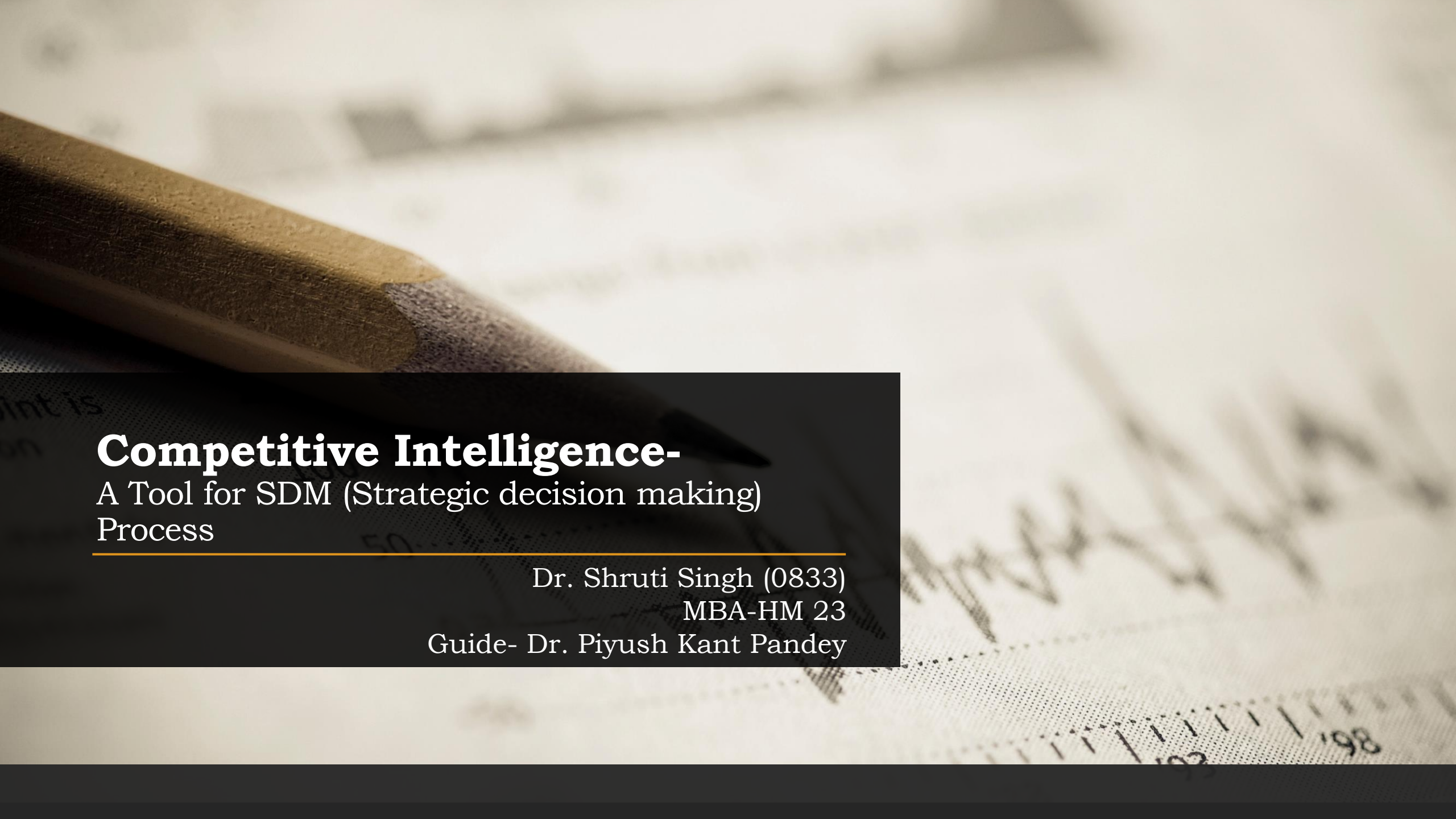




Competitive Intelligence-

A Tool for SDM (Strategic decision making)
Process

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MBA-HM 23

Guide- Dr. Piyush Kant Pandey

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Competitive Intelligence



Competitive intelligence is the result of a company's efforts to gather and analyse information about its industry, business environment, competitors, and competitive products and services.

