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ADVISORY BRIEF

What You Need to Know to Be Prepared for 2023

Highlights from TGaS Advisors' Fall Summit

Commercial Operations Executives: Leading the Evolution

Building upon the lessons of more than two years of unprecedented business disruption, Executive Commercial Operations leaders are focused on making informed organizational decisions to propel the evolution of Commercial Operations in this rapidly changing global economy. As you prepare for 2023 and beyond, critical considerations include optimizing structure, talent and capabilities to excel in the future.

Critical Focus Points of This Advisory Brief

Leveraging past learnings for future success

Commercial Operations

Evolving Commercial Operations organization

Transforming capabilities

Background

This advisory brief incorporates learnings from TGaS Advisors' 2022 Fall Summit, which brought together the industry's top commercial operations, market access and medical affairs executives to discuss the hottest trends, address concerns and prepare for future challenges.

More than 200 individuals from 100 emerging, mid-tier and large-tier biopharmaceutical companies attended function-specific sessions across the Commercial, Market Access and Medical Affairs ecosystem. Leaders shared perspectives, made recommendations and collectively thought through alternative paths forward relative to key decisions to be made during 2023 and beyond.

Key themes include:

- The decisions Commercial Operations leaders are facing are very different than the ones faced by your predecessors. Which learnings from recent challenges will be effective in your future organization and which should remain in the past?

- Organization structure, built on the best talent with the right capabilities, has arguably never been more challenging. How will you continue to grow your organization amid constant change, talent scarcity, inflation, hybrid and remote work?

- Continued capability transformation and upskilling is increasingly fast-paced. What are the critical new capabilities that every commercial operations team needs and how will you get there?

Commercial Operations leaders shared perspectives on what the past two years have taught us, and considered how the life sciences industry, in general, and people, specifically, have changed during this time. Which learnings are most critical to retain and develop further? And where are the remaining gaps that must be filled to be successful in 2023 and beyond?

In This Advisory Brief…

Which learnings from recent challenges will be effective in the future and which should remain in the past?

✓ Omnichannel adoption in the field improved with change management approaches

✓ Focus on proactive communication, diversity amongst teams and "radical transparency"

✓ Leveraging Incentive Compensation for company differentiation and for talent retention

✓ Marketing Operations must continue to increase efficiencies to advance capabilities

✓ Considerations of Single Point of Contact roles in Insights & Analytics

✓ Operationalizing omnichannel in Medical Affairs requires new competencies

✓ Pricing, Contracting & Analytics continues to grapple with the impact of inflation

How will leaders continue to grow their organizations amid constant change, talent scarcity, inflation, hybrid and remote work?

✓ Commercial Operations: How FTEs and Spend have changed over time

✓ Post COVID new normal necessitates a new model of customer engagement

✓ Field Force Effectiveness roles continue

✓ Team culture and stakeholder alignment is a key priority for Marketing Operations

✓ Learning and Development: Future trends in recruiting and retaining talent

What are the new critical capabilities that every commercial operations team should excel in and how will you get there?

✓ Commercial Data Management in the digital era

✓ Omnichannel Marketing: Customer engagement evolution, the future of omnichannel

✓ Industry definition of modular content, drivers and learnings

✓ Metrics: Beyond reach and frequency

✓ Learnings for high-performing matrix-based field teams

✓ Scientific Engagement: Future state

Which learnings from recent challenges will be effective in the future organization, and which should remain in the past?
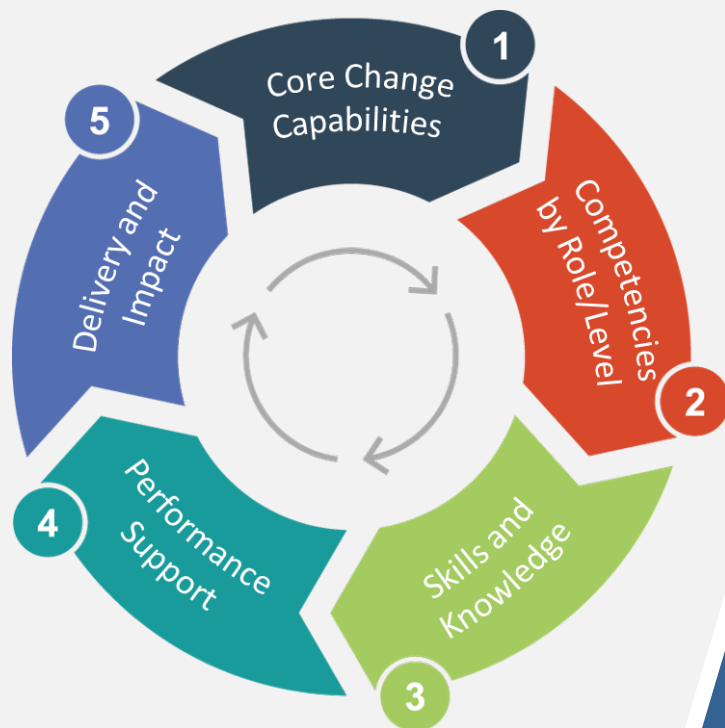
Omnichannel Marketing

The pandemic was the catalyst that drove organizations to quickly pivot and escalate their digital capabilities. When working in a virtual world became the new reality, there were many learnings. Omnichannel leaders have been adjusting their philosophies and processes regarding the management of the field's adoption of Omnichannel and its related organizational impacts.

Learnings to drive effective facilitation of omnichannel adoption in the field force

- Leverage advocates within the field force to facilitate education, rather than traditional trainings

- Determine the needs of field reps and target the information provided to demonstrate omnichannel's ability to solve for those needs, not add to them

- Make a conscious effort to correct assumptions that the field is reluctant to omnichannel and instead take a forward-looking approach that focuses on joint goal(s)

- Keep omnichannel and the related impacts on the necessary skills and competencies of a successful rep top-of-mind when hiring

Change Capability to Performance Framework

1 Core Change Capabilities
2 Competencies by Role/Level
3 Skills and Knowledge
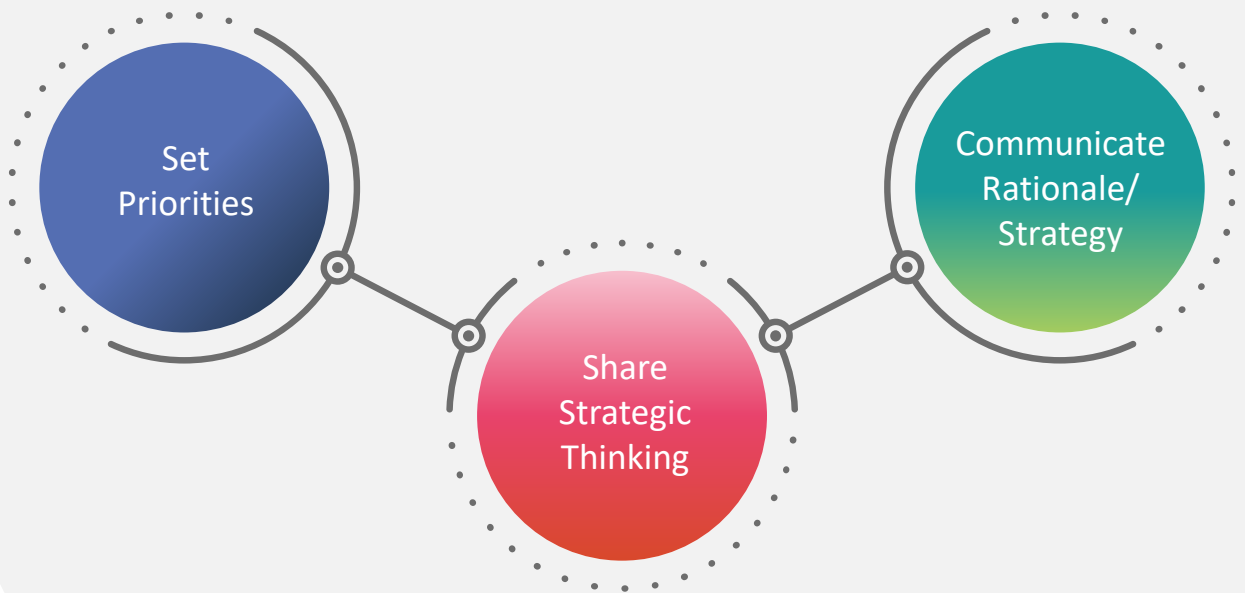4 Performance Support
5 Delivery and Impact

Field Operations

Field Operations leaders are making decisions on improved metrics, tools and technology more often than ever before. Field Operations leaders are keenly aware that data is ubiquitous, there is increased complexity in their roles and new tools are emerging daily.

They know that there is a huge amount of data available. Unfortunately, the data is full of gaps and the technology is based on that data.

Within both home office and the field, communication styles have changed dramatically, and new technology use (both internally and with customers) has reached a point never before seen in the industry.

Field Operations leaders need to focus on proactive communication, diversity amongst teams and "radical transparency."

