

# Proficiency Diagnostic<sup>SM</sup>: The key to marketing & sales performance improvement



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Internal corporate systems are a complex web of processes and activity. Many departments are involved in selling a drug to HCPs and building patient awareness. In addition, they hold multiple drug portfolios using separate sales and marketing teams focused on their own specific tasks and performance metrics. A variety of external partners are also a part of the process.

The recent pandemic accelerated shifts in the various sales and marketing activities in Pharma. It is likely that the changes will be permanent and sales teams may not regain the level of face-to-face engagement they previously enjoyed. That presents a critical challenge and a need for improved digital tactics to better engage both HCPs and patients. And that in turn will drive changes in how success and productivity is best measured in the future.

Ultimately, commercial productivity is driven by more than simple metrics and their measurement. In assisting companies to maximize productivity and efficiency, Measurement Mojo focuses on the larger commercial ecosystem environment in which sales and marketing teams operate. Throughout our work, Measurement Mojo examines four domains and connections that exist across departments and entire companies: people, process, technology and information.



Scott Clair, PhD

Dr. Clair provides the one-two punch of degrees in statistics and psychology to go with his strong pragmatic filter. Scott is the driving force behind Measurement Mojo's data science strategy and KPI development. His analysis work bridges data to defined business purposes.

# Sources of Inefficiency

**OPERATIONAL CHALLENGES SLOW  
SPEED-TO-CUSTOMER AND REVENUE**



Even when companies have identified the gaps and monetized the financial benefit of specific actions, many organizations make only a subset or - worse yet - none of the changes to realize the often substantial gain. The results are systems and processes that continue to run inefficiently, potential sales missed, and revenue opportunities wasted.

Management professionals understand a basic truth in their role: "you can't manage what you don't measure."

Few companies measure their internal systems deeply enough to identify the underlying causes of productivity gaps. This allows the inefficiencies, friction between departments, and misaligned processes to impede the productivity of the commercial process. The internal mechanics of how things get done are often stacked in favor of the less efficient status quo and against the improvement decisions. That resistance can prevent the company from realizing some or all of the gains, despite their best intentions.

# Sources of Inefficiency

## OPERATIONAL CHALLENGES SLOW SPEED-TO-CUSTOMER AND REVENUE

### CASE STUDY

A top-ten pharma company with Neurology brand presence engaged Measurement Mojo with their **direct-to-HCP** and **direct-to-patient** marketing/sales campaigns tied to a brand launch within an existing portfolio of products.

Measurement Mojo provided Dynamic Optimization<sup>SM</sup>, integrating brand strategy and data science to align operational, measurement and optimization requirements. The resulting recommendations identified key improvement in a wide range of areas.

#### Brand HCP results

##### Targeting Optimization

The analysis Identified 16 target clusters with brand use probabilities ranging from 0% to 54%. Study recommendations included shifting 20% or \$390k spending to higher value targets. The impact was an increase of \$2.4 million dollars or 19.6% in net revenue gain on the same spend. This was significant for a launch brand with \$30 million in revenue in early months post approval.

*The takeaway:* with just 17% of the target group generating 94% of the sales, the marketing budget was misallocated at the highest level by both the company and the media agency.

##### Expense Optimization

The analysis also identified an underperforming EHR and display vendor and recommended elimination for a savings of **\$840,123** or a 14.1% reduction in spending.

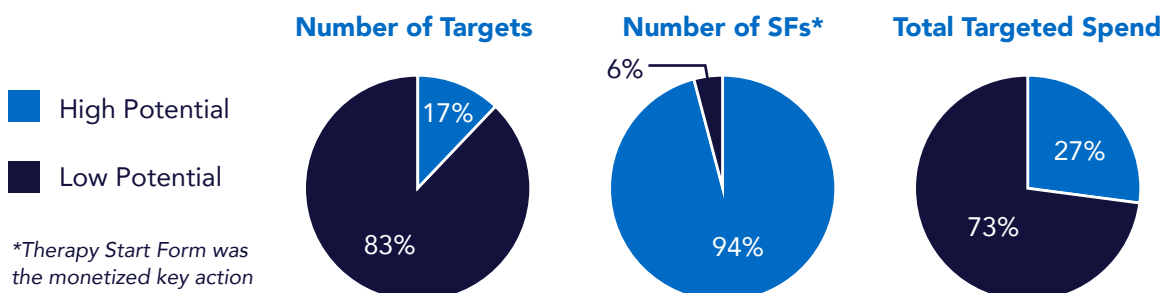
#### Brand DTC result

##### Display Spend Optimization

The Measurement Mojo recommendations included a move of 10% of the endemic display spend to a higher-performing non-endemic display vendor forecasted to produce a **\$613,456 revenue increase** with no additional marketing expense.

##### Improved Geo-Targeting

This analysis recommended a shift of an additional 10% of the campaign budget to key DMAs with a projected revenue increase of **\$837,304** with no marketing expense increase.



