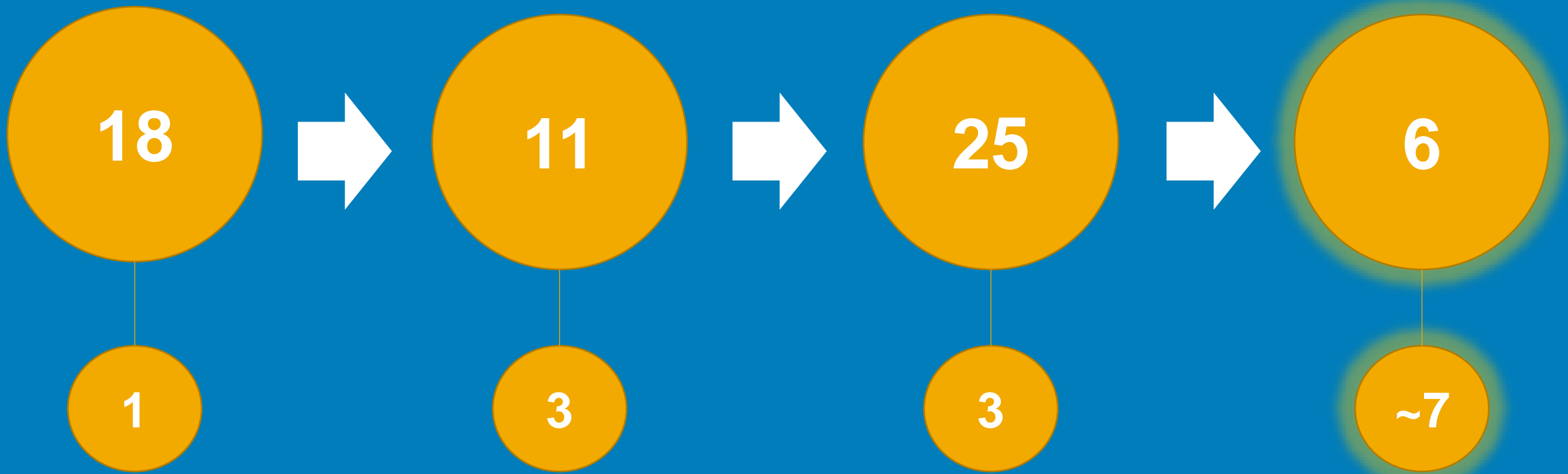


# Driving Marketing Excellence and Strategic Insights for B2B

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September 26, 2019

# An Introduction



# Insight on Insight: A Daunting Task



# A Recent Survey of Intelligence Professionals Reveals Views on Insight

*Opinions on insight vary, but in the true sense of the word, it is valued*

*"Insight is devalued... people think that everything needed is on the Internet."*

*"It's a cliché to say we bring 'insights'."*

*"Information must pivot to intelligence and insight, cleaning up input, providing context and create a 'totality of information'."*

*"'Insights' is an overused term and it means different things [in] different areas."*

*"Bottomline new insights generated by the intel group do influence strategic direction."*