Definition

- Incorporates external competitive and market forces into strategic planning
- Generates strategically relevant insights from research and structured analysis
- Enhances marketing, strategic planning, finance, and operations
- Minimizes decision risk and reduces uncertainty about external developments

Function

- Develop corporate or business unit strategies
- Shape counter-competitive strategies against one or more competitors
- Prepare a new product launch, new market entry, or other strategic move in the market
- Benchmark other organizations
- Anticipate and plan for future market opportunities and disruptions
- Assess effectiveness of competitors market positioning and product messaging

Use

- Competitive Strategy
- Early Warning/Monitoring
- Research Analysis
- CI Process Development + Consulting
- Win/ Loss Analysis

Methods

- Company websites
- Company press releases
- Social media postings
- Online job postings
- Company information aggregators such as Dun & Bradstreet or Hoover's Online.
- User's groups on social networks that include LinkedIn and Facebook and elsewhere on the Internet.

CI Source

CI in Pharmaceutical Industry



Key driving factors of Pharmaceutical industries-

- Downward pressure on pricing by governments and insurers is pushing pharma companies to demonstrate greater value from their therapies
- Payers are beginning to establish treatment protocols and demanding greater transparency around drug pricing
- Digitalization in the pharma sector is giving patients the opportunity to become more engaged, informed and empowered

Pharmaceutical Industry

CI helps the pharmaceutical competitors to achieve data such as-

- Prioritize pharmaceutical R&D spend by finding gaps and unmet needs through the analysis of competitors' targets and R&D priorities
- Understand disease epidemiology and disease sub-populations targeted in clinical development
- Anticipate market changes through patent expiration tracking
- Earmark who is entering or exiting the market via licensing or acquisition, as well as who is securing or providing funding
- Project revenue for your pipeline and marketed drugs

Use of CI in Pharmaceutical Industry

Aim

Objective

Methodology

Business Problem



The objective of this study is to understand the importance of Competitive Intelligence is an essential tool to help take strategic action for a business problem, in here to provide intel to Company Z such that the company can take appropriate strategic action for its Product A

Aim

To understand the role of CI in solving a business problem for Company A in Pharmaceutical Industry

Objective

- **Type of Research**- Qualitative study
- **Study Design**- Observational descriptive type of study
- **Data collection method**- Secondary Research

Methodology

Business Problem

- Company Z is a key market player in the post-operative pain management area providing an effective alternative to the opioids especially morphine for major surgeries.
- The Product A is now losing its exclusivity in Mid-2020, where now it gives other companies to manufacture generics with the similar mechanism of action.
- Company Z wants to understand the current market situation and the futuristic aspect for product A.

