The pharmaceutical industry is challenged on multiple fronts—healthcare reform, decreased R&D productivity, and patent expirations—all of which are forcing life sciences firms to make changes to the way they do business. In addition, customers are demanding more information on how pharmaceuticals impact outcomes, which means leading firms will need to change their promotional strategies to include data points on efficacy.

One functional area currently under great scrutiny due to these changes in the industry is Sales and Marketing. In many life sciences organizations, this can be one of the largest general and administrative cost centers. With traditional models for reaching customers losing effectiveness, Sales and Marketing executives have been feeling the pressure to transform their commercial model.

The sales and marketing activities that comprise a company’s commercial model are typically defined by three dimensions: customer, messaging, and channel. How this model is defined and how day to day activities are executed are critical to better managing cost, increasing sales, and improving ROI in the changing life sciences landscape.
TRANSFORMING YOUR COMMERCIAL MODEL WITH ANALYTICS: THE ESSENTIALS

- Pick the best-fit, priority business opportunity. → Ensure opportunity for success
- Build use cases to define opportunity → Identify what the users need
- Plan for structured and unstructured data sources. → Design data model for Life Science
- Retool IT to adapt to needs of business → Identify what support system and tools are needed to ensure agility, flexibility
- Define a mobile and consumer engagement strategy → Identify user experience requirements
- Develop a vision for applying cloud capabilities → Identify where cloud can improve agility and reduce cost
- Integrate findings into a phased roadmap and specific plan to deliver meaningful business benefits → Develop a plan for success

Based on the challenges the industry is facing, changes to all three dimensions of the commercial model will be needed for success. Pharmaceutical customers such as healthcare providers are responding to the transformation in the market as patients have become more influential in the sales process. Healthcare reform and consumerism are changing the needs of clinicians.

As a result, pharmaceutical companies will need to evolve the way they interact with physicians to ensure that their pharmaceutical products are properly positioned. Product value propositions and the messaging dimension of the commercial model will need to expand include a focus on cost and health outcomes. Also, channels will need to evolve with an increased focus on pull and non-personal channels, to be used in a well-defined, targeted approach with clearly defined and measurable objectives.

![Commercial Model Transformation](image)

Foundational to the successful transformation of this model is analytics—not the traditional retrospective data oriented reporting, but rather truly actionable analytics based on structured and unstructured data derived from content inside and outside the organization. These new big data sets will have to also consider monitoring of social and mobile data, which may provide knowledge, guidance, and direction that are otherwise unattainable.
The challenge with reporting solutions to date is that most companies have been trying to answer business questions by looking in the rear-view mirror with a fractional subset of the information available across the enterprise. Business leaders are limited in the questions they can ask and the answers they can get—and as a result, many continue to rely on historical analytical methods and instinct.

The promise of analytics done right is new insights, delivered faster, using most if not all of the relevant, available data with forward-looking projections and recommendations. Commercial analytic environments need to be agile, collaborative, and user friendly in order to support the demands of today’s business challenges. They must deliver the ultimate objective of fostering an improved customer experience by providing insights to realize customer and market opportunities within data. The user experience has to be proactive in constantly monitoring the consumers’ health, exercise, and lifestyle behaviors to flag areas of potential concern, coupled with recommended actions.

When architecting a solution, however, it is also important to consider that seamless, mobile, user-friendly access to comprehensive data and services—in a collaborative environment that allows sharing of knowledge across the team for stronger decision making—is fundamental to gaining maximum value from the data. Furthermore, analytics environments must be flexible, dynamic workspaces that can be updated and expanded in real-time to support changing business needs. Additionally, the quality, accuracy, and consistency of information that is being provided must be guaranteed.

The new and emerging technologies and architectures that support these big data analytic environments play a critical and enabling role in their success. They are challenging our familiar Business Intelligence and Data Warehouse architectures, and are exposing deficiencies and shortcomings that have made us inflexible over the years. Batch orientation, coded data integration, proprietary tools, and technologies are being replaced by a more a flexible technology stack with real-time data feeds, federated integration, and open source tools and technologies.

Environments now are typically run in an “analytics as a service” shared platform, enabling collaboration by making all data sources available to all users and encouraging experimentation and research across different data sources and analytical tools. These new technologies change the game for Big Data analytics by being flexible, fast, and enabling all users access to data on demand from anywhere in the enterprise in real time.

Whether implementing a commercial analytics program for the first time or revamping an existing environment, it is critical to first find the right business opportunity and build a comprehensive plan/roadmap around that opportunity.

Without this type of capability, Sales and Marketing executives run the risk of flying blind, unable to determine the efficacy of their new commercial campaigns. Teams that build out their analytics environments to be fast, flexible, and user-friendly are more able to enhance their business performance.
SUMMARY
An extremely challenging business environment is forcing life science companies to change the way they do business. Fast and targeted analytics—the ability to quickly and proactively uncover customer, product, and market insights from increasing volumes of data and quickly adjust sales and marketing models accordingly—will be critical to their success and the differentiator between who wins and who loses.

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EXAMPLE USE CASE: PATIENTS AND CAREGIVERS
Objectives:
• Identify concerns with current therapy treatment to develop launch positioning
Targets (Social Media Characteristics):
• High social media activity level, patients and caregivers, existing therapy
• Current prescribing activity in competitive therapy
Strategy:
• Identify influence of patients and caregivers
• Identify areas of concern of current therapies

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