
Are you prepared to make the decisions that matter most?

Decision making in the pharma
& life sciences industries



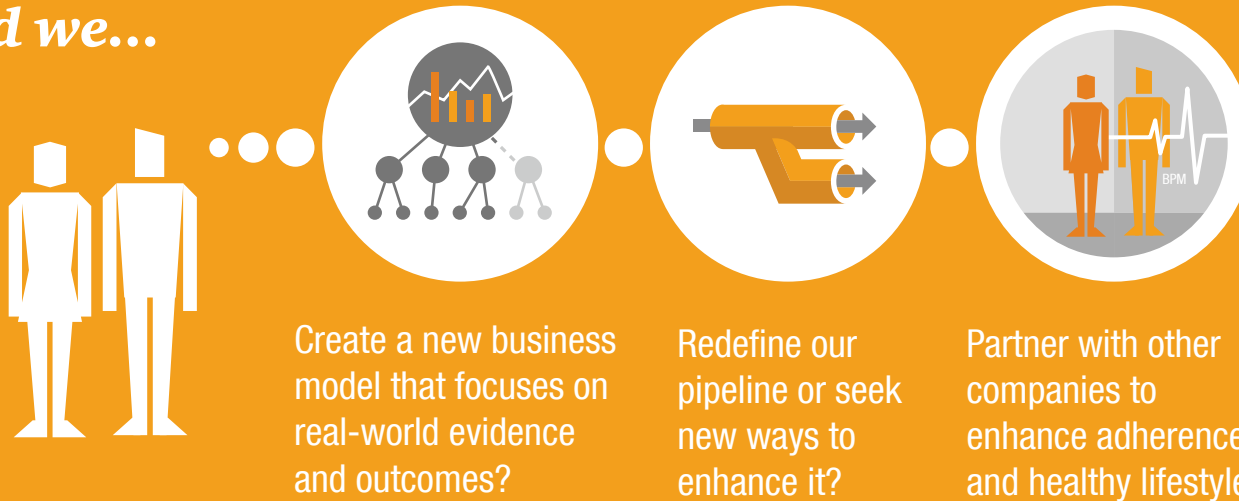


Genetics. New manufacturing techniques. Demographic shifts. These are just a few of the forces changing the way industry players compete and collaborate. Are your analytics set up to help you quickly spot and evaluate new possibilities and impacts?

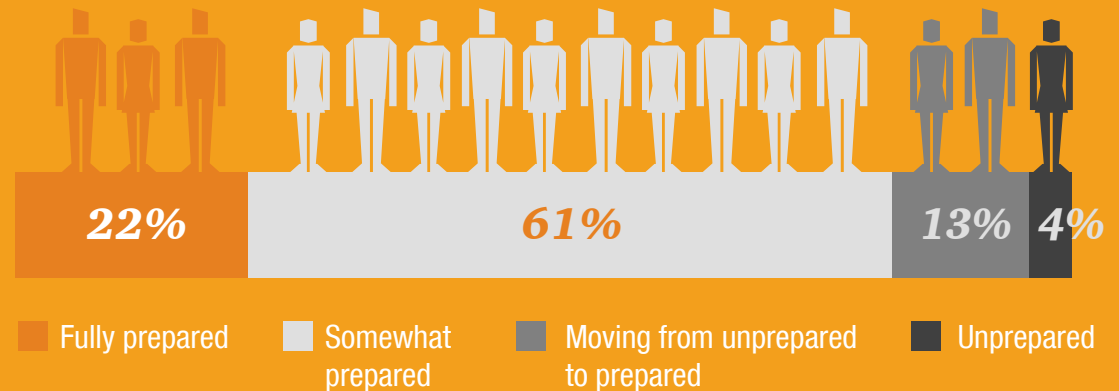
Big decisions in the pharma and life sciences industries

Big decisions change strategy and long-term course.
Few feel fully prepared to make big decisions.

Should we...



Few see their senior management as fully prepared to make the most important decision they need to make in the next 12 months