Change Capability to Performance Framework

Set Priorities

Share Strategic Thinking

Communicate Rationale/ Strategy

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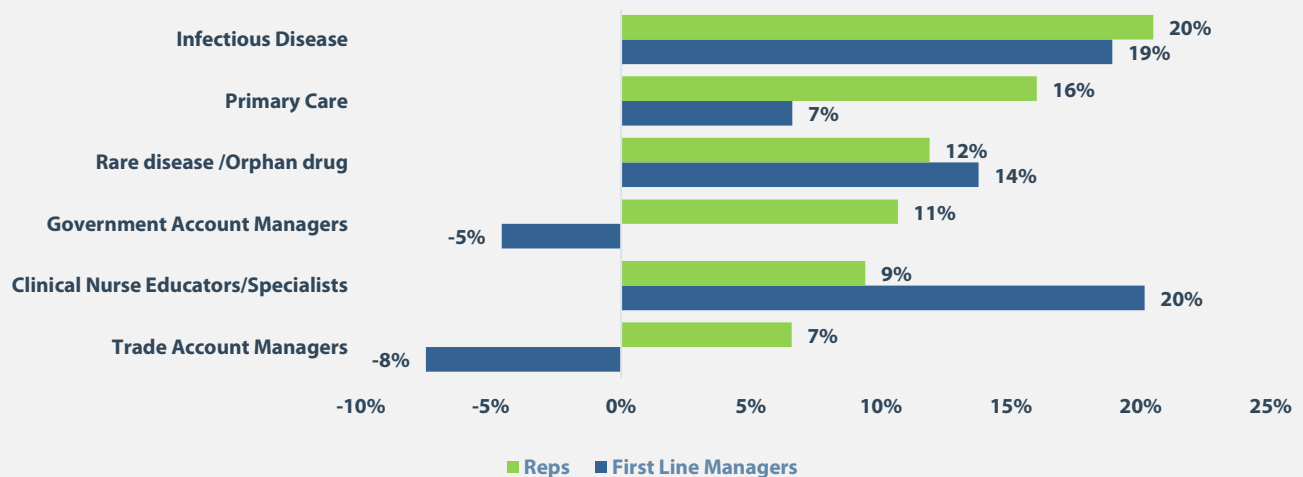A DIVISION OF
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Incentive Compensation

Attracting talent has become more difficult than ever in today's highly competitive job market. Companies are thinking about approaches in Incentive Compensative to help them remain competitive in the quest for talent. Accordingly, some interesting trends have been observed in Incentive compensation during the past year.

Current Trends in Incentive Compensation

Target Payouts increase vs 2021

+5%

Representative Target Payouts

+6.4%

First Line Managers Target Payouts

71% (24 of 34 roles) showed an increase in target in 2022 compared to 41% in 2021

Where are rep wages rising most quickly

Role	Reps	First Line Managers
Infectious Disease	20%	19%
Primary Care	16%	7%
Rare disease /Orphan drug	12%	14%
Government Account Managers	11%	-5%
Clinical Nurse Educators/Specialists	9%	20%
Trade Account Managers	7%	-8%

■ Reps ■ First Line Managers

Average wage growth for college educated workers rose 8% over the same period
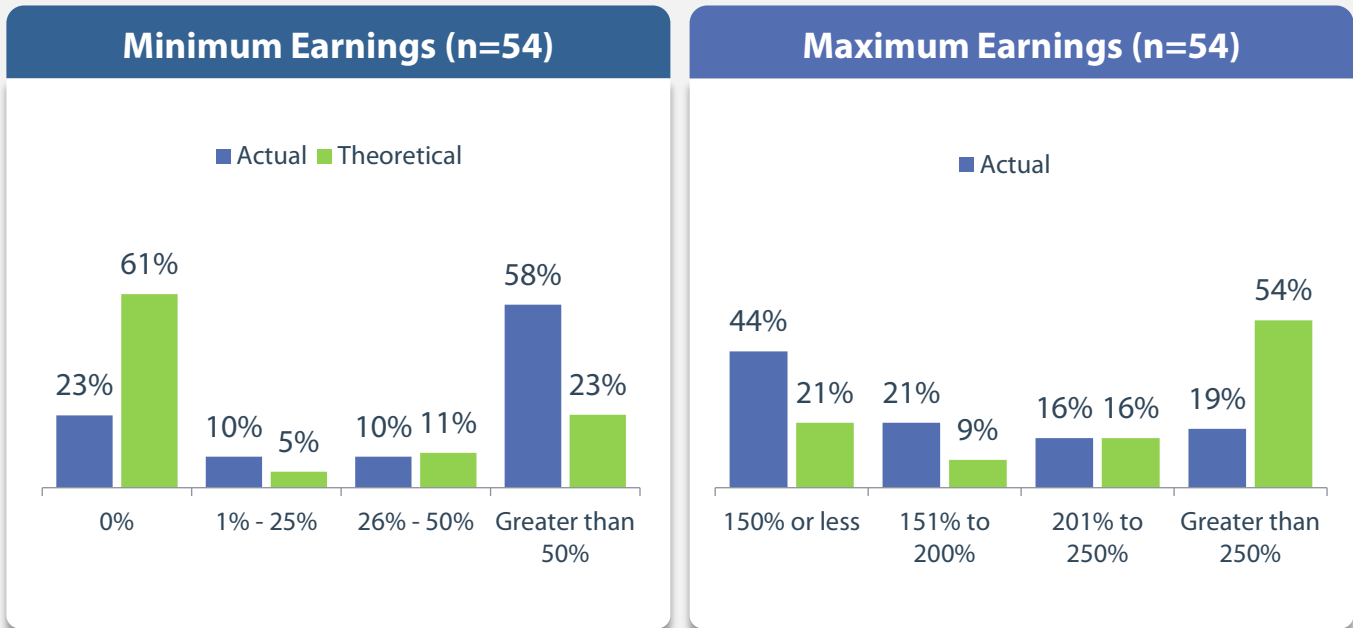
Incentive Compensation

Additional trends in incentive compensation are displayed below. The earnings spread between the top and bottom performers is not as large as anticipated. Furthermore, when asked about the challenges they are facing, IC leaders indicated that accuracy of national brand forecasts is their biggest challenge. Product launches and territory realignments and restructuring round out the top three.

Current Trends in Incentive Compensation

Earnings distribution narrower than planned

Minimum Earnings (n=54)

■ Actual ■ Theoretical

- 0%: Actual 23%, Theoretical 61%
- 1% - 25%: Actual 10%, Theoretical 5%
- 26% - 50%: Actual 10%, Theoretical 11%
- Greater than 50%: Actual 58%, Theoretical 23%

Maximum Earnings (n=54)

■ Actual

- 150% or less: Actual 44%, 21%
- 151% to 200%: 21%, 9%
- 201% to 250%: 16%, 16%
- Greater than 250%: 19%, 54%

Biggest challenges for IC

1. Accuracy of national brand forecasts
2. Product launches
3. Territory realignments and restructurings
4. Third party data issues
5. Specialty pharmacy data issues
6. Compliance

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Marketing Operations

Marketing Operations leaders are looking for ways to increase efficiencies to further advance capabilities within their organizations. Leaders from both Marketing Operations and Medical/ Regulatory/Legal (MRL) Operations discussed key areas of increased focus including more personalized content, tactic automation, digital asset management, virtual reality/artificial intelligence within HCP speaker events and change management.

Priorities for Marketing Operations Departments (including MRL Review Operations)

Marketing Operations Priorities

1 — Team Culture & Stakeholders
- Focusing on team culture
- Developing talent
- Improving stakeholder alignment & communications

2 — Strategic Partnering & Planning
- Improving planning & forecasting
- Supporting launch activities

3 — Organization Restructuring & Enablement
- Adding new capabilities to support new needs of the business
- Automating and Deploying Modular Content
- Implementing Agile Ways of Working

4 — Process Improvement
- Streamlining/driving efficiency
- Improving data and reporting capabilities
- Enhancing tools/technology
- Developing/deploying/refining Next Best Action

