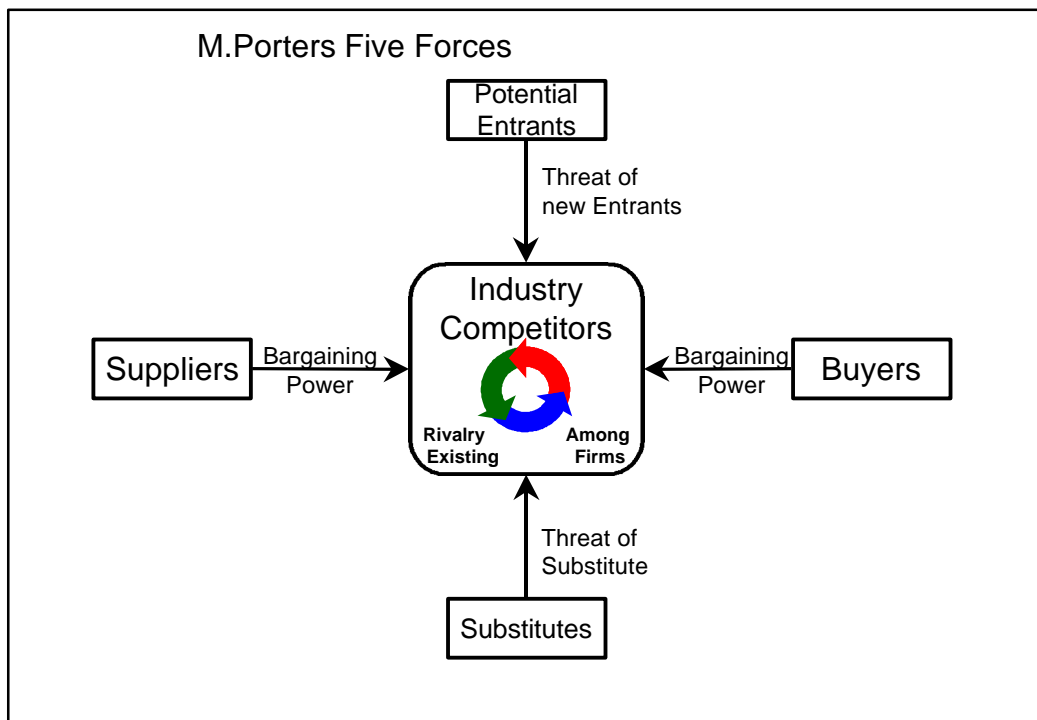
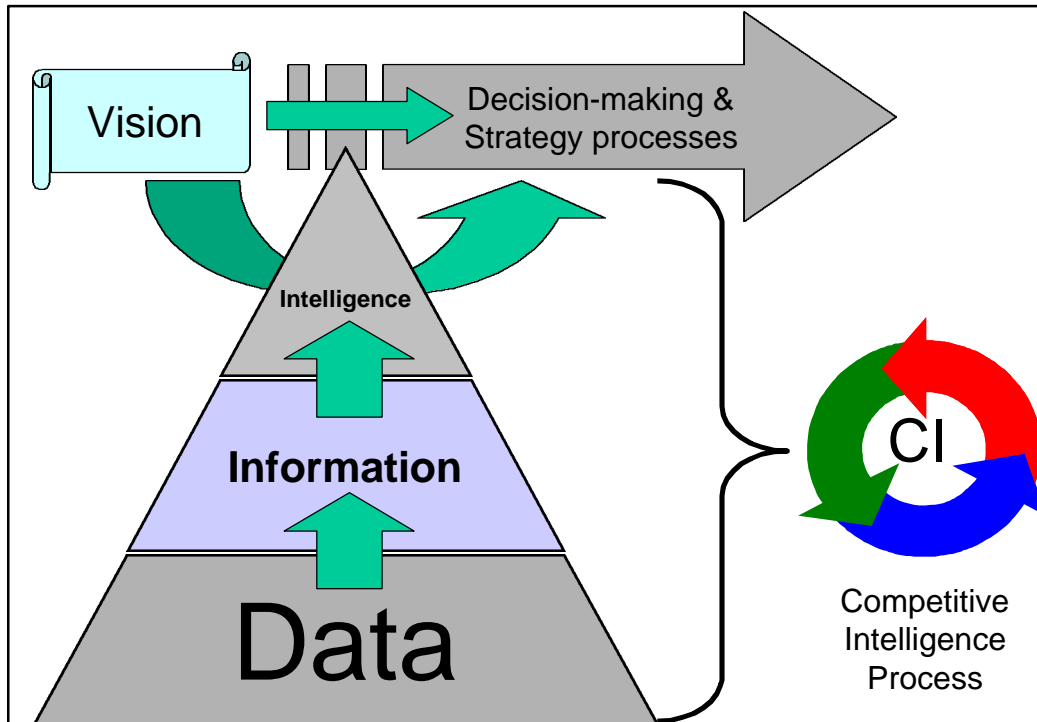
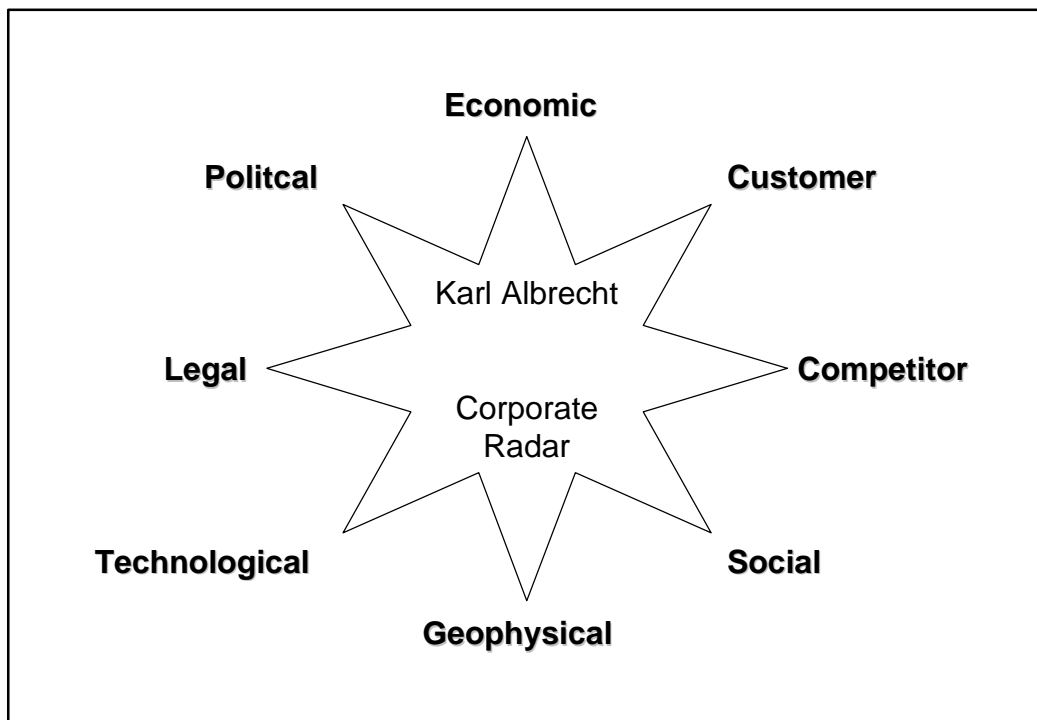
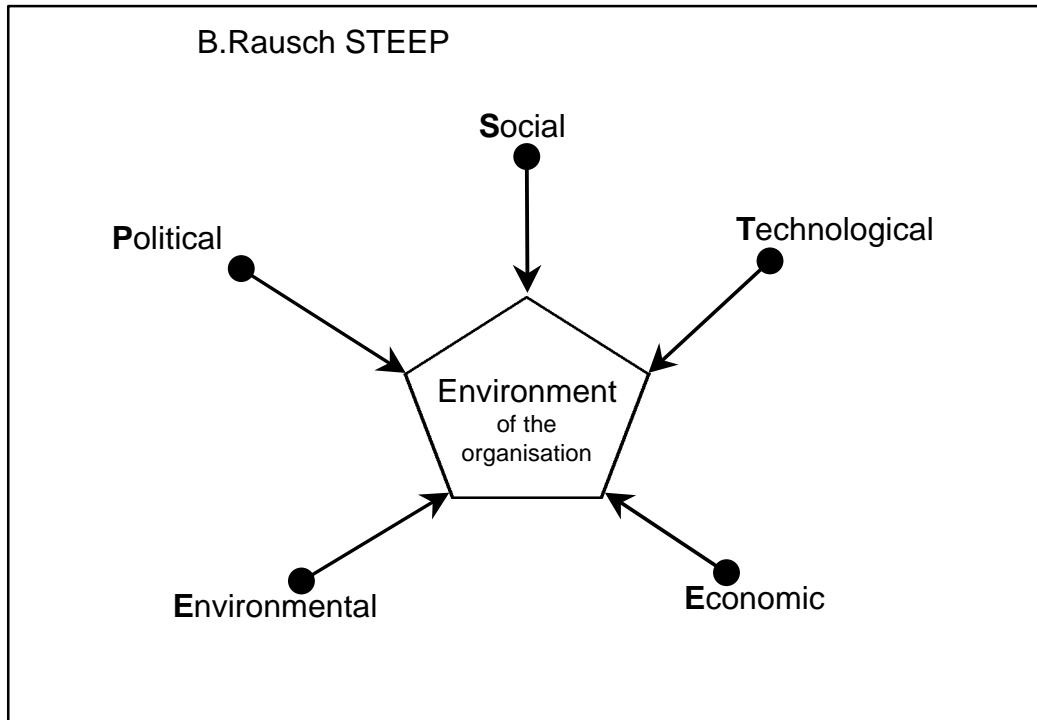


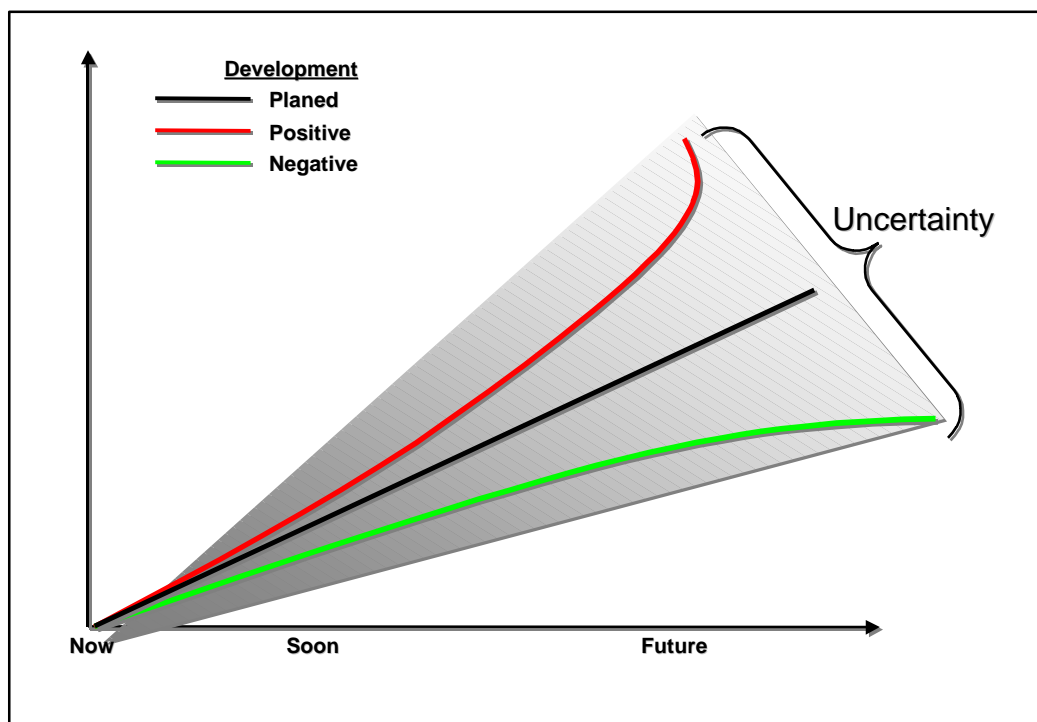
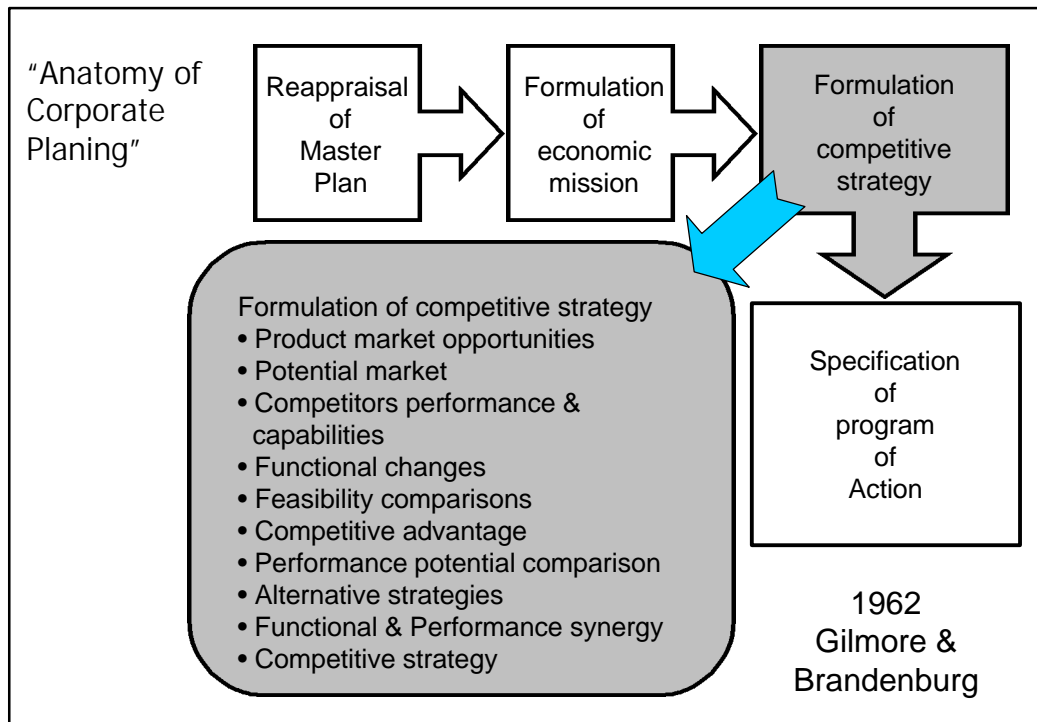
# Competitive Intelligence

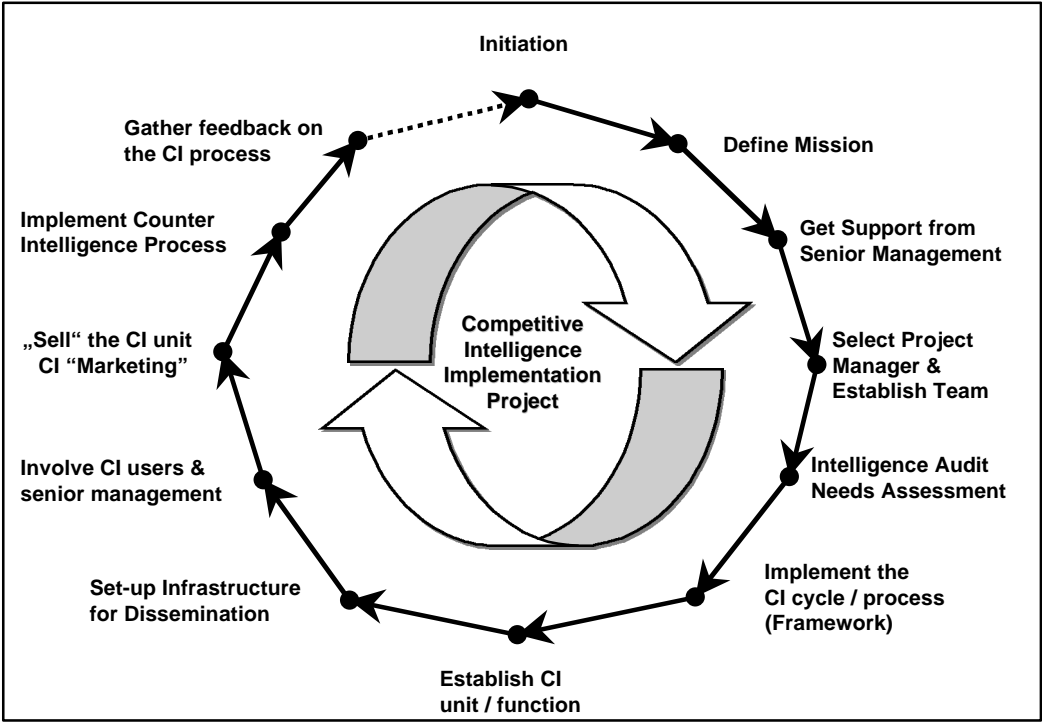
