Otsuka

BASECASE

Using customer engagement technology to create value communication tools for **ABILIFY MAINTENA**® (aripiprazole)

EXECUTIVE SUMMARY

Otsuka identified several weaknesses in their existing workflow for developing value communication tools. In particular, the time-consuming process of updating or modifying tools using custom app vendors would cause significant delays. To address this, the HEOR and Outcomes Management team implemented a Cloud-based app development platform and started developing tools in-house. The adoption of the customer engagement technology **BaseCase Interactive** resulted in an approximate 50% reduction in app development timelines and a 75% reduction in overall costs.

OTSUKA GROUP PROFILE

- **Revenue:** $12 billion (2015)
- **Footprint:** 176 companies, employing 43,000 people in 27 countries
- **Key therapeutic areas:** Central Nervous System and Oncology

BACKGROUND

Key personnel

Director of Outcomes Management Heidi Waters draws from nearly two decades of relevant industry experience in her role at Otsuka, translating HEOR evidence into customer engagement tools for use in the field.

Business challenge

The market access landscape in the US has changed, partly due to legislative changes and economic pressures. Otsuka has experienced increased demand for customer engagement tools, and a growing need to quickly update and modify its existing tools.

Otsuka's decision to implement **BaseCase Interactive** was grounded in a pressing need for a faster and more flexible app development workflow. There were three key measures by which success would be evaluated:

- Level of control over the app development process
- Time to develop new apps and update existing ones
- Cost of developing and updating apps

APP DEVELOPMENT AT OTSUKA

In the past, Heidi's team has developed tools - including economic models, value decks and FDAMA decks - using both Microsoft PowerPoint® and custom app vendors.

While standalone iPad apps met the required standards of interactivity and sophistication, high costs and long development times hampered efforts to engage flexibly with an increasingly dynamic market:
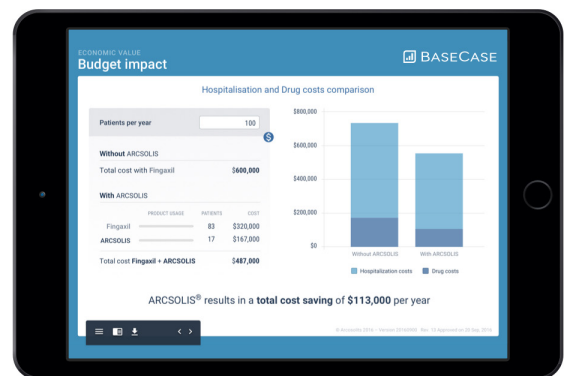
> *We were finding that every time something changed in our models - if we had a label update, or our wholesale average cost changed - we were reliant on somebody else to fix the materials.*
>
> *That involves many steps including getting it into our vendor's workflow to make the changes, and being able to do that quickly enough to get it back to our promotional review committees - meanwhile we'd have to pull the tool from the field".*

In addition to inefficiency and a lack of flexibility, using vendors for custom-built apps incurred high costs:

> *To build a standalone app is really expensive. There were a lot of moving pieces, it was expensive and very time consuming, because we'd be reliant on somebody else's timelines. We'd have to put addendums to contracts in place to get the changes made - it was becoming quite unwieldy".*

Example BaseCase app for iPad

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Introducing in-house app development

In January 2016, Otsuka began subscribing to the customer engagement solution **BaseCase Interactive**, a Software-as-a-Service platform designed for the life-sciences industry.

Using a drag-and-drop interface, they were able to create interactive iPad apps to communicate tailored value stories for ABILIFY MAINTENA, without using programming.

Crucially, they could integrate HEOR data, using a built-in spreadsheet editor. This enabled the rapid creation of economic models, including a tool for clients to assess cost-savings resulting from decreased hospitalizations after switching to ABILIFY MAINTENA.

Impact

Part of the business case for adopting BaseCase was the expectation that taking time-consuming programming out of the process would help reduce timelines. As they began using the platform, the team at Otsuka found that the ability to develop tools independently was key to achieving this result:

> *I actually created the apps we've made so far by myself. It's a really easy-to-use system. Using an app vendor would take a lot longer - that process usually took a month and a half to get a draft. I probably got to the same point with BaseCase in about a week and a half".*

Heidi's team continue to use the platform exclusively to develop customer engagement apps for Abilify, and plan to transition existing materials for other products onto the platform as well.

Against the original business case, the platform has been a success by every measure:

- **Level of control over app development** —
  App vendors have been removed from the process and the team are able to develop, deploy and update apps internally, without being dependent on an external agency's timeline.
- **Time to develop new apps and update existing ones** —
  Reduced by around 50%.
- **Cost of developing and updating apps** —
  Reduced by around 75%.

Increasing capacity

Subscribers have the option of working with a team of app designers and HEOR consultants to ramp up output as required.

Otsuka opted instead to build up internal capacity to meet increasing demand, training staff to use the platform, as well as seeking a dedicated app developer to join the team.

Clients that develop apps independently using the BaseCase platform can make use of the company's Customer Success Team to ensure the most effective use of the technology.

Next steps

With a view towards developing efficiencies and encouraging best practice sharing, the team at Otsuka has been working to roll out the program to interested affiliates:

> *We will definitely be presenting the platform and our success with it to other teams. The goal would be for them to use the same models we built and customize it for their markets".*

BaseCase technology is designed to facilitate global content distribution and collaboration, enabling Otsuka to share apps with affiliates, and add new users to the platform so they can adapt the content to suit local markets.

This process of rapid country adaptation, or localization, is expected to help Otsuka make better use of health economic models and other resources in different markets.

> *It's a lot of work to build models in the first place, and then to build standalone apps for multiple countries doesn't make sense really. We're hoping that the platform will facilitate us working more closely together with our affiliates".*

Heidi Waters
Director of Outcomes Management, Otsuka

BASECASE

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