

#### **MARKET RELEASE**

#### **US Roadshow Presentation**

**Melbourne, Australia, 13 October, 2021** - Medtech company, MedAdvisor Limited (**MedAdvisor**) (ASX: MDR) advises that it is commencing a US non-deal investor roadshow with BTIG, to introduce MedAdvisor to US based investors. Virtual meetings will be held over the coming weeks with management. The presentation follows.

- ENDS -

This document has been authorised for release by Naomi Lawrie, MedAdvisor Company Secretary.

#### About MedAdvisor

MedAdvisor is a world-class medication management platform that empowers patients to simply manage their medication and improve adherence. MedAdvisor's highly automated and intuitive software system connects patients to tools and education materials from their preferred pharmacy. MedAdvisor works with 25,000 pharmacies in the US to deliver programs to help patients take their medication safely and effectively. In Australia, MedAdvisor has connected over 2 million patients through more than 65% of Australian pharmacies. MedAdvisor has partnered with Cotiviti in the US and is on track to become one of the largest players in the global digital adherence market. In 2018 and 2020, MedAdvisor was recognised in the AFR Fast 100. Visit: <u>mymedadvisor.com/investors</u>

#### For more information:

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## MedAdvisor US Investor Roadshow

A global leader in digital medication adherence solutions ustralia I truste nedicat nanag

October 2021

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All amounts are in USD, unless otherwise indicated.

Agenda



## MedAdvisor at a Glance





**Financial Opportunity** 

Global Markets - Australia

**MDR Outlook** 

## **Robert Read**

Managing Director & CEO

Simon Glover Group CFO



MedAdvisor Overview



Co-founder Josh Swinnerton with his mom, Viv, the reason he started a quest to make medication more manageable for patients around the world

# We are a purpose driven health tech company

Improving healthcare outcomes by giving people back control of their medications through simplicity, convenience and education



## Our strategic priorities

MedAdvisor is directly addressing the global problem of medication non-adherence which is a US\$630b p.a. <sup>(1)</sup> problem, costing 125,000 lives in the US every year <sup>(2)</sup>

Leveraging unique medication data and insights, with access to patients and the ability to drive improved outcomes, MedAdvisor is solving a complex global problem of medication adherence. Doing this in large markets presents significant commercial opportunities.

02

**Focus on the patient** – Compelling patient experience, we provide pharmacy chains and life science companies proven mediums that help deliver improved medication adherence for patients

**Create marketplace dynamics** – Creating large patient populations in our core markets allows us to attract more program sponsors to pay for programs. Better patient outcomes leads to more patients

**Improving economics of customers -** By helping patients improve their medication adherence, we increase revenues for pharma and pharmacies, whilst reducing the costs to payers associated with medication non-adherence

 Taking MedAdvisor global – from a strong base in AU, we are digitalizing our existing US pharmacy network leveraging experience and success in Australia and rolling out successfully in the UK

https://www.capgemini.com/au-en/wp-content/uploads/sites/9/2017/08/Estimated\_Annual\_Pharmaceutical\_Revenue\_Loss\_Due\_to\_Medication\_Non-Adherence.pdf and updated Kottler, (2016) Healthprize

## **Global Expansion**

#### Founded and developed in Australia and focusing on growing in the US and UK

Corporate Overview<sup>(1)</sup>

MedAdvisor Operations

195 Employees globally

**2.0m+** Digitally Connected Patients in Au

**180m** Patients accessible in USA

80% Of top 25 Pharma Companies as clients \$29.1m FY21 Operating Revenue <sup>(2)</sup>

**27%** Like-for-Like Growth<sup>(2)</sup>

> **55%** Gross Margin %

**\$90m** Market Capitalization <sup>(3)</sup>

All \$ in USD with AUD:USD \$0.75 Like-for-like estimate for combined business 377m shares on issue; Closing share price on 11<sup>th</sup> October 2021 of A\$0.32



# **01 / Why Medication Adherence**

"Even though I'm only 31, I'm on a lot of medications and this app makes my life so much simpler. Knowing exactly when you'll run out so you can plan in advance. Getting messages straight away from the pharmacist if there's a problem."

- Lucinda

## Medication non-adherence is a problem worth solving

#### Results in 125,000 p.a. in the US and \$630B globallyof unnecessary costs

	* * *	
50% of the population has a chronic disease <sup>1</sup>	12 million	160 million
55% are no longer taking medication after 6 months <sup>2</sup>	5.4 million	72 million
Estimated lives lost per annum	9,000	125,000 <sup>3</sup>
Unnecessary Costs	\$1.9b <sup>4</sup>	\$300b+

Adapted from Commonwealth Fund's 2016 International Health Policy Survey of Adults. And https://www.aihw.gov.au/reports/australias-health/australias-health-2018/contents/table-of-contents and https://www.cdc.gov/pcd/issues/2020/20\_0130.htm

Benner JS, Glynn RJ, Mogun H, et al. Long-term persistence in use of statin therapy in elderly patients. JAMA 2002; 288(4):455–461. Adheris data on file and Number of patients who remained on therapy for full script, MedAdvisor Data, n= 120,052

