Everest Group®

Everest Group PEAK Matrix® for Life Sciences Commercial Services Specialist Provider 2022

Focus on Indegene

January 2022

Everest Group PEAK MATRIX®

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Background of the research

The life sciences IT services space has historically been dominated by global service providers – including the likes of Accenture, Cognizant, and TCS. However, in the past few years, we have seen the life sciences IT services supply ecosystem evolving, with a lot of small-/mid-sized service providers coming into play and gaining mindshare with clients. These service providers are establishing themselves as specialists in the life sciences IT services domain and gaining a strong foothold in the market. A few of them have started challenging the front runners directly, while a few others are creating a niche for themselves and operating in specific pockets. In a nutshell, these players are leveraging their life sciences domain expertise, life sciences services specialization, or/and their high client intimacy to gain market share.

Everest Group's **Life Sciences Commercial Services Specialists PEAK Matrix® Assessment 2021** looks at the current IT services specialists operating in the commercial landscape, and the key offerings, differentiators, challenges, and outlook for these players. As a scope of this assessment, we are focusing on IT service providers who are focused on commercial services (such as data management, marketing effectiveness, sales force engagement, patient & provider engagement, and platform services) and are getting 40% or more of their revenue from life sciences commercial business. These service providers are mapped on the Everest Group PEAK Matrix®, a composite index of distinct metrics related to a provider's capability and market impact. We focus on:

- The landscape of life sciences commercial services specialists
- Assessment of service providers on several capability and market success-related dimensions
- Enterprise sourcing considerations highlighting the strengths and limitations of each service provider

Scope of this report:



Geography
Global



Industry
Life sciences (biopharmaceuticals, medical devices, and Contract Research Organizations or CROs)



Services
Life sciences commercial services



Service providers
11 specialist service providers

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Life sciences commercial services specialists PEAK Matrix® characteristics

Leaders:

Axtria, Indegene, and ZS Associates

- Leaders have established themselves as front-runners to support life sciences clients that look to specialists to help them achieve business transformation in commercial operations
- Leaders offer a well-balanced commercial services portfolio across LS commercial value chain – data management, marketing effectiveness, sales force engagement, payer & provider engagement, and platform services, and thus do not limit themselves to any specific segments or services pockets
- They have a global delivery footprint, and they cater to clients from all tiers – ranging from emerging pharma and start-ups to well-established, global players
- Along with delivering value and exhibiting success in client engagement, they have showcased high levels of proactiveness in taking their innovations and next-generation service offerings to clients, thereby positioning themselves as strategic partners

Major Contenders:

BASE Life Science, Beghou Consulting, Conexus Solutions, Customertimes, Everest Customer Solutions, and Trinity Life Sciences

- Major Contenders are attempting to enhance their capabilities and evolve their business models to effectively compete with Leaders
- Although Major Contenders have invested in building accelerators and custom solutions for clients, their portfolio is often skewed toward certain commercial services pockets (for example, Conexus Solutions provides good data management and platform services; however, it has limited offerings sans these)
- Certain specialists such as BASE Life Science and Everest Customer Solutions, have built strong niche capabilities (specialist platform services provider with Veeva, exclusive focus on SMBs operating in rare diseases and gene therapy domains, etc.); however, they have limited delivery footprint, often concentrated in specific geographies such as Europe or North America

Aspirants:

