

# FROM CHAOS TO COHESION:

THE POWER OF  
PRODUCTIZED  
MARKETING

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# FROM CHAOS TO COHESION: THE POWER OF PRODUCTIZED MARKETING

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## INTRODUCTION

When life sciences companies use multiple channels to plan and execute promotional activities for their customers, measuring the effectiveness and returns from each promotional channel becomes very important. In the absence of this information, allocating planning budgets becomes an uninformed exercise, often leading to weak customer engagement and the loss of revenue. Marketers can optimize short-, medium-, and long-term profits by using various statistical techniques to attribute sales to individual promotion channels.

A standard Marketing Mix (MMx) study can help inform long-term investment decisions in a classic multichannel framework, typically over two to three years. While this process has been prevalent across many industries, including life sciences, the process has evolved to include advancements in analytical techniques that capture real-world complexities, market events, and business dynamics. Despite being a popular approach for measuring promotional channel effectiveness, the traditional MMx approach mandates the involvement of conventional data scientists, and the ability to reproduce

results has varied depending on the techniques and assumptions.

In Axtria's experience working with life sciences companies of various sizes over the past decade, the most prominent problem of the traditional MMx approach is its inability to scale. Scaling the MMx solution could mean different things for different companies. It could mean implementing the MMx solution for multiple countries or geographical areas, various brands or therapeutic products, or individual customer or patient cohorts. Some common stumbling blocks can uncover the need for a scalable MMx solution.



## REASONS FOR A SCALABLE MMX SOLUTION:

### 1. INFREQUENT AND INADEQUATE

**ANALYTICS:** Traditional MMx models run once or twice yearly to optimize budgets. By the time such analyses are complete, the budget planning window has passed, and the exercise is no longer helpful. Also, there is minimal opportunity to improve ongoing promotional strategies with continuous analytics because of the longer time required to complete each MMx study.

### 2. UNREFINED MODELING:

Limited AI/ML expertise across companies can lead to analytics models that are insufficiently sophisticated and granular to generate meaningful marketing insights.

### 3. COMPLEX CHANNEL ATTRIBUTION:

Each promotional channel is influenced by the unique macroeconomic forces that influence it in specific ways. The convoluted interaction between multiple channels and other factors is traditionally challenging to measure.

### 4. DEMOCRATIZING MARKETING

**ANALYTICS:** Relying on technology experts and a specific skill set to solve complex problems is common. More and more companies want to industrialize analytics by transferring the power of data scientists to novice data analysts who don't have the skill sets to perform complex MMx studies.

### 5. PRESERVING INSTITUTIONAL

**KNOWLEDGE:** Decision-making becomes disjointed, manual, and unscalable when institutional knowledge and the analytics behind historical decision-making are lost. It is essential to centralize knowledge within organizations to avoid losing expertise when people move between jobs.

Scaling MMx solutions is not straightforward, so companies must consider the prevailing pitfalls and carefully orchestrate their solutions to harness their predictive nature and control their volatility in different business use cases. Appropriately configuring MMx solutions can enable companies to benefit from higher marketing returns.





## THE MILLION-DOLLAR QUESTION IS: HOW CAN WE SUCCESSFULLY SCALE MMX SOLUTIONS?

A product-based MMx solution (or a “productized” MMx solution) is the most recommended approach to scaling MMx for life sciences companies. Productized solutions can tackle the common challenges most companies face. A robust productized MMx solution can handle data variations, promotional landscape diversities, and complex market dynamics. Robust, productized, and scalable MMx solutions can handle complex challenges. Some of them are mentioned below:

### 1. Unstructured data with complexities such as —

- Granularity varies across markets and is typically at the customer, account, or geographical level. However, most data is unavailable at the healthcare physician (HCP), specialty, indication, or dose-strength levels. The frequency at which data is available can also vary by market.
- HCPs may receive promotions in a different location than where they prescribe – the patient’s diagnosis site can be further from the treatment location – and there could be inconsistencies in the pharmacy distribution network. All of these can lead to ineffective promotions.
- Additional data outlining HCP behavior, market influence, and patient demographics can be limited in some markets.

### 2. Variations in the promotional landscape, such as —

- Digital promotions are prevalent in the US, while many other markets prefer traditional customer-facing and minimal digital promotions.
- The purpose of some channels is to generate sales that can be directly converted to ROI metrics. Still, the ROI metrics do not apply to others, and objectives are driven by purposes such as patient support.
- In some markets, the target audience for traditional customer-facing promotions differs from a typical HCP. In such cases, audiences can include customer accounts, hospital networks, and integrated delivery networks.

### 3. Adapting to market dynamics, such as —

- Various market factors and governing groups influence HCPs’ prescribing behavior.
- Sales rep access to HCPs varies across markets.
- Yearly peaks and dips in sales (and the corresponding promotional efforts) differ in timing and severity by market.
- Payers’ effect on prescribing behavior has increased.