# A Missed Opportunity for Revenue and Cost Reduction

## OPPORTUNITIES FOR IMPROVED EFFICIENCY AND KPI ALIGNMENT

Three of the four recommendations provided - nearly \$2.3 million of the \$4.7 million total in campaign improvements and almost half of proposed dollar savings - were not implemented. The reasons are crucial to understanding how the company could leave so much money on the table.

**For the HCP campaign, the company was focused on metrics that did not tie to brand financial outcomes resulting in inefficient spend and decision making based on the wrong information.** Agency media buyers were not able to directly relate media-focused KPIs to sales goals. Optimized spend requires relating media KPIs to goal attainment for the selection of the optimal target groups. With deeper knowledge of the industry and Dynamic Optimization<sup>SM</sup>, Measurement Mojo's recommendations connect the two, and focus on improved revenue and reduced waste.

**For the DTC campaign,** the client focused on conventional approaches generating broad awareness as opposed to a more optimized strategy driving script writing. Mojo's analysis presented a geographic model that better optimized spend based on that goal. However, the agency implemented a one size fits all approach. There was also a lack of buy-in around the KPIs to assess display vendor performance, typical of agencies operating without company-driven guidance.

The examples here are unfortunately common in engagements of this type: substantial financial gains are missed because recommendations are never fully implemented often due to internal challenges.

# Proficiency Diagnostic<sup>SM</sup>

Measurement Mojo's Proficiency Diagnostic<sup>SM</sup> assists companies with complex marketing and sales structures to overcome the most common sources of inefficiency and create the alignment necessary as a foundation for success.

The Diagnostic assesses key stakeholder attitudes on People, Process, Technology, and Information domains by department. It then identifies the potential gaps and inefficiencies that can be proactively addressed to improve alignment and financial performance.

## People

Do clear roles exist for departmental staff including responsibility for key requirements? Do those who hold them and those who work with the responsible staff understand them? Do they fulfill them?

## Process

Does the organization utilize KPIs that tie back to the company's strategic goals? Are the KPIs shared and do they fit together or are they non-congruent?

## Technology

Do we have the technology in place that we need? Are we using it in the best way possible to achieve our end goals?

## Information

Is information from different sources consistent and readily available? Is it used correctly?

The case study company did not engage the Proficiency Diagnostic. The organization did not have access to the results to help them identify challenge areas which prevented them from fully implementing the solution and taking full financial advantage of the assessment.

Measurement Mojo however, applied a similar approach through an ad hoc retrospective analysis of the campaign ecosystem to identify those barriers that prevented implementation of the recommendations.

Measurement Mojo's client implemented just one of the four recommendations highlighted here. A retrospective analysis of this campaign ecosystem identified the barriers that prevented implementation of all the optimization recommendations. Use of the Proficiency Diagnostic<sup>SM</sup> enables a client to anticipate where gaps and friction may exist so many, if not all optimization recommendations can be realized. We're highlighting the true potential and lost opportunities that often occur and a method to improve.

# Proficiency Diagnostic<sup>SM</sup>

## THE FIVE AREAS DEFINED AS KEY CHALLENGES WERE:

### 1

#### **Lack of project management, role assignment acceptance, priority acknowledgement.**

Internal analytics team did not consider project management to be their role and the Marketing Center of Excellence did not have capacity to ensure implementation. The media agency did not receive the direction required. Measurement Mojo can and does perform this when engaged to do so.

### 2

#### **Vendor resistance.**

Recommendations were dismissed despite being based on deeper, more insightful analysis. Vendor must be directed from the beginning to value the analysis as supplemental to their own knowledge and capabilities.

### 3

#### **Misaligned KPIs.**

Existing metrics focused on high level impression and click-through with no tie-back to investment or engagement quality, or strategic brand imperatives. All parties must be aligned from the start and embrace the correct KPIs.

### 4

#### **Outdated CRM system.**

The existing system limited available data tracking for key questions. Minimal capabilities include ability to track all necessary data.

### 5

#### **CRM Campaign isolation.**

Instead of being integrated into other campaign activities, it was treated and implemented as separate and ad hoc work. Campaigns must be designed to coordinate and work with other elements.

The retrospective analysis illuminates the value of the Proficiency Diagnostic<sup>SM</sup> and the impact it could have on one campaign. Proactively addressing many of the of the challenges identified would have long-lasting positive impact for future campaigns as well.

# Proficiency Diagnostic<sup>SM</sup> Visualization & Insight

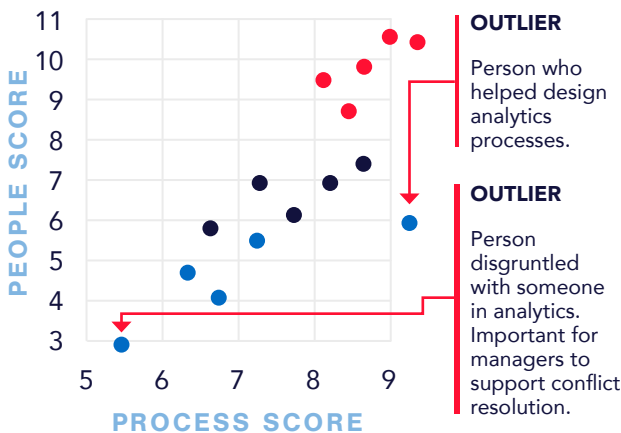
## WHAT IT IS AND HOW IT WORKS

The Proficiency Diagnostic<sup>SM</sup> was developed by Measurement Mojo to identify challenges within the four domains that drive or inhibit marketing and sales optimization. The 360 degree assessment of marketing and sales functions and team is designed to identify potential gaps and inefficiencies. The output includes both qualitative and quantitative elements. It provides

