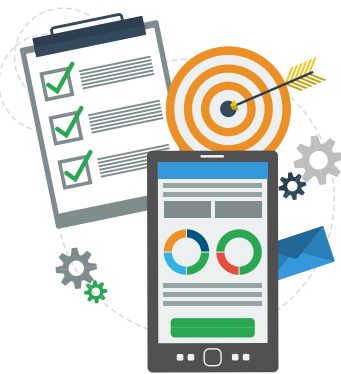


# CASE STUDY

## DATA-DRIVEN GOAL-SETTING MODELS FOR A TOP 5 PHARMA ACROSS 50+ GLOBAL MARKETS

CREATING, ASSESSING, AND AUTOMATING GOAL-SETTING METHODOLOGIES FOR A DIVERSE PRODUCT PORTFOLIO IN A HIGHLY-DYNAMIC ENVIRONMENT.



### BUSINESS SCENARIO AND CHALLENGES

As part of a large-scale global Incentive Compensation (IC) rollout plan for a top five pharmaceutical company, the localized sales leadership and Home Office (HO) teams wanted to define goal-setting methodologies for their sales reps. The company was looking for a consultant to manage complexity, variety, and scale across 50+ markets. In the absence of a structured goal-setting methodology, sustaining the global commercial operations for various product brands would have been cumbersome, exposing the sales teams and HO to inefficiency and productivity loss.

The following factors made this rollout challenging and unique:

	<p><b>200+ brand team combinations</b></p> <p>The company's brand portfolio is extensive, with each international market comprised of multiple business units (BUs) covering various therapy areas. A structured approach to goal-setting methodologies was imperative, with their goal-setting needed for more than 200 brand team combinations across countries. This required scale to manage and a high level of automation to set goals for 200+ brand team combinations and release goals on time for the planning cycle.</p>
	<p><b>4 to 25 brands per rep in each market</b></p> <p>Typically, in the US and Europe, a sales rep's portfolio consists of 2-4 brands, while in the Asian markets, it could be up to 25 brands. This diversity meant that the goals needed to be defined for varying sizes of brand portfolios for sales reps working across global markets, with a high quantum of effort required even for smaller markets.</p>
	<p><b>50+ countries globally</b></p> <p>The company's global IC program covered more than 50 markets in the Americas, Europe, and APAC. Given the scale of the global IC rollout and the company's brand portfolio size, accounting for country-level nuances for each brand team's goals was challenging.</p>
	<p><b>Varying data granularity</b></p> <p>Goal-setting methodologies leverage historical sales data to assess market potential and define the future cycles of goals. The availability of such historical sales data is crucial for goal-setting. This data was available at varying levels of granularity across different markets. In a few countries, the data was available at the brick level while other data was available at the account level. Other granularity levels that needed to be streamlined included geography, participant including geography, participant, and prefecture levels (in Japan).</p>



### Brands spread across the product lifecycle

The goal-setting methodology for a recently launched brand will differ significantly from one of a mature brand. The product maturity varied across various brands, and even for the same brand, it varied across countries. This characteristic warranted the need for each market to be studied individually.



### Lack of robust data

Consistent flow of reliable data is the foundation of an analytics-based methodology, without it the insights and outcomes can be inaccurate. Specifically, for goal-setting methods, primarily based on historical data, the underlying analyses require large data sets. For a few smaller markets, the data sets were inadequate, calling for innovation and creativity beyond conventional methods for hypotheses-testing.



### Various plan metrics

Goal-setting metrics varied across markets. The goals were defined at different levels, such as volume, value, market share, and growth.



## PROJECT REQUIREMENTS



Platform-based data-driven goal-setting methodologies for each brand team across 50+ global markets



Timely communication of goals before each cycle



Stakeholder-friendly reporting of analysis to resonate with HO, sales leadership, and brand teams across multiple markets



Continuously incorporating the leadership feedback into the goal-setting methodologies



## AXTRIA'S APPROACH

Given the complexities of this rollout, Axtria assessed different goal-setting methodologies to suit the numerous requirements, such as historical data analysis, distinct treatment of each brand, varying data granularity, and multiple brand teams across global markets. Axtria devised innovative, customized methods to set goals for exceptional cases. A 3-step approach was followed to define suitable goal-setting methodologies for each brand team:



### 1. DATA ASSESSMENT

- Market and brand-specific review of all the available data across countries
- Fitment analysis for market simulation and goal-setting
- Analysis of commercial models, sales processes, and therapy-specific nuances of each country (tender vs. HCP-based selling, therapy vs. geo-based team structures)
- Historical data review for trends, seasonality, and outlier analysis

## 2. MODEL CREATION AND ANALYSIS

- Setting up a team of statisticians and goal-setting subject matter experts (SMEs) with deep expertise across therapy areas, international market-specific goal-setting methods, and historical data
- Analytics-driven goal-setting models to support different data sizes and granularity. Critical aspects considered by these models accounted for correlation, attainment distribution, fairness, and equity
- Multiple-cycle data consolidation for smaller markets to create a sizeable universe for selling. Simulations were done at the brick level to account for variations in the geographical granularities
- Product life cycle-focused goal models for brands across the product life cycle in multiple countries

## 3. REVIEW AND REFINEMENT

- Multiple levels of methodology reviews with HO, sales leadership, and brand teams
- Automated process for incorporating leadership feedback with zero impact on brand mandates
- Axtria SalesIQ™-enabled collaboration for goals refinement



## END RESULTS

- The company received a suite of well-computed and carefully curated goal-setting methodologies suiting the multiple global markets and their unique characteristics. These goal-setting models were tested for accuracy and accounted for all of the company's requirements. Some examples of market-specific goal setting methods include:
  - An S-shaped logistic regression model for a top five EU country
  - A linear regression model for a small BU in the Eastern European cluster
  - An untapped potential model for a brand in the US
  - A combination model at the prefecture and rep-level modeling for a brand in Japan
- Analytics-driven goal-setting models were delivered with easy-to-understand analysis and insights, keeping in mind the variety of global stakeholders consuming the intelligence.
- Axtria SalesIQ™-enabled goal methodology communication was delivered for sales reps in the field (videos, FAQs, and goal cards) for easy access. Automated reports were also provided to assess incentive plan effectiveness for continuous improvement.



## BUSINESS BENEFITS



### INDUSTRY-STANDARD ENGAGEMENT RATES

Across global markets, industry-standard engagement rates were observed irrespective of the market size.



### COVID-19-IMMUNE GOALS

With the continuous assessment of historical data and adjustment of goals for each cycle, sales reps could adjust to the market adversities without forgoing any incentives.



### SIGNIFICANT REDUCTION IN FIELD QUERIES

High level of SME engagement with the HO, sales leadership, and brand teams, and the subsequent goal refinement by team managers ensured that the goals were timely communicated to the sales reps, substantially reducing the number of field queries.

Founded in 2010, Axtria is a global provider of cloud software and data analytics to the life sciences industry. We help life sciences companies transform the product commercialization journey to drive sales growth and improve healthcare outcomes for patients. We continue to leapfrog competition with platforms that deploy artificial intelligence and machine learning. Our cloud-based platforms - Axtria DataMAx™, Axtria SalesIQ™, Axtria InsightsMAx™ and Axtria CustomerIQ™ - enable customers to efficiently manage data, leverage data science to deliver insights for sales and marketing planning, and manage end-to-end commercial operations. We help customers in the complete journey from data to insights to operations.

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