*"It is imperative to provide insights and derive trade-offs and choices."*

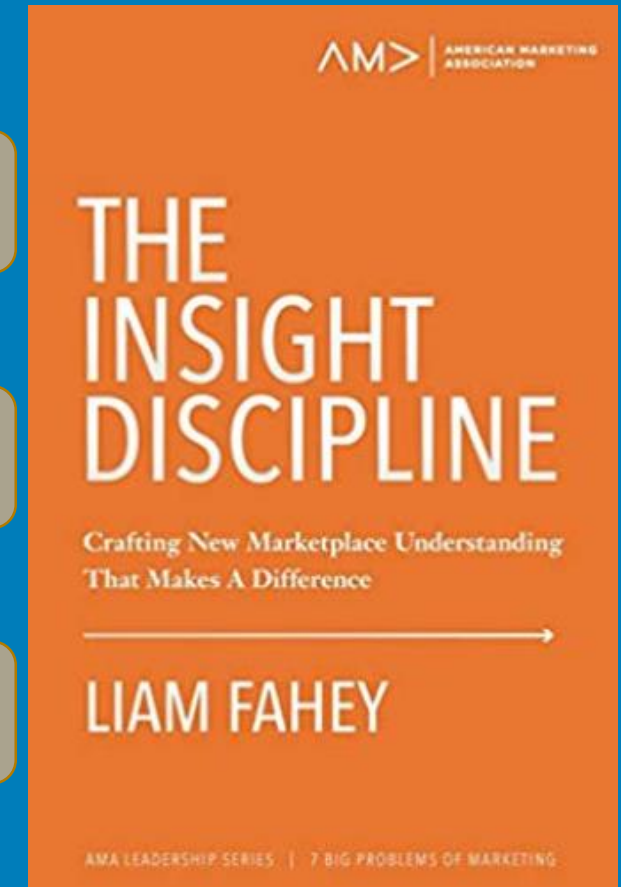
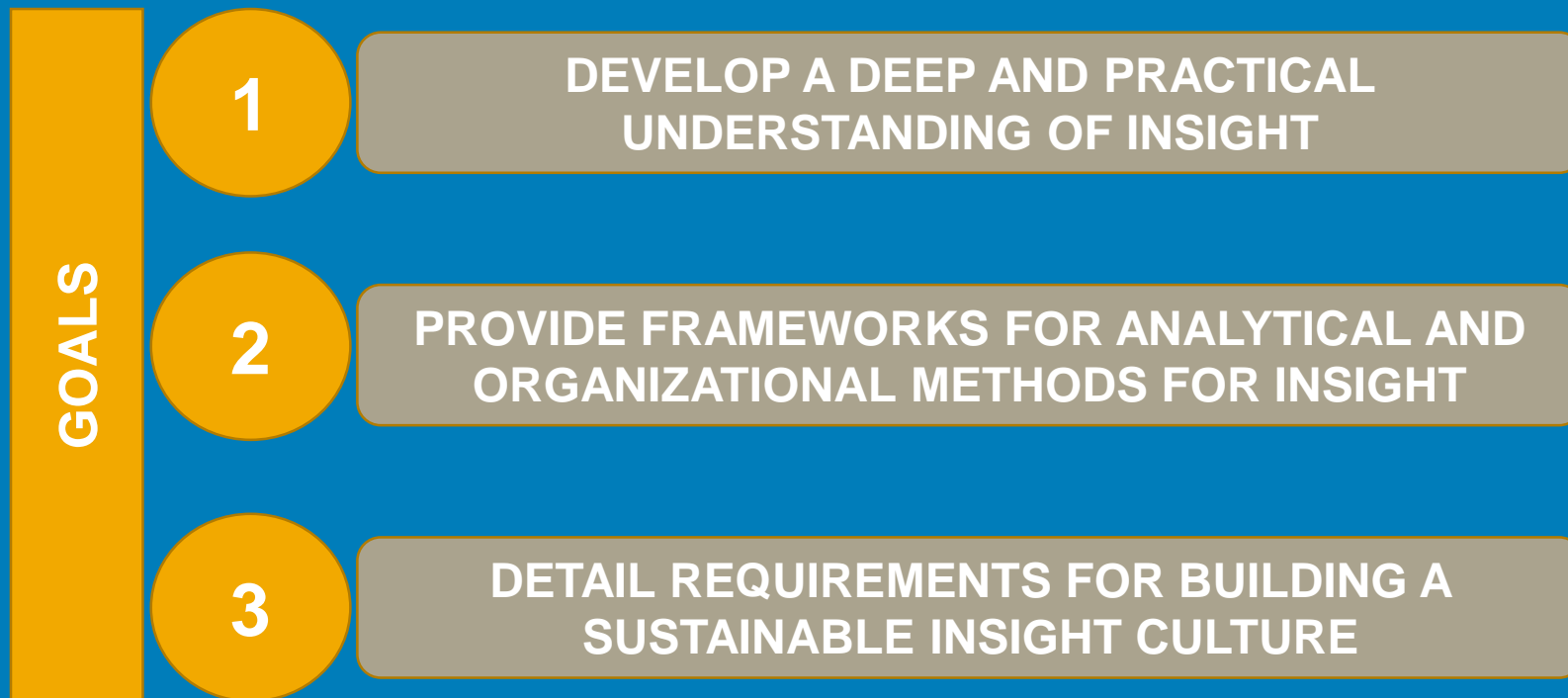
**Overused, devalued and a cliché**

