INSIGHTS.
STRATEGY.
IMPLEMENTATION.
BETTER OUTCOMES.

S & P
INTELLIGENCE ARCHITECTURE
Executive School of Thoughts
Market Intelligence for Better Decisions

From Science to Market Leadership. We Turn Potential into Measurable Value.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

BETTER HEALTHCARE FOR A BRIGHTER TOMORROW

Strategic Advisory for a Successful Journey from Development to Launch – in Pharma, Biotech and MedTech.

CLEARER DECISIONS
Reduce uncertainty

STRONGER EXECUTION
Align people, processes and resources

HIGHER IMPACT
Accelerate access for patients

DRIVING BUSINESS PERFORMANCE

- ✓ Increase market share
- ✓ Strengthen competitive position
- ✓ Optimize return on investment
- ✓ Improve net cash flow and EBIT contribution



TURNING KNOWLEDGE INTO **BETTER LIVES.**

PHARMA
Innovation for a healthier world.

BIOTECH
Science today. Solutions tomorrow.

MEDTECH
Technology that makes a difference.

S & P – Your Partner for Market Intelligence and Strategic Implementation.

VALUE CREATION THROUGH INSIGHT.

INSIGHTS.
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THE MISSING INTELLIGENCE

SEE THE BEHAVIOR AND BELIEFS (CUSTOMER PERCEPTION).
UNDERSTAND THE WHY.

PRESCRIBERS AND RECOMMENDERS

Understanding the healthcare professionals who prescribe, recommend and influence treatment choices.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

BETTER HEALTHCARE FOR A BRIGHTER TOMORROW



INTENSIVE CARE UNITS
High-acuity decisions.
Complex patients.
Evidence, safety and real-world experience.



HOSPITAL WARDS
Interdisciplinary decisions.
Guidelines and practical feasibility.
Team influence.



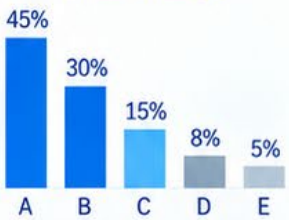
OUTPATIENT PRACTICES
Individualized decisions.
Experience, trust and relationships.
Long-term treatment paths.

COMPLETE MARKET REALITY

Multiple dimensions – a complex picture.

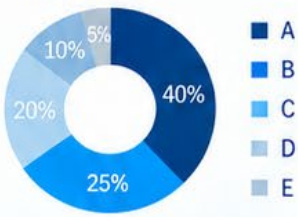
Market success is the result of measurable data and the beliefs, experiences and preferences of healthcare professionals.

INVESTMENT
Where resources go



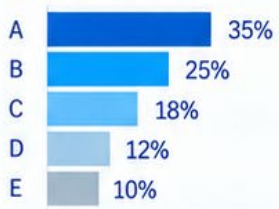
- Relative investment levels
- Focus across channels
- Consistency over time
- Alignment with strategic goals

SHARE OF VOICE
Who is heard



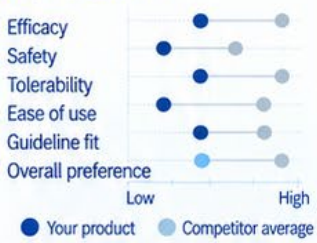
- Relative communication presence
- Visibility in key channels
- Share of scientific dialogue
- Perceived thought leadership

MARKET SHARE
What is achieved



- Current and dynamic view
- Across segments and regions
- Link to growth opportunities
- Competitive position

CUSTOMER PERCEPTION
Why it happens



- Beliefs, experiences and attitudes
- Unmet needs and barriers
- Drivers of prescription and recommendation
- Differences between segments

FROM EVIDENCE TO ACTION

Turning insights into better decisions and superior market performance.

MARKET INTELLIGENCE	STRATEGIC PRIORITIES	TARGETED ACTIONS	BETTER PERFORMANCE
Facts and customer perception	Clear choices based on evidence	Right investments and execution	Market share, ROI and sustainable growth

PEOPLE
Make the difference.

KNOWLEDGE
Creates opportunities.

REAL IMPACT
Improves lives.

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ICCBA® – REAL-WORLD CUSTOMER INTELLIGENCE WHERE DECISIONS ARE MADE

Point of Prescription / Recommendation / Adoption ("Point of Sale")

Not just expert opinion. Real-world perception where prescribing, recommendation and adoption actually happen.