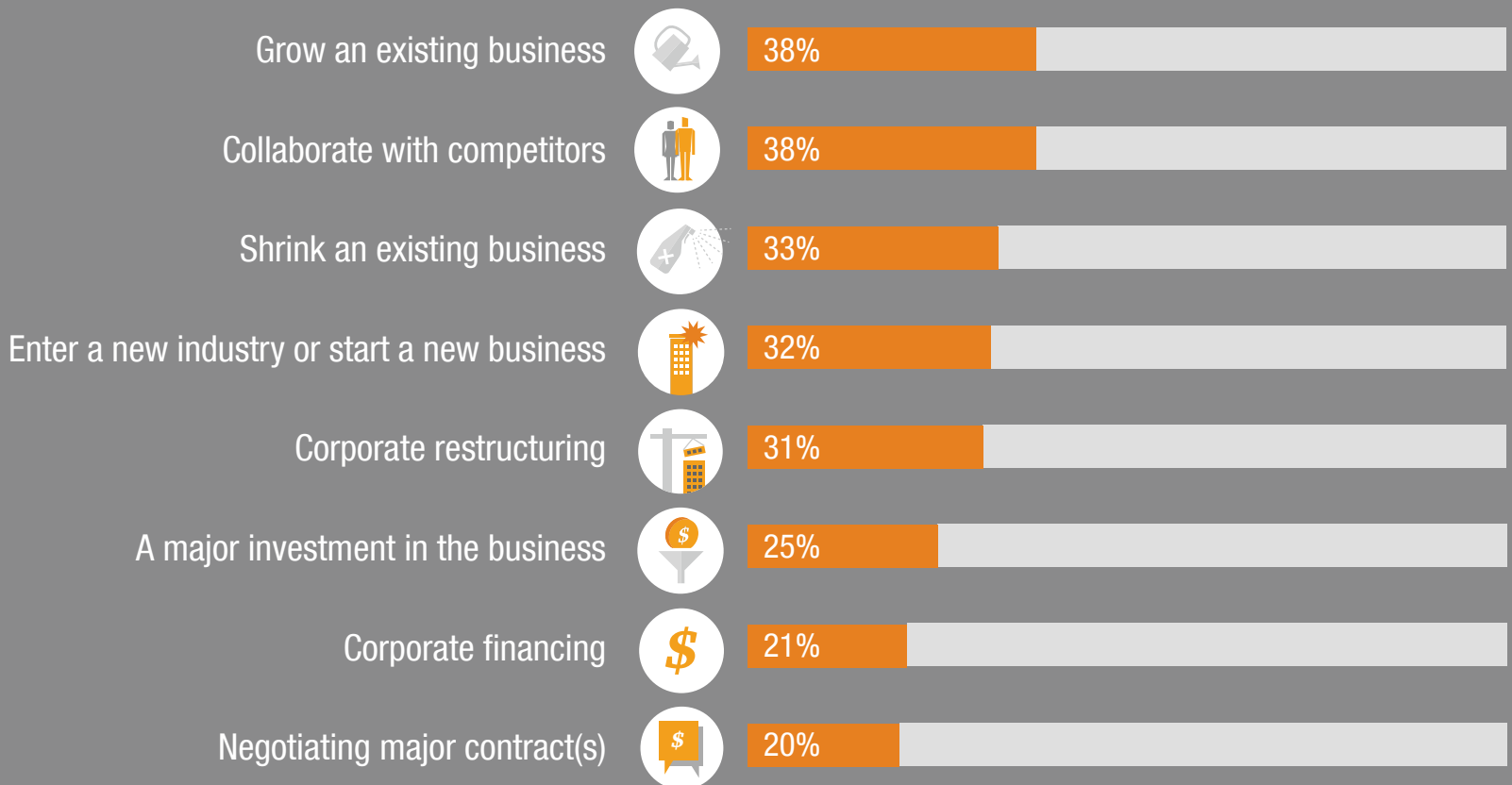


Where speed and sophistication count

The bigger the stakes, the bigger the difference that sophisticated analytical capabilities can make.

Among pharmaceutical and life sciences executives

Top goals for big decisions, next 12 months



No time for indecisiveness

Among pharmaceutical and life sciences executives, next 12 months



41% expect to make a big decision at least once per month

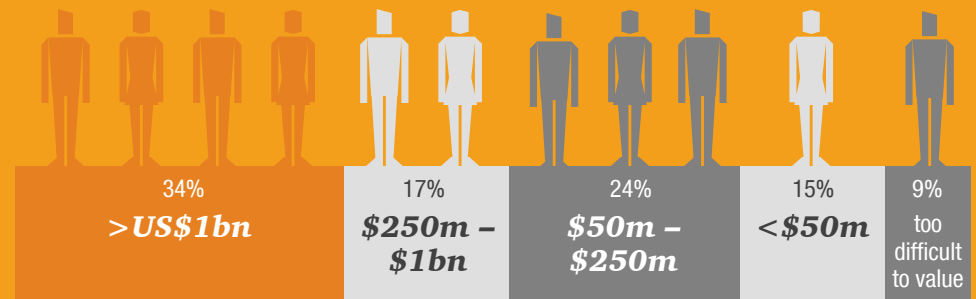


34% say their most important decision will be based on a new opportunity they simply can't ignore



