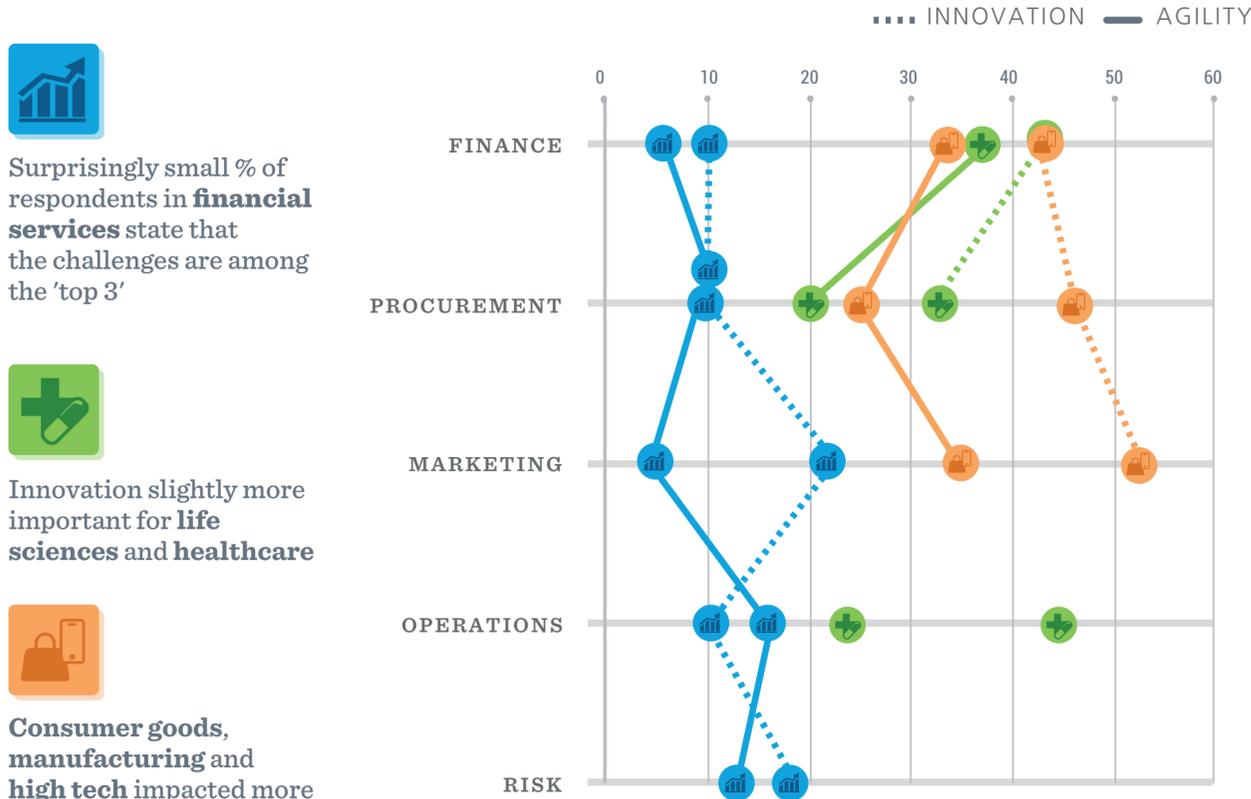**GEN**ERATING INNOVATION AND AGILITY IM**PACT**

Solving the innovation and agility challenge

by reimagining how companies run at scale and cost effectively

Many executives in charge of daily running of the company don't emphasize agility and innovation as pressing enterprise **challenges**, with some industry variation

•••• INNOVATION ━━ AGILITY

Surprisingly small % of respondents in **financial services** state that the challenges are among the 'top 3'

Innovation slightly more important for **life sciences** and **healthcare**

Consumer goods, manufacturing and **high tech** impacted more

FINANCE
PROCUREMENT
MARKETING
OPERATIONS
RISK

0 10 20 30 40 50 60

Only few functions seem to **impact** both innovation and agility **challenges**

Life sciences research, pre-clinical and clinical development have the most impact, possibly neglecting other promising areas

Functions
◆ Marketing
● Operations

IMPACT OF FUNCTIONAL AREA* ON INNOVATION CHALLENGE

- Research and pre-clinical development
- Clinical development
- Marketing analytics
- Commercial strategy
- Multi-channel marketing
- CRM and sales support
- Advertising and promotions management
- Manufacturing and supply chain
- Access and reimbursements
- Marketing MDM
- Medical and regulatory affairs
- Multi-channel marketing and customer engagement
- Compliance
- Multi-channel customer engagement
- Contract management
- Marketing automation and campaign management

IMPACT OF FUNCTIONAL AREA* ON **AGILITY** CHALLENGE

*% of executives from the function that state that the functional area impacts the challenge

Wherever executives recognize the importance of agility and innovation, they indicate that both technology and advanced organizational structures[1] can have material impact

Based on our experience, **reimagining** enterprise processes can elevate **operations** and enable them to impact CEO's agenda

% of respondents stating the initiative can have a material impact on the functional area

Top 3 functional areas by industry	Agility and innovation impact index*	Radically improved use of the technology	Business process re-engineering	Advanced organizational structures
Pre-clinical development	43	48	45	63
Clinical development	43	43	47	75
Commercial strategy	37	25	26	45
Marketing analytics	37	56	27	60
Marketing MDM	34	57	40	46
Marketing automation	29	45	41	60

Data not reported due to small number of responses related to innovation and agility compromising representativeness of the results

* Agility and innovation impact index combining stated importance of agility and innovation challenges and stated ability of the functional area to address them
(1) Business process outsourcing, shared services or hybrid

Findings drawn from a survey of 912 executives, commissioned by Genpact with an independent research firm

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