5 — Staffing & Onboarding
- Acquiring talent
- Enhancing stakeholder training
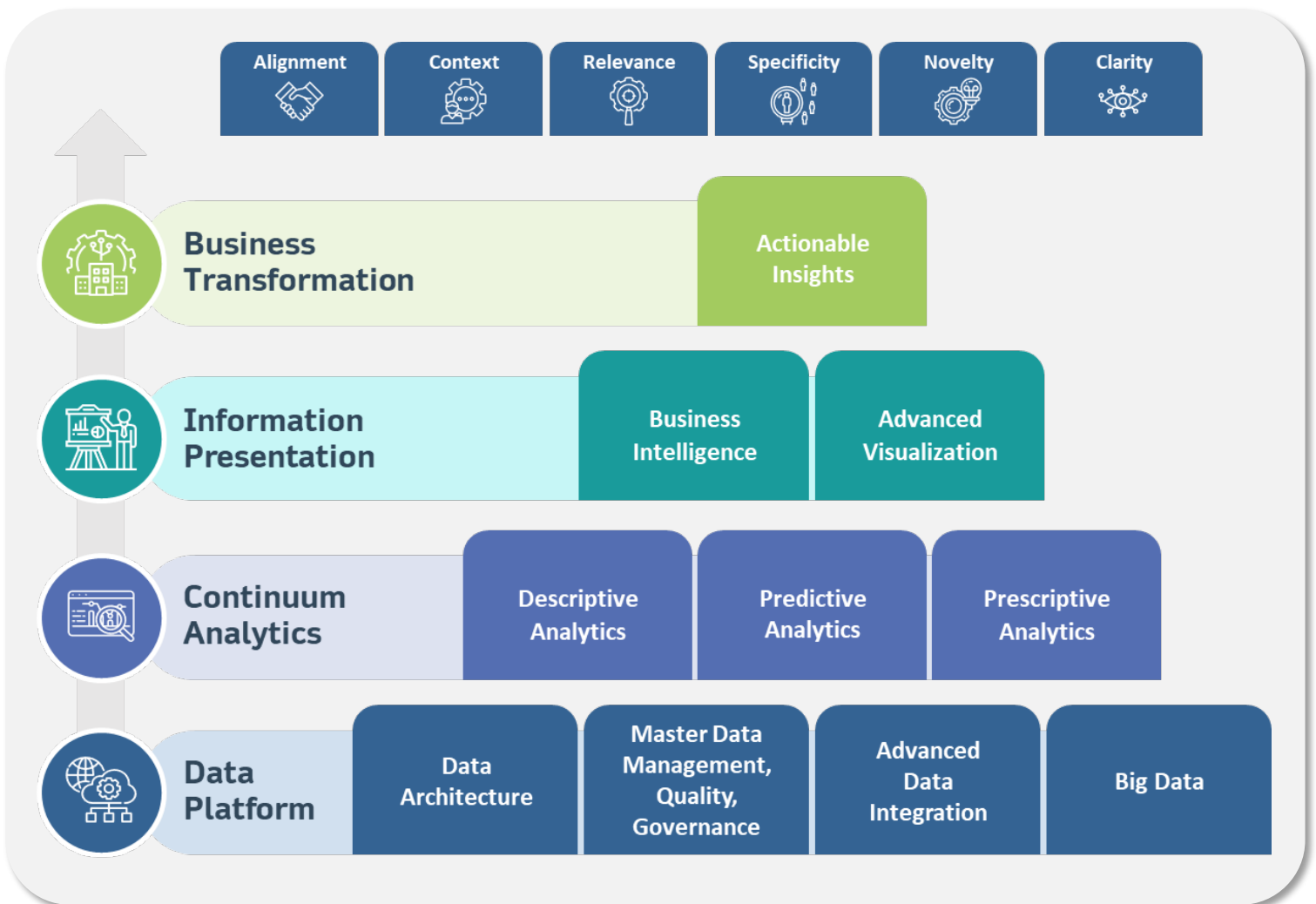- Adding additional resources/support

Commercial Insights & Advanced Analytics

Emerging analytics complexity has increased industry discussions about analytics **single point of contact (SPOC) roles.** There are many analytics "vectors" today – PMR, advanced, digital, market access, forecasting, patient services, CI, new data sources, etc. Increasing specialization also exists among pharma analytics professionals with less strategic skills and experience.

Fully realized SPOC roles are seen relatively infrequently in the industry now, although there is a lot of discussion. The roles can be difficult to hire. TGaS has seen some initial failures for the full SPOC role, and the "hybrid" role is more common.

Key Attributes of an Actionable Insight

Alignment	Context	Relevance	Specificity	Novelty	Clarity

Business Transformation

Actionable Insights

Information Presentation

Business Intelligence | Advanced Visualization

Continuum Analytics

Descriptive Analytics | Predictive Analytics | Prescriptive Analytics

Data Platform

Data Architecture | Master Data Management, Quality, Governance | Advanced Data Integration | Big Data

Medical Affairs

Medical Affairs leaders discussed alignment on **what omnichannel means** and how to **operationalize efforts for Medical Affairs**. Summit participants noted that they are aware of the potential channels that can be utilized, but Medical Affairs teams generally struggle to **integrate strategy, tactics and analytics into a unified omnichannel approach**.

Omnichannel execution requires **capabilities and competencies that have not traditionally existed within Medical Affairs**. Dedicated Medical Affairs digital roles are becoming more commonplace. It is difficult to get resources for Analytics roles, and cross-functional support via Commercial functions is not an ideal solution since they may be limited in ability to understand or meet the needs of Medical Affairs. Participants are also still determining how to effectively leverage Artificial Intelligence and Machine Learning.

Participants discussed the relationship between measuring value and resource allocation, along with the difficultly with measuring and conveying value/success. Greater resources/investment are contingent on demonstrating value which is difficult. Participants felt articulating value to internal audiences was challenging, but omnichannel engagement may provide new approaches to measuring value. Participants agreed that **assessing and understanding customer needs/preference is critical for omnichannel success**.

Learnings for Medical Affairs Leaders

"A data-powered approach to delivering the right information to the right customer at the right time through the right channel"

| **Thoughtful use of resources and smart innovation.** Effective scientific engagement is the end; omnichannel is the means | **Leveraging cross-functional capabilities** to engage in new and different ways | **Integrated approach and cross-functional alignment** on objectives, collaboration, and resources | **Understand customer behavior and preferences before you build** |

Pricing, Contracting & Analytics

Pricing, Contracting & Analytics leaders engaged in a lively discussion on what is and what isn't working with returning to the office. Companies shared examples of **employees choosing to leave** rather than return to office, and how difficult **finding new talent** can be in general, on top of the desire to be remote. Many participants agreed that technology use at home seems to be better than in the office, and that the beginning of in person meetings resemble **"tangled Christmas lights."**

High inflation seems to be impacting GtN calculations and increasing the importance of payment terms in contract negotiations.

Topics	Summary
Contract Lifecycle Management (CLM) Tools	• Participants were divided on use of a CLMs or Excel. Benefits of having CLMs are the ability to compliantly track governance decisions and potentially provide data for metrics; however, drawbacks include extensive customization, and difficulty of defining the scope and use of a system.
Inflation Reduction Act & AMP Cap Removal	• Guest speaker John Greenaway, Partner at Trinity, presented information on the Inflation Reduction Act. Participants commented on the importance getting the channel mix correct in the Gross to Net process, increasing the importance of GtN for individual brands, and how IRA is incentivizing higher launch prices. Some participants believe that the Payers/PBMs will try to negotiate higher price concessions due to the OOP cap. IRA seems to be on the top of nearly everyone's minds, and most companies are doing significant impact analysis.
Stopping Revenue Leakage	• 340B audits and claw backs were discussed. One company mentioned that they underwent a lengthy, methodical audit of 340B entities in 2020. While it was considered successful (over $30M recovered), the industry has changed since, and they would likely not do it again because of the painful process. • 340B audit language is now being used by some payers as a way to prevent audits, and one company has removed 340B from their audit scope.
Hot Topics	• Payers are increasing terms in their acknowledgement letters with manufacturers. Most participants believe that these letters are not binding and do not supersede the terms of the contract. This back and forth process us significantly shortening the bid timelines, often going right up to the deadline. • Four of the participating companies are looking into Blockchain technology, with the primary business case being reduced chargeback rejections. Two companies have just "kicked the tires" and decided not to be industry pioneers in this space. • While Robotic Processing Automation may be evolving, companies believe there are still drawbacks, such as starting from square one every time a process changes. • Proposal Development Metrics – companies commented that National and Regional designation is robust enough to indicate complexity, especially as the number of contracts decreases. One company commented that they performed a Six Sigma process on tracking contract cycle time, but the complicated process didn't provide enough value to continue.

How will leaders continue to grow their organizations amid constant change, talent scarcity, inflation, hybrid and remote work?
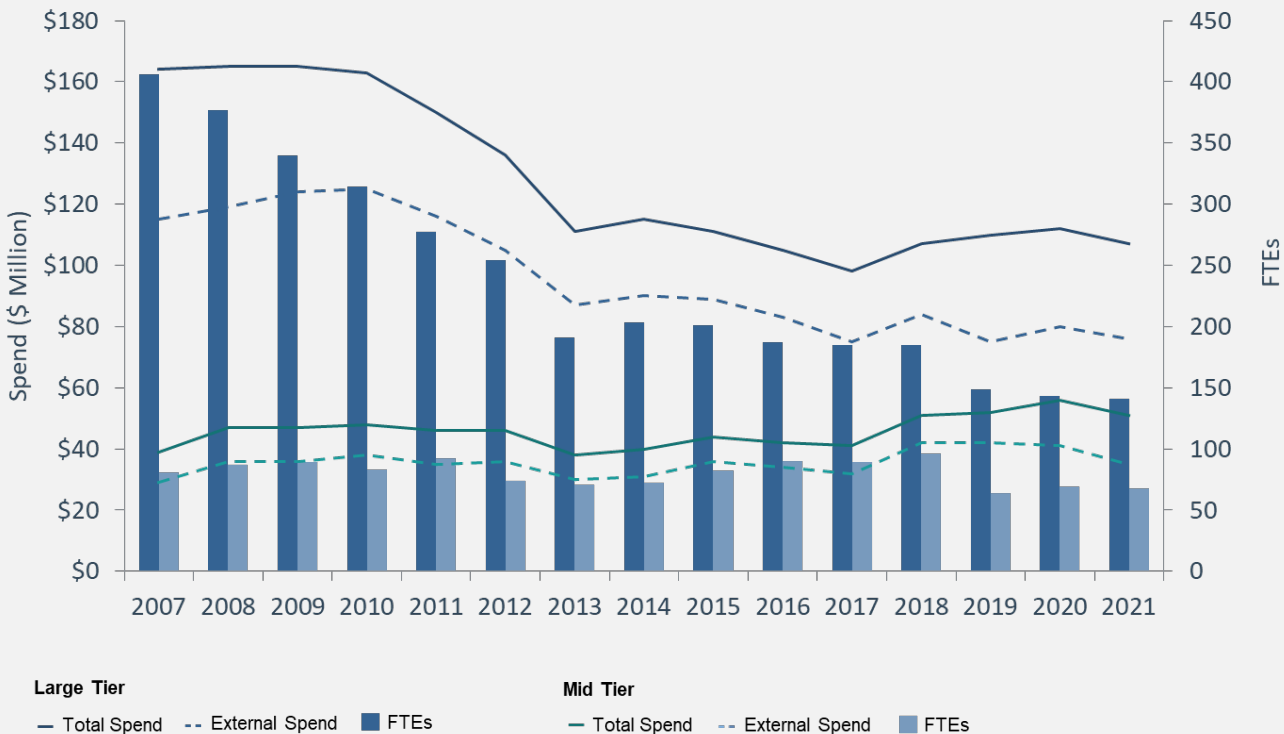
Commercial Operations

