

Leveraging commercial analytics managed services: Spotlight on the hybrid approach

Maximize commercial performance for brand and portfolio success

In an earlier [insight brief](#), we highlighted the increased need that commercial teams in Life Sciences have for building a cost-effective and flexible commercial analytics capability. This need includes utilizing an approach that can rapidly incorporate advances in analytics methods as well as the associated enabling technology. We discussed the two most prevalent models that commercial teams utilize — the ‘fully captive’ and ‘vendor captive’ models — and introduced a better ‘hybrid model’ that draws from the best of the two approaches. In this brief, we take a closer at this hybrid model.

Commonly utilized



Fully captive

- Internally built commercial analytics capability that provides maximum cost transparency, internal control and intellectual property protection.
- Requires significant up-front investment with human resources, regulatory and other legal hurdles, often across multiple geographies.
- Often difficult to build in a timely manner as well as gain access to and keep up with cutting-edge analytics approaches and technologies.



Vendor captive

- A primary external partner sets up and maintains end-to-end commercial analytics support often using an onshore/offshore model. Significant capability exists to scale as needed.
- Aligns goals, processes, and culture with the client organization. Provides for the ability to customize services while retaining talent.
- Drawbacks include reduced governance and cost transparency with a tendency to become overly dependent on the partner. Operational efficiency can also wane over time resulting in increased headcount and billing rates.

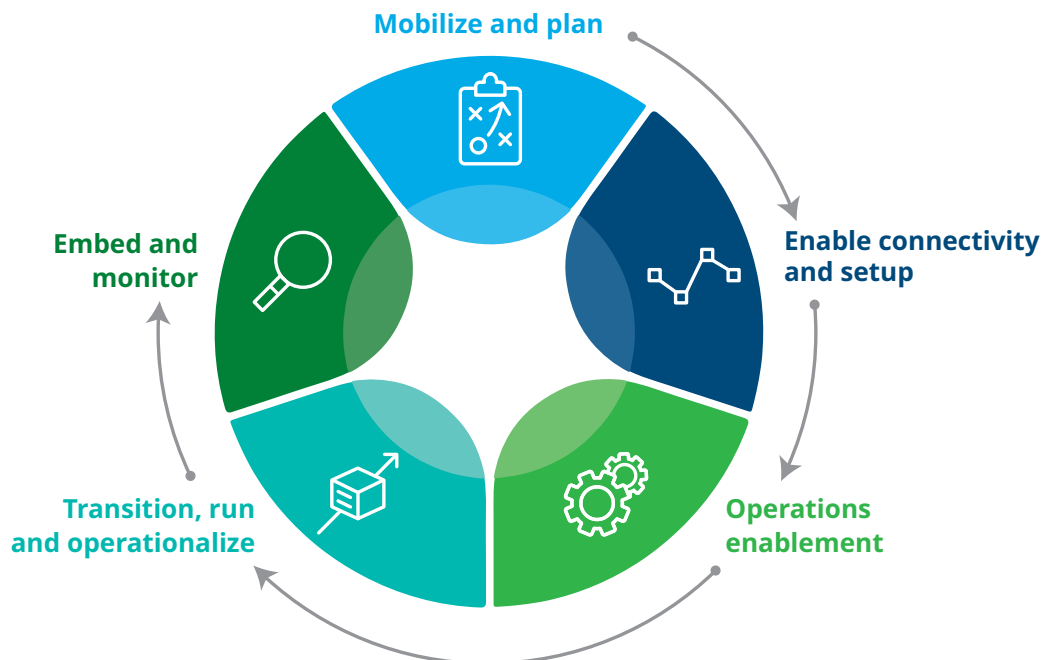


A better approach — hybrid model

A newer approach that some leading life sciences companies have discovered is a 'hybrid approach' to these two commonly utilized models. This approach draws from the best of the two models thereby enabling life sciences firms to quickly build and scale their commercial analytics capability while maintaining operational efficiency and cost transparency. Under this approach, which often takes less than a year to fully operationalize and deploy, a Build-Operate-Transfer capability exists where the partner builds the team and engagement processes for subsequent transfer to the life sciences organization.

Through this hybrid model, companies can immediately leverage a seamless blend of subject matter expertise, cutting edge analytics processes and technology platforms that can quickly scale as needed. Continuous improvement and innovation are built into the model through a diverse employee pool that benefits from ongoing exposure to industry best practices, as well as use of the most current and appropriate technology platforms. In order to fully benefit from this capability in an uninterrupted and timely manner, it is important that life sciences companies work with partners that utilize a proven transition framework as shown at right.

Transition framework



Real-world examples of innovation when transitioning to a hybrid model

An important benefit of the hybrid approach is the inclusion of a purpose-built innovation element that enables new approaches and efficiencies that may not have been previously considered when utilizing other commercial analytics managed services models. Below are examples of the kinds of success that IQVIA has been able to achieve for its clients when utilizing the hybrid commercial analytics services model:



NLP for digital data analytics

The IQVIA social media intelligence (SMI) team developed an always on, 360-degree insight generation tool covering brand equality, patient/HCP behaviour, latest industry innovation/news and competitive intelligence.



\$0.25M
save in legacy tool subscriptions



4 clicks
to access all digital data



22
countries covered for >104 brands



Customer experience application

IQVIA developed a cloud based promotional analytics tool modeling impact of marketing mix strategies and associated spend n revenue generation — replacing the legacy black box models



35%
save in legacy tool subscriptions



1.82
vs 1.2 original ROI



Cost saving through report automation

Automated manual creation of individually delivered reports for 16 LOCs/clusters across multiple regions resulting in significant reduction of manual effort.



1,800+
hours saved annually



80+
LOCs and 1500+ users access report in real-time