Post-operative Pain management

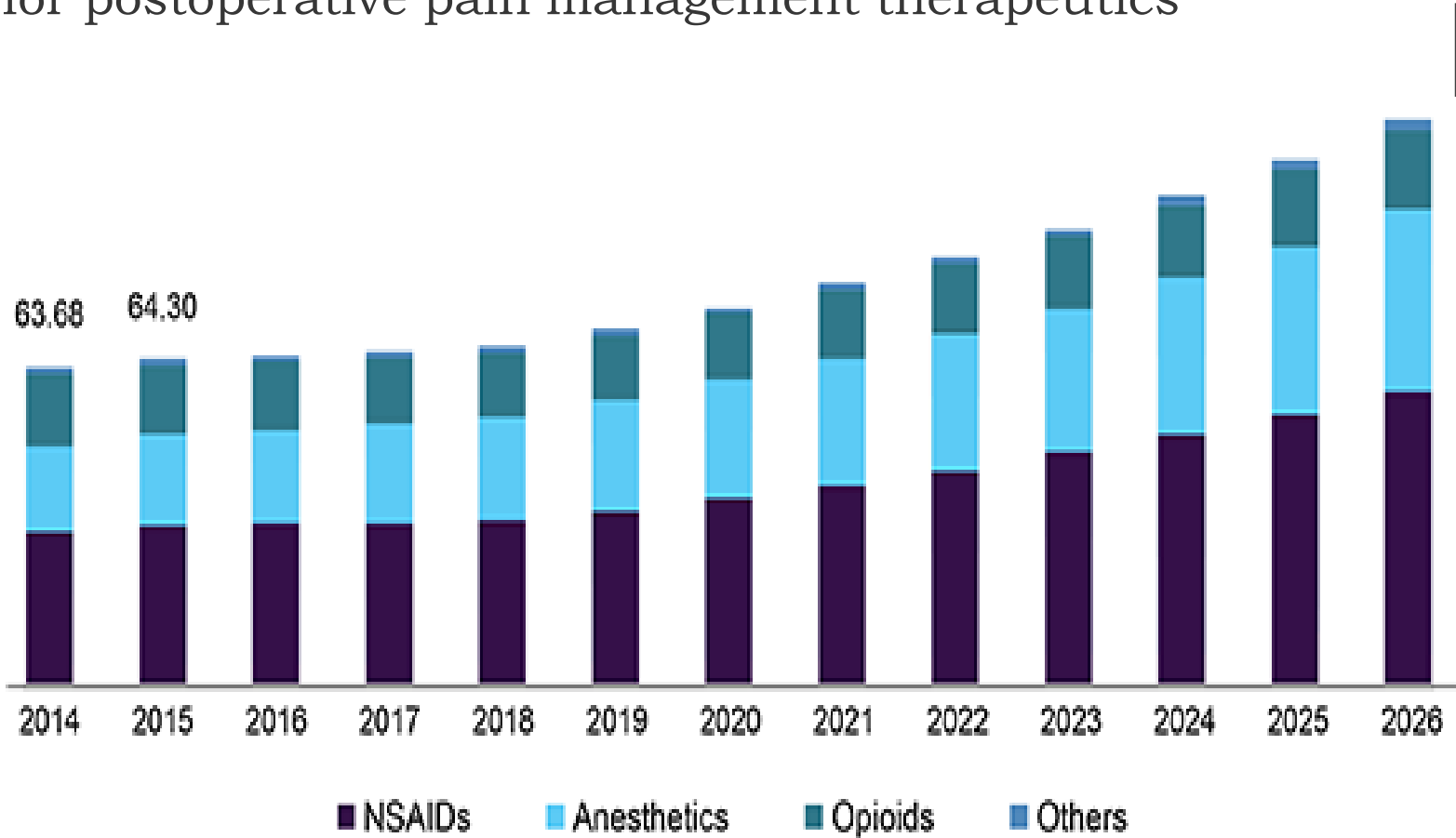


The global postoperative pain management market is expected to be worth US\$ 118.45 Mn in 2027, it is projected to increase at a CAGR of 5.1% through 2027



Post-operative pain management

Increased adoption of NSAIDs due restricted use of opioids to control postoperative pain is expected to fuel the market for postoperative pain management therapeutics



Post-operative pain management

TABLE 1.
Stepwise Multimodal Pain Therapy

Step 1	Mild postoperative pain	Nonopioid analgesics (acetaminophen, NSAID) <i>and</i> Local anesthetic infiltration
Step 2	Moderate postoperative pain	Nonopioid analgesics (acetaminophen, NSAID) <i>and</i> Local anesthetic infiltration
Step 3	Severe postoperative pain	Intermittent doses of opioid analgesics Nonopioid analgesics (acetaminophen and NSAID) <i>and</i> Local anesthetic infiltration <i>and</i> Intermittent doses of opioid analgesics for breakthrough pain <i>and</i> Local anesthetic peripheral nerve block (with or without catheter) for continuous severe pain <i>or</i> Modified-release opioid analgesics for continuous pain