Commercial Operations leaders are continually challenged to operate in new ways, seeking greater value, reduced expense and increased efficiency. At the same time, they face competing priorities and factors beyond their control such as talent scarcity, resulting in higher human resources costs, supply chain costs impacting the costs of meetings, events, speaker programs, overall inflation and many other factors. **Investment decisions in allocating limited budgets critically impact the achievement of increased capabilities** in omnichannel, digital capabilities, advanced analytics and evolving customer engagement. Below is a look back at how Commercial Operations investments have changed over time in the large-tier and mid-tier life sciences space.

Commercial Operations Resourcing Investment

A Look at How FTEs and Spend Have Changed Over Time

Large Tier
— Total Spend   - - External Spend   ■ FTEs

Mid Tier
— Total Spend   - - External Spend   ■ FTEs

These data include headcount and expenditures for Field Operations, Commercial Data Management, Incentive Compensation, Marketing Operations, MRL Operations Commercial Insights & Advanced Analytics and Learning & Development, the most common of the centralized and shared services functions within "Commercial Operations"

Customer Engagement Model

It's not news that the customer engagement model is evolving in fundamental ways. Reduction in access is driving adjustments in call metrics. Companies now expect fewer calls per day or they track calls in a different way (e.g., In-Person vs. Virtual vs. Rep Triggered Email). Field teams find it challenging to meet with customers. Medical Science Liaison (MSL) field teams are finding it more difficult to secure engagements with customers in the hybrid space, and Psychiatry has continued virtual appointments with many patients. Virtual calls continue in the mix across all specialties and now make up 36% of the total pre-COVID volume in Oncology. And as the customer engagement model becomes more integrated, there are increasing numbers of KPIs, reflecting the complexity of the business. As well, we see significant differences in comparing Oncology to other therapeutic areas.

Where We've Been … and Where We Are: Post-COVID new normal that necessitates a **new** model for engagement

Companies adjusted their call metrics due to losing access	Field teams find it more difficult to meet with customers	Decrease in-person call volume vs. pre-COVID due to increases in virtual calls	Increased number and types of KPIs reflect a more integrated customer engagement model

How are the Multiple Customer Facing Roles Leading the Industry towards an Evolved Customer Engagement?

Increase in Customer Facing Roles	Added Complexity	Cross Team Collaboration is Challenging	Demand on Internal Resources

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Field Operations

Field Operations is Evolving …

Within Field Operations teams, leaders are looking to identify better solutions for both the field and customers, driving solutions that:

1. **Break the access barriers** that continue to grow post pandemic
2. Get a true understanding of customer engagement by **including all channels in reporting and metrics**
3. **Build on the current Alerts model** using better data with a more robust feedback loop

Field Operations teams are also looking at new ways to best support internal and external customers, including adding or growing the **Field Force Effectiveness role** to be a more strategic partner with leadership, and changing their use of CSO teams to support additional field roles.

Insights from peers …

Companies have moved away from large, standardized field forces to **more complex field forces**.

Reps are viewed as the "quarterback" and need to work with other field resources (MSLs, Market Access partners, etc.) to achieve success.

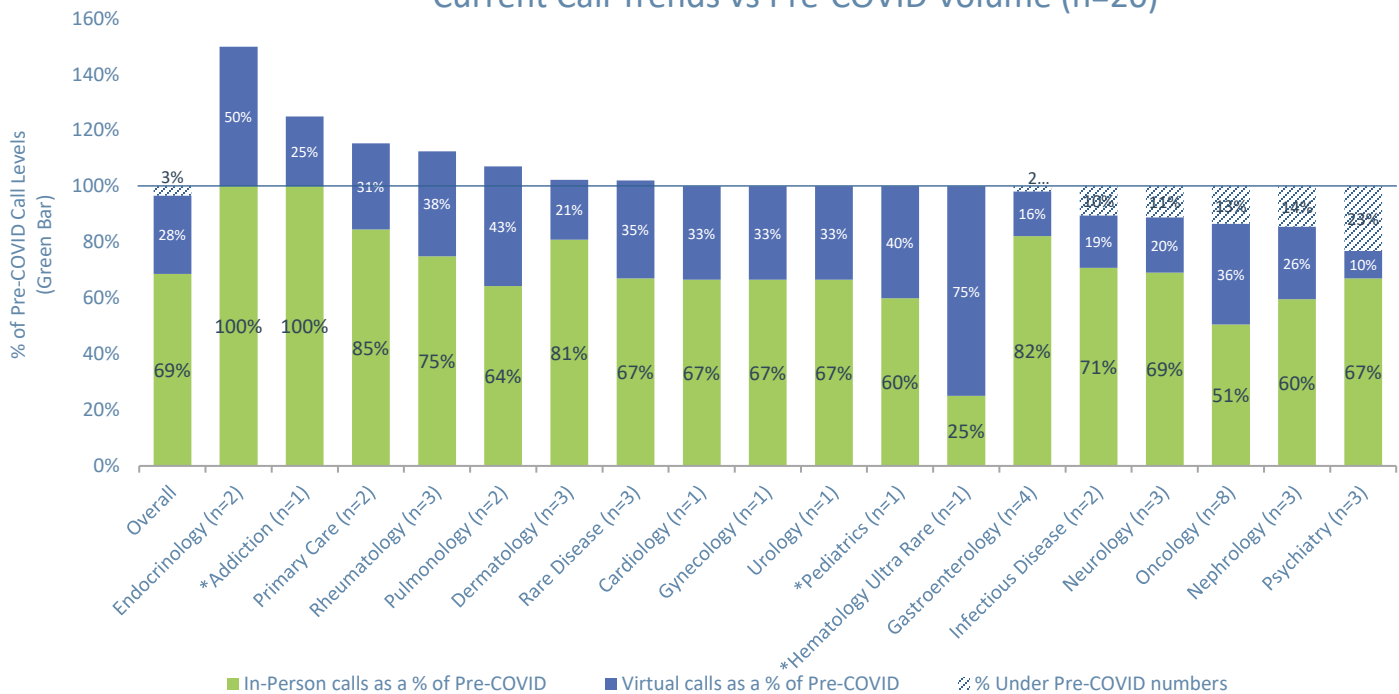The **use of CSOs** has increased.

Communication methods have changed (text, email, phone) and are less personal.

Customers want to choose the method of communication.

Reps need to be focused on **disease awareness** and the **patient journey**. Good reps need to understand the ecosystem.

Strong leadership is needed to set priorities, share strategic thinking and communicate rationale/strategy.

Current Call Trends vs Pre-COVID Volume (n=20)

Y-axis: % of Pre-COVID Call Levels (Green Bar)

Category	In-Person (green)	Virtual (blue)
Overall	69%	28%
Endocrinology (n=2)	100%	50%
*Addiction (n=1)	100%	25%
Primary Care (n=2)	85%	31%
Rheumatology (n=3)	75%	38%
Pulmonology (n=2)	64%	43%
Dermatology (n=3)	81%	21%
Rare Disease (n=3)	67%	35%
Cardiology (n=1)	67%	33%
Gynecology (n=1)	67%	33%
Urology (n=1)	67%	33%
*Pediatrics (n=1)	60%	40%
*Hematology Ultra Rare (n=1)	25%	75%
Gastroenterology (n=4)	82%	16%
Infectious Disease (n=2)	71%	19%
Neurology (n=3)	69%	20%
Oncology (n=8)	51%	36%
Nephrology (n=3)	60%	26%
Psychiatry (n=3)	67%	10%

Additional "% Under Pre-COVID numbers" values shown at top: Overall 3%, Gastroenterology 2…, Infectious Disease 10%, Neurology 11%, Oncology 13%, Nephrology 14%, Psychiatry 23%

Legend:
- In-Person calls as a % of Pre-COVID
- Virtual calls as a % of Pre-COVID
- % Under Pre-COVID numbers

Field Operations

Field Force Effectiveness (FFE) Role

- Nearly half of the companies surveyed (17 out of 35) have a Field Force Effectiveness (FFE) role

- FFE roles within 71% of the responding companies (12 out of 17) act as communication leads and field reporting points of contact

- The FFE roles most often sit either within Commercial Operations, the specific brand, or Field Operations

- 41% (7 out of 17) of the responding companies align the Field Force Effectiveness role nationally, and another 35% (6 of 17) align the role by therapeutic area

Strategically views each sales region to understand trends, impact of managed care changes, account level behaviors

Cross-functional project management

FFE Role

aligning sales strategy with Marketing, changes to sales ops processes, ensuring pull through of marketing initiatives

Coordinates field functions to ensure participation and alignment, i.e., quarterly processes, CRM surveys, etc.

