

**NEW YORK PHARMA FORUM PROGRAM**  
**THURSDAY, MAY 27, 1999**

**SPEAKER:** Jan P. Herring  
Partner, Herring & Associates LLC  
Co-founder, Academy of Competitive Intelligence

**TOPIC:** The Use of Competitive Intelligence by Pharmaceutical Companies

Competitive Intelligence (CI) enables senior managers in companies of all sizes to make informed decisions about everything from marketing, R&D, and investing tactics to long-term business strategies. Effective CI is a continuous process involving the legal and ethical collection of information, analysis that doesn't avoid unwelcome conclusions, and controlled dissemination of actionable intelligence to decision makers. By all measures, CI is considered more advanced among pharmaceutical companies worldwide than any other industrial sector.

Mr. Herring will provide an overview of CI activities in the private-sector in general, and more specifically, current activities in the pharmaceutical industry. He will describe some of the basic as well as "best practice" CI operations that are being used.

Mr. Herring is a pioneer and recognized expert in the field of business intelligence. Between 1987 and 1996, Mr. Herring established the world's leading business intelligence consultancy at The Futures Group (TFG), an international firm specializing in forecasting, strategic planning and policy analysis. He has lectured at America's top schools including The Wharton School, Stanford University, MIT's Sloan School, and Tufts University's Fletcher School. He now serves as an advisor to business executives and intelligence professionals.