

# **Competitive Intelligence within Biotech companies**

Ulf Staginnus, MA Economics

Associate Director, Outcomes Research  
Bristol-Myers Squibb

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# *Disclaimer*

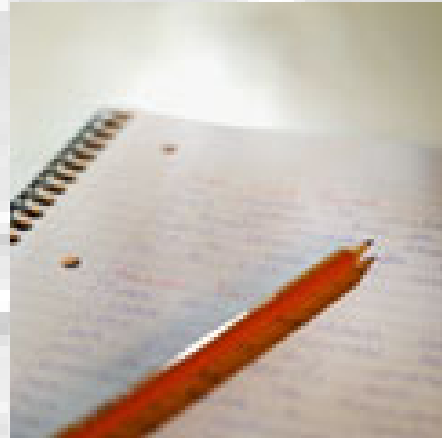
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I am an employee of Bristol-Myers Squibb (BMS). The views expressed in this talk are my own opinions and understandings of the subject and are not related to my employer and may not necessarily coincide with the views of BMS.

# *My talk*

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- CI & biotechnology
- CI and market trends
- Value added of CI?
- How to do it
- Resources



# *Competitive Intelligence?*

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- Competitive Intelligence: A systematic and ethical program for gathering, analyzing, and managing external information that can affect your company's plans, decisions, and operations



# *CI in the biotech & pharma sector*

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**Competitive-intelligence leadership and budget resources are often linked. Stronger leadership can garner more funding, as well as greater team sizes.**

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**87.5%** of companies rely on information portals and the Internet to track the competitive maneuvers in their markets.

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**75%** of pharmaceutical companies employ a centralized structure for their CI teams.

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**69%** of companies' CI units report up through marketing, **13%** report directly to the CEO or executive board,

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**6%** report to R&D, **6%** report to business development, and **6%** report to sales.

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**62%** of companies begin collecting CI from a tactical perspective to support a product during its preclinical stage.

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**56%** of companies employ CI teams led by managers and

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**44%** of companies employ someone more senior, such as a senior manager, director, or executive director.

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Note: Percentages represent those of the responses to Cutting Edge Information's survey of 18 pharmaceutical and biotechnology firms.

Source: Cutting Edge Information, "Pharmaceutical Competitive Intelligence: Building Strategic Advantage," Durham, N.C. For more information, visit [cuttingedgeinfo.com](http://cuttingedgeinfo.com).

# Biotechnology market

- Investment in Biotech industry increasing
- Move away from sole blockbuster model in the pharmaceutical industry
- Look to biologics medicines as growth driver
- Niche markets with high unmet need
- Market access more difficult due to cost containment
- New partnership models

## INFORME 2007

### La Fundación Genoma España analiza el impacto de la biotecnología



Cristina Gramendia, José Luis Jorcano, Fernando Garcés y Antoni Esteve exponen las claves de la biotecnología en España

#### J.M. FERNÁNDEZ EL GLOBAL

La fundación Genoma España presentó el pasado 30 de octubre el informe "Relevancia de la Biotecnología en España 2007", en el que se analizó el alcance científico, económico y social de este prometedor sector a escala nacional. Esta presentación tuvo lugar tras la aprobación, el pasado 14 de septiembre, del VI Plan Nacional de Investigación Científica, Desarrollo e Innovación Tecnológica, donde se identificó el área de la biotecnología como uno de los sectores con más potencial del panorama científico.

Durante la presentación Miguel Ángel Quintanilla, secretario de Estado de Universidades e Investigación, consideró que el VI Plan Nacional de Investigación Científica se traduce en "la potenciación de la participación española en el desarrollo de una Bioeconomía basada en el conocimiento, con el objetivo de mejorar la competitividad de nuestras empresas

en sectores como el de la salud o el químico-industrial". Además, Quintanilla apuntó hacia el tema de las patentes como uno de los problemas del sector en la actualidad al señalar: "Tenemos un buen sector científico y un buen sector empresarial pero existe un déficit en el traslado de conocimientos".