Existing Multimodal Pain therapy

Data Collection & Representation



- 150-year-old organization
- Irish-tax registered manufacturer of specialty pharmaceuticals (namely, adrenocorticotrophic hormone), generic drugs and imaging agents
- In 2017 it generated 90% of sales from the U.S. healthcare system and 10% from EU & Asia
- While Company Z is headquartered in Ireland, its operational headquarters are in the U.S.
- Company Z's 2013 tax inversion to Ireland drew controversy when it was shown Product A, was Medicaid's most expensive drug

Company Z

- Company Z acquires (for repricing), manufactures, and distributes products used in diagnostic procedures and in the treatment of pain and related conditions. This includes the acquisition, manufacture, and distribution of specialty pharmaceuticals, active pharmaceutical ingredients, contrast products, and radiopharmaceuticals
- The company employed 5,500 and had net sales of \$3.2 billion in 2017; of which \$2.9 billion was from the U.S. healthcare system

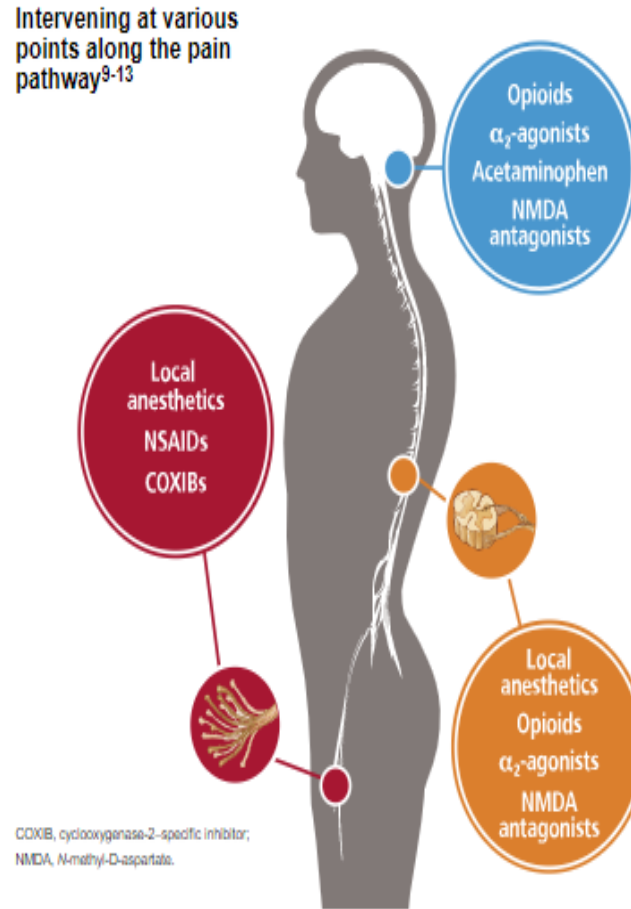
Company Z

Product A (acetaminophen) injection is indicated for-

- The management of mild to moderate pain in adult and paediatric patients 2 years and older
- The management of moderate to severe pain with adjunctive opioid analgesics in adult and paediatric patients 2 years and older
- The reduction of fever in adult and paediatric patients