Medication Adherence: A Call for Action (nih.gov) <u>https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3947508/#:~:text=Estimates%20are%20that%20approximately%20125%2C000,are%20due%20to%20poor%20adherence</u>. Cutler et al. Pharmacist-led medication non-adherence intervention: reducing the economic burden placed on the Australian health care system https://www.dovepress.com/getfile.php?fileID=50040



## Non-adherence means not taking your medication as prescribed

#### There are two key drivers of non-adherence<sup>7</sup>:



#### 1 / Unintentional

tintend to do what the Doctor told me, but:

- I forgot to take the medication dose
- I forgot to get supply (from pharmacy or Doctor)
- Took it incorrectly by accident
- I did not understand what the doctor told me



#### 02 / Intentional

#### I choose not to follow the regime because:

- Unwanted side effects ٠
- Medication does not work
- Psychosocial & fear ٠
- Patient "knows better" than the Doctor, so chooses not to fill prescription
- It's not convenient

A recent study showed 40-60% of patients could not correctly report what was told to them 10-80 minutes after the consultation<sup>2</sup> and 59% of Australians have inadequate health literacy<sup>3</sup>

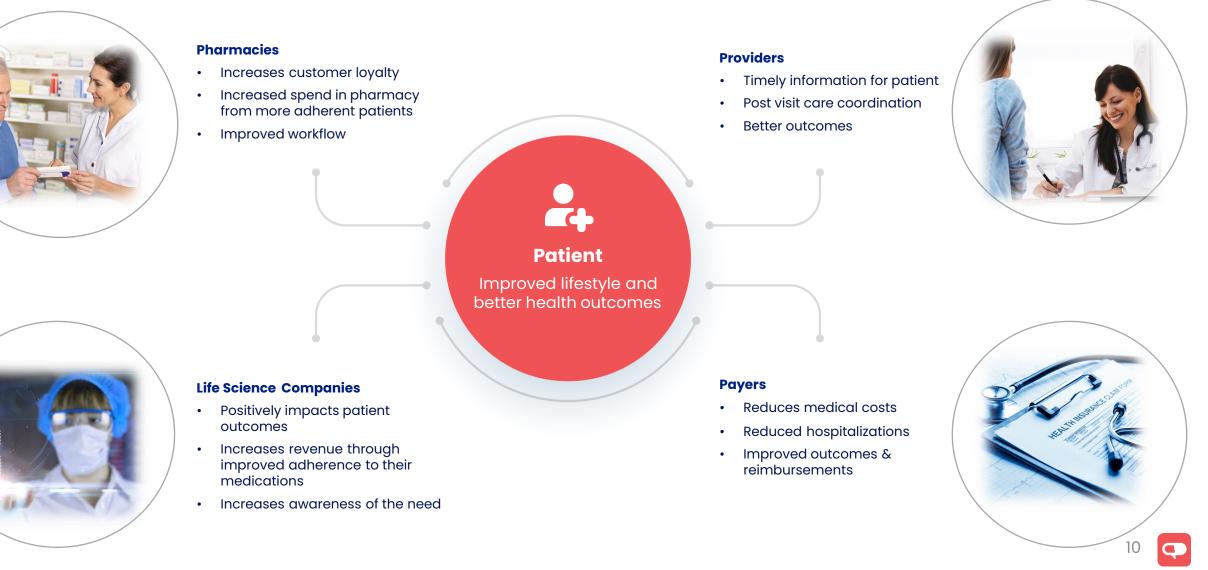
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3191684/

Mongkhon P, Ashcroft DM, Scholfield CN, et al. BMJ Qual Saf 2018;27:902–914. 1.7% x Number of Hospitalisations (2016/17) found here: https://www.aihw.gov.au/reports/hospitals/ahs-2016-17-admitted patient-care/contents/table-of-contents AIHW In 2006, 41% of Australians aged 15–74 were assessed as having adequate or more than adequate health literacy skills (ABS 2008b).