#### "Biotech" farmacéutica

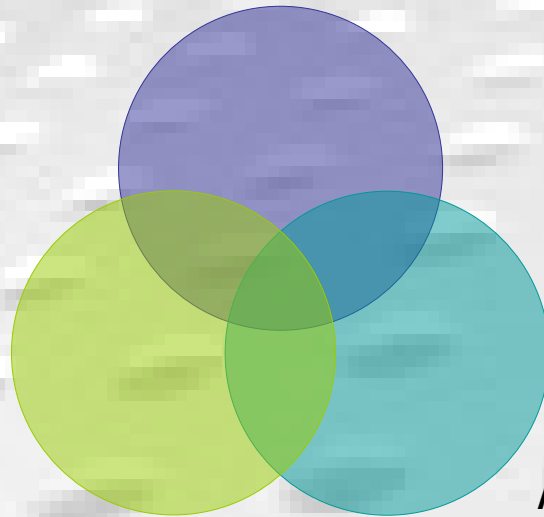
En representación de la industria farmacéutica tomó la palabra Antoni Esteve, presidente de Farmaindustria y miembro del patronato de Genoma España, que explicó los motivos por los que la industria farmacéutica está necesitada de un sector biotecnológico competente.

Según el representante de Farmaindustria, "hoy en día no se puede hacer un nuevo fármaco sin recurrir a la tecnología *biotech*". Igualmente, estimó que "no hay compañía que pueda generar un fármaco sin colaborar con otras compañías o instituciones y al tratarse de un sector ya maduro, difícilmente surgen nuevas compañías".

# ***Pillars of Biotech Success...***

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Intellectual Property & Protection



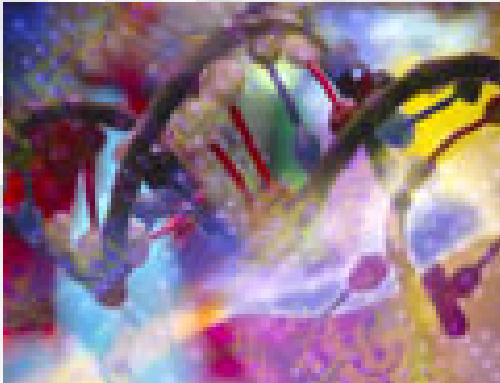
Financing

Access to market

# *CI Information requirements for biotech companies*

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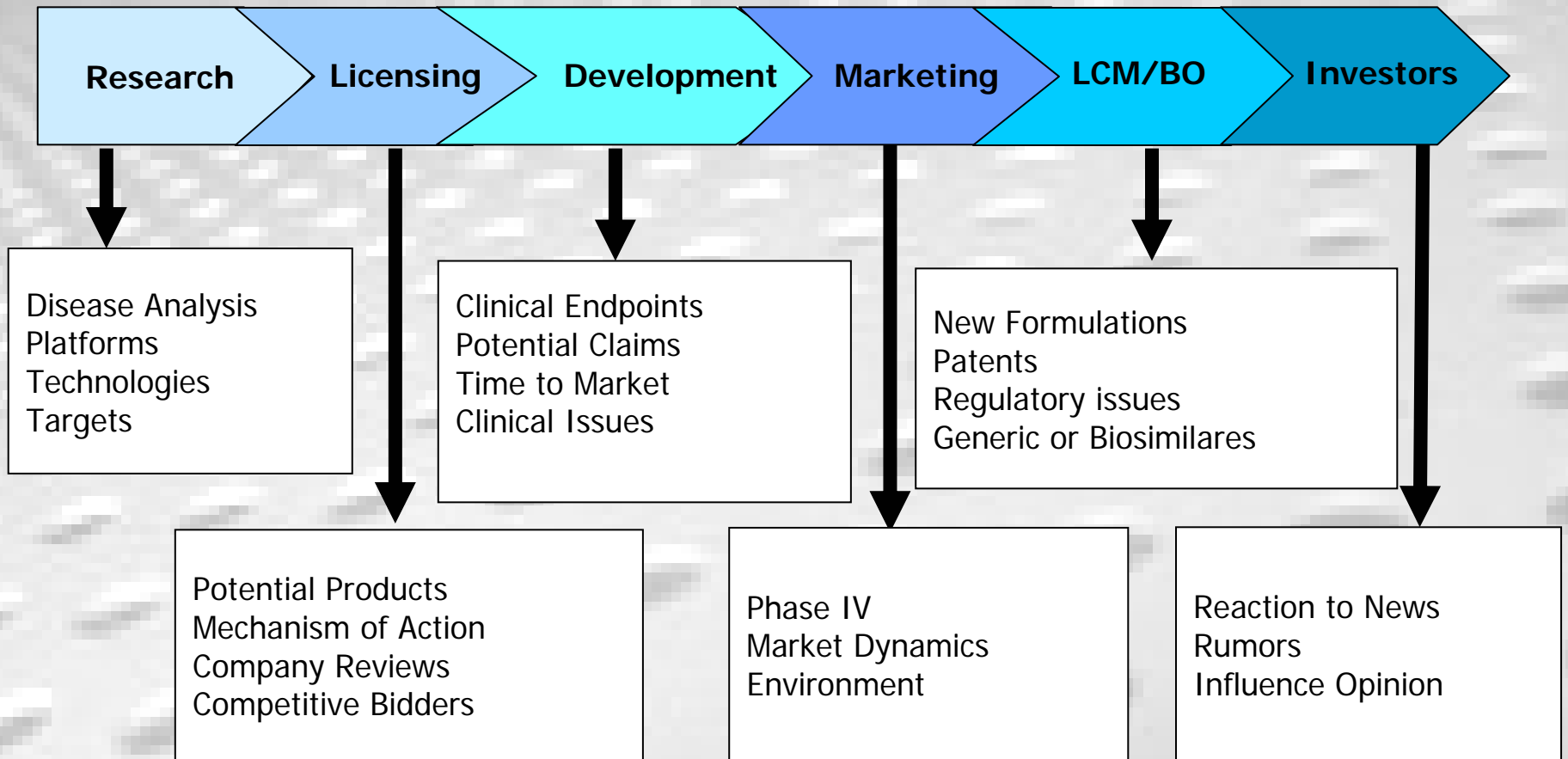
- **Science related**