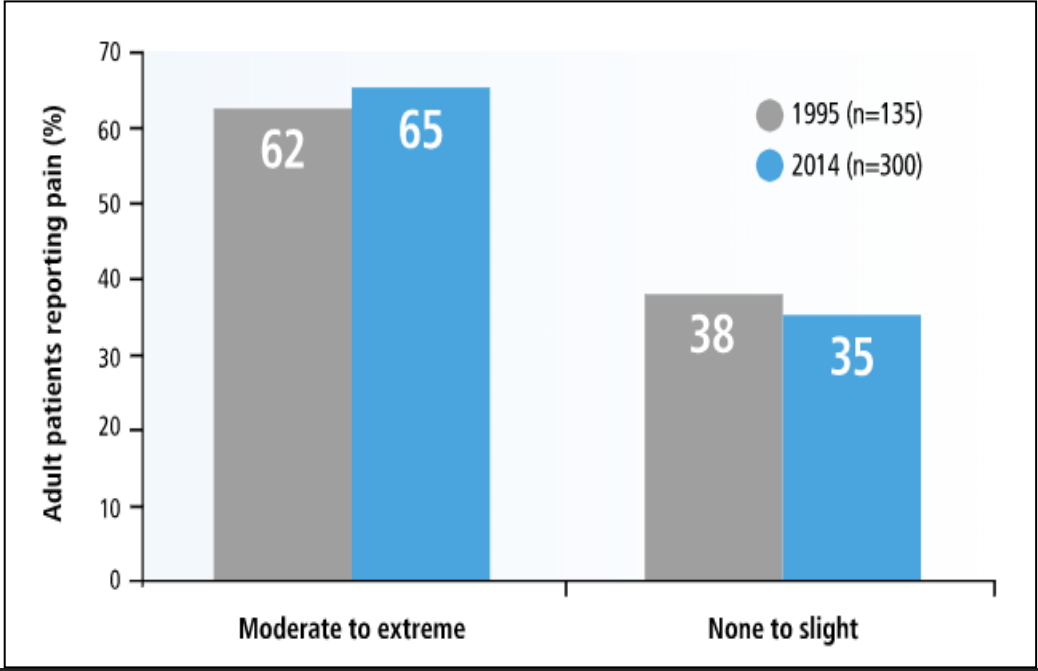
Product A

- Multimodal analgesia (MMA) combines 2 or more analgesic agents or techniques that use different mechanisms to provide better pain relief with less opioids.
- By combining different analgesics, MMA can optimize efficacy with a lower dose of each respective agent and may also reduce the risk for dose-related adverse events.