Cobbs Creek Healthcare, and PharmaACE

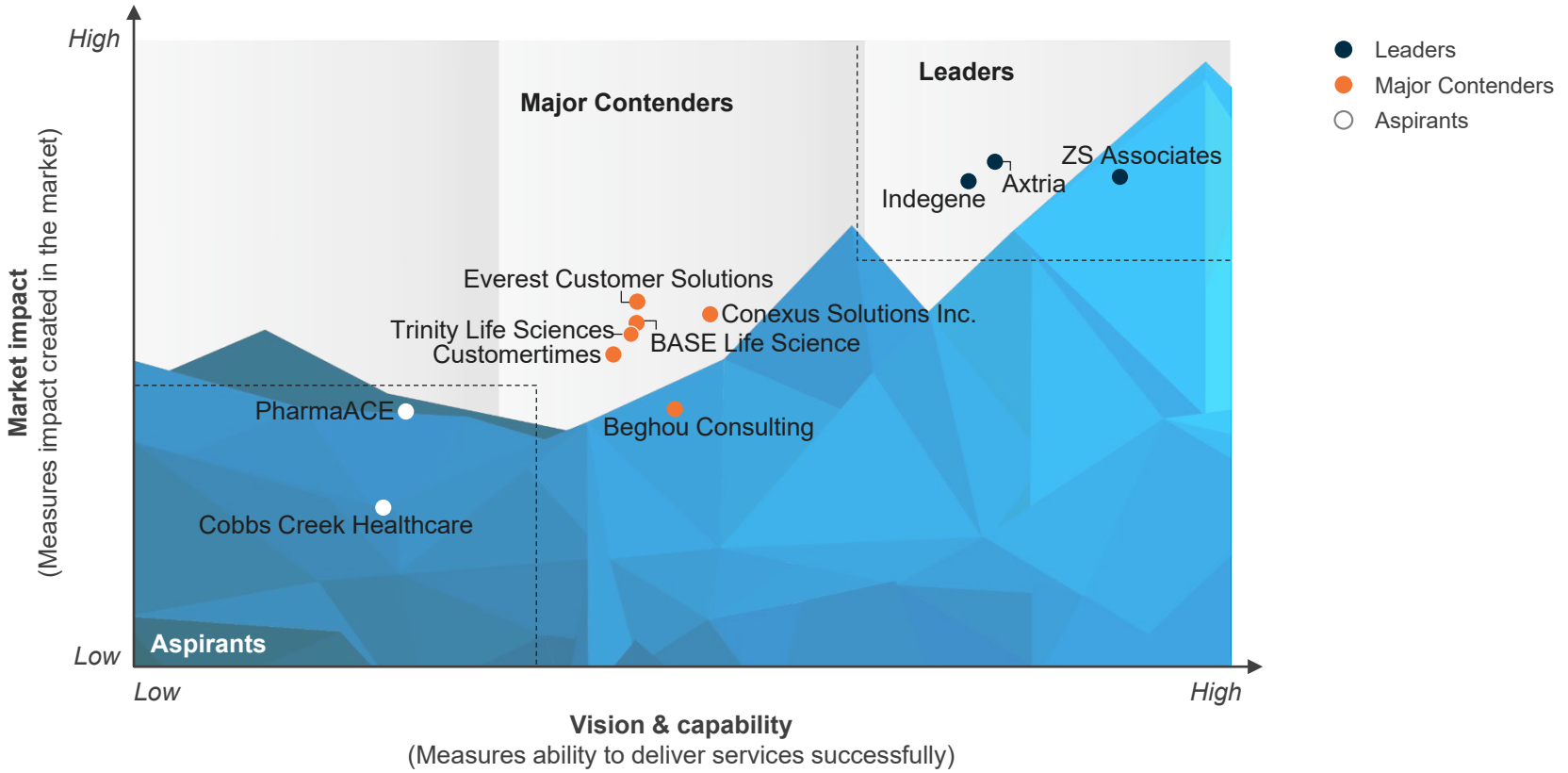
- The majority of Aspirants have a limited partnership ecosystem, a narrow focus on driving innovation, and have limited enterprise mindshare
- These companies require making investments through partnerships or through building internal IP/tools, to build broader capabilities, and to cater to more buyer segments

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Everest Group PEAK Matrix®

Life Sciences Commercial Services Specialists PEAK Matrix® Assessment 2022 | Indegene positioned as Leader

Everest Group Life Sciences Commercial Services Specialists PEAK Matrix® Assessment 2022[1]



1 Assessments for Beghou Consulting, Cobbs Creek Healthcare, Customertimes, PharmaACE and Trinity Life Sciences excludes product vendor inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service providers' public disclosures, and Everest Group's interactions with life sciences enterprises that are buyers of life sciences commercial services.

Source: Everest Group (2022).

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Indegene | life sciences commercial services profile (page 1 of 4)

Everest Group assessment – Leader

Measure of capability: Low High

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services	Innovation and investments	Delivery footprint	Overall
								