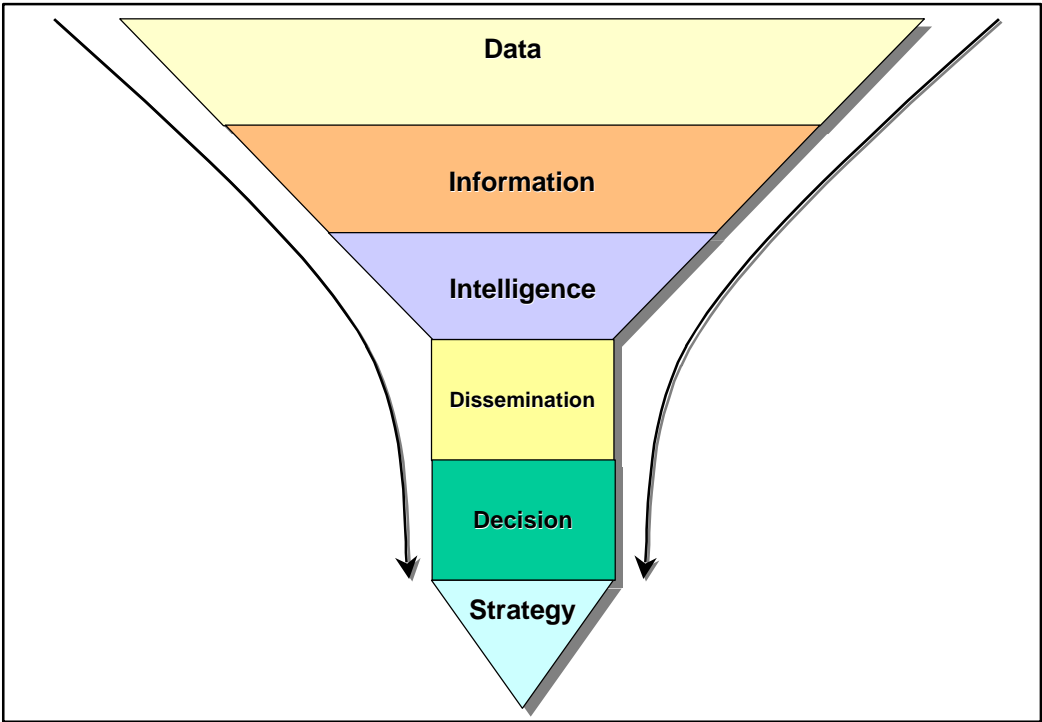
**„Der Verdacht, dass die Realität,  
die man serviert, nicht die sei,  
für die sie sich ausgibt,  
wird wachsen.“**

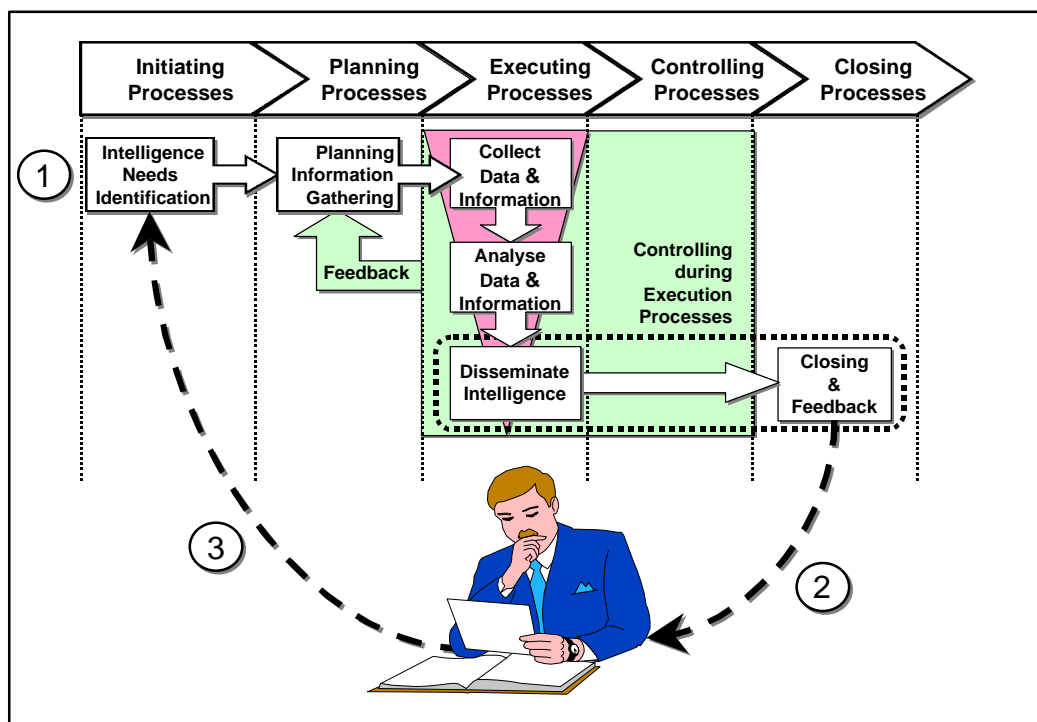
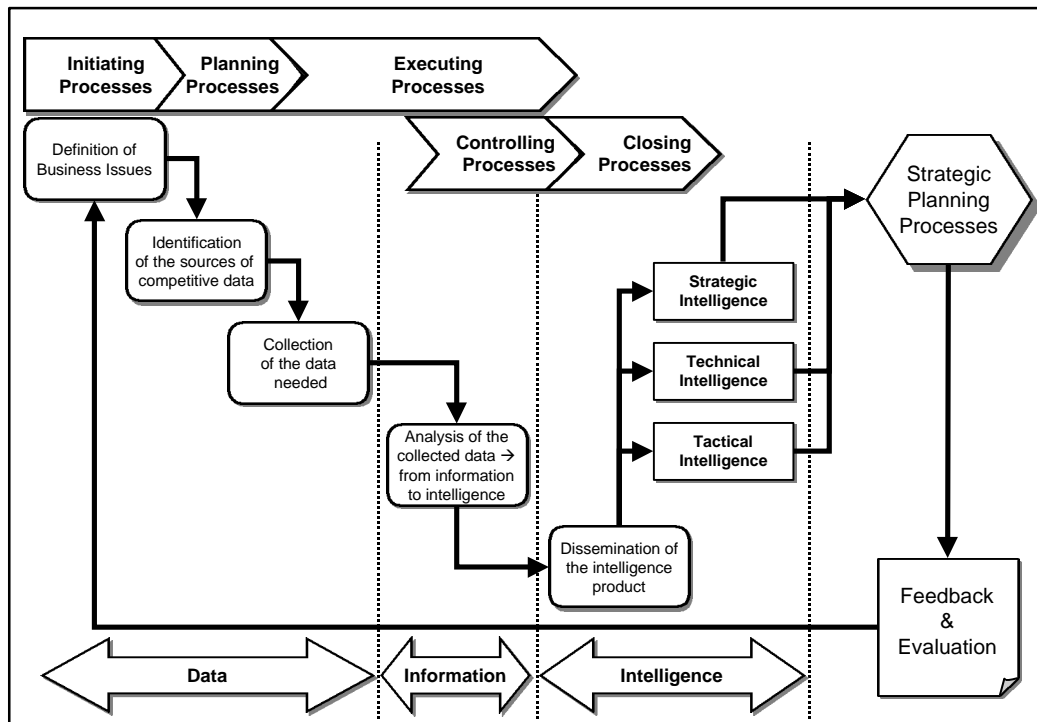
**Theodor W.Adorno**











### Balanced Scorecard Measurements for CI

Objectives	Measurement	Target	Initiatives
Been first with new product launches	Launching new products earlier than competitors	Getting first mover advantage - make the competition look like "me too"	Identify new product developments of the competitor – predict the product launch dates
Identification of R&D efforts of competitors	Knowledge about the R&D orientation and results of the competitors	Be aware of the R&D areas of competitors –knowledge about their new product pipeline	Monitoring patent applications & magazine articles, web sites, mailing list, ...

Strength	Weakness
<ul style="list-style-type: none"> <li>• What are our advantages ?</li> <li>• What do we do well ?</li> <li>• What do other people see as our strengths ?</li> </ul>	<ul style="list-style-type: none"> <li>• What could we improve ?</li> <li>• What do we do badly ?</li> <li>• What should we avoid ?</li> </ul>
<ul style="list-style-type: none"> <li>• Where are the good opportunities we are facing ?</li> <li>• What are the interesting trends we are aware of ?</li> </ul>	<ul style="list-style-type: none"> <li>• What obstacles do we face ?</li> <li>• Is changing technology threatening our position ?</li> <li>• Do we have bad debt or cash-flow problems ?</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

STEFFEN

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