CASE STUDY

DESIGN AND ROLLOUT OF GLOBAL INCENTIVE COMPENSATION PROGRAM ACROSS 45+ MARKETS FOR A TOP 5 PHARMA

A CONSULTATIVE AND PARTNERSHIP-DRIVEN SOLUTION ENABLED BY AXTRIA SALESIQ™ AND ADVANCED ANALYTICS FOR GLOBAL AND LOCAL COMMERCIAL TEAMS

BUSINESS SCENARIO AND CHALLENGES

A top five life sciences company had recently transformed their global Incentive Compensation (IC) program. Their global objective was to initiate high-value market onboarding within four months, complete medium-value markets within a year, and cover all international markets within 18 months.

The company sought a partner with experience in handling such large programs and building robust internal capabilities seamlessly. The company's commercial operations teams wanted an proven solution with a consultative approach to ensure defense from the expected complexities of this project.

The primary factors adding to such complexities were:

- **45+ countries globally**

  Instead of following the prevalent phase-wise global rollout approach, with a few markets covered in each phase, the pharmaceutical company wanted to initially introduce the global IC program in over 30 countries at once. Even the subsequent phases were to cover 10+ markets. Such large-scale rollouts called for simultaneous solution implementation and stakeholder onboarding across the markets.

- **100+ stakeholders**

  While commercial operations teams across each country were managing the IC program, the global rollout was also being supported by the brand, sales, Information Technology (IT), and compliance teams - both locally and globally. More than 100 stakeholders from these teams and functions were involved, making it a sizeable pool of people to coordinate and manage.

- **12,000+ sales reps**

  The massive IC program was projected to support 12,000+ sales reps working across the identified markets.

- **10+ therapy areas**

  The company's brands across multiple markets covered several therapy areas, including respiratory, oncology, immunology, vaccines, specialty medicines, and dermatology.

- **200+ brand team combinations**

  There were over 200 brand teams covering multiple brands across countries (one team for each brand per market) to manage the goal-setting aspect of the global IC program.

- **45+ data providers**

  Data acquisition relied on different vendors in each market, making ingesting, consolidating, harmonizing, and analyzing a challenging task for the ongoing operations.

AXTRIA

INGENIOUS INSIGHTS

PROJECT REQUIREMENTS

A **proven partner** to support the new global IC program as the company's internal capabilities were inadequate to support the complexities of such a massive rollout.

A **state-of-the-art product suite** to implement and manage incentives along with goal-setting and reporting capabilities.

Robust program governance to support many teams, stakeholders, countries, time zones, brands, therapy areas, and sale reps.

Compliance of the solution's technology framework **with local and international laws and regulations** (data privacy and security compliance).

Adequate **training and guidance for the company teams** across the process, user acceptance testing, and go-live stages.

Maintenance and management of **country-specific characteristics in the reports**, which stakeholders across the globe would consume.

AXTRIA'S APPROACH

Axtria prescribed a consultative and partnership-driven solution supported by Axtria SalesIQ™ to help the company create and implement the global IC program that was necessary for their success. This solution offered the power of a cloud platform, consulting, and functional and domain expertise for a worldwide IC program rollout. Some key facets of the solution approach were:

1. **A global Project Management Office (PMO)** was set up on both sides of the partnership for robust program governance and orchestration. Steered by executive leadership, the PMO team ensured that multiple program-level roadblocks (such as different time zones and diverse stakeholder preferences) were managed strategically. This team ensured that all IC processes adhered to the end objective of the project.

2. A **global blueprint approach** was adopted for rapid transition and process efficiencies. This methodology ensured that the diverse, geographical stakeholder expectations were streamlined while allowing pre-decided change requests. The approach helped in faster market onboarding, information generation, and reporting activity and was critical in meeting the company's service level agreements.

3. **Axtria SalesIQ™ - a state-of-the-art and industry-leading sales performance management cloud product suite** was implemented to address localization features for this global IC program. These features included:

– End-to-end integrated solution for all the needs of IC lifecycle.

– Support for multiple languages such as French, Spanish, Portuguese, German, Japanese, Korean, and many more.

– Cloud technology to seamlessly harmonize data available across all countries and local data providers.

4. A **global team** comprised of members across different time zones was set up for seamless collaboration with company stakeholders. This model worked better than the traditional onshore-offshore model and ensured direct touchpoints between the company and Axtria's solution teams, providing an omnipresence experience.

5. **Pharma goal-setting subject matter experts** with global experience were appointed for their knowledge of country-level nuances. Goal-setting is a critical step in the IC lifecycle and needs expert knowledge beyond advanced analytics. This arrangement was also helpful in onboarding company teams and enhancing internal efficiencies.

6. **Principal-led delivery teams** ensured senior supervision and guidance with a strong focus on the project's end objectives.

THE RESULTS

The company finalized a well-computed and structured global IC program to swiftly onboard 45+ countries with goal-setting and intelligent reporting capabilities. The hallmark features of Axtria's solution were:

- A globally compliant solution for all markets with user-specific customization features.
- Country-specific methodologies continuously revised with leadership feedback.
- Reports to assess incentive plan effectiveness for continuous improvement.
- Annual IC consultation and innovation workshops for training internal teams.

BUSINESS BENEFITS

100% PAYOUT ACCURACY	Meeting field commitments and retaining the sales force trust.	
100% PROCESS ADHERENCE	Winning rep-adoption to comply with the new solution platform.	
75% FIELD ENGAGEMENT	Ensuring meaningful target achievement with realistic, fair, and motivating goals.	
4-6 WEEKS ONBOARDING OF NEW MARKETS	Encouraging untapped markets to come forward and onboard the platform.	

STAKEHOLDER TESTIMONIALS

《 The new platform is extraordinary. Clear visuals to track sales trends. Very helpful to monitor progress and accelerate growth. Thanks for this development! 》

Director, IC Strategy

《 Thank you so much for the prompt updates despite the tight timeline. 》

Sales Excellence Head

《 Many thanks for the reports, they are correct, and they avoid us a lot of manual calculation for the year end budget. 》

Reward Senior Specialist

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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