Strengths

- Indegene has a well-rounded future strategy to penetrate new markets (Eastern Europe and LATAM) and to strengthen the existing ones (the US, Canada, India, Japan, China, etc.), supported by strategic investments in technology (especially in AI, ML, and advanced analytics) and planned industry partnerships (MME acquisition, Cozmix, and CSO-EU Region)
- Its strong technical expertise is supported by an in-house developed set of tools and frameworks (NEXT suite of marketing analytics solutions, I-AT, I-CUBE, I-CRAWLER, etc.) and dedicated CoEs (for commercial analytics, patient analytics, content, campaign, etc.) that aid its strong and agile project delivery capabilities. Clients also appreciate its expertise in pharma and its grasp on technological solutions
- It showcases good domain expertise by being adept with the latest trends in pharma, and demonstrates strong thought leadership with regular and diverse content at different avenues – blogs, whitepapers, workshops, webinars, digital summits, and dedicated councils (for digital, medial affairs, etc.)
- Clients appreciate its experience across different regions and its management of any cultural differences

Limitations

- Clients expect Indegene to bring forward innovative commercial constructs and engage in more risk-sharing conversations
- While clients appreciate Indegene's foot in commercial, they desire for it to lead innovations across the entire life sciences value chain, with more innovative analytics solutions
- It can focus on improving talent management – both onboarding the right talent (across levels) and managing the attrition. Clients would appreciate talent consistency throughout the engagement durations and better knowledge management across levels
- It needs to improve transparency in communication regarding project delays and challenges to build client confidence and increase senior level engagement for sustainable client relationships
- It needs to pitch actionable next steps based on the clients' transformation journey and maturity, and not focus on very futuristic ideas. Therefore, it needs to pitch innovative ideas that are more relevant and contextual.

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Indegene | life sciences commercial services profile (page 2 of 4)

Overview

Company mission/vision statement

Indegene envisions to be the trusted partner to global life sciences organizations, for enterprise-wide commercial and customer experience transformation to global life sciences organizations. It leverages its deep domain expertise and fit-for-purpose technology in a global, agile delivery model to enable it to improve the effectiveness and efficiency of its operations. Its team is driven by its purpose to enable healthcare organizations to be future-ready.

Overview of client base

Indegene serves clients across different categories – ranging from small and medium-sized buyers (having annual revenue <US$1 billion) to large, global players – operating in biopharmaceuticals, emerging pharmaceuticals, and the medical technology industry. They serve 18 of the top 20 global life sciences organizations.

Life sciences commercial services revenue

<US$20 million	US$20-50 million	US$50-100 million	>US$100 million

Low (<10%) Medium (10-20%) High (>20%)

Revenue by services scope

Provider and patient engagement	Marketing effectiveness	Sales force engagement
Data management	Platform services	

Revenue by function

Strategy & consulting	Maintenance/ management	Implementation	Design

Revenue by buyer size

Small (< US$1 billion)	Medium (1-5 US$ billion)	Large (5-10 US$ billion)	Very large (> US$10 billion)

Revenue by geography

Low (<15%) Medium (15-40%) High (>40%)

North America	Europe (excluding UK)	UK
Asia Pacific	South America	Middle East & Africa

Source: Everest Group (2022)

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Indegene | life sciences commercial services profile (page 3 of 4)

Case studies

NOT EXHAUSTIVE

Case study 1 — **End-to-end transformation of marketing operations**

Business challenge

To consolidate the client's fragmented marketing operations across markets and brands, standardize maturity in customer engagement, and make marketing campaigns more effective, scalable, and personalized.

Solution and impact

Indegene established a multi-channel service center for end-to-end marketing operations using its proprietary solutions – NEXT Content Collaboration, NEXT Campaign Management, and NEXT HCP Journey Optimization. This resulted in an increase in the client's global content reuse rate (56%), a reduction in agency cost (26%), and improved time to market (33%).

Case study 2 — **Improvement in patient adherence for specialty brands**

Business challenge

To improve adherence to prescribed therapy for specialty brands and make prescription/patient data for intervention more accessible.

Solution and impact

Indegene designed and implemented the Patient Support Program (PSP) integrating the call center, field councillors, and centralized CRM. It also deployed its proprietary NEXT Patient Engagement to understand patients' behavior, analyze drop-out reasons, and create further intervention plans. This resulted in a better enrollment rate (95%), adherence rate (85%), and compliance rate (85%)

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Indegene | life sciences commercial services profile (page 4 of 4)

Proprietary solutions and key events

NOT EXHAUSTIVE

Proprietary solutions for life sciences commercial services (representative list)

