



# The Business Intelligence E-Book

# The Authors are Co-founders of LCN Consulting and bring over 20 years of pharmaceutical experience



Emanuele Criscione

*“Thanks for reading our digital e-book, we hope some of the content helps your planning and impresses your management team!”*



John Lauria

*“We hope this primer can stimulate discussion and be a useful resource on how intelligence can facilitate brand growth...Thank you for investing your time reading it.”*



# WELCOME

Pharmaceutical companies expend numerous resources in understanding the dynamics of their brands' relationship in the marketplace however devote a fraction of the human and financial resources to understanding fully the #1 resistance to their brand. The competition!

The efforts and focus given to a brand from a commercialization perspective and more specifically the marketing mix elements are certainly justified. However, consider the difference between the resourcing from a human, project, and financial perspective allocated to internal communication to the market versus understanding the external market pressures pressing inward. Is it even close? Is it even 90/10? Check your Outlook calendar and tally how much time was spent; project load and budget allocation in past year.

Why is it important to begin re-evaluating the balance among the two and perhaps placing more emphasis on the external pressures? Because despite all organizational activity to communicate, their brands value proposition via elements of the marketing mix the single greatest resistance to achieving goal is: **THE COMPETITION.**

The usual question in brand maximization should always be, "*How can we increase our brands reach to the appropriate patient?*" The next and almost equally important question to identify alternate solutions to question one is: "*Why does our competition have business?*" By answering this question, an entirely new range of solutions emerge to increase your brands competitiveness and maximization. It's the path less followed but the right path. The path traveled by successful disciplined organizations.

A statue of Sun Tzu, a Chinese general and strategist, is shown on the left side of the image. He is wearing a traditional Chinese hat and has a beard.

“Every battle is won  
**BEFORE**  
it is fought.”

Step #1

The Power of Competitive Knowledge

Sun Tzu



## What is business and competitive intelligence?

It comes with many definitions, we will keep it simply as, 'answers to what external factors impact our brand and why'

### How do you get there?

- Internal company knowledge
- Public open portal sources
- Primary interviewing with sources
  - Obtain answers not available in the public domain

### What questions should provide the framework for intelligence gathering from a foundational perspective?

- What is the market giving us? What resistance is it placing before us?
- How can we increase sales thru expansion and maximizing appropriate patient reach?
- Why do our competitors have the share they do?
- What can we obtain via internal and open portal sources?
- What questions remain that are not in public domain which require a professional agency to collect from appropriate sources?







## Step #2

### Understand The Market



# How Do You Build A Solid Foundation?

## Macro Level:

Understand the marketplace factoring in the elements of the competitive ecosystem:

- State of the industry, government agencies, payers, shifting healthcare delivery models, disruptive changes such as precision medicine and AI, scientific breakthroughs

## Micro Level:

Understand the therapeutic climate in which your brand competes:

- What factors are posing resistance or acceleration for your brand; apart from competitors?
  - Professional and patient societies, advocacy groups, special interests, digital and technological advancements



PRODUCT → SOLUTION


PRICE → VALUE

PLACE → ACCESS

PROMOTION → INFORMATION

Step #3  
The Competition





**Competition:** They are the single most important impediment to maximizing brand potential. Understand why they have share. How are they leveraging the elements of the marketing mix to get prescriptions and their strategy to blunt your brands utilization?

### Foundational Elements

- **Corporate:** How are they medically and commercially resourced to build the market and promote their products?
- **Promotional:** How many reps and what are the tactical execution at the field level? Product message, counter-detail, patient retention support activity
- **Prescription Fulfillment:** What strategic and tactical elements are being leveraged to ensure patients are started and retained once a prescription has been filled?
- **Market Development:** What medical/clinical market are being developed thru MSL's, CME, Studies, medical conference activity?



## Step #4

The Future: Deciphering '*The ghost in the fog*'





What are the stakeholders views of the market moving forward?

What are the changing attributes of the customers?

**Disruptive Change:** How will AI, Precision Medicine and patient empowerment thru social/digital access change the current healthcare delivery model?

What other therapeutic specific disruptive change elements on the horizon?

- Is it an accelerator/decelerator for your product?

# STRATEGY

A close-up photograph of a compass rose on a light-colored surface. The compass has a green arrow pointing towards the word 'STRATEGY', which is written in large, bold, green capital letters. The compass rose has several points, and the arrow is positioned over the top-right point. The background is slightly blurred, showing more of the compass and the word 'STRATEGY'.

## Step #5 The Program



First and foremost decide to move forward and monitor the external competitive landscape. It is too important to rely strictly on internal knowledge. It needs to be vetted by external agency collecting data objectively.

1. What critical questions require external interviews because the answers are not available in the public domain?
2. Who are your targets? Which competitors? Which other element of the market ecosystem have an impact?
3. Determine the scope of the engagement. Is it a short benchmark or will a monitoring be required with frequent intelligence briefings?

Do you need an external agency covering and collecting intelligence at relevant medical conferences ?