

CASE STUDY

REAL WORLD DATA INSIGHTS ON ORGANIZED CUSTOMER GROUP DYNAMICS

Analysis of Health System Relationships Provides the Insight Needed to Develop Robust Market Access Strategy

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Real World Data Insights on Organized Customer Group Dynamics

Introduction to the Case Study

A global life sciences company delivering treatments for the diabetic population, contracted DRG to conduct a comprehensive qualitative and quantitative analysis of organized customer groups (OCGs) in seven geographic regions to identify where the greatest opportunities existed for partnership. The goal was to increase access to the customer's cardio-metabolic therapies. Results of the multi-layered analyses would be presented by DRG consultants in regional two-day summits attended by company stakeholders to define short and long term partnership tactics and strategies with those groups that were determined to be high-priority customer targets for our client.

Defining the Challenges

The Affordable Care Act and its focus on payment reform has fundamentally shifted payer-provider dynamics and changed the way care is delivered. Physicians previously operating in a fee-for-service environment are now consolidating their practices into Accountable Care Organizations (ACOs) and assuming risk relationships with local Integrated Delivery Networks (IDNs) to deliver population health management. For biopharma companies seeking to expand market share, it is no longer feasible to simply target high volume physicians. New strategies are needed to focus on developing relationships with their contracting entities directly.

To develop an effective market access strategy with particular focus on setting appropriate sales structure and quotas, our client needed visibility into the complex relationships between payers, providers, ACOs, and IDNs in order to target those customers who represented the highest value in terms of partnership potential. They identified seven geographic regions where a comprehensive analysis of market dynamics would be required to determine how best to allocate resources in an effort to expand access to their cardio-metabolic therapies.

While analysis of OCG data would provide significant insights into local health system market dynamics and how they influence provider behavior, our client also needed to better understand their current relationship with the OCGs in these targeted areas. Additionally, they required an efficient construct by which to disseminate key OCG learnings and subsequent sales strategy throughout their internal teams.

Our Solution

DRG was selected following a competitive RFP process based on our domain experts' knowledge of the dynamics of OCGs operating within the cardio-metabolic therapeutic area, as well as our ability to deliver insight and recommendation based on Real World Evidence (RWE).

DRG implemented a unique **Inside Out and Outside In** analysis which included the use of multiple real world data assets supported by qualitative primary research, conducted by DRG market experts, with both client stakeholders, as well as local health systems.

Delivering a meaningful analysis that our client could rely on with confidence to develop their sales strategies and quotas required defining the value and / or impact of following:

- The volume and product share by health system in each defined region
- The ACO contractual relationships between providers and health systems
- Health system influence over provider behavior
- The level of electronic connectivity of the system
- Gaps in achieving quality metrics by individual health system
- Regional client stakeholder analysis of individual market potential
- Appetite at the health system level for partnering with a major pharmaceutical manufacturer to improve care quality

DRG's unique affiliations database, Organized Customer Group Navigator (OCGN), was used to demonstrate the complex regional market dynamics and to determine which OCGs were high value targets for our client, based on their ability to influence the behavior of affiliated providers. Detailed information was presented through the OCGN platform, mapping out the players, influences, and contractual relationships. This data helped to illuminate potential motivations for provider prescribing patterns and the nature of risk relationships in driving physician behavior. IDNs were assigned a score based on multiple criteria that reflected their viability as a potential high value partner.

Primary research in the form of surveys and interviews with our client's senior level executives and other company stakeholders was conducted to document their short and long term goals. Similar research was conducted at the regional health systems to gain insights about their priorities with respect to cardio-metabolic care. Additional secondary sources were evaluated, including information gathered by attending conferences, conducting web searches and reviewing 10Qs and 10Ks for each health system in the seven regions.

The Result

In implementing a highly collaborative process driven by the needs of our client, DRG was able to provide the insight necessary for our client to develop appropriate, regionally-based sales targeting strategies to address their market access challenges.

Based on an analysis of all data points available: OCG affiliations data with ACO contract-level detail, real world claims data illustrating specific provider behavior, and primary research on motivations and priorities of multiple stakeholders, our client was confident that their new sales strategies were fully reflective of current market dynamics.

Once the go-to-market strategy was finalized, DRG also facilitated seven regional summits with stakeholders to present key insights, educate client sales and account teams about the influence that health systems have in driving the behavior of affiliated ACOs, and share the rationale for resource reallocation based on findings.

Takeaways

Payment reform has added a layer of complexity to healthcare, and contractual relationships between ACOs and health systems are influential to physician prescribing behavior at an ever increasing rate. In light of this, understanding the dynamics of OCGs, including ACOs and IDNs, is critical to pharmaceutical manufacturers today.

Any valuable study of market forces must combine diverse data assets with an understanding of how to apply them by therapeutic area in order to achieve deep insight on evolving market dynamics. DRG is uniquely positioned to provide both, enabling our clients to develop effective strategies to address market access challenges



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