Traditional Expert Formats

- focus groups
- KOL / professor opinions
- strategic expectations
- valuable – but not sufficient

VS

ICCBA Real-World Intelligence

- daily prescribers
- recommenders
- users
- real market behaviour

Don't ask only those who explain the market. Ask those who actually make the market.

Traditional focus groups with professors, KOLs, and top experts are useful, but they can be misleading if they are treated as market reality.

ICCBA Proprietary Real-World Performance Tool

What really matters is how real prescribers, recommenders, and users perceive the client/brand versus competitors in daily clinical practice.

ICCBA captures that real-world customer perception and translates it into **management action.**

INTRINSIC PERFORMANCE

Product / brand perception

up to ~80 tailored questions

- medical benefit
- efficacy
- safety
- innovation
- differentiation
- usability

ONE ASSESSMENT. UP TO 8 COMPARATORS.



EXTRINSIC PERFORMANCE

Company / service perception

up to ~80 tailored questions

- medical affairs
- scientific communication
- field force
- services
- customer orientation
- company performance

Up to 6 HCP Groups

Reference design: n ≥ 40 per group

- **Office-based specialists**
- **Hospital specialists**
- **Subspecialists**
- **High-prescribers**
- **Clinical decision-makers**
- **Other target HCP groups**

Simultaneously assessed, where operationally feasible. | *Separately analyzed, where strategically relevant.*

Each participating HCP evaluates the client/brand and all included comparators within the same assessment.
This creates a differentiated and directly comparable customer-perception profile across competitors and HCP groups.

CONTROLLED ON-SITE ASSESSMENT

- identity check
- individual codes / QR
- standardised tablet workflow
- start / resume
- pseudonymised analysis
- ~3 hours

Share of Voice & Resources → **Market Performance / Market Shares** → **Customer Quality Perception**

Individual questions › clusters › segment profiles › competitive profiles › strategic priorities

THE MISSING LINK

ICCBA reveals how real-world customer perception translates market activity into competitive outcomes.

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ICCBA® - THE MISSING LINK BETWEEN MARKET ACTIVITY AND MARKET PERFORMANCE

Pharmaceutical companies know their market activities, investments and market shares. What is often missing is reliable information on how the product and the company are actually perceived by relevant customers in direct comparison with key competitors.

THE THREE MANAGEMENT DIMENSIONS

SHARE OF VOICE & RESOURCES

Market engagement · Communication · Medical & Commercial Activities · Resource allocation

→

MARKET SHARE GAINED / LOST

Market position · Market-share development · Competitive dynamics

↔

CUSTOMER QUALITY PERCEPTION

THE MISSING LINK

How do relevant customers actually assess product and company — and how does this perception compare with competitors?

ICCBA DOES NOT MEASURE IN ISOLATION - IT COMPARES.

- The client and its brand are at the center of the assessment.
- Within the same assessment, the client/brand is evaluated against up to eight relevant competitors or comparator brands.
- Crucially, each participating healthcare professional evaluates the client/brand and every included comparator using the same questions and evaluation criteria.
- This creates a complete within-respondent competitive comparison for every participant.

CLIENT / BRAND *versus* **COMPETITOR 1 · COMPETITOR 2 · COMPETITOR 3 · COMPETITOR 4 COMPETITOR 5 · COMPETITOR 6 · COMPETITOR 7 · COMPETITOR 8**

TWO PERSPECTIVES - ONE INTEGRATED COMPETITIVE POSITION

INTRINSIC PERFORMANCE

Product-related perception

- Medical benefit
- Efficacy
- Safety
- Innovation
- Usability / ease of use
- Clinical differenitation
- Other product-specific performance dimensions

EXTRINSIC PERFORMANCE

Company-related perception

- Medical Affairs
- Scientific communication
- Field force
- Services
- Customer orientation
- Company performance
- Other relevant performance dimensions

ICCBA combines both perspectives into an integrated relative competitive position.

TARGET GROUPS

Up to 6 relevant HCP groups: office-based specialists · hospital-based specialists · subspecialists · high-prescribers · clinical decision-makers · other project-specific groups

S&P reference design: up to 6 HCP groups × n ≥ 40 per group · total N ≥ 200

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FROM CUSTOMER PERCEPTION TO MANAGEMENT ACTION

ICCBA does not end with a survey. The analysis systematically translates individual ratings into a strategic management diagnosis.

