CASE STUDY

OMNICHANNEL REP CALL PLANNING TO ENHANCE ENGAGEMENT

INNOVATIVE GO-TO-MARKET STRATEGY FOR
A LARGE EUROPEAN PHARMA

INTRODUCTION

With decreasing pipelines, increasing treatment costs, higher competition, and stricter and changing regulations, it has become imperative for life sciences to think of innovative commercial operations models to achieve success/make products successful. Despite the supply of real-time digital information, a hefty percentage of healthcare professionals (HCPs) still prefer personal interactions with a sales rep compared to the other channel. That preference for meeting the sales rep runs more profound the longer an HCP and a rep have a working understanding and when their interaction is predicated on a common goal to enhance patient outcomes.

It is not that the life sciences companies weren't embracing the multichannel approach, but the COVID-19 pandemic has acted as a catalyst and has changed the scenarios rapidly. **An omnichannel strategy is becoming necessary to interact with all HCPs and capture the share of mind.**

This illustration details how Axtria helped a life sciences company develop an innovative omnichannel call planning that improved the reps' engagement with the HCPs and, therefore, targeting effectiveness.

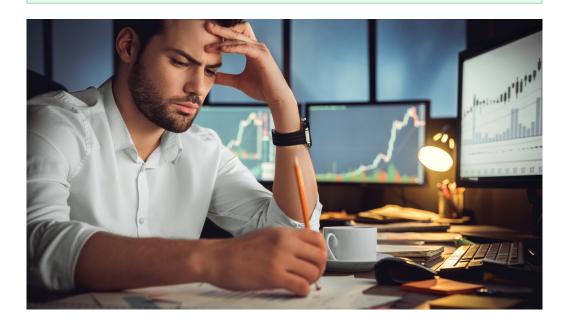

AXTRIA

INGENIOUS INSIGHTS

BUSINESS SCENARIO

- A European life sciences major brought a significant shift in their go-to-market strategy by deciding to use multiple channels for calling the doctors

- Their operational excellence (OE) team added the capability to use phone, emails, webinars, remote details to enhance the effectiveness of reps' call activity based on micro-segmentation

- They also wanted to add structure to the call planning process by involving all the reps at the planning stage. Through this, they aimed to assign ownership of the call plans to the reps, make the call planning process more analytical, take rep workload capacity into account

CHALLENGES

- **Lack of a centralized portal** where reps could interact/provide call plan feedback to their managers

- **Lack of analytical thought process** to use workload capacity, sales potential while assigning calls to doctors

- **Gathering inputs from multiple stakeholders –** central OE team, marketing team, local business heads, brand teams – and using all of them to generate the call plan

- **Change management** with the local country teams: Getting buy-in from the country team to adopt a new process was a challenge

- Lack of a thought process on how much **effort to allocate across multiple channels**

- **Lack of a SaaS platform** to consistently compare the planned activity across multiple channels for effective call allocation

The critical challenge in the call plan generation process was to develop a uniform system for the number of times a rep detailed a product to a particular physician based on demographics, segmentation, and relative performance in the market.
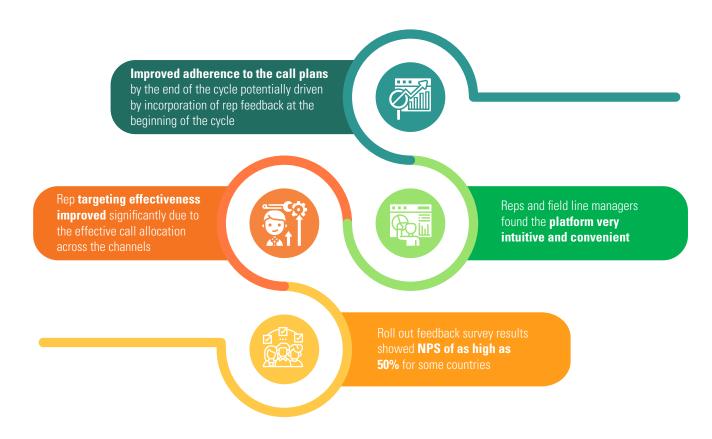
AXTRIA'S APPROACH AND KEY TAKEAWAYS

Axtria followed a two-step approach:

- Axtria's solution approach allocated calls to HCPs based on their segmentation, brick sales potential, rep workload capacity, and channel preference
- Axtria introduced an intuitive SaaS platform for the reps to view and provide feedback on their call plans across multiple channels. The platform provided –
  - » Ability to view metrics on total calls, calls across product indications, calls across channels, workload capacity
  - » Ability to view dashboards and reports to analyze call plans
  - » The ability for reps to systematically submit and track change requests
  - » The ability for field line managers to view and accept/reject rep submitted change requests
  - » Ability to add/remove HCPs from a larger pool of customer universe
  - » The ability for country business coordinators to resolve any 'conflicts' on shared HCPs across territories

SOLUTION BENEFITS

Improved adherence to the call plans by the end of the cycle potentially driven by incorporation of rep feedback at the beginning of the cycle

Rep **targeting effectiveness improved** significantly due to the effective call allocation across the channels

Reps and field line managers found the **platform very intuitive and convenient**

Roll out feedback survey results showed **NPS of as high as 50%** for some countries

CONCLUSION

Rapid digital transformation has revolutionized the life sciences commercial model. With the help of digital technologies, life sciences organizations improve their customer engagement and experience by utilizing the best possible channels to connect and relay the right messages on time.

As the healthcare professionals are restricting the social contacts, field reps who often relied on personal engagements are now shifting their focus. They are now using multiple channels such as virtual meetings, e-detailing, email, and phone calls to maximize their sales potential. They also understand that using the right mix of channels is the only way to reach their customers.

Axtria is continuously innovating and building the next-gen capabilities in its SaaS suite. Axtria SalesIQ™, an end-to-end sales planning, and operations software, has the multichannel call generation capability that leverages the facility of analytics to optimize product and channel mix for every customer. It also helps balancing the capacity for sales reps. Axtria SalesIQ™ takes several factors under consideration:

- Channel's effectiveness
- Customer preference
- Customer accessibility
- Desired product/message mix
- Effort for every engagement type

The output is an improved call plan that helps the sales reps with the best way to involve with their customers. There are several benefits for those who use the Axtria SalesIQ™ call planning capability:

- Analytics-based guidance, instead of relying solely on a sales rep's judgment, while still allowing flexibility for the rep to provide local insights about providers
- Maximize sales while reducing costs
- Expand customer reach
- Multiple optimization options
- Transparency to the home office – No "black-box" approach
- Integrated with Axtria SalesIQ™ Segmentation and Targeting, Alignment and Rostering, Call Plan Refinement, Incentive Compensation, and the CRM system for execution, bringing end-to-end automation and efficiency in commercial planning and operations

REFERENCES
1. Axtria's Commercial Excellence SMEs
2. Axtria whitepapers
3. Bain & Company
4. PM360-Axtria webinar

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