**True, meaningful value**



*“If your generated insights are not valuable, you're toast!”*

# Help is Available



# Approach



It is a Product



Supply-demand Issues



One Good Example

# It is a Product:

## *Definition*

1

In·sight | \ 'in- ,sīt \

### M-W definition

- The power or act of seeing into a situation
- The act or result of apprehending the inner nature of things or of seeing intuitively

### L.F. definition\*

- A new understanding of some facet of marketplace change that makes a difference

\*Source: **Liam Fahey, The Insights Discipline: Crafting New Marketplace Understanding That Makes A Difference.** American Marketing Association, Leadership Series, 2018.



# It is a Product: *Positioning*

1

## Positioning Statement for Insight

<b>FOR</b>	the decision maker facing a complex business environment and seeking to develop innovative, differentiating and impactful strategic and tactical solutions
<b>INSIGHT IS THE ONLY</b>	decision support “product” that integrates information and data from multiple sources and presents pressure-tested views of the future in a crisp, forward-looking manner
<b>THAT</b>	will bring “best practices” of analysis into strategic and business-planning processes, highlighting the implications of change to the organization
<b>BECAUSE</b>	<ul style="list-style-type: none"><li>• insight is well documented to have fueled the growth of many top-tier Fortune 500 companies</li><li>• a culture of insight development capacity is a proven source of sustainable growth</li></ul>
<b>SO THAT</b>	the decision maker can rest with a feeling of confidence that recommendations and/or decisions are supported by the best data / information available, and properly vetted by a comprehensive and robust analysis

## Supply-demand Issues:

*A checklist of questions to diagnose a capability for insight*



- Is there a group charged with it?
- Is there an analysis structure for insight?
- Are implication insights routinely developed?
- Do professionals enhance their insight skills?

- Is it a focus of executive attention?
- Is insight required and integrated into decision making?
- Are insights vetted and validated?

- Is there a shared understanding?
- Are insights monitored and validated over time?