ANALYSIS CHAIN

1. Individual Questions
2. Clusters
3. Intrinsic / Extrinsic Performance
4. Integrated Competitive Position
5. Strengths • Weaknesses • Competitive Gaps
6. Priorities for Management Action

STATISTICAL POWER THROUGH THE COMPARATIVE DESIGN

- ICCBA's statistical strength comes not only from sample size, but from the paired / within-respondent design.
- Each participating HCP evaluates all included competitors personally.
- The same respondent therefore serves as his or her own reference in direct competitive comparisons, reducing between-person noise versus separate respondent groups.
- This increases the statistical efficiency and precision of relative competitive comparisions.

S&P reference design: up to 6 HCP groups × n ≥ 40 per group = total N ≥ 200

Final statistical power is determined and confirmed before project start based on expected effect size, variance, number of comparisons and planned subgroup analyses.

CURRENT POSITION → PRIORITY LEVERS → FUTURE POSITION

1 | CURRENT POSITION

Where does the client stand today?

- Which product and company-performance dimensions are evaluated better or worse than competitors?

2 | PRIORITY LEVELS

Which perception differences are strategically relevant?

- Where are resources already being translated successfully into perceived quality?
- Where is there a gap between resource input and customer perception?

3 | FUTURE POSITION

Which performance areas should be changed with priority?

- Which actions have the greatest potential to improve the future competitive position?

ICCBA measures current perception and provides the evidence base for future strategic positioning.

AI-ENHANCED ANALYTICS - SENIOR-LED INTERPRETATION

AI-SUPPORTED

- Data validation
- Plausibility and consistency checks
- Pattern recognition
- Cluster analysis
- Competitive comparisons
- Identification of relevant deviations

SENIOR-LED

- Medical interpretation
- Assessment of clinical relevance
- Strategic interpretation
- Competitive diagnosis
- Derivation of concrete management options

AI accelerates the analysis. Senior expertise determines what it means.

THE RESULT: Where do we stand compared with our competitors - why are we there - and which performance areas must we change to improve our future position?

WHAT ICCBA DOES

MEASURE WHAT MANAGEMENT NORMALLY CANNOT SEE.

Turning complex reality into clear, actionable intelligence.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

FROM INSIGHT TO REAL ADVANTAGE.



ICCBA – THE DIAGNOSTIC ENGINE FOR BETTER DECISIONS.

"You cannot manage what you do not understand."
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MULTI-DIMENSIONAL INPUT
Relevant. Structured. Comparable.

CUSTOMER PERCEPTION
Attitudes, beliefs, preferences, behavior.

BRAND PERFORMANCE
Awareness, consideration, usage, loyalty.

COMPETITIVE ENVIRONMENT
Benchmarking, market dynamics, share of voice.

MARKET ACCESS REALITY
Regulatory, reimbursement, regional differences.

STAKEHOLDER VIEW
Prescribers, payers, KOLs, guidelines, institutions.

EXTERNAL DATA
Epidemiology, real-world evidence, market data, scientific insights.

ICCBA INTELLIGENCE ENGINE
Integration. Analysis. Insight.



FROM DATA TO DECISION INTELLIGENCE.

ACTIONABLE OUTPUT
Clear. Relevant. Management-ready.

FACT-BASED INSIGHTS
What is happening?
Why is it happening?

STRATEGIC IMPLICATIONS
What does it mean for your business?

PRIORITY AREAS
Where to focus?
Where to invest?

SCENARIOS & OPTIONS
What are the potential outcomes?

TAILORED RECOMMENDATIONS
What should we do?
How to implement?

MEASURABLE IMPACT
Track progress.
Value creation.

KEY CHARACTERISTICS OF ICCBA
A UNIQUE APPROACH FOR COMPLEX DECISIONS.

SCIENCE-BASED
Built on medical, market and behavioral science.

CUSTOMER-CENTRIC
Focus on real-world behavior and unmet needs.

COMPETITIVE BENCHMARKING
Up to 9 comparators in parallel.

FLEXIBLE & TAILORED
Adapted to asset, indication and market situation.

GLOBAL PERSPECTIVE
Consistent methodology across markets.

EXECUTIVE RELEVANCE
Insights that drive decisions and performance.



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WHERE ICCBA CREATES VALUE ACROSS THE LIFECYCLE

The right intelligence. At the right time. For the right decisions.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

DIFFERENT QUESTIONS. A COMMON INTELLIGENCE ARCHITECTURE.