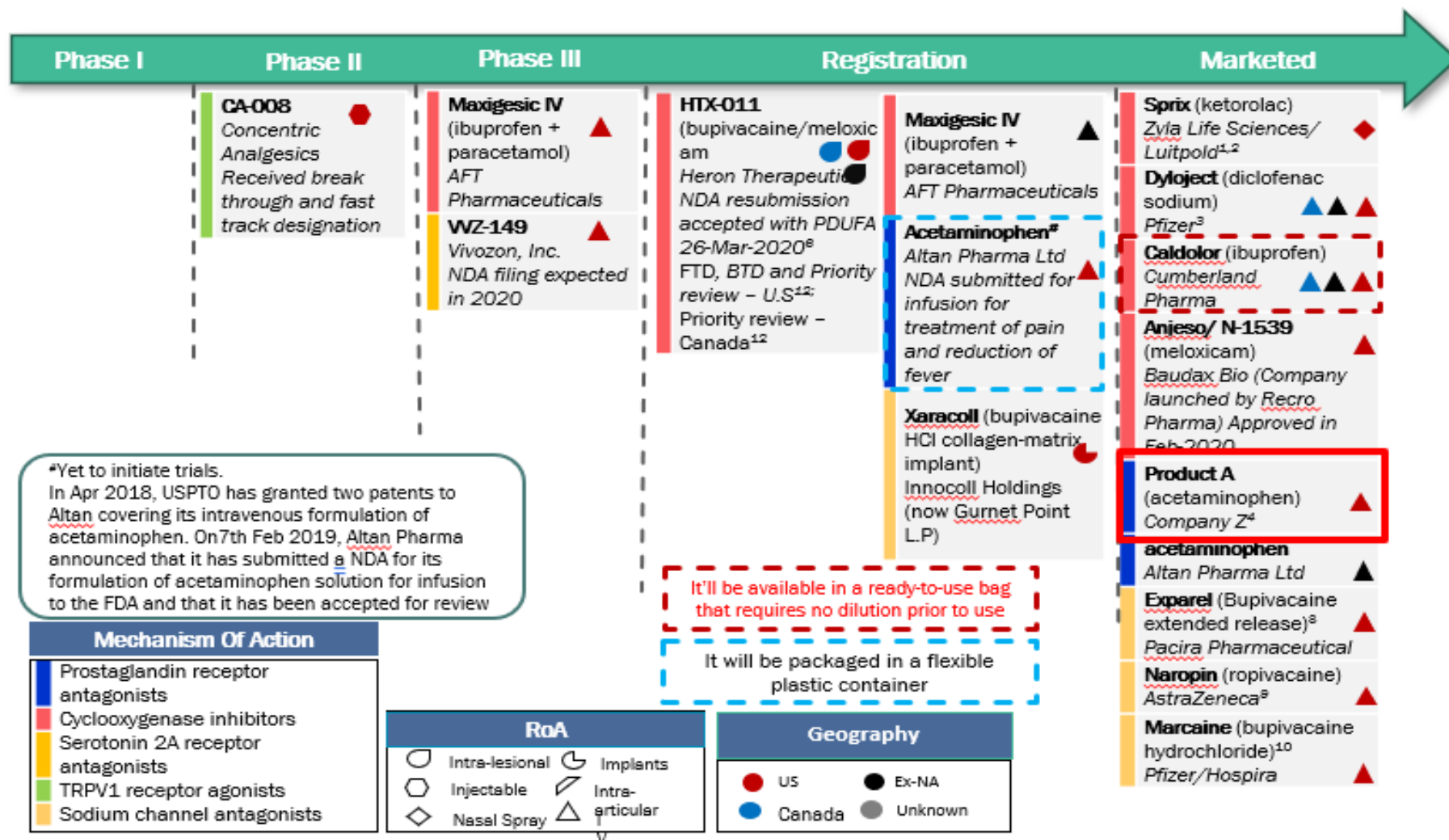
Why Product A is a potential replacement in Post-operative pain management therapy?

- In a survey published in 2014, 86% of patients reported post-op pain, with a total of 65% reporting pain as moderate to extreme
- In the same survey published in 2014, of the patients who received analgesic medications and responded to questions regarding analgesic-related adverse events (AEs; n=225), 79% reported at least one AE
- The most common AEs reported were drowsiness (56%), constipation (35%), and nausea (28%)

