

# Market Intelligence and Consulting

## WHO WE ARE

**The Mind Company** is a Consulting company specialized in Market Intelligence. Our Management Team has solid experience in consulting and research, combining 15 years of experience in McKinsey, Booz Allen Hamilton, Kaiser Associates and Frost & Sullivan.

## WHY USE MARKET INTELLIGENCE CONSULTING?

Market Intelligence help executives in their decision making process through the collection and analysis of hard-to-get information from outside the company.

We obtain fact-based insights from a different array of market stakeholders (e.g. competitors, suppliers, channels, partners and customers) based on direct open-ended “peer-to-peer” interviews (instead of simply surveys or syndicated research) that leads to fully customized implications. These insights are the result of the combination of a world-class research methodology and the structured, analytical process of management consulting.

Typically, our clients use us when instead of traditional management consulting services, they need to obtain hard-to-get external facts and insights to strengthen their decision making, either to better understand their current markets, to find/evaluate new opportunities, to identify leading best practices or to identify unmet or underserved customer needs.

## WHAT WE DO

Our services support specific decisions or reviews in a wide range of areas:

**Strategic planning and Go-to-Market reviews:** market sizing and market share estimations, competitive landscape updates, competitors profiling, value chain analysis, pricing analysis, value driver analysis

**Growth:** new market assessments, market entry, screening & identification of potential targets, deep profiling of players  
Development of short term plans where a lot of external data is required (e.g. change of commercial / pricing plans, others)

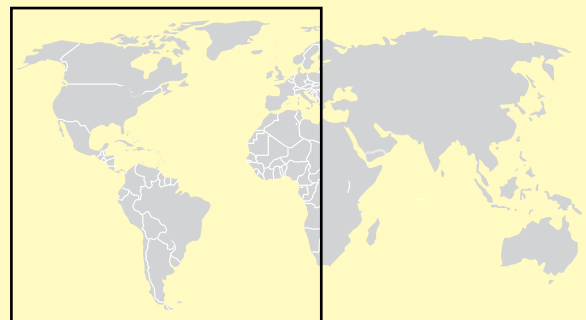
**Performance improvements initiatives:** customized benchmarking, identification of external best practices

## Facts about The Mind Company

- Founded in 2006 by ex-McKinsey and Booz Allen consultants as a means to leverage the offshore model in consulting and market intelligence.
- Three offices (NY, London and Buenos Aires) with more than 30 employees in our delivery center.

Our distinctiveness resides in the combination of:

- **Our specialization in projects that are primary research intensive:** we combine consulting experience with research excellence through the application of the highest standards of project management
- **Our expertise in Healthcare and Pharma:** we have more than 8 years of Healthcare & Pharma consulting projects experience and one of our Directors is a Medical Doctor with more than 7 years of hospital practice
- **Our capability to deliver at a fraction of standard consulting costs:** not only are our projects more lean (average project is 6-8 weeks) and actionable but also since our delivery center is based in Buenos Aires Argentina, we deliver work in your time-zone at rates that are 10-20% of the cost of management consultancies
- **Our focus in the US, Latin America and EU 5 markets:** we hire and train the best international team of analysts (I.e. from the US, UK, German, Brazil, Mexico, Argentina) that are fluent or native in target languages and are acquainted to local cultural and business nuances.



# Case Study: Analysis of channel strategies and identification of best practices

## SITUATION

The Latin American Regional Business Manager of a Pharmaceutical company was frustrated that their growth was not matching their targets. The IMS data was sketchy but clearly showed competitors gaining ground in most countries but gave no clear indication of what was behind these gains. The Manager and the country heads had many hypotheses about the root causes but all these were based at best on anecdotal information from their own sales force. Thus the Manager said he needed fact-based insights at the channel level.

## CHALLENGE

The Regional Manager wanted to better understand what their competitors were doing in the different channels, how were they dealing with the different influencers and insights about which practices were impactful and which were not. However their information with regards to channels (i.e. distributors, pharmacies, hospitals) had significant gaps, a lot of it was contradictory and they suspected an existing natural bias given the internal nature of the source (their sales force). Therefore it was difficult to plan strategies and to measure and track performance.

### (1) Kick-Off

Within the 1st week, The Mind Company formulated with the client initial hypotheses and developed frameworks for subsequent phases. This involved an information transfer from the client, initial secondary research (i.e. scanning of public sources and private reports available in our databases). At this phase, the team identified more than 500 key prospects stakeholders to be interviewed for the following phase.

### (2) Research

The next 4 weeks required extensive primary research to obtain information to populate the frameworks developed. Primary research refers to peer-to-peer semi-structured competitive-intelligence interviews, including pharmacy owners and salesman, distributors, hospital purchasing managers and marketing executives from competitors (both at local and multinational companies). This enabled the team to have a systematic scanning of existing practices and fill the information gaps.

### (3) Recommendations

During the last week the team analyzed the information gathered throughout the project. This enabled The Mind Company to study individual findings, compare insights and “so whats” across all cases and to draw valuable conclusions on trends and best practices. This was presented on a final document, which was ready to be shared with top management.

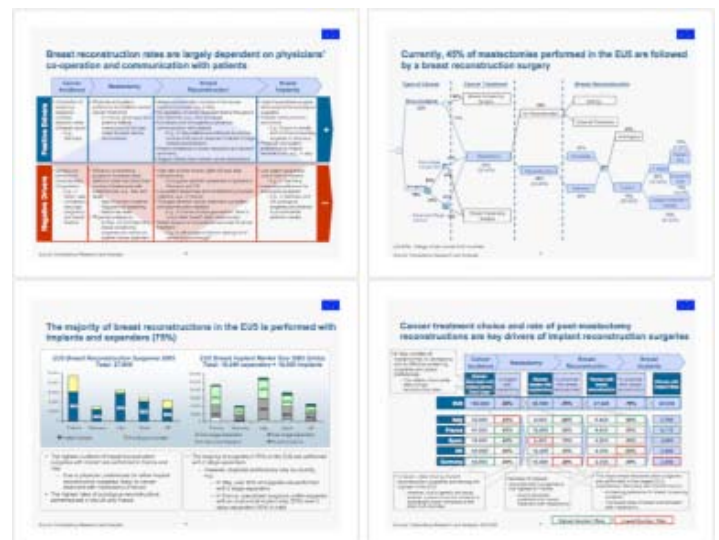
## RESULTS

The insights from the project enabled the Client to (1) have an unbiased fact based view with regards existing channel practices and understand their specific impact (2) have a better understanding of how competitors think about their channels and minimize risks of get surprised by them (3) identify 3 specific easy-to-implement best practices from competitors that have leveled again the playing field.

## DELIVERABLES INCLUDED

- A customer purchasing map, including influencers
- Summarized map of actions categorized by channel and competitors
- A prioritization of practices taking into account impact and difficulty of implementation

## Sample Slides



## WE HAVE ALSO ASSISTED PHARMACEUTICAL COMPANIES IN ISSUES REGARDING

- Market assessments for new products or launch of existing products in new markets
- Market and competitor's reaction to external shocks (financial crisis, new entrants)
- Market sizing and market share estimation for non-transparent markets (e.g. hospital products)