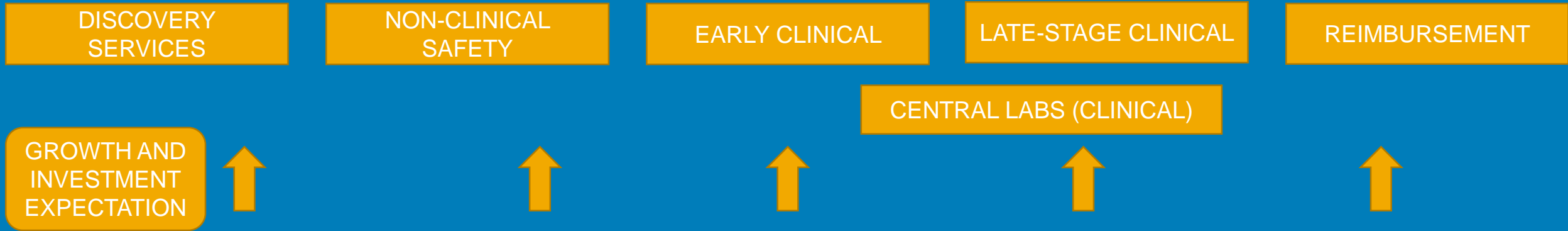
# One Good Example: *CRO portfolio*

BACKGROUND: HOW DRUGS ARE DISCOVERED, DEVELOPED, APPROVED AND PRESCRIBED

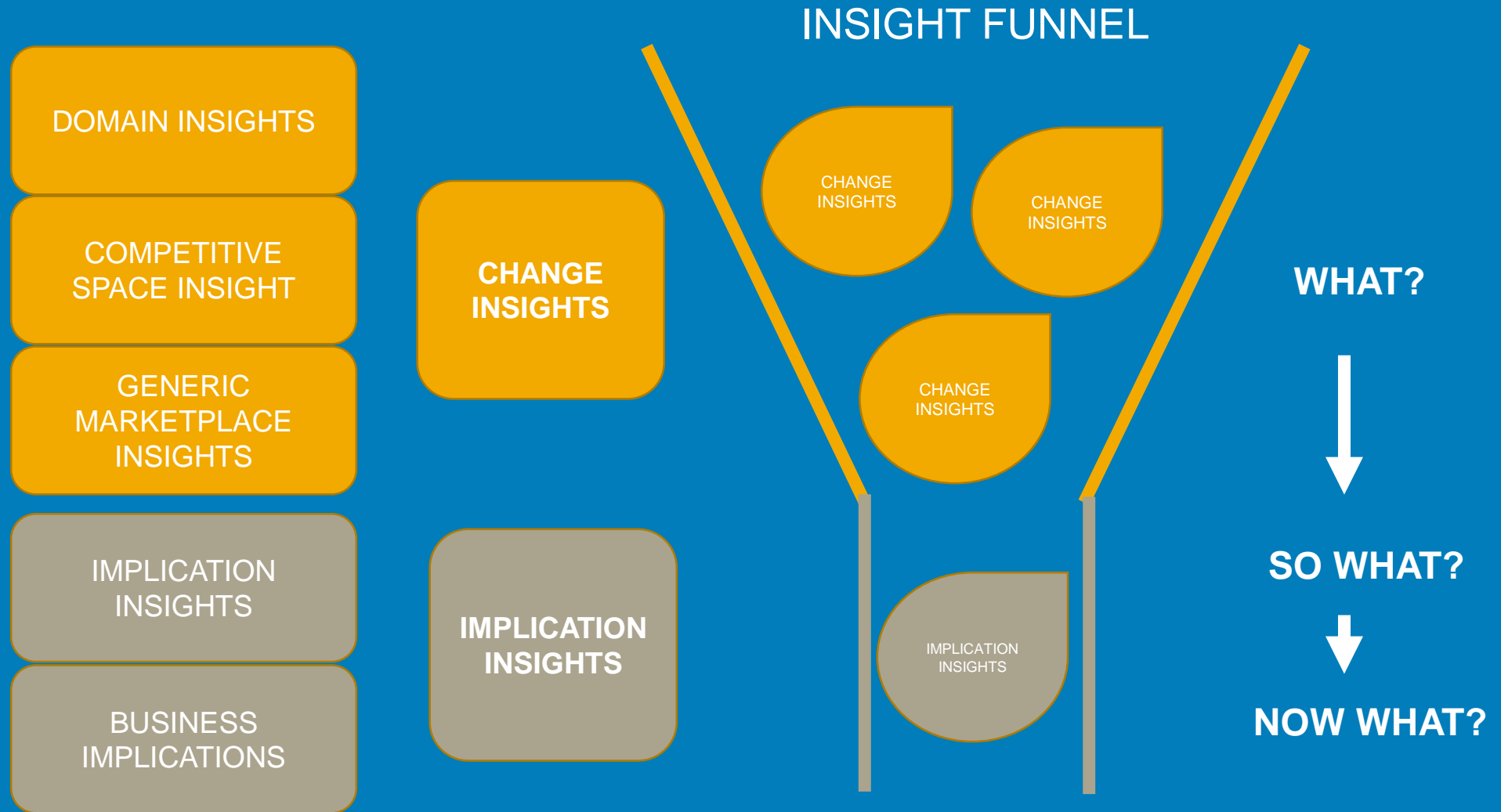


# One Good Example: *CRO portfolio*

“THE PRIOR”: ALL SERVICE OFFERINGS AND BUs ACROSS THE CONTINUUM WILL GROW AT THE SAME RATE



# One Good Example: *The Insights Funnel\**



\*Source: Liam Fahey, *The Insights Discipline: Crafting New Marketplace Understanding That Makes A Difference*. American Marketing Association, Leadership Series, 2018.

# One Good Example: *CRO portfolio*

## DOMAIN INSIGHTS

- Customers are facing major patent cliffs that challenge topline revenue and may prompt M&A
- Large customers are pruning R&D pipelines, de-emphasizing “R” and doubling-down on “biologics”
- Competitors in low-cost geographies are emerging as attractive low-cost option

## COMPETITIVE SPACE INSIGHT

- Competitors with superior late-stage offerings will have an advantage
- Direct competitors that have planted early flags in low-cost regions appear prescient now
- Emerging regional providers will challenge US-based pricing

## GENERIC MARKETPLACE INSIGHTS

- The value proposition of industry R&D has been devalued
- Large customers will be looking to cut costs and fund assets with relatively high and near-term ROI
- There will be a period of immense success within the biologics and oncology/rare disease spaces