- **Business related**



# *Where does CI add value?*



# *CI Example...*

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- (Mis)perception: The composition of matter patent expires in year x and the brand will be lost to generics. There is a process patent, but it is easy to get around
- Reality: The purification process and scaling up was challenging and generics would be delayed in launching due to lack of reliable bulk source
- Result: Brand had 2 extra years of exclusivity and additional resources maintained growth rate

# *How to establish a CI process and support systems*

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- Obtain CI request
- Collect Necessary Information
- Analyze and Synthesize Information
- Communicate Intelligence



# *Methods and models used*

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- SWOT
- Porter's 5 Forces Model
- Value Chain Analysis
- Blindspots Analysis
- Executive Management Profiling
- Financial Ratio Analysis
- Environmental & Event Analysis
- Plus more...



# ***“End product” of CI process***

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## **Intelligence digest**

<b>Report number / Internal reference:</b>		<b>Date delivered:</b>
<b>Category: clinical; science; business; patents</b>		<b>Period covered:</b>
<b>Contributors:</b>		
<b>Events:</b>	<b>Relevance to company:</b>	<b>Interpretation: action options (threat; opportunity; reactive; pro-active)</b>
<b>Relevance to prior actions:</b>		
<b>Current digest methodology (sources, interviews, etc.):</b>		

# *Resources – the real sources (people)*

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Your network [www.linkedin.com](http://www.linkedin.com)

**Prof associations**

**Sales reps**

**Peers**

**Clinical experts**

**Entrepreneurs**

**Venture capitalists**

**Conferences**

**Investment banks**

**Consultant**

**Your management**

**Lawyer**

**Industry associations...**



**Your network is KEY to success, get connected, get involved !!!**

# *Resources on the web*

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<http://www.library.cmu.edu/Research/Business/Business/pharma.html#get>

<http://www.firstwordplus.com/AboutFirstWord.do>

<http://www.scip.org/>

<http://www.fiercebiotech.com>

<http://www.buildingbiotechnology.com/resources.php>

<http://www.datamonitor.com>

# *Conclusions*

“Typically, whoever knows more in advance and responds to that knowledge quickly wins”

***Thank you!***

[ustaginnus@hotmail.com](mailto:ustaginnus@hotmail.com)

[www.healtheconomicblog.com](http://www.healtheconomicblog.com)