



2019
ILLUMINERA INSTITUTE
PROGRAM





ILLUMINERA INSTITUTE

The mission of the Illuminera Institute is to advance the frontiers of market research and insight consultancy by enhancing its ability to enable companies to take the right marketing decisions in the changing marketing environment. We do this by initiating and conducting cutting-edge and thought leadership research, and also by contributing to skill-building to help harvest and harness insights.

Illuminera Institute is a part of The Illuminera Group, which was founded in 2007 with a vision to empower the future of marketing. With this vision, Illuminera has shunned the path taken by other research and consulting firms, but has endeavored to be a genuine and long-standing partner to our clients, supporting them to make the right marketing decisions at all stages of marketing cycle and growing profitably.

Illuminera Institute has three key areas of focus

Training and Skill Building

- » Sharing of best practices
- » Advanced methods and new approaches
- » Foundational trainings

Illuminera has been offering bespoke trainings and seminars for several years. We recognize that given the phenomenal growth in China, there is a perennial scarcity of trained manpower to conduct insightful and strategically focused research which can really help our clients make appropriate decisions. We want to contribute to help mitigate this problem by offering training – both to the practitioners of research and, also to the users. We offer two streams of training – Inspiration Series and a more advanced Skill+ Series.

Apart from these we design and deliver bespoke training to meet the specific needs of different organizations. The training could cover both foundational courses and advanced topics.

Insight Harvesting

- » Mining the currently available data
- » Joining the dots

Data, data everywhere – but not an insight to use! It is widely accepted now that it is not scarcity of data which is preventing companies from making the right marketing decisions. We acknowledge that organizations are inundated with data, both from their consultants and agencies, and also from their own internal sources and the web.

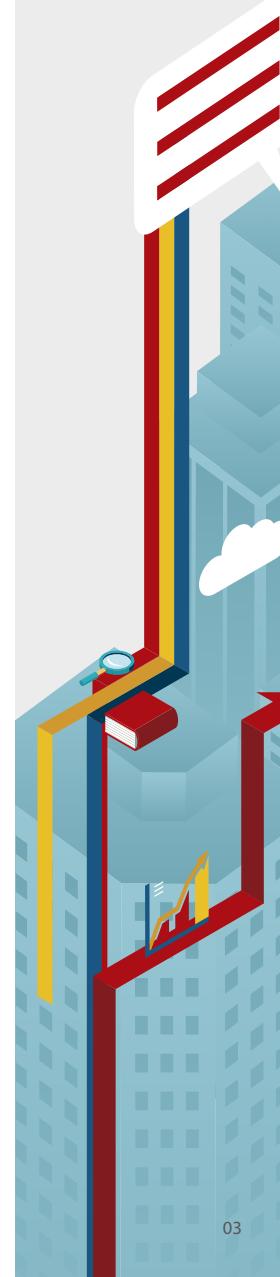
Illuminera Institute undertakes assignments where we look at all key sources of data available with our clients, do a meta-analysis, join the dots, and provide meaningful and consistent insights. We can do it either as a one-time assignment or as a continuous exercise.

Thought Leadership

- » Deciphering the key trends in the market
- » Understanding changing mindsets and values

While marketers are often lost in their own world of consumers and category users, there is a clear need to take a more macro look at the broader market and consumer. And study the key trends in the market, the changing mindsets, and values, and draw implications from these for specific businesses.

We at Illuminera Institute focus on deciphering and interpreting consumer trends and changing consumer preferences and attitudes. The areas of focus vary from time to time and may include the study of specific segments (e.g. the Chinese centennials), specific markets (e.g. the self-health market) or specific business challenges e.g. (digital transformation).





Inspiration Series

Our stream of professional inspiration courses is, as the name suggests, designed to provide inspiration and new ideas. These courses are meant for busy mid to senior level professionals who want to refresh their thinking by inhaling and absorbing new ideas to provide stimulation and impetus for new thinking when they return to their desks. Through these courses, we distil our learning and insights into bite-sized, simple concepts which could act as stimulants to do things differently in the competitive battle for the wallets and minds of consumers.

Typically, half day long, we offer these courses as complimentary, as a token of gratitude and appreciation to our clients, through whose support we have garnered the insights and ideas presented in these seminars.