PHASE IIIa / IIIb — Build the foundation

KEY QUESTIONS
- How do prescribers perceive the future value?
- Which unmet needs matter most?
- What will be the competitive reality at launch?

ICCBA FOCUS
- Early perception
- Positioning potential
- Key opinion leaders
- Evidence gaps

PRE-LAUNCH — Prepare for success

KEY QUESTIONS
- Is the value proposition resonating?
- What concerns and barriers remain?
- How effective is our pre-launch preparation?

ICCBA FOCUS
- Message testing
- Readiness assessment
- Stakeholder alignment
- Pre-launch scenario planning

LAUNCH — Accelerate adoption

KEY QUESTIONS
- How fast are we adopted?
- Which segments drive initial growth?
- Where are the perception gaps vs. competitors?

ICCBA FOCUS
- Real-time market feedback
- Driver and barrier analysis
- Competitive benchmarking
- Tactical optimization

COMPETITIVE ENVIRONMENT — Defend and grow

KEY QUESTIONS
- How does the competitive landscape evolve?
- Where do we gain or lose ground?
- What are the next best moves?

ICCBA FOCUS
- Ongoing performance tracking
- Deep-dive competitive analysis
- Segment-specific strategies
- Early warning signals

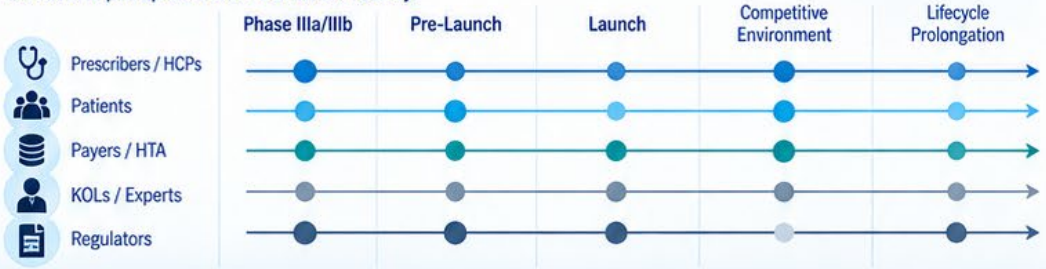
LIFECYCLE PROLONGATION — Extend value

KEY QUESTIONS
- How can we extend commercial success?
- Which new opportunities exist beyond the label?
- How do we maintain a strong perception over time?

ICCBA FOCUS
- Life-cycle optimization
- New indications / services
- Evolving stakeholder needs
- Long-term value strategies

EVOLVING STAKEHOLDERS – CONSTANT INTELLIGENCE.

Different perspectives. A shared reality.



LIFECYCLE INSIGHTS DRIVE SUPERIOR RESULTS.

- Higher and faster market uptake
- Stronger competitive position
- More efficient resource allocation
- Improved patient access and outcomes
- Sustainable revenue and longer lifecycle

"Markets change. Perceptions evolve. The need for reliable intelligence never ends."

SAME MISSION.
EVERY PHASE.
BETTER DECISIONS.

PEOPLE Make the difference.

KNOWLEDGE Creates opportunities.

REAL IMPACT Improves lives.

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VALUE CREATION THROUGH INSIGHT.

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FROM EVIDENCE TO EXECUTIVE PRIORITY

Evidence becomes valuable only when it changes a decision.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

FROM EVIDENCE TO EXECUTIVE ACTION.

BEYOND THE OBVIOUS.



WE REVEAL WHAT REALLY MATTERS.

Visible Reality
- Market share
- Sales data
- Published information
- Common assumptions

Hidden Reality
- Perceptions and beliefs
- Unmet needs
- Barriers and resistance
- Future potential
- Competitive vulnerabilities

"Better questions. Deeper insights. Stronger decisions."
S & P

TURN INFORMATION INTO IMPACT.

1. ANALYZE	2. PRIORITIZE	3. DECIDE	4. ACT	5. MEASURE
From data to insight	Identify opportunities	Allocate resources	Implement with focus	Track impact
Understand the real situation	Focus on what really matters	Choose the best options	Execute with precision	Measure value and learn

THE CLIENT IMPROVEMENT MATRIX

From insight to strategic and operational action.