50% plan to revisit their most important big decision within 3-6 months to adjust for new information

34% estimate the value of their most important big decision as US\$1 billion or more in future profitability

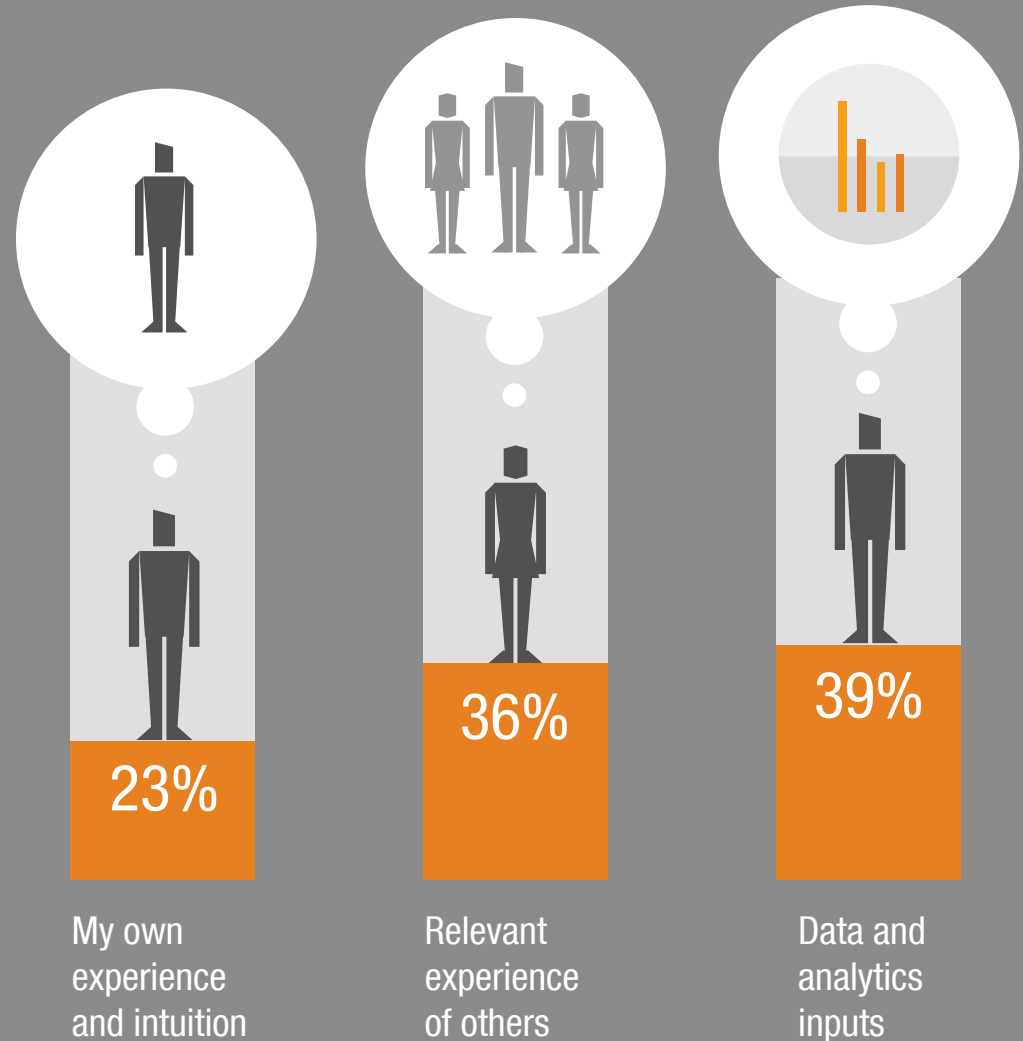


Both intuition and analytics matter

It's no longer good enough to make decisions based on intuition alone.