Marketing Operations & MRL

Marketing Operations & Medical, Regulatory, Legal (MRL) Operations

Team Culture and Stakeholder Alignment are the key priority areas of focus for Marketing Operations and Medical, Regulatory, Legal Review Operations. **Organizational turnover** continues to be a factor including turnover for third party vendor partners (especially related to event planning vendors).

Communicating with stakeholders within a hybrid work environment continues to pose challenges to companies due to busy calendars and influx of virtual meetings. Companies are finding ways to alleviate issues with increased meeting time by instituting meeting guidelines (blackout times, meeting-free Fridays, limiting team attendance where possible, meeting agenda and post-meeting summary requirements).

Another hot topic in this area is **review time management**. Specifically, volume and review time caps/limits were discussed, including utilization of a points-based system to allocate review time based on asset page length, type of tactic and other complexity factors. Project Management (PM) systems can also be used to track time spent on review. One company is utilizing their PM system within agile sprint processes to measure and adjust review time.

Marketing Operations continues to support **more stakeholders and more workload** with their existing or reduced resources.

Inflation has impacted meeting planning. Marketing Operations is seeing cost increases in areas such as: travel, hotel, airfare, venue-room minimums/meeting space, car rental, food and Honoraria based off Fair Market Value (FMV). Companies are evaluating ways to save and maintain the value and quality of meetings while managing inflation. Based on their evaluations, some companies have recommended shorter meetings as one option and pay for one less night of hotel space and associated travel costs.

Speaker programs, specifically live programs, have gone up in 2022 and that will continue in 2023; challenges are also being managed as inflation impacts these events. Much of the largest spend for speaker programs is speaker honoraria and companies may standardize the tiering of physicians. It has been determined that, in order to do more speaker bureau programming, more investment will be needed, or companies may need to consider shorter programs to reduce overall costs, especially in honoraria and food. Company caps overall are not going up.

Requests/Initiatives

1. Modular content capability
2. Additional headcount resources
3. Streamlining digital footprint and technological infrastructure

Achievements

1. Team performance and preparedness
2. Improved reporting and analytical tools
3. Automation advancement

Issues/Challenges

1. Headcount resources and staffing
2. Turnover rate
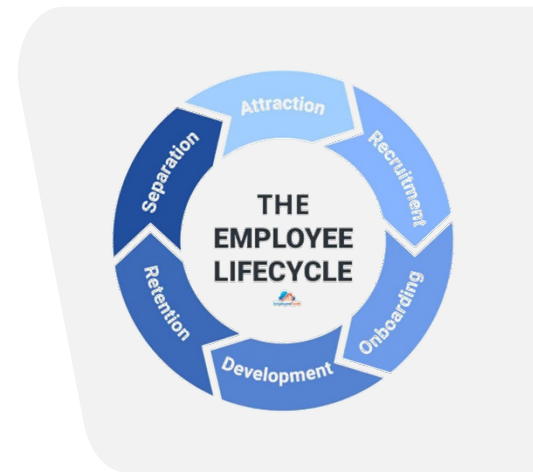3. Organizational alignment

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Learning & Development
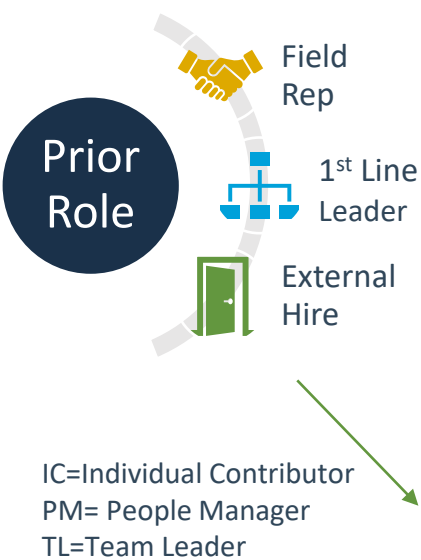
Future Trends in Recruiting and Retaining Talent

Recruiting Talent Innovation

- Create a series of "commercials" to advertise your department to potential recruits
  - Consider your department like a brand
  - "We're developing the next commercial leader…"
- Target your talent competitors
  - How are Marketing, Operations, Special Projects gaining recruits, review what they are doing and learn from them
  - Track your potential talent on internal and external social media
- In-person or virtual job fairs
- Develop a "most wanted" talent pipeline
- Hiring outside pharma
- If you can't get headcount, use contractors

THE EMPLOYEE LIFECYCLE
Attraction · Recruitment · Onboarding · Development · Retention · Separation

Retaining Talent Innovation

Career Progression

Field Rep

1st Line Leader

External Hire

Prior Role

IC=Individual Contributor
PM= People Manager
TL=Team Leader

Trainer (IC)	Associate Training Manager (IC)	Training Manager (IC)
❑ New Trainer Onboarding ❑ LTEN Course ❑ Virtual Training & Facilitation Course ❑ New Hire Home Study Mentor ❑ New Hire: Disease & Product Training Facilitation	❑ POA Workshop Facilitation ❑ New Hire Role Play Feedback, Coaching & Certifications ❑ Vendor Management	❑ NSM Workshop Facilitation ❑ Sustainability & Pull Through Planning & Implementation ❑ Field Intelligence/Feedback Loops
Sr. Training Manager (PM)	**Associate Director (PM)**	**Director (TL)**
❑ New Trainer Onboarding ❑ LTEN /Virtual Training & Facilitation Course ❑ Training Managers Facilitation Observation ❑ New Hire Role Play Feedback, Coaching & Certifications ❑ Launch Planning Teams ❑ Vendor Selection & Management	❑ NSM & POA Planning ❑ NSM/POA Workshop Feedback/Certifications ❑ Sustainability & Pull Through Planning & Implementation (inc Coaching Model) ❑ Field Intelligence/Feedback Loops ❑ Launch Execution ❑ Stakeholder Management & Alignment ❑ Continuous & Advanced Capabilities Facilitation	❑ Launch Planning ❑ Stakeholder Alignment ❑ Strategic Planning ❑ Budgeting ❑ Staff Development
Operations & Enablement Mgr. (IC)	**Sr. Mgr. Operations & Enablement (IC)**	**AD/Dir. Operations & Enablement (TL)**
❑ Functional Role Implementation ❑ Peer Alignment ❑ Business Partner Alignment	❑ Strategy and Implementation ❑ Stakeholder & Business Partner Alignment Team ❑ Planning Teams	❑ Launch Planning ❑ Stakeholder Alignment ❑ Operational Strategy ❑ Budgeting ❑ Staff Development

Commercial Data Management

What are the new critical capabilities that every commercial operations team should excel in and how will you get there?

To remain competitive, organizations need to invest in new and modern capabilities to cope with rapid digitization.

Commercial Data Management in the Digital Era

Rapid Data availability

- In the Digital Era, organizations now have access to a wide variety of new data sources that can provide significant insight into their operations.

- For these outcomes to be achieved, rapid data integration and high trust data ecosystems are crucial.

Self Service Analytics

- Business users are getting Data-Savvy and need Self Service capabilities to drive their decisions.

- The traditional approach — where specialized IT skills and tools and significant upfront "data processing" are prerequisites to enable analytics capabilities — are no longer acceptable

Multi-modal Access

- Business users are moving away from Static Informational Portals to Multi-modal access to their insights across several different consumption capabilities.

- The need is to have an Open platform that caters to increasing these needs.

TGaS has observed some of the barriers that Commercial Data Management teams face when meeting new demands. Those barriers include:

Departmental Need overweighs Strategic imperatives
Many life science organizations invest in data and analytics to address urgent departmental capability gaps. As opposed to sophisticated platforms supporting future needs , these capabilities are often implemented in walled gardens.

Siloed Architectures hampers Modernization initiatives
Legacy architectures and siloed deployment of division-specific use cases make it difficult to identify critical capability gaps and information consumption flows to make a holistic investment business case for architecture modernization.

Legacy Analytics solutions are not scalable to meet new business needs
Legacy data and analytics solutions cannot meet the needs of modern commercial operations business users. Users demand both timely and on-demand access to data in order to generate expedient insights to assess brand performance and identify opportunities for business optimization.

Omnichannel Marketing

Summit participants discussed the customer engagement evolution and the continuum of capabilities. The table below shows the differences between Multichannel, Omnichannel and Advanced Customer Experience (CX) and the characteristics of each.