MARKET PERFORMANCE (Current vs. potential) \ STRATEGIC RELEVANCE (for your business)	Low	Medium	High
High	**MAINTAIN** Solid performance. Keep in focus.	**EXPAND** Good performance. High potential.	**ATTACK** Top priority. Accelerate investment.
Medium	**MONITOR** Limited performance. Watch closely.	**SELECT** Selective investment. Prove and develop.	**DEFEND** Strategic value. Protect position.
Low	**DE-PRIORITIZE** Low relevance. Minimal investment.	**EXPLORE** Uncertain potential. Further analysis.	**TURN AROUND** Underperforming but strategically important. Define action plan.

FROM ANALYSIS TO ACTION

A clear path to better business results.

KEY INSIGHTS
- What is really happening?
- Why is it happening?
- Where are the biggest gaps?

STRATEGIC PRIORITIES
- Which areas matter most?
- Where can we win?
- What are the risks?

RESOURCE ALLOCATION
- Where to invest?
- Where to optimize?
- What to stop?

TARGETED ACTIONS
- How to implement?
- Who is responsible?
- What is the timeline?

MEASURABLE IMPACT
- Market share
- ROI / Net cash flow
- Sustainable growth



INSIGHT TODAY.
A STRONGER TOMORROW.

BECAUSE BETTER DECISIONS CREATE REAL VALUE.

SAME DATA.
A DIFFERENT PERSPECTIVE.
A BRIGHTER FUTURE.

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ONE ARCHITECTURE ACROSS CRITICAL FUNCTIONS

A shared intelligence base. Better alignment. Stronger decisions.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

BREAK SILOS. CREATE VALUE TOGETHER.

DIFFERENT PERSPECTIVES. A COMMON GOAL.

Better decisions for patients, business and society.



"Intelligence creates value when people work with a common reality."
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R&D
- Unmet needs
- Target populations
- Lifecycle strategy

MEDICAL AFFAIRS
- Scientific dialogue
- Evidence generation
- KOL engagement

REGULATORY
- Evidence requirements
- Label strategy
- Stakeholder expectations

MARKET ACCESS
- Value proposition
- Reimbursement landscape
- Payer perception



HEALTH ECONOMICS
- Value demonstration
- Cost-effectiveness
- Budget impact

MARKETING
- Positioning & messaging
- Brand performance
- Competitive differentiation

SALES
- Field effectiveness
- Customer engagement
- Adoption drivers

COMMERCIAL EXCELLENCE
- Integrated planning
- Performance management
- Continuous improvement

EXECUTIVE MANAGEMENT
- Strategic decisions
- Resource allocation
- Sustainable growth

THE POWER OF INTEGRATION

From fragmented insights to a unified management perspective.

BREAK DOWN SILOS
Integrate data, views and expertise across functions.

CREATE NEW INSIGHTS
Identify connections and opportunities others miss.

ENABLE FASTER DECISIONS
One consistent evidence base for all stakeholders.

MAXIMIZE IMPACT
Better execution. Stronger performance. Greater value.



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WHY S&P

ANALYTICAL DEPTH. EXECUTIVE EXPERIENCE. PRACTICAL IMPLEMENTATION.

More than data. A partner for better decisions and measurable impact.

PEOPLE
KNOWLEDGE
STRUCTURE
REAL IMPACT

EXPERIENCE CREATES PERSPECTIVE. PERSPECTIVE CREATES VALUE.

DEEP LIFE SCIENCE EXPERTISE
- Medical, scientific and market understanding
- Therapeutic area experience
- From early development to mature brands

EXECUTIVE EXPERIENCE
- Real management perspective
- Board and advisory level insight
- Strategic and operational implementation know-how

INDEPENDENT & OBJECTIVE
- Fact-based analysis
- No conflict of interest
- Transparent and reliable

TAILOR-MADE ARCHITECTURE
- Customized to your questions
- Modular and flexible design
- Relevant for your specific market and assets

COMPETITIVE BENCHMARKING
- Up to 9 comparators
- Robust and actionable insights
- Clear identification of opportunities and risks

INSIGHTS TO IMPLEMENTATION
- From analysis to strategic recommendations
- Support in prioritization and execution
- Focus on measurable business impact



30+	Global	100+	Proven
Years of Experience	Markets and Perspectives	Projects in Pharma, Biotech and MedTech	Track Record with Leading Companies

PEOPLE Make the difference. | **KNOWLEDGE** Creates opportunities. | **REAL IMPACT** Improves lives.

