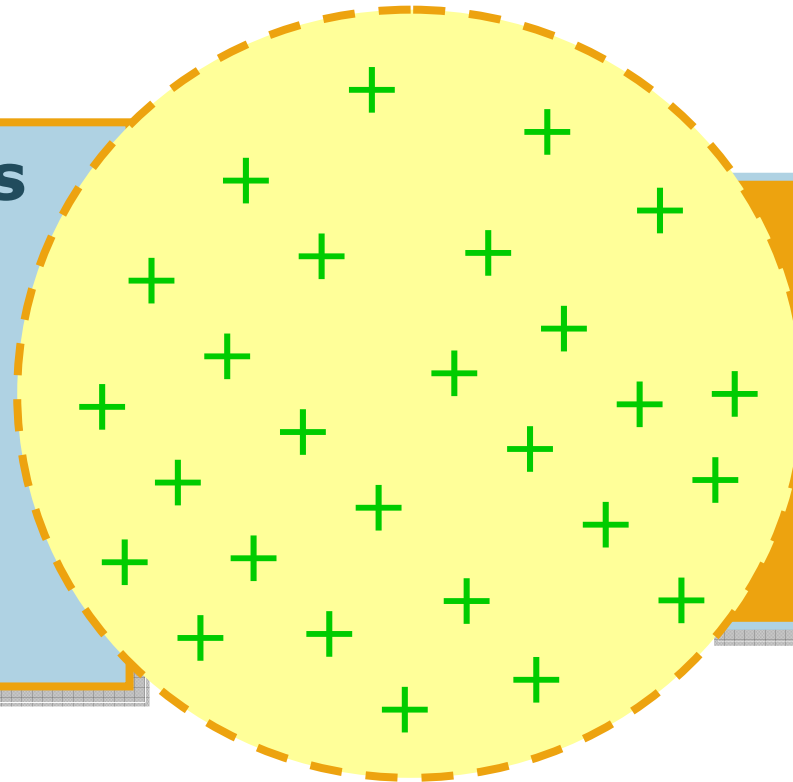
Change Management & Competitive Intelligence

Our experience: "Pill Co."

The Comfort Zone

Acquired skills

- Trust
- Experience
- Comfort
- Predictability



New skills

- Fear
- Confusion
- Uneasiness

Table of contents

Competitive Intelligence

Change Management & Competitive Intelligence

Our Experience: “Pill Co.”

Company presentation and context

The Competitive Intelligence Process

Results reported by Pill

Company presentation & context

Company

Worldwide company

Global Leader in the pharmaceutical industry

Groundbreaking in the field of **R&D**

The Context

Outside

- **Mature industry**, highly concentrated, **profit erosion**
- **Biosimilars**

Inside

- Poor consciousness of available information sources
- Poor habit to **divulgate and share available information**
- **Difficulty in understanding** environmental clues and in **translating** available information **in competitive advantage**

The Competitive Intelligence Process

Based on their role in the company, people have been divided between the "**Gatherers**" of information and the "**Analyzers**"

The Gatherers

Comprehension of CI process

"**KIT**" definition and sharing with Analyzers

Creation of "**Dashboard**" of **information sources**

Analysis of **relational** skills for information gathering

Training on relational skills:

✓ **Simulation of KOL interviews**

The Analyzers

- **Comprehension** of CI process
- "**KIT**" **Definition** and sharing with Gatherers
- Identification of information analysis **models**
- Business Game:
 - ✓ Identification of **Relevant Information** from the context
 - ✓ Choice of **appropriate analysis models**
 - ✓ Information **rationalization**
 - ✓ **Action plan creation**

Results reported by Pill

- **Use of economic models** in the reports for Company Headquarter
- **Increased contribution** of Italian branch in strategic documents
- Consciousness about **company knowledge priorities**
- **Improved communication** between Gatherers and Analysers
- Setting of a **CI monthly meeting** in order to share information about the competitive environment



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Thank you for your attention...