## IMPLICATION INSIGHTS

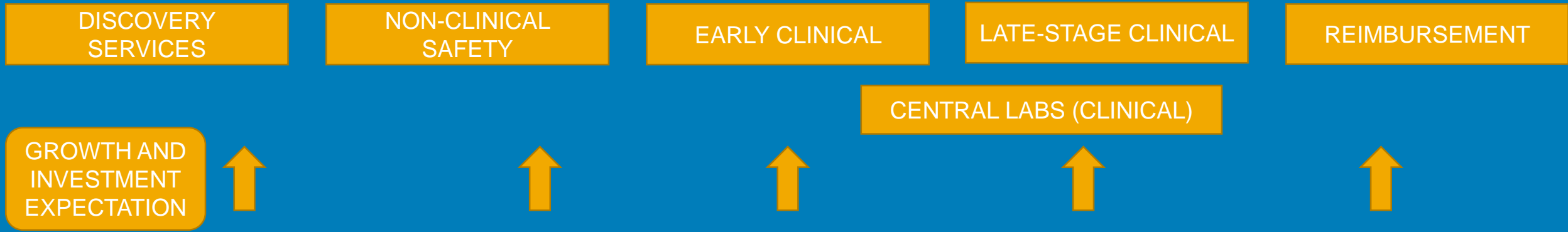
- We are vulnerable to elements of the emerging “new normal” pharma world
- We are over capacity in some areas and under capacity in others

## BUSINESS IMPLICATIONS

- There is a much-needed mindset change in terms of offerings and geographic footprint
- A services in biologics is opportune
- Change has implications to our HR strategy

# One Good Example: *CRO portfolio*

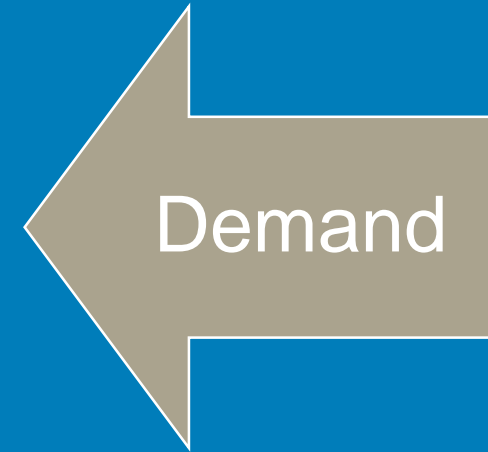
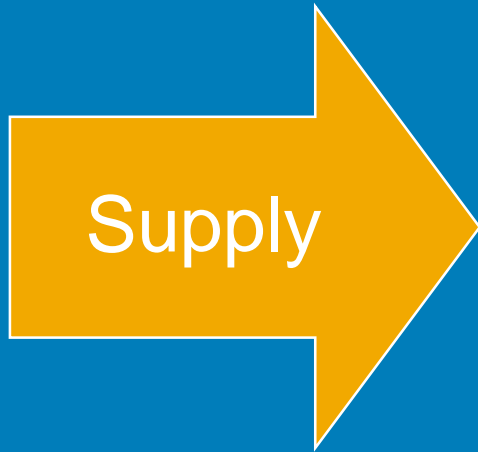
“THE PRIOR”: ALL SERVICE OFFERINGS AND BUSs ACROSS THE CONTINUUM WILL GROW AT THE SAME RATE



“THE POSTERIOR”: SERVICES SHOULD RECEIVE DIFFERENTIAL INVESTMENT



# One Good Example: *CRO portfolio report card*



- Is there a group charged with it? 👍👍
- Is there an analysis structure for insight? 👍👍
- Are implication insights routinely developed? 👍
- Do professionals enhance their insight skills? 👍
- Is it a focus of executive attention? 👍
- Is insight required and integrated into decision making? 👍
- Are insights vetted and validated? 👍
- Is there a shared understanding? 👍
- Are insights monitored and validated over time? 👍



# Key Takeaways

There is work to do on both sides of the supply-demand dynamic, not least of which is a common understanding

There are tools available to enhance all aspects of insight development and delivery

Hope springs eternal, and there is evidence that it can work

Thank you!



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