## THE RECIPE FOR A ROBUST MMX PRODUCT

Robust productized MMx solutions support the fundamentals of traditional MMx solutions while introducing a range of innovative and sophisticated modeling that helps scale business requirements over time. Such products account for diversity among business users, scenarios, objectives, and other parameters influencing the desired solution. Axtria's experience working with life sciences companies in various situations has helped identify the three cornerstones of a robust product to support scalable MMx solutions.

### 1. **Business-oriented outcomes:**

MMx studies are a mix of art and science. Robust MMx products support results that make

business sense. The AI/ML models integrated within these products are flexible enough to adapt to various use cases and focus on business storytelling rather than just generating system-driven outputs.

### 2. **Platform comprehensiveness:**

These productized MMx platforms offer scalable and repeatable solutions that leverage historical learning but adapt to unique business scenarios. The automated facilities within MMx products drive efficiency across an array of processes. The product capabilities also transcend the limitations of the traditional MMx approach by driving large-scale strategic decisions and various other challenges. Another useful feature of such products is

that they easily integrate with other downstream systems to make interactive decisions.

### 3. **Robust operating systems:**

Relying solely on data scientists' specific skill sets to build and drive MMx methodologies is a recipe for failure. The operating systems in powerful MMx products are designed to industrialize analytics and provide an integrated self-service model that novice business analysts can operate. These products also help centralize all analytics in one place so a team of business users can perform the necessary steps while learning from global implementations to drive predictable results.

It is important to note that when an organization migrates from a service-based MMx solution to a product-based solution, tailoring and implementing a watertight change management plan is critical for success. The overall marketing organization's productivity can be negatively impacted without such a framework. In these situations, the organization needs to coordinate a change management effort, that identifies roles, responsibilities, and people throughout the migration. Such programs should also facilitate executive-level engagement, support, and communications to support the change process and increase adoption.

# WHAT GAINS CAN LIFE SCIENCES COMPANIES EXPECT BY USING PRODUCTIZED MMX SOLUTIONS?

Multiple organizations across any life sciences company can benefit significantly from productized MMx solutions. From operational to strategic teams, organizations become more efficient when using these products, leading to measurable improvements

in productivity, more robust customer engagement, and a lift in promotional returns.

[Axtria MarketingIQ™](#), Axtria's in-house product, has repeatedly delivered proven benefits and measurable

efficiency gains across life sciences companies. Some of the benefits our customers have experienced with [Axtria MarketingIQ™](#) are:

## 2. AN AUDIT TRAIL THAT IMPROVES ANALYSIS OVER TIME

The predictive nature of operationalized modeling is exactly that – predictive. This predictability ensures that incremental models can be monitored from a business outcomes perspective, ensuring that budget plans and subsequent recommendations are constant and less disruptive over quarters. End stakeholders are more likely to accept this kind of process.

## 4. FASTER REFRESH OF EXISTING ANALYSES

Refreshing previously performed analyses is an integral part of scalable MMx studies. Legacy approaches usually take several weeks to refresh existing analyses. [Axtria MarketingIQ™](#) performs the same refreshes within hours to significantly improve analyst productivity.

## 1. EASE OF MODEL BUILDING

Many life sciences companies have benefited from the decreased time required to build MMx studies that can analyze multiple scenarios. Most legacy systems perform the steps needed in several months, while [Axtria MarketingIQ™](#) has reduced that time to a few weeks.

## 3. INTERACTIVE SCENARIO PLANNING

Budget planning is integral to collaborative decision-making across stakeholders because outcomes are generated in minutes and lead to quick decisions.

## 5. HIGHER ENGAGEMENT

MMx models must constantly fine-tune their analysis of market fluctuations and customer preferences to engage customers reliably. While legacy solutions take days to complete these changes, [Axtria MarketingIQ™](#) can consistently perform this analysis within hours. Timely reconciliation of customer preferences and current market conditions democratizes analytics to increase customer engagement.



## IN A NUTSHELL...

An MMx solution is an essential promotional planning tool for life sciences companies. A robust and comprehensive product can solve problems associated with this process, such as using sophisticated methods for handling various use cases and tackling business questions, market events, and variations in data. Productizing

the marketing process is valuable, not only from an efficiency perspective in the short term but also in terms of value over time as the democratization of analytics changes the ecosystem. Robust change management will strengthen product adoption and ensure that all of the organization's marketing stakeholders and business users are

aligned with the new systems and processes. Successfully implementing a product that offers all these capabilities can add immense value to a life sciences company's marketing operations and significantly improve process optimization and promotional returns.







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We have the strictest data security guidelines in place as we work with businesses to improve the experience for their customers.

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Founded in 2010, Axtria is a global provider of award-winning cloud software and data analytics to the life sciences industry. Axtria's solutions are used to digitally transform the entire product commercialization process, drives sales growth, and improving healthcare outcomes for patients. Our focus is on delivering solutions that help customers complete the journey from Data-to-Insights-to-Action and get superior returns from their sales and marketing investments. Our cloud-based platforms - Axtria DataMAX™, Axtria SalesIQ™, Axtria InsightsMAX™, Axtria MarketingIQ™, 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.

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