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LET'S TURN INSIGHT INTO A STRONGER TOMORROW.

Start the conversation. Create new opportunities. Achieve measurable impact.

RIGHT QUESTIONS.
BETTER DECISIONS.
A BRIGHTER TOMORROW.

LET'S TALK.

REDUCE UNCERTAINTY
Facts before major investments.

SHARPEN PRIORITIES
Focus on what really matters.

ALLOCATE RESOURCES WISELY
Invest with confidence.

STRENGTHEN COMPETITIVE POSITION
Turn insight into action.

IMPROVE BUSINESS PERFORMANCE
Higher market uptake, stronger ROI.

CREATE LASTING VALUE
For patients, business and society.



YOUR NEXT STEP
- Initial Discussion
- Explore Your Questions
- Define Potential Next Steps

CONFIDENTIAL.
PROFESSIONAL.
SOLUTION-ORIENTED.

PEOPLE Make the difference. | **KNOWLEDGE** Creates opportunities. | **REAL IMPACT** Improves lives.

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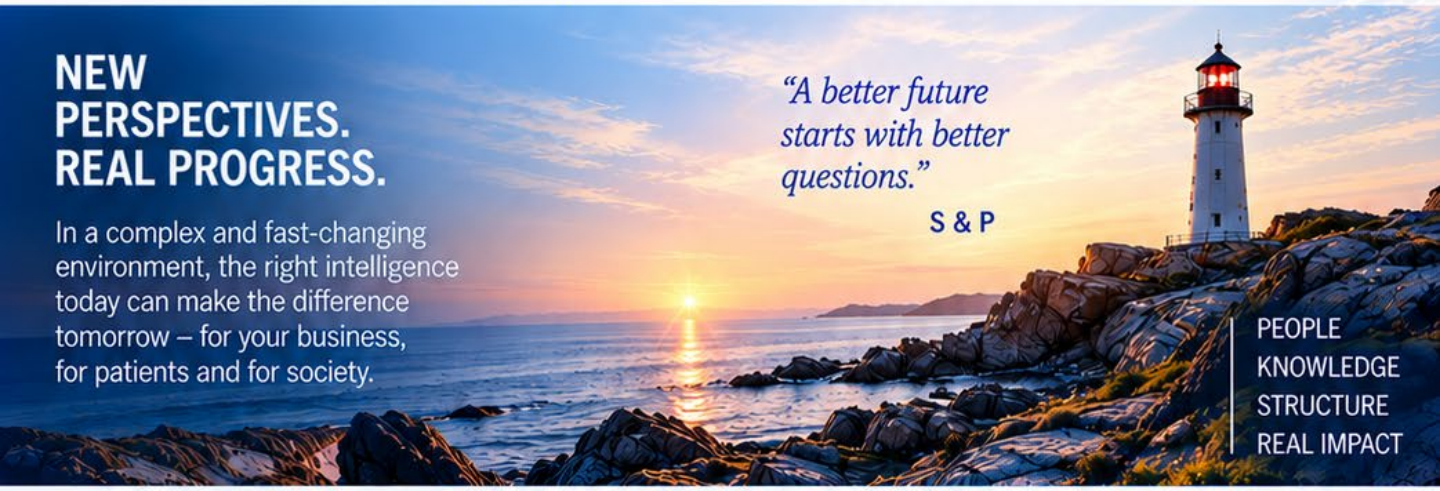
LET'S TALK.

NEW PERSPECTIVES. REAL PROGRESS.

In a complex and fast-changing environment, the right intelligence today can make the difference tomorrow – for your business, for patients and for society.

"A better future starts with better questions."

S & P



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REAL IMPACT

REDUCE UNCERTAINTY
Facts before major investments.

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Focus on what really matters.

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STRENGTHEN COMPETITIVE POSITION
Turn insight into action.

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Higher market uptake, stronger ROI.

CREATE LASTING VALUE
For patients, business and society.

YOUR NEXT STEP

1. **Initial Discussion**
   Share your key questions and objectives.
2. **Explore Your Opportunities**
   Discuss how ICCBA can support your specific situation.
3. **Define Potential Next Steps**
   Outline a tailored approach and timeline.

CONTACT US

We look forward to an exchange with you.

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PARTNERS

GLOBAL PERSPECTIVE.
LOCAL RELEVANCE.
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