Skills+ Series

These courses share the basic philosophy of inspiration and stimulation with our Inspiration stream, but differ from them in terms of their rigour and intensity and additional focus on skills development. Here we aim not just to inspire but also to share the principles and concepts which need to guide the right practices in harvesting and utilizing consumer insights. These courses are also directed at mid to senior level professionals, but who want to dig a bit deeper and grasp the fundamentals, for practice and even further sharing in their organizations.

Typically, a day long, these courses require a higher level of commitment from the participants, and of course a much higher level of investment from the facilitators. These courses are, hence, priced modestly.



INSPIRATION

Winning at the Starting Line

New drug launch excellence

Getting Pricing Right

The best practices in pricing studies

Innovate Innovation

Making innovation a systematic and continuous process with better odds of success

Designing Marketing Solutions

When behavioral economics meets design thinking

Digital Transformation

Reimagine the future of marketing

*Date will be notified one month prior to the seminar

Developing Effective Communications

Insights to powerful messaging

The “Secret” Paths to Growth in China

How to grow in this tough and rapidly changing market with limited resources

Predictably Irrational

Insights into decision making in healthcare

SKILLS+

Nudging the Consumer to Your Brand

Rethinking marketing through the behavioral economics lens

Behavioral Economics and Neuromarketing

Leveraging neuroscience and behavioral economics to maximize your marketing impact

For more details on any of our programs or to discuss any specific needs for your organization, please write to or call:

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Winning at the Starting Line

New drug launch excellence



Overview

Thanks to the loosening up and acceleration in CFDA's new drug approval process, multinational pharmaceutical companies have geared up their efforts to introduce new drugs into China. Based on incomplete statistics, as of 2018, the Top 10 MNC pharma companies all together have 99 new drugs in various stages in the approval process.

Certainly everyone is eyeing the reward when launching new products. Yet it has been and will continue to be extremely difficult for most new drugs to make a big splash in the market. For one, even though most of these drugs are original, majority of them are actually a "me too" product in an adjacent classes offering largely similar efficacy and safety. Take the RA biological market as an example, there will be around fifteen biosimilars by 2020. It will be extremely difficult for any of the players to establish sufficient differentiation, therefore overheated price competition is expected. In addition, fierce competition from local generics tend to appear very early on with local players becoming increasingly sophisticated in sales and marketing. Furthermore, the shifts in market access regulations and practices, while making it easier and faster to contemplate reimbursement listing, have made pricing and listing ever more challenging.

Building upon our extensive experience supporting new product launches, Illuminera will offer our insights and best practices in new drug launch excellence with tips, viewpoints, frameworks, and real world cases.

Program

- » Today's challenges for the success of a new drug
- » The essentials in new product launch excellence
- » Finding the angle to win – positioning
- » Telling a story to convince – value proposition
- » Pricing for advantage
- » Making your product available

Getting Pricing Right

The best practices in pricing studies



Overview

Pricing is the moment of truth in marketing. Regardless how thorough R&D has been and how persuasive the marketing is, price determines whether consumers walk away empty handed or companies give up the products leaving money on the table.

Pricing is so critical that, according to a survey conducted on executives in the U.S. and Europe, pricing was named as the most important issue across sectors.

Pricing has been an area of expertise at Illuminera. Our consultants have had the privilege to tackle diverse pricing issues across a wide range of product and service categories.

In our humble view, getting pricing right is more than getting the pricing study techniques right. True, pricing study remains to be one of the more “technical” subjects in market research. And over the years we have observed many cases where inappropriate techniques were applied or appropriate techniques were applied inappropriately or both. However, many pricing decisions were mis-guided well before a pricing study has been called. How to frame a pricing issue in the right strategic context has not received much needed attention.

In this seminar, we will share our hard-earned knowledge and know-how using real-life cases.

Program

Part I: Pricing Fundamentals

- » Fundamentals: What is “price”, and its profound implications for pricing
- » How much is your product/service “worth”?
- » How do customers form their perception of “expensive” vs. “cheap”?