Customer Engagement Evolution

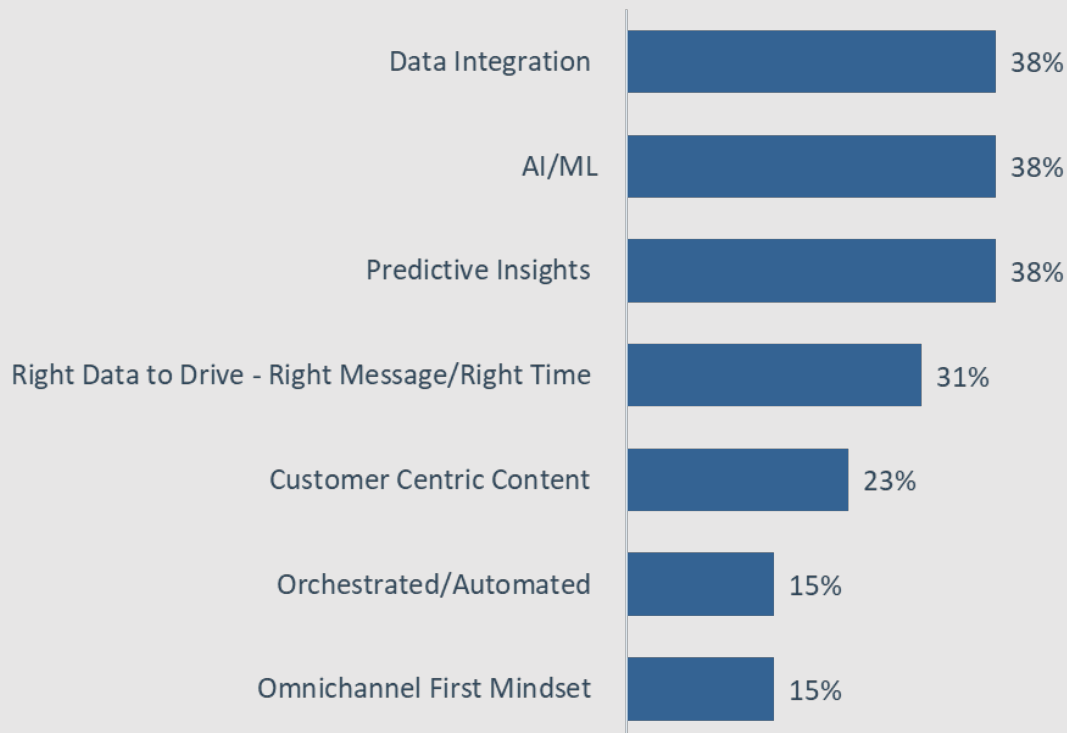|	Multichannel	Omnichannel	Advanced CX
Content	Messaging users through independent various channels with no timing or content continuity	UX focus, some co creation, build one/deploy multiple channels.	Modular content, agile content creation, high degree of co creation, hyper personalized
Channels	Leverages core channels like web, basic media, email, rep, congress/conferences	Core channels plus social, digital tv, robust third-party engagement, text	Greater consistency and orchestration of Next Best Action – content, messaging, personalization across personal and non personal
Data	Often fragmented, owned by execution agency	Executional data is brought in house. Reports tend to be historical in nature. Affinity data may be leveraged to optimize customer-level engagement	leverage data scientists and AI/ML to select next best channel and message. Decisions driven by data AI/ML analytical modeling
Audience Model	Rep focused approach, some HQ-driven digital tactics that are not integrated into holistic customer experience	Patient/ HCP journey mapping, attitudinal/behavioral segmentation on known user actions	Capture user preference: Channels (rep vs peer groups vs NPP), cadence, messaging
Technology	CRM, marketing automation	MDM, decision engine (Next Best Action)	CDP, AI/ML Tools
Organizational Design	Managed by brands or their agencies with limited efficiencies.	Centralized digital group focused primarily on channel management and execution	Centralized digital strategists and data scientists drive the marketing activity across channels .

Advisory Brief | **Commercial Operations**

Omnichannel Marketing

Where is omnichannel headed? Members of the TGaS Network conveyed a future where omnichannel becomes an integral, prioritized and dependable partner in enhancing customer experiences.

What does the future of Omnichannel look like?

Category	Percentage
Data Integration	38%
AI/ML	38%
Predictive Insights	38%
Right Data to Drive - Right Message/Right Time	31%
Customer Centric Content	23%
Orchestrated/Automated	15%
Omnichannel First Mindset	15%

"Omnichannel thinking FIRST (instead of sales force centric thinking first). *More automation* and *leveraging all the data* to actually optimize in Realtime *(using ML/AI)*. Tighter *integration with sales force* and human channels too"

"*Established data infrastructure* compiled across sources and channels enabling us to better target and meet our customers needs where they are and how they want

"Dynamic, *fully integrated customer engagement efforts* where predictive analytics guide the audience, message, channel, and timing decisions

"*Organization enabled and customer driven* content consumption via the channels of their choosing

"The future of omnichannel will continue to evolve based on innovative technology to gather customer insights and *power AI/ML capabilities* to interpret data and drive data driven actions. AI/ML will be critical to help customer facing roles and digital only campaign to dynamically *target the right customer* at the exact stage of the prescribing journey to maximize each engagement

"Bright…we have high level alignment on the need for *utilizing advanced analytics* and technology, we have the foundations of integration of that technology and improving our analytics, *measurement and insight capabilities* is on the table of discussion.
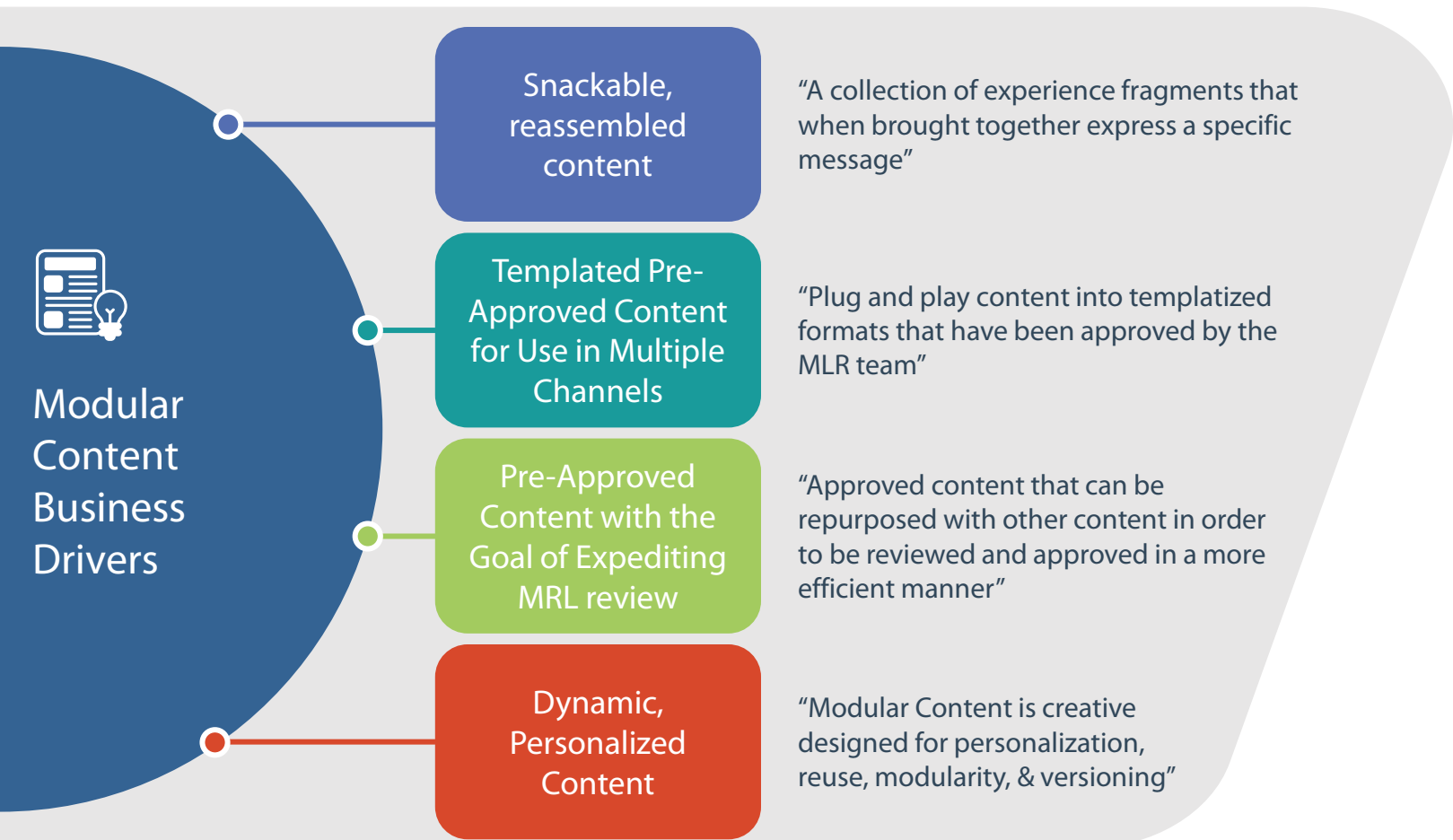
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Omnichannel, MRL and Marketing Operations

Participating companies from Marketing Operations, MRL Review, and Omnichannel Marketing discussed the implementation of modular content within their organizations, although less than half of companies have fully instituted within their organizations. **It is critical to provide customers with the information they desire as quickly as possible**, that ability is grounded in the use of modular content. **Customers – HCPs and Patients – are receiving the modular-content experience in all other industries; they expect it & pharma needs to deliver**

Modular content is defined differently among companies but includes **snackable, reassembled content** that is templated and pre-approved for use in multiple channels, is dynamic and personalized, and includes an expedited review and deployment of the asset for dissemination to patients, HCPs, Field Representatives, or other audiences.

