Medisafe

Proving Value

Economic Impact Model Helps Medication Engagement Platform Close More Deals

A SAGE GROWTH PARTNERS CASE STUDY

CHALLENGE:

Without upfront proof of its broader value, a leading medication engagement platform was not driving desired deal volume or size

SOLUTION:

Sage Growth Partners developed an Economic Impact Model (EIM) that enabled the platform to demonstrate its value early in the sales process, resulting in more — and larger — deals

RESULTS:

Transformed the sales process to a more consultative and value-led approach

More than doubled the size of its relationship with a global pharma company

Enabled a new pricing structure

Over 500 pharma executives downloaded the EIM white paper

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The Challenge

Medisafe, a leading medication engagement platform that empowers patients to seamlessly manage their treatment journey, had a strong track record of getting meetings with prospects, but needed to prove its broader value sooner in the sales process. Prospective customers had seen solutions claiming similar benefits and were skeptical that it could deliver.

Medisafe's Chief Marketing Officer, Jennifer Butler, explained, "We were getting a lot of at bats, but were challenged to get traction. And even once we made progress, we were also getting pigeonholed as a nice to have engagement app. We offered a more robust and valuable solution than our competitors, but prospects often didn't recognize our value, and therefore expected lower-tiered pricing."

A solution presented itself when Butler met Dan D'Orazio, CEO of healthcare consultancy Sage Growth Partners, at a conference. SGP blends its expertise in healthcare strategy and marketing to generate insights into market opportunities and drive strategic initiatives and commercial growth and acceleration for clients. After further discussions with SGP, Medisafe engaged SGP in late 2020 to create an Economic

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Impact Model (EIM) to validate its impact across multiple use cases, with the goal of reaching more senior pharmaceutical executives, creating bigger deals, and closing them sooner.

The EIM Difference

While Medisafe had an existing ROI calculator, the tool's utility was limited by the fact that it focused on the solution's value later in the sales process. At this point, key buyers were skeptical that it could deliver the claimed benefits. Butler was intrigued by SGP's ability to instead create value earlier in the sales process through structured EIM use case value discussions. The EIM relied on extensive research to demonstrate the value of a solution across a variety of use cases relatable to the buyer. SGP had a strong track record of working with clients to not only create these customized tools, but also to help sales teams learn and use it as part of a consultative

sales process — redefining how value is communicated to buyers.

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SGP's EIM is based on a unique process that starts with conducting and leveraging primary and secondary research. After an extensive discovery process, SGP interviews leaders within the company, followed by interviews with customers and other leaders in the target market. It combines information gleaned from these interviews with secondary research to document relevant industry trends, benchmarks, and verified cases. It also collects outcomes/results from client case studies and other sources. The result is a deep understanding of the

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solution's potential value in the most relevant use cases – with the ability to tailor the model to each prospect's unique circumstances.

David Sheehy, SGP COO, explained, "While Medisafe understood the importance of using this type of EIM tool, they needed SGP's experience and expertise to build a robust, credible tool. We wanted to make sure they were able to position themselves in a way that could both increase the size of deals they were pursuing and shorten the time to close them."

He described key findings from the research. "One thing we learned from customer interviews was to challenge the notion that only new prescriptions matter to buyers and to recognize that compliance and total prescriptions were also a key driver of value. SGP helped Medisafe recognize the importance of getting to the senior stakeholders that were accountable for total scripts vs. the stakeholders

focused on new scripts."

During the research process, SGP uncovered other less tangible potential benefits of the Medisafe patient engagement platform, such as being able to enable patient services staff to spend more time with patients because it was easier to connect with them. As a result, this unique aspect of its solution was found to potentially increase patient satisfaction as well as the efficiency of patient services groups.

In conversations with the sales team, SGP recognized that a key obstacle to sales was convincing buyers that Medisafe could help them increase new patient enrollment in the medication engagement platform. Medisafe possessed proof points documenting its impact on adherence rates and ongoing use of the application but needed to show that it could also impact enrollment rates. Capturing this insight and quantifying

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the impact was powerful and enabled conversations about how integrated solutions can drive enrollment.

Making the EIM Work

No tool is useful if it merely sits on a shelf. SGP has learned that involving the sales team early in the shaping of the tool and then ensuring they are well trained in using the tool is as critical as developing a robust EIM. During the sales training process, Medisafe's leadership team set expectations on how to integrate the tool into the sales process and each person practiced using the tool with one of their prospective buyers.