Part II: Pricing Research Techniques

- » Techniques for pricing studies
- » Indirect techniques to model customers’ trade-off patterns

Part III: Pricing in Its Strategic Context

- » Different motives for pricing
- » Pricing under different scenarios

Innovate Innovation

Making innovation a systematic and continuous process with better odds of success



Overview

In today's hyper-competitive environment, innovation has been universally embraced as a magic killer move. Everyone talks about some other company who, by design or by luck, hit it big with a brilliant product or service in the same way lottery buyers talking about that lucky winner of a gigantic jackpot.

Yet for most new products/services, the fate is rather similar to that of lottery buyer. Innovation is an activity that CEOs demand and CMOs would kill for, yet most innovation teams struggle with. One of the reasons behind all the struggles is that too many companies are pursuing the "jackpot" that by design is extremely rare to come by. At Illuminera we believe the right mindset for innovation is not about hitting the jackpot but rather in systematically and continuously churning out new products/services with improved odds of success.

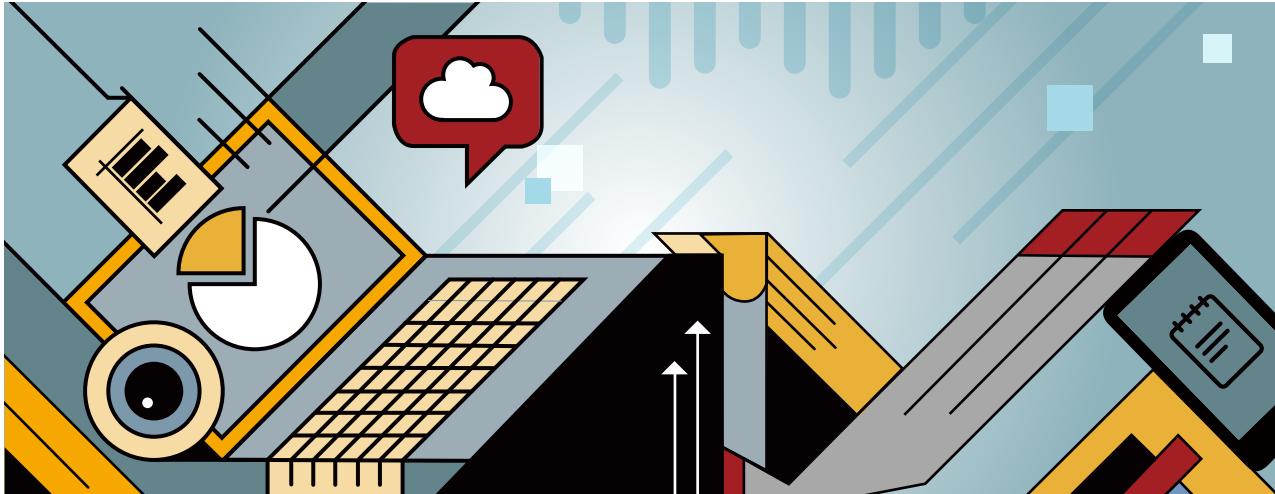
THREE INNOVATION, one of Illuminera's specialist boutiques, has a lot to share on making your innovation efforts "systematic", "continuous" and with "improved odds". Using our proprietary 4-Step Dance™ innovation framework and InsightCloud® online insight and innovation community, THREE INNOVATION has helped companies such as L'Oreal, Jahwa and Ferrero to churn out successful new products. Come join us to learn about our philosophy, approach and real-world cases on doing innovation the better way.

Program

- » The problem with today's common innovation process
- » What does it take to win in innovation?
- » 4-Step Dance™ - the dance for innovation
- » InsightCloud® - support continuous innovation with better insight and co-creation

Designing Marketing Solutions

When behavioral economics meets design thinking



Overview

Designing effective marketing solutions relies on two important processes - understanding and diagnosing the current situation and designing solutions to achieve the desired results. This seminar uses two of the most powerful tools to govern these processes - behavioral economics and design thinking.

Behavioral economics is a multi-disciplinary field to understand decision-making. We tend to believe that consumers make decisions through a deliberate and elaborate evaluation of options before them. Behavioral economics tells us that consumers seldom do a complete and rational evaluation of the options they face. They make decisions based on heuristics and short-cuts. Design thinking is a creative and co-creational process that helps us design the choice architecture so that we can help the consumer navigate to the behavior that we desire. Design thinking is not just for designers - but everyone who wants to influence a behavior or a choice.