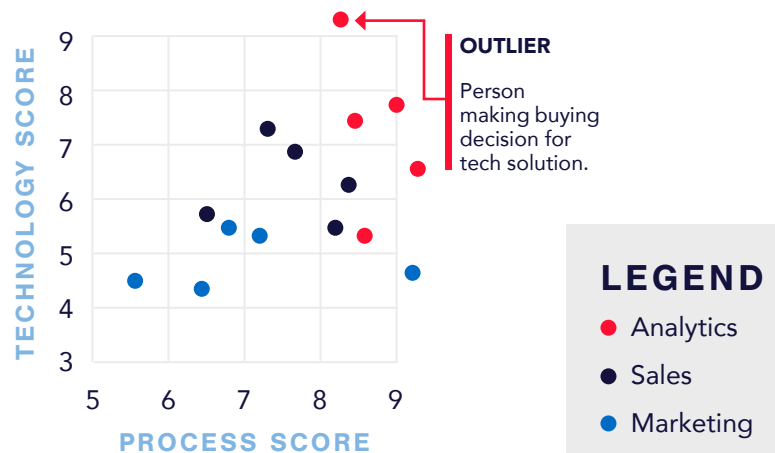
a nonlinear focus on the variability among respondents by examining potential outliers rather than focusing exclusively on averages that mask the true underlying dynamics in the system.

The case study presented highlights work completed to identify performance gaps for one client, the optimized solutions, and projected monetized impact.

Ratings by People and Process



Ratings by Tech and Process



**A core question set is used for all groups.** Customized questions are also included by team. Anonymized qualitative and quantitative results are reported.

**Multiple departments included in the assessment:**

- Marketing
- Analytics
- Finance
- Digital COE
- Leadership
- Sales
- Medical
- Media
- Procurement
- Executives

**Individual scores are included** to avoid averaging which likely hides sources of friction affecting productivity.

**Questions focus on people, process, information and technology.**

**Insights are created from analysis** of visualized data and review of qualitative responses. The combination identifies potential barriers within/between teams and undeveloped opportunities that can drive greater success.

**Insights include recommendations** for productivity improvement and acknowledgement of existing best practices to be continued.

### EXAMPLE Observations (partial)

Moving to the individual level, outlier scores receive explanation for why the scores are more extreme. This highlights the importance of not using averaged scoring.

Marketing is far less satisfied with processes associated with engaging their technology resources than other teams. Universality within group needs calling out and addressing.



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## Conclusion

Had the client included the Proficiency Diagnostic<sup>SM</sup> as a part of their assessment, the disconnect areas preventing full implementation could have been easily identified and addressed.

Once completed, the Diagnostic would have created a direct path for the decisions and actions necessary to realize an incremental \$1.4 million in increased revenue and \$840K in decreased expenses which they simply left on the table. These are significant revenue and expense opportunities for a brand in launch phase.

Company decision-making and operations are complex. A process including the Proficiency Diagnostic<sup>SM</sup> is a vital step to ensure that an organization's people, processes, information, and technology are prepared to drive better efficiency and optimization. Only then can the organization realize the resulting improved brand revenues and bottom-line savings that result.

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# The Measurement Mojo Advantage

## GETTING TO THE TRUTH TAKES COLLABORATION.

Measurement Mojo brings an experienced team of strategists, data scientists, software engineers, and project managers to client engagements. We offer analytic depth and breadth and apply a pragmatic sensibility you would expect from seasoned marketers and business leaders.

We counsel clients to improve performance through better processes, measurement frameworks and clarifying KPIs to link impact top down. Our solutions grow market capitalization and connect the dots between strategy, tactics and financial goals. What we do is tangible, proven, and impactful.

Our collaboration with clients focuses attention on commercial excellence achieved through expense optimization and revenue growth. Implementations have saved brands 14% in marketing spend annually which can be reinvested for greater impact. Annual increases in marketing-attributed revenue are often over 19%. ROI on our work is easily achieved in less than a year and many experience it in as few as six months.

It's time you unleash your organization's potential. Let's talk!

**19%**

Increase in Marketing  
Attributed Revenue

**14%**

Decrease in Marketing  
Expense

**3:1 ROI**

When Partnering with  
Measurement Mojo

*Please note: client confidentiality does not permit Measurement Mojo to reveal client company names, individual names, quotes, and other identifiable or sensitive information.*

**Measurement Mojo improves marketing and sales ROI**  
by driving productivity gain through their proprietary  
Commercial Performance Architecture<sup>SM</sup>, a proven system  
of measurement and process optimization.

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