Solution/ Accelerator name	Details
NEXT Commercial Content Intelligence	AI-based solution that automates the development, maintenance, and processing of pharma-specific digital marketing assets. It enables marketing operations to produce tactics from storyboards, modular content, and Medical Legal Regulatory (MLR) submissions.
NEXT Content Collaboration	A self-service platform enabling on-demand digital production and stakeholder collaboration throughout the digital asset life cycle. It provides on-demand access to resource centers and self-service capabilities to trigger and manage requests.
NEXT HCP Journey Optimization	An NBA platform for personalized omnichannel recommendations. Developed an AI/ML workbench to build scoring models, algorithms, accelerators, and data pipelines to jump-start analytics services. The platform offers personalization of the digital transformation journey. Currently, it supports HCP personalization.
NEXT Commercial Data Warehouse	NEXT Commercial Data Warehouse is a fit-for-purpose data infrastructure with out-of-the-box interfaces for major pharma digital marketing data sources. It enables unstructured to structured data conversion and includes built-in data taxonomies specific to pharma marketing needs.

Key events (representative list)

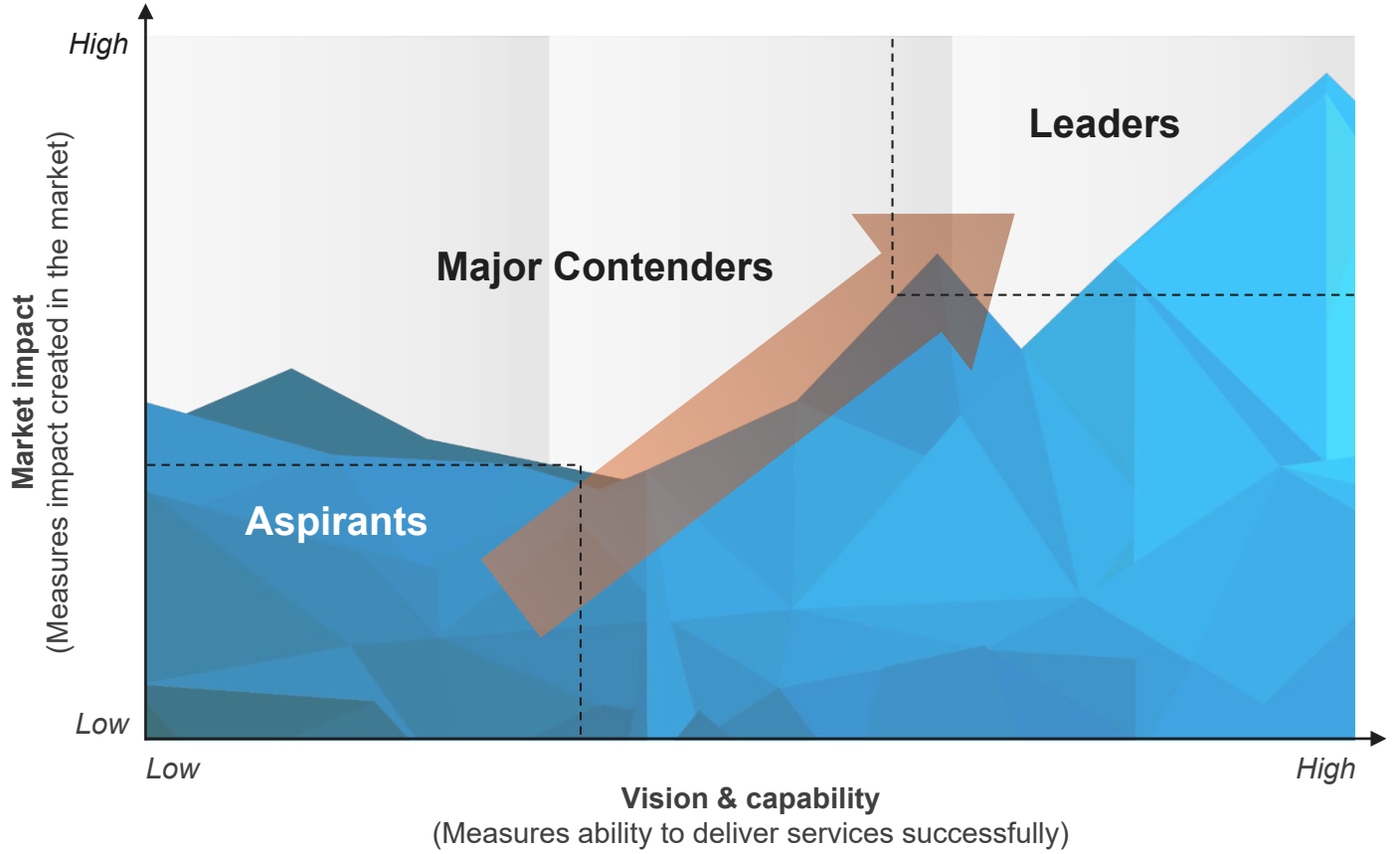
Event name	Type of event	Details
DT Associates (2019)	Acquisition	Enabled Indegene to help clients end-to-end from objectively measuring the current maturity of digital and customer experience, to designing commercial models that suit them best, to further supporting clients with change management throughout their transformation journeys.
Medical Marketing Economics, LLC (MME) (2021)	Acquisition	Strengthened Indegene's emerging biotech and medical offerings with MME's proven Pricing, Reimbursement, and Market Access (PRMA) capabilities; also enhanced Indegene's end-to-end co-commercialization offering.
Microsoft, Google Cloud, AWS, Veeva, Adobe	Partnerships	Enterprise-grade, high availability infrastructure and modern AI/ML services to deliver compliant, reliable, scalable services across a wide range of solutions in marketing effectiveness, platform services, data management, SFE engagement, and customer experience.