The combination is a potent combination to achieve the desired marketing results - whether it is to win more consumers, persuade them to use the product more often or achieve higher levels of compliance. Familiarity with these two concepts and expertise to make them work in a symbiotic manner is a must for any marketing professional.

Program

- » Key concepts of behavioral economics
 - The “rational choice model” and its limitations
 - System 1 and System 2
 - Heuristics and biases
 - Framing, priming, and anchoring
- » The process of design thinking
 - The overlapping steps of exploration, discovery, creation, and implementation
 - Understanding co-creation
 - Using visual thinking and prototyping

Data-empowered Marketing

Reimagine the future of marketing



Overview

The world of marketing is changing. Urban Chinese consumers are without a doubt digital consumers. They face a brutal onslaught from more content producers peddling more information in more formats than ever before, seductions from brands from all corners of the earth, and a fragmented daily life in which attention span is now counted in seconds.

In this context, the one size fits all, megabrand, big campaign, big idea creative, 30-second TVC sound so yester-year and industrial age. Apparently industrial age marketing no longer works in the digital age.

What will marketing look like tomorrow? Based on our experience, proprietary research and solutions, and data analytics expertise, Illuminera is privileged to imagine the future of marketing together with you. We will strive to provide clear guidance on the challenges and opportunities of digital transformation and how best to turn the opportunities into revenue and profit for your organization.

Program

- » The context: digital consumer vs. industrial age marketing
- » Transforming marketing to win the eyes, minds and hearts of digital consumers
- » Illuminera practices and real-world case sharing

Developing Effective Communications

Insights to powerful messaging



Overview

It is an understatement to say that digital technology has fundamentally transformed the marketing landscape. Gone are the days when the marketer could develop a TV commercial and run it for months, hoping to move the consumers through sequential stages of awareness, interest, desire and action (the good old AIDA model!). In today's world, communications is firmly based on data, needs to be integrated and synchronized across a wide array of digital and non-digital touch points, with often the consumers not being mere recipients, but active participants in the telling of the brand story.

However, a story it still needs to be, with messages based on a well-reasoned strategy and creativity which manages to break through consumers' meager attention span. In fact, attractive messages and creativity are even more important than before, as today the messages which catch the consumer attention and liking, travel further generating more OTS through sharing on social media.

In this seminar, we start from the very beginning - gleaning powerful insights which can serve as the foundation of the communication strategy. Leveraging the power of behavioral science, neuroscience, and strategic marketing, we then explain the process of artfully but methodically building on the foundation of

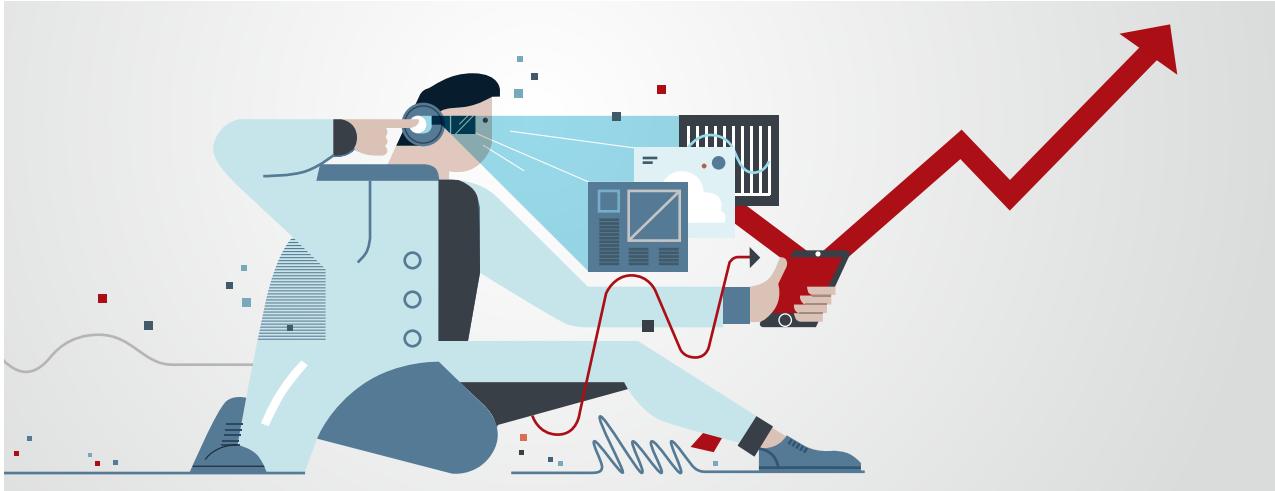
the identified insights to generate powerful messages for today's environment.

