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Webinar Etiquette

- Audience is muted, with video off and chat box disabled
- Please use the Q&A tab to suggest questions for the speaker
- You can vote the questions up, so you help us find the most relevant questions for you
- The webinar is being recorded
- For technical issues, e-mail digital@insead.edu

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What sector are you working in?

1. Financial / Venture Capital
2. Health
3. Consulting
4. Manufacturing / Services
5. Energy / Sustainability / Environment
6. Retail, consumer and luxury goods
7. Other

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Have you / your organization launched an analytics driver transformation?

1. Yes, and results have been great!
2. Yes, and results have not met expectations
3. Yes, but results are still pending
4. Yes, but not in my part of the organization
5. Not yet, but hoping to do so soon
6. No plans to do so soon

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Industrial Excellence Award (IEA)

Trends in 'world class' seen in IEA

1. Lean manufacturing
2. Process mastery (supply chain, new product development, process improvement)
3. Top-down & Bottom-up Enterprise Strategy Deployment and Execution
4. Top-down & Bottom-up Digital Enterprise Strategy Innovation and Deployment

Vision.
Delegation. Integration.
Communication – participation – measurement – development

https://industrial-excellence-award.eu/home/

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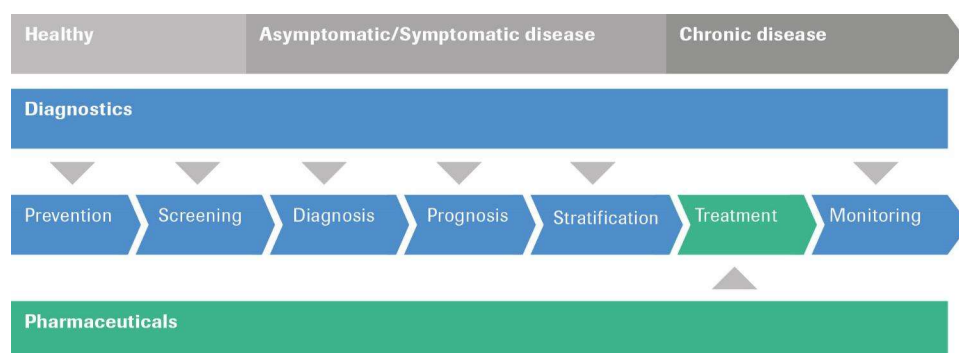# INSEAD Healthcare Management Initiative (HMI)

- Similar trends for hospitals and other care delivery organizations
  - Beyond lean in health services?
  - Disciplined execution? Creativity in being different? Agility?
- New mental maps needed
  - Innovative business models
  - Data driven decision making
  - Engagement of people & collaborators in managing conditions & creating health

https://www.insead.edu/centres/healthcare-management

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Diagnostics along the healthcare value chain

- In vitro diagnostics (IVDs): a "silent champion" of healthcare, influencing > 60% of clinical decision-making, while accounting for about 2% of total healthcare spending.
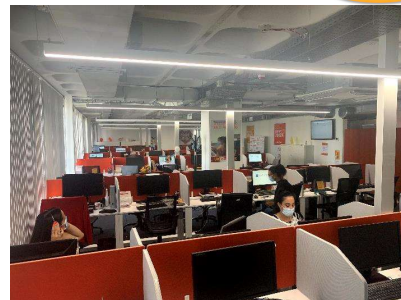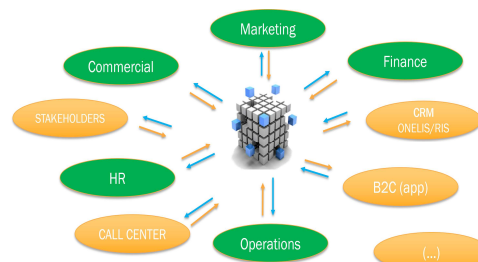- Diagnostics biomarker, prognostic biomarker, predictive biomarker in medical decision making

Source: http://roche-html5.coservice.ch/app/webroot/book/en/our-business-strategy.html