Among pharmaceutical and life sciences executives

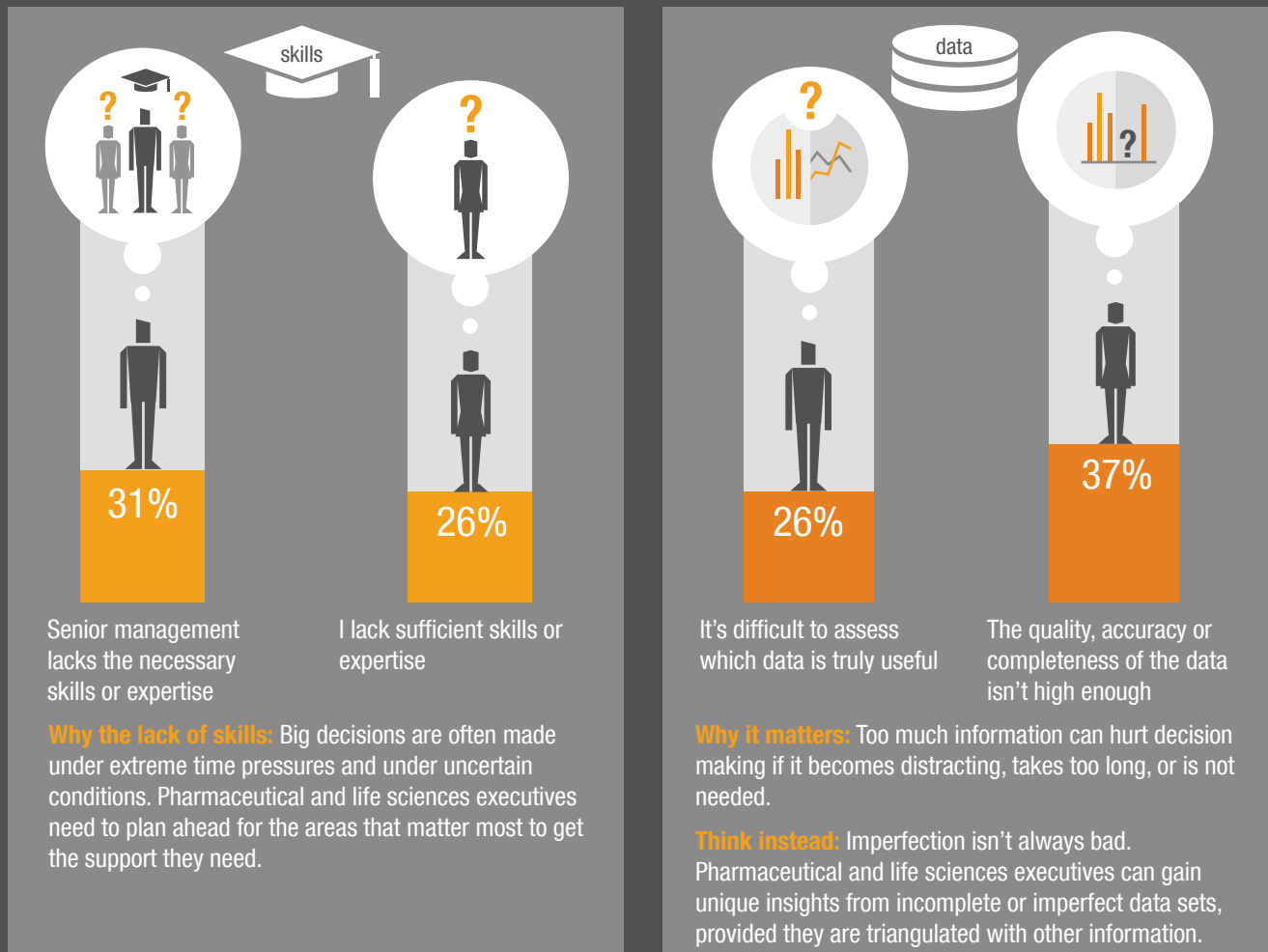
Which did you rely on most for the last big decision you made?



Where deciders struggle: new skills, better analytics

Among pharmaceutical and life sciences executives: top responses

What prevents you from making greater use of data and data analysis when making big decisions?



Where change in decision making is starting to happen

Among pharmaceutical and life sciences executives

We've changed the way we approach big decision making as a result of big data or analytics



62%
Yes

24%
No, but plan
to do so

14%
No, or
don't
know

Top three changes, last 24 months



Made greater
use of specialised
analytical tools



Trained executives on
interpreting data/data
analysis techniques



Used new, richer
sets of data

Big decisions need better analytics

Some decisions you need to make are big enough to change the course for your business. And decision making 'as usual' may not be right for the task. More data are within your reach to understand what was previously unknown. Sophisticated analytical tools are available to you to 'see' a wider range of possibilities and evaluate them quickly. Now is a good time to enable effective decision making capabilities. Where should you start?

To explore the data and more: www.pwc.com/bigdecisions

Base: Pharmaceutical and life science (100); All respondents (1,135). Responses of “do not know” and “other” are excluded. Responses may not total to 100%.

Source: PwC's *Global Data & Analytics Survey 2014*.

PwC helps organisations and individuals create the value they're looking for. We're a network of firms in 157 countries with more than 184,000 people who are committed to delivering quality in assurance, tax and advisory services. Tell us what matters to you and find out more by visiting us at www.pwc.com.

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PwC does not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2014 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.