Program

- » Gleaning insights for devising a messaging strategy
- » Developing the message strategy and content
- » Guiding and evaluating the creative
- » The shape of things to come

The “Secret” Paths to Growth in China

How to grow in this tough and rapidly changing market with limited resources



Overview

In the past few years, two seemingly contrary phenomena have occurred in China: large brands armed with sizable investment (yet invariably considered too small by their brand teams) have for the most part found growth elusive. At the same time, many small nobody brands emerged from nowhere and achieved enviable sales with very limited resources.

Underlying these diverging fates were the fundamental changes in consumers and the struggles established brands suffered in catching up with them. While consumers armed with smart phones and social media have adopted starkly different behavior habits and decision patterns, many large brands are stuck in what made them successful years ago. In contrast, smaller brands without the baggage and the resources had both the freedom and the urgency to explore and experiment; and some of them struck the gold either by intention or by chance.

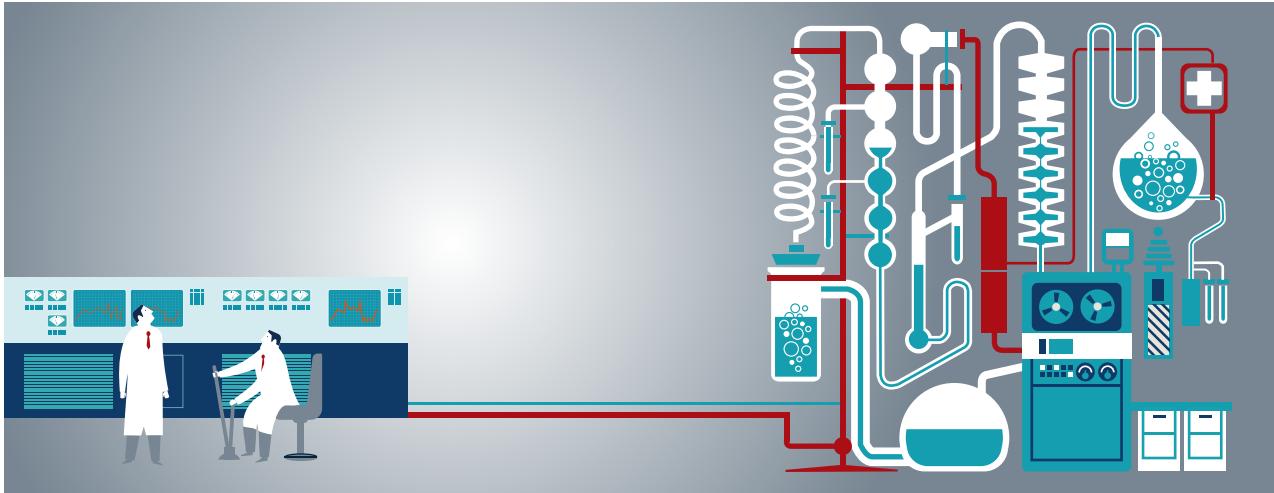
Illuminera has enjoyed the front-row view in observing and, from time to time, contributing to some of the growth miracles. In this seminar, we intend to share what we have observed and also what we have practiced to help clients to find the “secret” paths to growth.

Program

- » The growth “miracles” in a flat and rapidly changing market
- » The “secret” paths to growth:
 - Taking-off with the emerging channels
 - Riding the long-tail to the main stream
 - Doing marketing like no human has done
- » Illuminera best practices and real world case sharing

Predictably Irrational

Insights into decision making in healthcare



Overview

Given their dedication to science and logic, one would expect doctors to be the epitome of rational decision making. Their decisions should be based on evidence, and their choices should be those which maximize the likelihood of recovery and cure. Similarly, patients should also make decisions about their health based on clear logic and rational choice.