Industry Definition of Modular Content

Modular Content Business Drivers

Snackable, reassembled content
"A collection of experience fragments that when brought together express a specific message"

Templated Pre-Approved Content for Use in Multiple Channels
"Plug and play content into templatized formats that have been approved by the MLR team"

Pre-Approved Content with the Goal of Expediting MRL review
"Approved content that can be repurposed with other content in order to be reviewed and approved in a more efficient manner"

Dynamic, Personalized Content
"Modular Content is creative designed for personalization, reuse, modularity, & versioning"
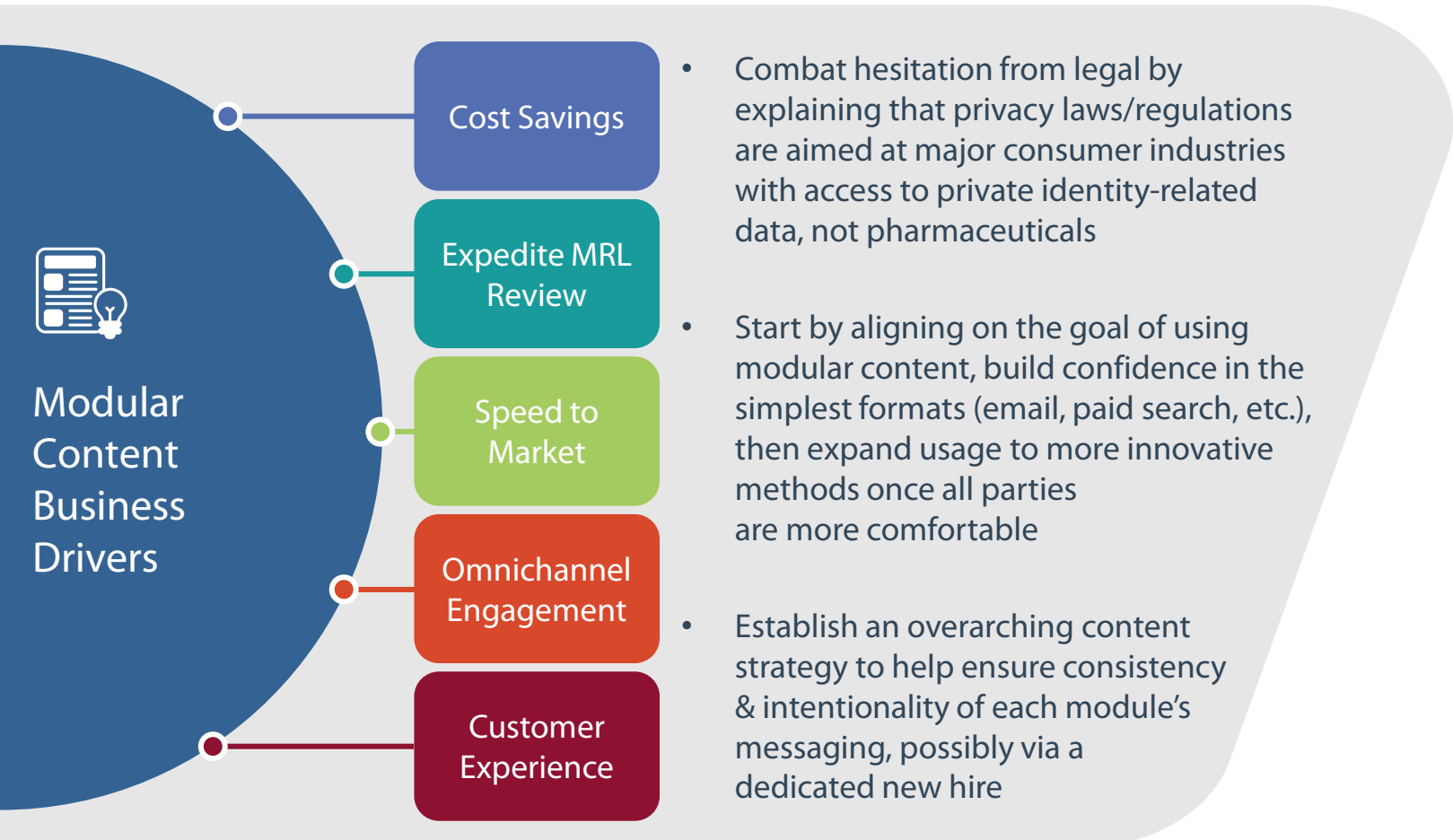
Omnichannel, MRL and Marketing Operations

The **key business drivers** discussed by companies for modular content implementation were personalization, internal operational efficiencies (including cost-avoidance from agencies), customer experience, and speed to market.

When discussing and thinking about deploying modular content at scale, companies are thinking about **change management**, including rigorous training and how to best create groups of manageable content permutation areas so it is relative and lessens the risk of mismatches/issues with content personalization. **Future technological advancements** will play a role, including document scanning to get to as near 100% approval as possible. Companies also discussed the need for Medical, Regulatory, or Legal reviewers to review individual components of content which will take time to be fully comfortable with these new processes.

Modular Content Business Drivers & Learnings

Modular Content Business Drivers

- Cost Savings
- Expedite MRL Review
- Speed to Market
- Omnichannel Engagement
- Customer Experience

- Combat hesitation from legal by explaining that privacy laws/regulations are aimed at major consumer industries with access to private identity-related data, not pharmaceuticals

- Start by aligning on the goal of using modular content, build confidence in the simplest formats (email, paid search, etc.), then expand usage to more innovative methods once all parties are more comfortable

- Establish an overarching content strategy to help ensure consistency & intentionality of each module's messaging, possibly via a dedicated new hire

Field Operations

Evolution for Field Operations

Field Operations leaders know that **reach and frequency metrics are here to stay** as there will always be an obligation to understand the activity of the field. However, **transforming how metrics are used, interpreted and measured are capabilities that continue to evolve for field operations**. For example, we are now looking at channel-agnostic reach to accounts (vs. previously only focusing on field metrics). Additionally, field operations leaders want to continue to drive field and channel insights through Artificial Intelligence.

Field Operations leaders want to continue to critically analyze proper targeting for all channels and consider how to best engage with customers through different platforms. Furthermore, Field Operations leaders need to focus on transparency, strategic planning and reducing complexity.
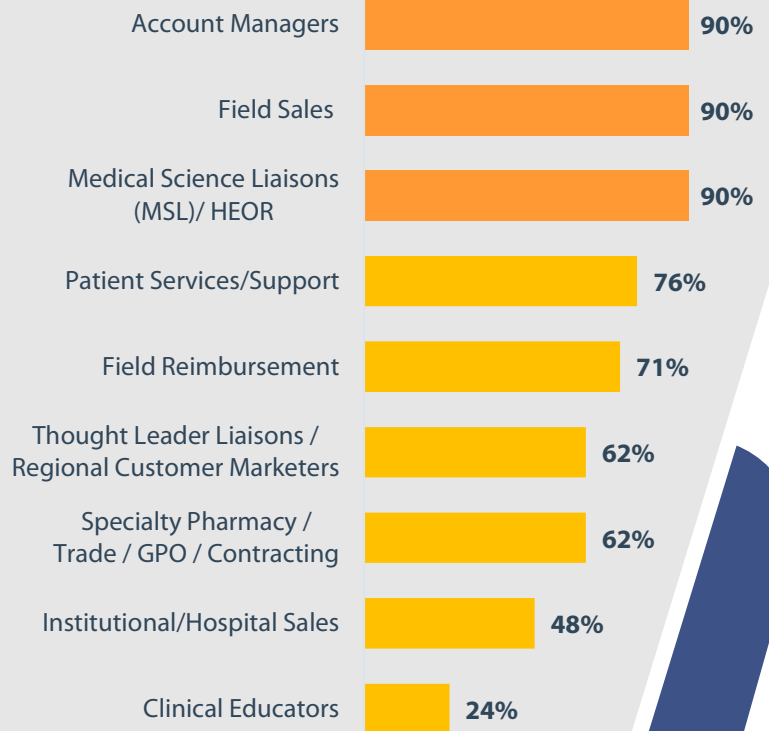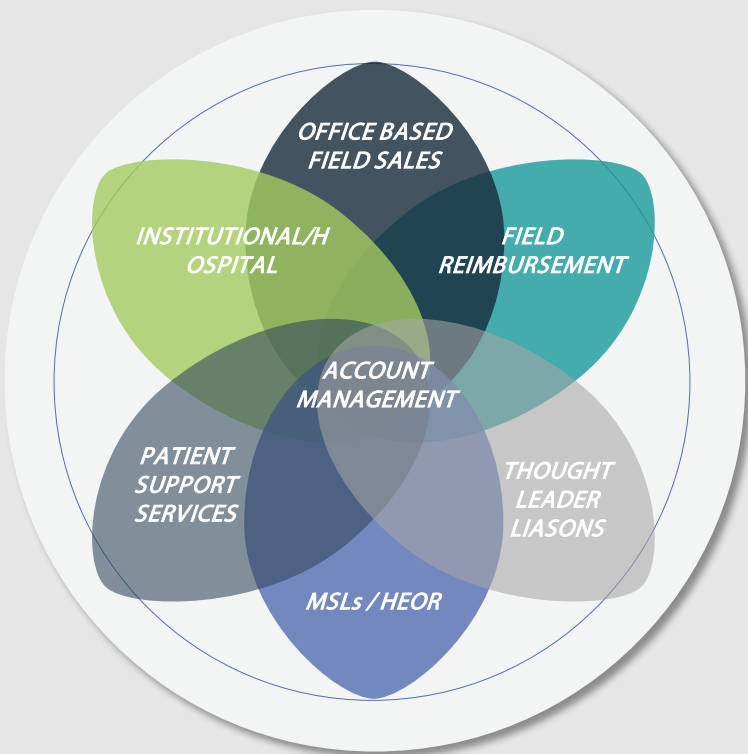
Matrix-Based Field Teams

Cross-functional/matric-based field teams are also evolving in the industry to help maximize customer engagement. Based on the TGaS Member Network, **95% of companies rely on coordination and communication between Account Managers, Sales, Reimbursement, Patient Services and Field Medical to drive outcomes, performance, continuity and improve the customer and patient experience.** These collaborative field teams are often formally or informally referred to as Matrix or Matrix-Based Field Teams.

