

# New Metrics: A Blueprint for Commercial Excellence

Lynn Trevisan,  
Senior Principal,  
IMS Health  
Canada

Anne Fraser,  
Senior Principal,  
IMS Health  
Canada

Despite the growing access to information among pharmaceutical clients, field sales forces are struggling to make meaningful connections with their customers. To maximize return on portfolios, pharmaceutical companies need a blueprint for commercial excellence.

Metrics that deepen understanding of customer interests, preferences for information and decision influencers, drive value for leading pharma sales organizations. These innovations lead to more productive customer relationships, increased impact of selling efforts (between 5% and 15% based on an IMS review of results) and commercial excellence.

To develop a blueprint for commercial excellence and maximized return on portfolios, company strategies should incorporate four improvement priorities and an implementation approach for each.

## 1. Differentiating customers

An accurate understanding of prescribers provides the foundation for all other commercial efforts. By leveraging secondary data and primary research to aggregate prescribers into distinct customer segments, pharmaceutical companies can focus on the customer with differentiated promotional programs, messages, sales tools and delivery capabilities customized to optimize return on investment (ROI).

### Strategic implementation approach

- Understand new sources of customer information
- Adjust current insight processes
- Conduct pilots to help the organization understand the value of new insights
- Communicate insight differences to sales and marketing managers in order to share best practices
- Implement a strategy for tracking key performance indicators (KPIs) and customer information over time

## 2. Optimizing investment four key growth factors

Physician perception of value, drives relationships. Understanding the value metrics that the segment of prescribers is seeking and describing behavior and identifying specific improvement opportunities. Sales optimization sales spend, including marketing promotion, new to plan and share customer segments

3. Aligning of the sales force with brand strategy. Prescriber customization is the key to driving higher ROI. With a robust characterization and influence to messages, a multi-customer brand strategy can be effectively created and executed, deploying promotion dollars optimally across brands.

### Four improvement priorities for commercial excellence

- Set up a promotion-mix model at the customer segment level to enable deeper understanding of prescriber behavior and product preference
- Optimize branding of pending and existing products by brand and product preference
- Use segmentation to improve brand promotion effectiveness and increase return on investment
- Develop a systematic process for allocating promotion spend to the right customer segment with brand strategy
- Optimize response to increase ROI
- Integrate marketing and sales metrics into the portfolio allocation process
- Develop an internal process to facilitate cross-company strategic planning and execution

## 3. Lockstep execution

Coordinated field execution of brand strategy is the next ROI priority. Innovative relationship metrics report the value being received by customers, with critical insights about:

- promotion channel performance,
- how multichannel marketing efforts contribute to brand ROI,

- which channels are driving this ROI and
- opportunities for new relationship points with customers.

Such metrics enable commercial executives to identify areas of focus for their sales forces to build deeper relationships and achieve greater influence with customers. Sales force KPIs should derive from customer-focused performance metrics and should ensure that the brand strategy is clearly reflected in every customer interaction and that every opportunity to build brand equity is fully developed.

#### Strategic implementation approach

- Develop brand strategy-based metrics, such as message quality, detail quality and customer value
- Implement these metrics initially with the sales force, then expand to other promotion channels
- Tie metrics to brand performance to identify drivers of market share and to quantify the impact of improving the metrics
- Design marketing programs and sales tools focused on these driver metrics to enable brand performance improvement
- Customize all these steps to the differentiated customer segment

#### 4. Opportunity responsiveness

Using information obtained from sales force and brand KPIs, marketers can identify trends as they emerge, enabling companies to proactively take action. An alert can be triggered when such a change occurs and selling tools can be recommended to help address the opportunity/challenge.

Automated, monthly brand dashboards that report the key drivers of product and customer segment performance can uncover sources of dissatisfaction with competitor products and practices that can improve patient adherence and e-marketing programs.

**Shifting from undifferentiated brand messaging to prescriber customization is the key to driving higher ROI.**

#### Strategic implementation approach

- Set up monthly brand strategy and execution tracking metrics, linking performance metrics to national target base performance
- Implement a closed-loop marketing system
- Capitalize on the value of digitized agencies and the flexibility to customize quickly
- Establish an integrated management approach to channels
- Measure performance of multichannel programs and use insights gleaned to innovate

In today's complicated market, where customer power is rapidly increasing, delivering more value means greater market share. Leveraging new metrics in new ways drives more effective allocation of resources and creates greater value.