However, our long experience of studying the decision making of both the physicians and consumers seem to indicate otherwise. Doctors' decisions are often influenced by availability and representative bias while ignoring the hard-core evidence in front of them. Their choices are often determined by the memory of their own experience, particularly those vivid cases where something unexpected transpired.

Consumers, similarly often seem unable to make choices even when some courses of action are clearly more desirable. Choices are influenced by probability weighting, social concerns, and emotional considerations.

This, of course, indicates that marketing and communication in healthcare cannot rest on mere communication of facts. The evidence has to be framed appropriately and emotional as well as

rational concerns addressed to nudge the doctors and patients to take the right decisions.

Program

- » Understanding the physicians' and consumers' decision making
- » The key heuristics used in the decisions
 - availability, representative and anchoring bias
- » Learning to use the correct frames
- » Enhancing drug compliance among patients

Nudging the Consumer to Your Brand

Rethinking marketing through the behavioral economics lens



Overview

Bertrand Russell once remarked, "It has been said that man is a rational animal - throughout a long life, I have been searching evidence which could support this." Behavioral economics tells us that, we may think of ourselves as rational, but our choices are governed by systematic and predictable biases and are susceptible to change based on the context. In this full-day seminar, we examine the key concepts of behavioral economics from a perspective of understanding consumer choices. The relevance of these ideas pervades all areas of marketing - from pricing to communication to designing superlative customer experiences. Daniel Kahneman's contribution to understanding judgment and decision making, which forms the foundations of behavioral economics, was awarded the Nobel Prize in 2002. And Richard Thaler, who developed on ideas of Kahneman was awarded the Nobel Prize in 2017.

Brand choice is all about judgment and decision making - and understanding the social and psychological factors that influence brand choice is a must for every successful marketer as well as marketing researchers. Only through this understanding can the marketers design a choice architecture, that nudges the consumer to their brand.

Program

- » The "rational choice model" and its limitations
- » Biases governing consumer choices under various conditions – how do these influence the choices of consumers, who are faced with a plethora of products
- » System 1 and System 2
- » How the right "framing" and "priming" of choices can make all the difference for winning the consumers and increasing their spends
- » The experiencing self and the remembering self – and implications on the design of communications and consumer experiences
- » Designing of pricing and promotions based on concepts of anchoring and framing

Behavioral Economics and Neuromarketing

Leveraging neuroscience and behavioral economics to maximize your marketing impact



Overview

The conventional view of human decision making is that we make decisions through the “rational choice Model”. Our wonderful “thinking brain” (normally associated with the “new brain” or the neocortex) overcomes irrational pulls and temptations, does a brilliant analysis of the choices before us, and chooses whatever best serves our interests.

Unfortunately, this view errs in both areas - how we make decisions and how our brain dictates them. In this seminar, we will explore both these areas and set you on the right path of understanding consumer decision making and influencing consumers to make choices in favor of your products and brands.

Nobel prize-winning economists and psychologists, including Daniel Kahneman and Richard Thaler, have developed a multi-disciplinary field to understand decision-making, called behavioral economics. Behavioral economics tells us that though we tend to believe that consumers make decisions through a deliberate and elaborate evaluation of options before them. In reality, consumer decision making is mostly unconscious, driven by System 1, and strongly dictated by social and psychological conditioning.

Our brain does not have a simple structure or process and the neocortex is not as much in-charge as we like to believe. 99.99% of the information is processed subconsciously by our brain. Great

strides have been made in the area of understanding how the brain decides through techniques such as EEG (electroencephalogram) and fMRI (functional magnetic resonance imaging).

Behavioral economics lays the foundation of understanding decision making. This seminar discusses the fundamentals of behavioral economics while linking them to explanations of the behaviors from neuroscience. Understanding how our brains are wired, how the billions of neurons communicate with each other to control our actions and our choices are ideas that a marketer can ignore only at his own risk.

Program

- » Key concepts of behavioral economics
 - The “rational choice model” and its limitation
 - System 1 and System 2
 - Heuristics and biases
 - Framing and priming
 - Anchoring
- » Understanding the brain
 - Structure of the brain and decision making
 - Understanding neurons and neurotransmitters and their role in pressing the pleasure buttons
 - Measuring the brain response to marketing stimuli through EEG and fMRI (functional magnetic resonance imaging)





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