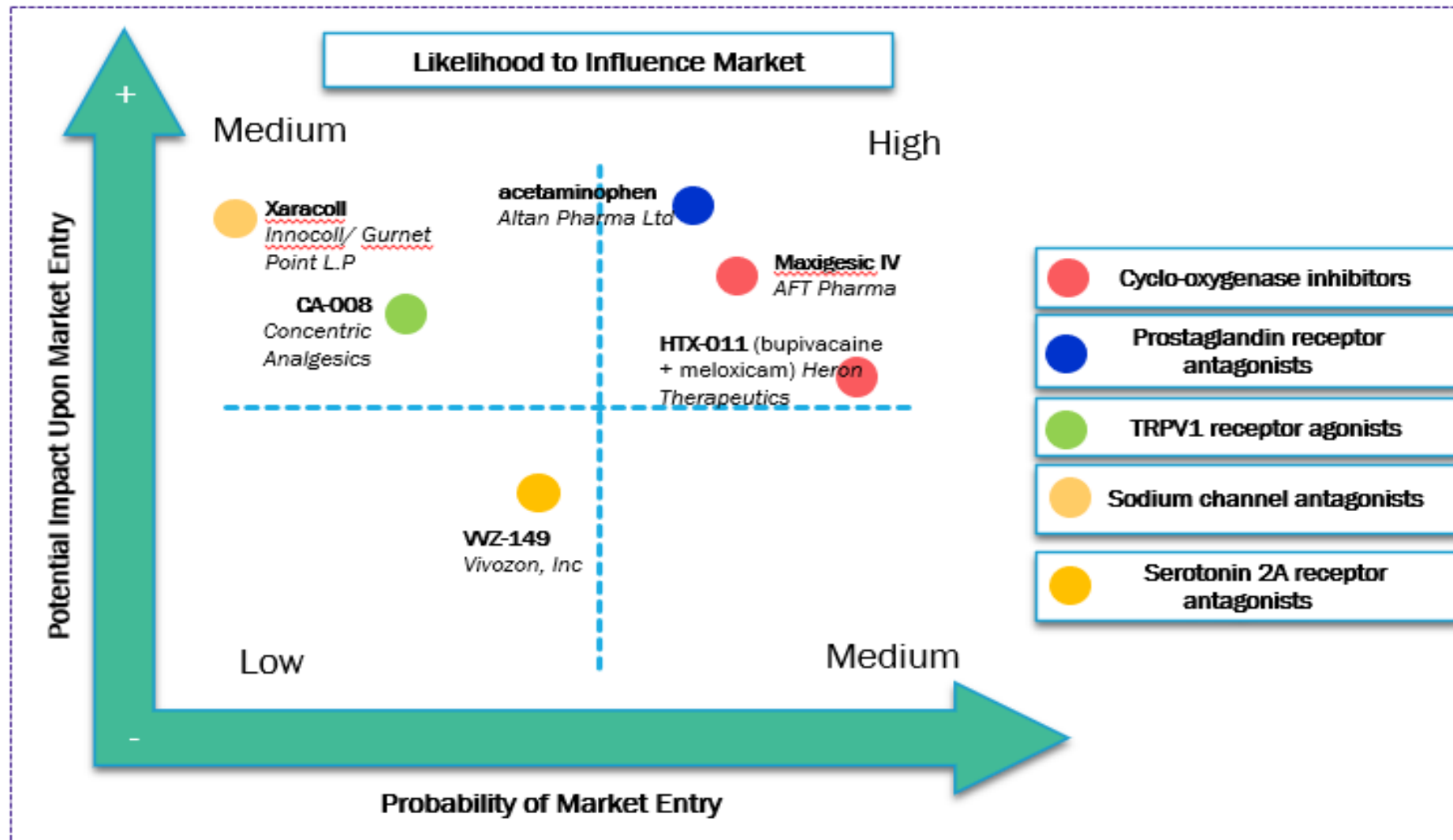


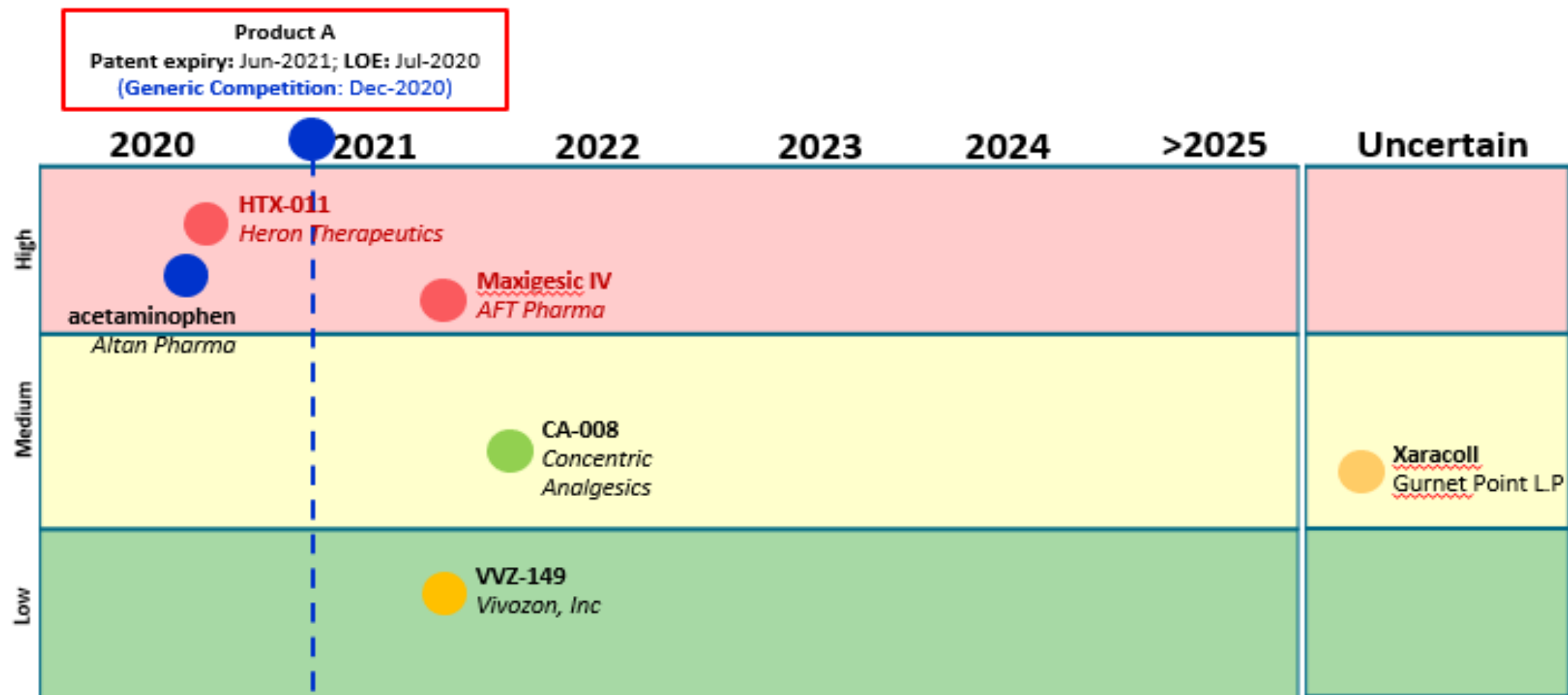
Why Product A is
a potential
replacement in
Post-operative
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management
therapy?

INJECTABLE NON-OPIOIDS IN ACUTE POST-OPERATIVE PAIN: THERE ARE TWO ASSETS IN PHASE 3 AND **FOUR** IN REGISTRATION PHASE OUT OF WHICH FOUR ARE IN THE U.S.



PIPELINE MARKET IMPACT ANALYSIS FOR INJECTABLE NON-OPIOIDS, FEBRUARY 2020





● Prostaglandin receptor antagonists

● Sodium channel antagonists

● Serotonin 2A receptor antagonists

● Cyclo-oxygenase inhibitors

● TRPV1 receptor agonists

We tried to analyse the probable entry of the potential competitors and plotted to have a comprehensive picture of the entire landscape. Each molecule is analysed based on its-

- Strengths and weaknesses
- Results of the clinical trials conducted in the past
- Designations provided by FDA or EMA, enhancing the approval speed for the drug
- KOL's (Physicians, Pharmacists) point of view (part of the Primary Research Department)
- Treatable Patient pool number
- Planned promotional strategies
- Any strategic agreements or conference presentations
- Expected Sales force Unit
- Financial strengths of the company

Basis of Impact Analysis

Conclusion



- CI is a business function that works alongside other organizational departments to conduct primary and secondary research. The most important part of CI is ensuring that the data collected is accurate and meaningful to stakeholders.
- Ensuring accurate and meaningful data collection requires competitive intelligence programs to offer a variety of services. These services allow CI programs to collect, analyse, and distribute data that address the unique needs of an organization, department, and team.
- Thus CI forms an important branch for the company that helps them with key intel to establish their position in the market and to retain it.

Conclusion

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