Matrix-Based Field Teams

OFFICE BASED FIELD SALES

INSTITUTIONAL/HOSPITAL

FIELD REIMBURSEMENT

ACCOUNT MANAGEMENT

PATIENT SUPPORT SERVICES

THOUGHT LEADER LIASONS

MSLs / HEOR

Account Managers	90%
Field Sales	90%
Medical Science Liaisons (MSL)/ HEOR	90%
Patient Services/Support	76%
Field Reimbursement	71%
Thought Leader Liaisons / Regional Customer Marketers	62%
Specialty Pharmacy / Trade / GPO / Contracting	62%
Institutional/Hospital Sales	48%
Clinical Educators	24%

Therapeutic areas

Non-Onc Specialty 75%	Primary Care 30%
Oncology 60%	Diagnostics 5%
Rare Disease 45%	

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Matrix-Based Field Teams

Take Action: Learnings for High-Performing Matrix-Based Field Teams

Socialize with Stakeholders

- Share findings with Field Executives (Sales, Market Access, Medical)
- Determine sense of urgency around coaching, training and development

Validate Capabilities of High-Performing Matrix Teams

- Validate and/or identify how your organization defines a high-performing matrix field team
- Identify challenges and opportunities
- Conduct a baseline needs assessment of matrix teams

Validate Individual Skills by Role

- Validate and/or identify how your organization defines the behaviors and skills of individuals within your matrix field teams
- Conduct a baseline needs assessment of those behaviors and skills
- Assess expertise within L&D department and source appropriately

Validate Coaching Expectations

- Validate expectations of supervisors and leaders within matrix teams
- Conduct a baseline needs assessment of expected behaviors and skills
- Assess expertise within L&D department and source appropriately

Commercial Insights & Advanced Analytics

Participants also discussed key takeaways for Commercial Insights and Advanced Analytics departments based on the challenges they are facing today and their future path forward.

Key Takeaways for Commercial Insights & Advanced Analytics Teams
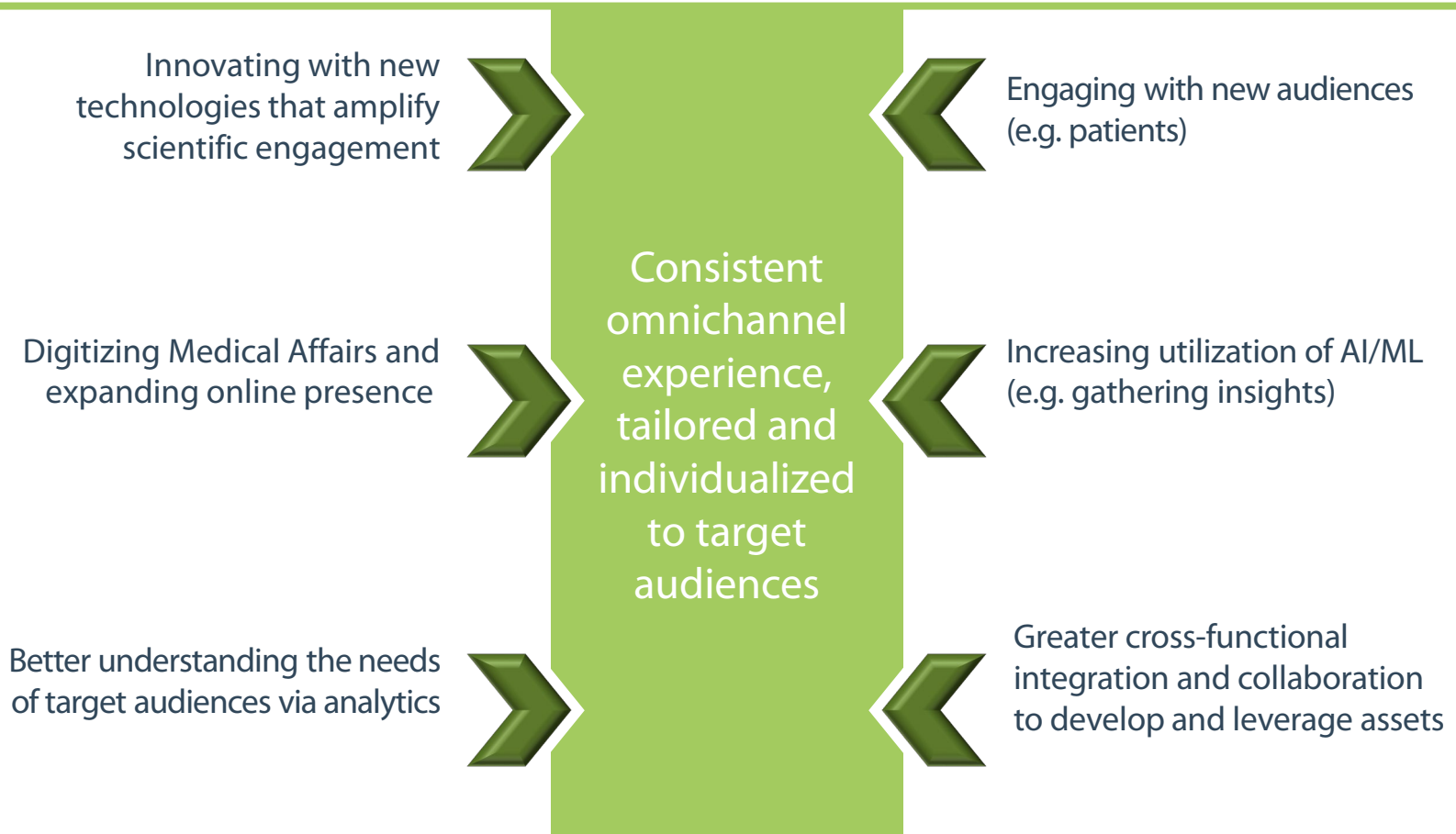
- ✓ Analytics and insights departments taking on increased responsibilities and more technical remits

- ✓ Integrated insights have moved from aspiration to expectation

- ✓ Pressures to find talent & skills that can deliver

- ✓ Departments in the middle of making in-sourcing/out-sourcing decisions

- ✓ The future is predictive analytics at scale

- ✓ Move from Metric-centric to Customer-centric analytics

- ✓ Data model is changing

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Medical Affairs

Organizations are consistently looking for and embracing new and innovative tools for use in their engagement materials, but limited resources, lack of clear purpose, and ROI halts and stifles progression.

A consistent omnichannel experience, tailored and individualized to target audiences, is the future state for scientific engagement.

Scientific Engagement: Future State

Innovating with new technologies that amplify scientific engagement

Digitizing Medical Affairs and expanding online presence

Better understanding the needs of target audiences via analytics

Consistent omnichannel experience, tailored and individualized to target audiences

Engaging with new audiences (e.g. patients)

Increasing utilization of AI/ML (e.g. gathering insights)

Greater cross-functional integration and collaboration to develop and leverage assets

"We need to take it to the next level with customer centric satisfaction and be more personalized. Innovation and technology is where we need to go."

Commercial Operations Executives: Leading the Evolution

Future-focused decisions to evolve and accelerate the Commercial Model

In conclusion…

Tomorrow's most successful leaders will continually seek data, information and emerging trends in this increasingly fast-paced global environment. Building upon critical learnings from recent challenges, leaders will be positioned well for the continued commercial evolution that lies ahead.

TGaS Advisors are your partners in providing insights and data to inform critical decisions for 2023 and beyond.

Reach out to your TGaS contact or info@trinitylifesciences.com for support for these topics or other business challenges you are facing.

Leveraging critical learnings to innovate and evolve the Commercial Model

- Acquiring and retaining critical talent, incentive compensation, hybrid and remote work

- Evolving skills and capabilities

- Return to Office continuing challenges

- Impact of Inflation

- Data Management in the Digital Era

- Implementing next level ways of working, Next Best Action and Artificial Intelligence

- Balancing customer engagement methods to be nimbler in responding to client business needs

- Expanding digital excellence to enable best in class customer engagement as the commercial model evolves

- Modular Content

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About Trinity

Trinity Life Sciences is a trusted strategic commercialization partner, providing evidence-based solutions for the life sciences. With 25 years of experience, Trinity is revolutionizing the commercial model by providing exceptional levels of service, powerful tools and data-driven insights. Trinity's range of products and solutions includes industry-leading benchmarking solutions, powered by TGaS Advisors. To learn more about how Trinity is elevating life sciences and driving evidence to action, visit trinitylifesciences.com.

For more information, please contact us at info@trinitylifesciences.com.