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Appendix

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix



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Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

Market adoption

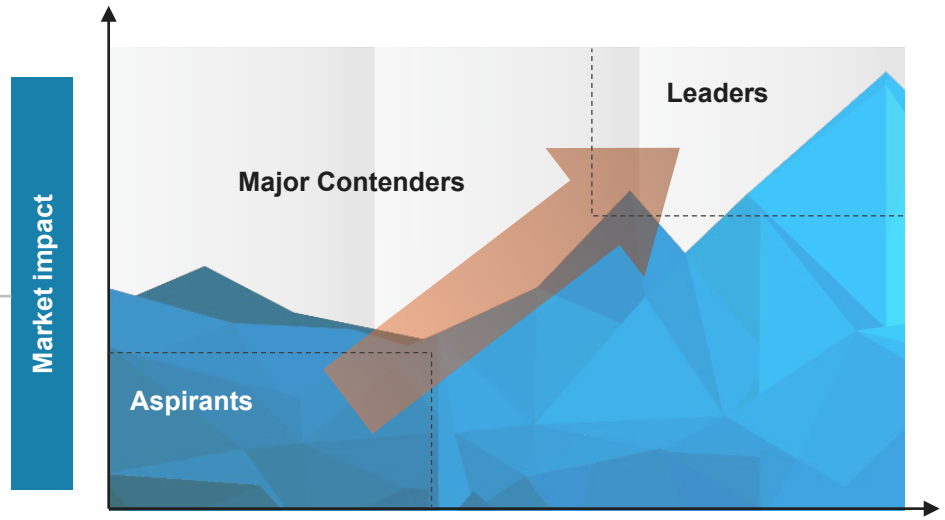
Number of clients, revenue base, YOY growth, and deal value/volume

Portfolio mix

Diversity of client/revenue base across geographies and type of engagements

Value delivered

Value delivered to the client based on customer feedback and transformational impact



Measures ability to deliver services successfully. This is captured through four subdimensions

Vision and strategy

Vision for the client and itself; future roadmap and strategy

Scope of services offered

Depth and breadth of services portfolio across service subsegments/processes

Innovation and investments

Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.

Delivery footprint

Delivery footprint and global sourcing mix

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FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?
Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/vendor briefings

Is being a "Major Contender" or "Aspirant" on the PEAK Matrix, an unfavorable outcome?
No. The PEAK Matrix highlights and positions only the best-in-class service providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the "PEAK Matrix position"?
A PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a "Leader", "Major Contender," or "Aspirant" title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting particular providers/vendors for their specific requirements. It also helps providers/vendors showcase their strengths in specific areas

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?
- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers/vendors include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own "profile" that is published by Everest Group as part of the "compendium of PEAK Matrix providers" profiles

What is the process for a service provider / technology vendor to leverage their PEAK Matrix positioning and/or "Star Performer" status ?
- Providers/vendors can use their PEAK Matrix positioning or "Star Performer" rating in multiple ways including:
  - Issue a press release declaring their positioning. See citation policies
  - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
  - Quotes from Everest Group analysts could be disseminated to the media
  - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

Does the PEAK Matrix evaluation criteria change over a period of time?
PEAK Matrix assessments are designed to serve present and future needs of the enterprises. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality as well as serve the future expectations of enterprises

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