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This webinar: Unilabs, Portugal Case Study

- Becoming an analytics driven organization

- Alignment in organization: leadership, coordination, agility, engagement

- Analytics to inform: internal operations, existing services, new services

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Internal Operations - Call Center

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Internal Operations - sample collection and management
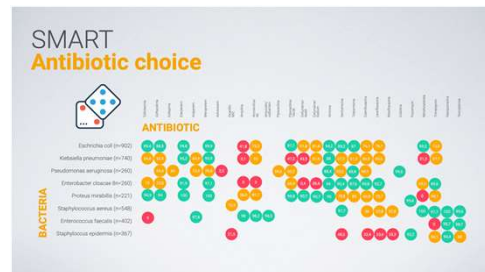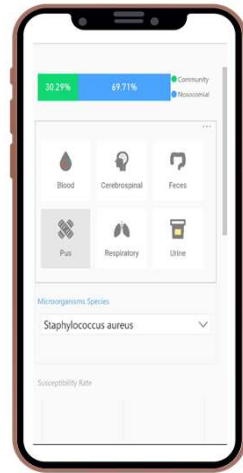
Improvement of existing services

Development of new services

Empirical antibiotic prescription
versus
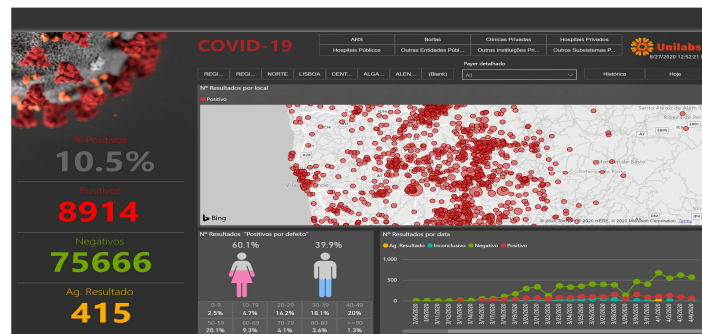Analyzing 5 million probabilities in one second
(Big Data)

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Luís Menezes joined Unilabs Portugal in February 2006 as M&A and New Business Director. In 2008, he took over the General Management of Unilabs Portugal and was appointed CEO of Unilabs Portugal in 2013. He was appointed Group Regional Director Portugal, Latin America, and the Middle East in October 2019. Luís started his career at JP Morgan Chase Bank in London. He is a former member of the Portuguese Parliament. Luís graduated in Economics from the Portuguese Catholic University, completed the Advancement Management Programme at INSEAD, and also studied at IESE Business School, Harvard Business School, IMD and MIT.

José Pedro Almeida is Data Intelligence Director, Unilabs Portugal. His team leverages the power of big data, advanced analytics & AI to help Unilabs deliver a more personalized and differentiating healthcare experience by deeply understanding its customers and operating in a data-driven fashion. José Pedro was previously a mentor of one of the world's leading hospital analytics platforms (HVital). This platform achieved the highest awards in the industry, amongst which: 1st prize "Microsoft Worldwide Health Innovation Awards", the 1st prize "HIMSS Digital Healthcare Award"; and the 1st prize "IT Europa Big Data & Analytics Solution of the Year". José Pedro was named among the World's Top 70 Health AI Brains (2018) and is passionate about saving lives with Data.

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Summary: Road to Analytics / AI success

- Make foundations right. Take your time but do it right, allows gain in speed later
  - Empowerment – ideally with the CEO
  - Allocate the right budget – otherwise say no.
  - Hire the right team with business innovation in mind
- Involve business partners: single source of truth, data in hands of people
  - Go to the field – partner with business users
  - Invest in analytics – AI initiatives that are actionable and that solve real problems.
  - Be obsessed by data quality: single source of TRUST
  - Focus on speed to value. Prioritize ferociously
  - Constant follow-up
- Data enables people to rise to the occasion.
  - Data culture. Empower by democratizing data access.
  - COVID-19 and other examples

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