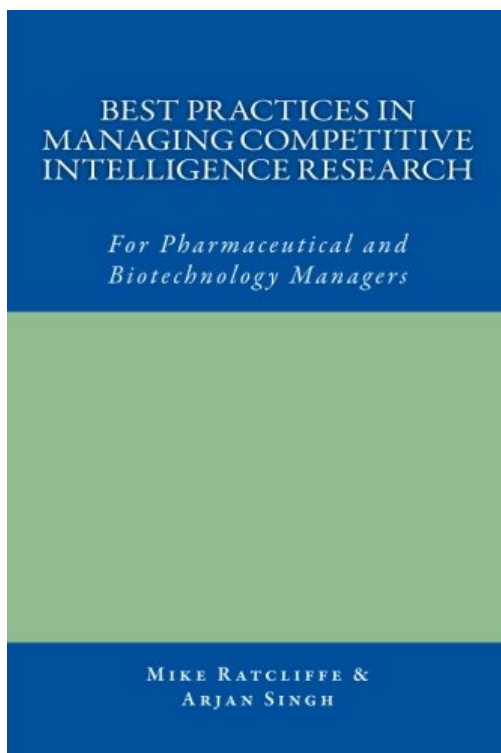


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About the Author

Mike Ratcliffe and Arjan Singh are professional practitioners of competitive intelligence (CI). Both are specialized in the pharmaceutical and biotechnology market, each having some 15 years practical experience in this market. Mike Ratcliffe is a founder and Managing Director of EMC Analytics Group, LLC, a CI vendor specializing in the global life sciences market. Educated at Christ Church Oxford, England, in physics and graduating with an MA (Oxon), followed by the London School of Economics. He has worked for a number of leading strategic consulting firms including DRI-McGraw Hill, Stanford Research Institute Consulting and McKinsey & Co. For seven years, he guided the Healthcare Practice of the competitive intelligence firm, Fuld & Co., as Vice President and U.S. Research Director. Arjan Singh plans, designs and runs competitive war games/competitive & strategy simulation workshops since 2013 he has run 23 war games/workshops globally. He has a unique 360° view into the world of strategy and market/competitive intelligence where he has worked industry side as a practitioner, educated many people in an academic setting and consulted to major companies globally. He is an expert in leading strategy development and implementation through strategic & competitive analysis, war games/competitive simulations, scenario planning and building early warning systems that deliver significant business impact his projects have delivered over \$1.7 billion in documented business impact through his practical and actionable approaches. He has advised well-known multinational companies across the world including: Microsoft, Nokia, Qualcomm, HP, Nestle, Pfizer, J&J, Sanofi Aventis, Amgen, Genentech, ExxonMobil, BP, Wells Fargo, USAA, iShares, and many others. Experienced in building value by bringing resources and people together to build high-performing teams that deliver results management experience includes running P&Ls, building & leading team of FTEs and cross functional teams. He built a couple of multi-million dollar consultancies from scratch and has advised start-ups from conception to launch.

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