

CASE STUDY

A BIOPHARMA ACQUISITION CASE STUDY: AXTRIA SALESIQ™ FOR END-TO-END COMMERCIAL PROCESS CONSOLIDATION AND OPTIMIZATION

INTEGRATED SALES FORCE ADMINISTRATION AND INCENTIVE
COMPENSATION PROGRAMS TO EMPOWER BRAND, HOME OFFICE,
AND SALES FORCE TEAMS



SITUATION

A top 10 biopharmaceutical company had recently acquired another pharma organization to include new products in their product portfolio. As a result of this acquisition, the biopharma company sought one strategic partner to consolidate, implement, and support the expanded end-to-end (E2E) commercial strategy and operations with minimal impact on the field personnel. The consolidated partnership would streamline all processes originally distributed across multiple vendors. Specifically, the company's commercial team was looking for an E2E integrated cloud solution with:

- support for their processes to ensure continued success and to complement their deep industry and therapy expertise.
- a mature, agile delivery model that could handle business changes, including new product launches.
- high-touch service.

The following are some of the challenges that added complexity to the overall commercial operations landscape:

- **14 sales teams with 1,800+ field personnel:** The need to manage complex E2E sales force administration and incentive compensation (IC) programs of such scale.
- **25+ brands across multiple therapy areas:** A product portfolio covering various therapy areas – neuroscience, gastroenterology, rare diseases, hematology, and immunology.
- **E2E sales operations across sales teams:** The need for effective data exchange between business and functional heads for consistent insights.
- **Multiple hand-offs from prior vendors and company teams with 50+ stakeholders:** Inadequate process documentation required guiding various processes during the transition. Multiple business rules and disparate datasets required format consolidation. Effective coordination between business, IT, and data teams was needed.
- **More than eight upstream/downstream systems integrations with frequent data exchange:** The acquisition of a new company posed data and systems integration challenges, including:
 - The company's existing customer relationship management (CRM) needing to support different commercial processes
 - Data inconsistencies for customer IDs and demographics across both company's CRM and master data management systems
- **The implementation coincided with the COVID-19 pandemic:** Targeting and IC strategy changes were necessary due to the lack of forecasts visibility and physician access restrictions.

REQUIREMENTS



- A trusted partner to support E2E commercial operations, including sales force administration and IC.
 - Sales force administration: Roster management, sizing and structuring, alignment design and maintenance, lead management, targeting, and call planning design and maintenance.
 - IC: IC design, sales crediting, goal setting, eligibility, IC administration, contests planning and administration, and IC reporting.
- To align the engagement model with the company’s commercial team structure, focusing on therapy area expertise and high-touch service levels.
- An integrated platform for E2E commercial process unification while ensuring agility to handle change requirements.
- Smooth transition from the legacy data warehouse and CRM systems to ensure stability in receiving inputs from upstream systems and forwarding them to downstream processes.
- A dedicated program management office (PMO) to manage sales teams, home office (HO) teams, and business stakeholders.



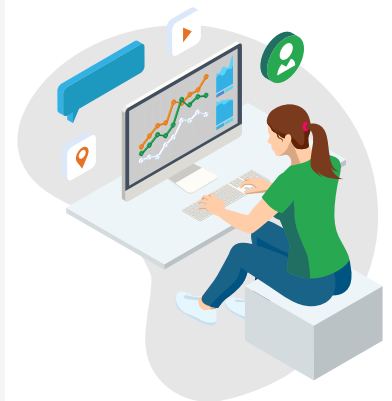
AXTRIA'S APPROACH

Axtria implemented its state-of-the-art commercial planning and operations cloud product suite, Axtria SalesIQ™, to support sales force administration and IC to empower field, HO, and business leaders. This was complemented with a company-ready team of industry and functional experts, robust governance, platform innovation, and operations excellence.



Some key facets of the solution approach were:

- A dedicated PMO for program orchestration and onboarding of sales teams for a smooth transition.
- An engagement model aligned with the company's commercial business stakeholders. A dedicated customer success role was carved out for each business unit (BU), with the BU lead as a single point of contact (SPOC) to support consulting and strategic initiatives.
- Axtria SalesIQ™-driven E2E sales operations automation.
 - Utilized pre-built templates for capturing requirements and business rules across sales teams for sales force administration and IC processes.
 - Harmonized reporting was developed across sales teams to ensure operational excellence.
 - Axtria SalesIQ™ provided single sign-on (SSO) access across roster management, territory alignment, call planning, leads, and IC modules for the field, business, and HO users.
- System integrations after collaborating with the company's internal IT leadership and business stakeholders.
 - The roster management module was integrated with the company's HR employee system for ingesting HR inputs.
 - Territory alignment and call plan outputs in Axtria SalesIQ™ were integrated with downstream processes (including Veeva CRM).
- Innovative Axtria SalesIQ™ solutions for the company's specific business needs:
 - A customized trigger management module was designed to cater to the needs of new therapy teams for identifying potential healthcare physicians (HCPs).
 - Multichannel call plans considering HCP access restrictions and changing preferences during the COVID-19 pandemic.
 - IC plan designs were revisited multiple times during COVID-19, considering the lack of visibility of brand forecasts and HCP access-related issues.
- Process excellence themes were adopted to drive a culture of quality.
 - Comprehensive quality checklists were built within the systems. These insights-driven validation reports were created, consistently adhered to, and refreshed regularly.
 - A quality assurance committee was formed to host sessions with company stakeholders to review the impact of business rule changes on workstreams on upstream/downstream processes, including a critical focus on IC payouts.





SOLUTION HIGHLIGHTS

Axtria SalesIQ™-enabled E2E integrated commercial operations delivered the following features.



Enhanced user experience supporting various reports, alignment maps and workflows, enabling all required information/performance indicators in one place



Effective IC program and contest designs were planned to incorporate the COVID situation, including physician access restrictions. For instance, MBO centric sales incentive components were designed for some teams with limited visibility of brand forecasts



Proprietary algorithm for enhanced target reaches to generate multiple call plan scenarios, including multichannel call planning



Enhanced HO and field collaboration with an “always-on” platform

BENEFITS



100% payout, alignment, and call plan accuracy.



100% field force adherence to calendar timelines, despite COVID-19 disruptions.



Faster product launches by onboarding new sales teams as quickly as 4-6 weeks after discovery.



Smooth data hand-offs for roster management, territory alignment, and call planning leads for downstream processes.

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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