Butler added, "Because it's a very detailed model, we made sure that the sales team could tell a simple story about each use case in just a few slides. The story needs to be simple enough that someone in the prospect organization can be your advocate."

"We worked with SGP to train our sales team and have realigned our approach to talking with prospects," Butler explained. "We had each salesperson take a brand and present it back to us as if we were the client, to determine if they truly understood how to use the tool. Continually testing the model was also important."
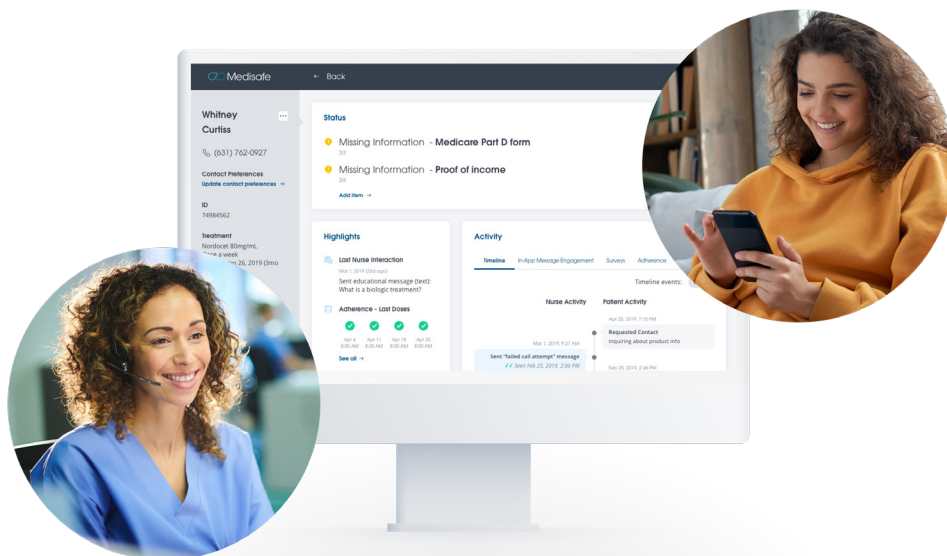
Now, each time a salesperson enters a new opportunity in Salesforce, (s)he records the EIM value and links to the corresponding EIM in a sheet that lists all the EIMs that have been created. This is also useful for demonstrating the tool's value to the board or investors.

Butler commented, "Our CEO was sold on the new approach but wanted to ensure that our chairman of the board also endorsed/supported it. In the long run that was helpful because it set the tone for the rest of the team." In SGP's experience, the greater alignment that can be driven around this transformative approach to framing value and engaging prospects, the more success a company will have.

Keys to Success

- Develop an EIM, not an ROI model
- Listen to the market
- Refine and test the model to document its value across key use cases
- Involve the sales team early on
- Train the sales team in consultative selling that includes practice in using the EIM

- Ensure company leadership is on board
- Incorporate the EIM into CRM tools like Salesforce to track use and impact
- Promote the EIM via white papers, webinars, social media, and other channels

Leveraging the EIM for Demand Generation

To more broadly inform pharma executives about the potential value of the patient engagement platform across multiple use cases, Medisafe also engaged SGP to write a white paper to generate demand and to serve as the basis for a webinar quantifying the five major impacts a digital drug companion could deliver. Promoted by a major pharma publication, the white paper received over 500 downloads.

The Results

According to Sean Markey, Chief Business Officer at Medisafe, the EIM enabled Medisafe to take sales conversations to a higher level, where prospects can quickly see how small changes to a few use cases could deliver significant value. "They start recognizing that this value could be delivered sooner than later and that its impact is broader than their function alone," he explained. "They realize they should get key decision makers involved. It allowed us to expand discussions by modeling out enterprise value before putting price points in front of prospects."

Butler added, "When you're talking about complex, consultative sales, you need to have different tools that demonstrate end results rather than merely presenting a deck of 'feature functions.' It enables us to say, 'For a next step, why don't we run an EIM for you?'"

Medisafe has completed nearly 30 EIMs for prospective customers and presented the EIM to more than a third of them. "The EIM had a direct impact on one of our largest deals, leading to more than doubling our relationship with a global pharma company," said Brian Peterson, Medisafe's Chief Strategy Officer. "Another factor in getting bigger deals is that the EIM allowed us to set up a new pricing structure that provides a path to driving value for the solution."

"Three success factors are repeatedly applicable to making these EIMs work," Sheehy concluded. "Number one, listen to the market; number two, engage the sales force; number three, test the EIM and refine it over time."

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