

Case Studies

Life Sciences



Aligning Commercial Strategies and Operations

Challenges

A specialty pharmaceutical company with historically siloed commercial departments wanted to assess alignment from commercial strategy through execution. This involved marketing strategy, sales planning, sales execution, incentive compensation and analytics, etc. There was lack of alignment between marketing strategy and the execution of commercial functions. For example, the incentive compensation design was not consistent with brand strategy not allowing the sales force to fully execute upon brand directives, as the IC design did not support it.

The company wanted to establish an ongoing process for reviewing alignment each cycle across its portfolio to improve "siloes" and identify progress. The marketing department had their own ways of working without defined marketing processes which did not allow alignment with other newly defined commercial processes such as segmentation and targeting, call planning and IC.

Creating new Marketing Strategies for a specialty pharmaceutical company

Strategy & Solutions

Exequor worked with Commercial Leadership to develop and pilot an approach for assessing alignments prior to scaling, institutionalizing this process across the organization. Exequor's approach was to:

- I. Identify and map the required information components to sources and departments
- II. Develop an interview-driven data collection and assessment template
- III. Pilot the approach for in-line product with sales history and ongoing growth objectives
- IV. Perform a pre-cycle alignment analysis as well as designing post-cycle analysis to validate objective attainment
- V. Transition a more scalable process to be automated via a business process management (BPM) tool.

**Identify.
Develop.
Pilot.
Perform.
Transition.**



Solutions

The commercial components addressed included:

- Brand, Payer and Sales strategy
- Customer data sets, segmentation and targeting
- Samples allocation
- Performance metrics and incentive compensation design
- Sales plan of action and coaching.

By documenting the end-to-end commercial design, a unified framework was created to engage Commercial Leadership around their planning and execution for each sales cycle. Initial analysis at the start of the sale cycle highlighted areas of misalignment including:

- Marketing objectives to grow physician writers from trial to adoption without appropriate sales targeting
- Marketing goals for new to brand prescribing while Sales was compensated only on total prescriptions
- Account-specific marketing objectives without commensurate IC tracking and reward
- Marketing allocation of samples to Sales but no guidance on how to deploy samples to meet objectives.



Buy-in

Results

The approach gained significant buy-in across brand & operational management once it was seen that commercial execution could be improved by improved strategy and process alignment. To extend and institutionalize the alignment methodology across multiple brands each cycle, Exequor's approach was to migrate information collection to a business process management tool supported by a set of reference documents.