## The value of MedAdvisor across the health system

#### Key stakeholder benefits



## **02 Australian Market Overview**

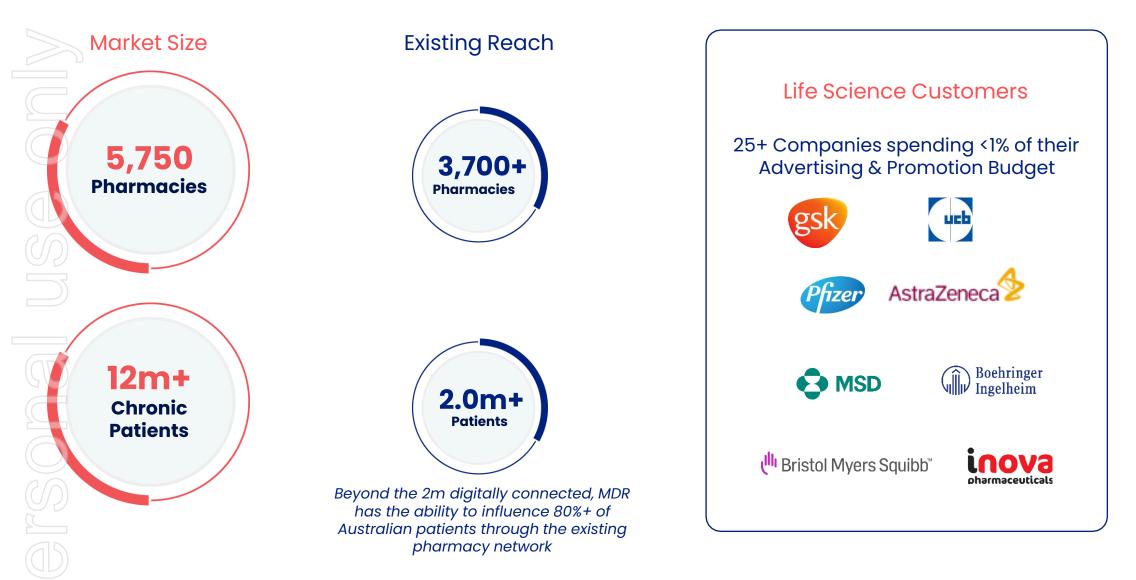
"I just hit the refill button & I am notified when it's ready. Now my GP is doing eScripts, I can attend a telehealth appointment, upload my script and order my drugs, all without getting out bed. So convenient..."

- Hans (Australia)

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## Size of the Australian Market

#### Strong pharmacy presence and growing patient reach



## MedAdvisor is solving the non-adherence problem

Medication data powers solutions to help patients directly and assisting the pharmacy provide more effective services



#### Our Patient Platform



- ✓ Live medication list
- ✓ Ability to care for others
- ✓ Medication history
- ✓ In App Payment & Delivery
- ✓ Automated Reminders
- ✓ Communicate with regular pharmacist & Dcotor
- ✓ Medicines information

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**Our Pharmacy Platform** 



Patient communications

Professional Services

Calendar & Care Scheduling



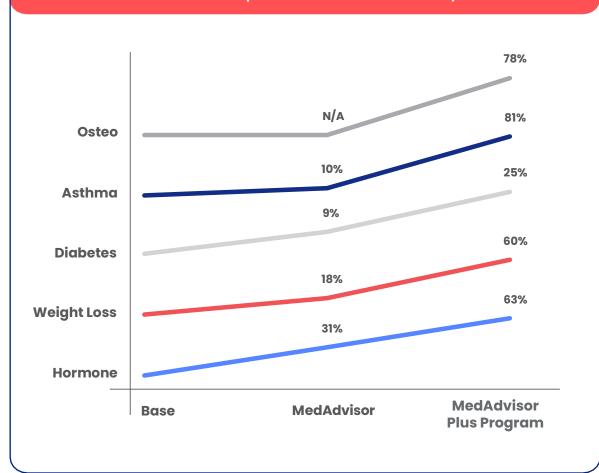
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## MedAdvisor's solutions improve adherence by 20%+





#### MedAdvisor impacts adherence by 20%+



14 🤇

## Australian product evolution is driven by investments in R&D in FY21

#### Continuous innovation and new product updates through a strong team of 40+ of engineers

#### MedAdvisor Patient App

**Pharmacy** 

**Product** 

"PlusOne"



- **App rebuild**. Allowing simplified code base and faster and more responsive design. Improved accessibility
- ePrescribing, first conformant patient app in Australia (ADHA)
- In-app payments & home delivery, with transaction fees to MedAdvisor
- Remote Verification creates ability for patients to remotely verify reducing reliance on pharmacy channel for sign-ups & adding new patients to our network pharmacies

#### **Free to patient**

Some transaction fees for script renewals via GP

- New medication delivery management module built and deployed
- Bookings Integrated with external patient booking system HealthEngine for in pharmacy flu & COVID vaccination
- **AIR Integration –** First to integrate flu recording to Australian Immunization Register (AIR)
- COVID Module for pharmacy including the ability for pharmacists to look up patient records from the AIR prior to vaccinating
- Integrated vaccine adverse event monitoring solutions

# Introduced tiered pricing

**Base** \$159 + GST per month

**Premium** \$179 + GST per month

15 🤇



## MedAdvisor is free for patients, revenue generated from pharmacies and life science companies



#### of Revenue from Pharmacy

Each patient on MedAdvisor adds on average approximately \$200 p.a. in incremental revenue to a pharmacy



#### of Revenue from life science companies

Life science companies want to improve patient outcomes and pay fees to access MedAdvisor's patient network and adherence solutions



#### Revenue from programs and transaction fees grows in line with expansion in patient reach

## **Australian Strategic Priorities**

Grow and commercialize the significant network that has already been built





#### Initiative

- Grow patient numbers
- Increase sales capability
- Continue to innovate
   product
- Lower cost to serve

#### Impact

- Drive medication adherence programs and commercialisation opportunities
- Ensure we remain #1 player in the market
- Grow revenue while increasing margins and operating leverage



#### 5-year outlook

- 5m+ Patients
- Pharmacy churn <4% pa., best adherence product
- 85%+ gross margins
- Stable cost base driving attractive EBITDA growth

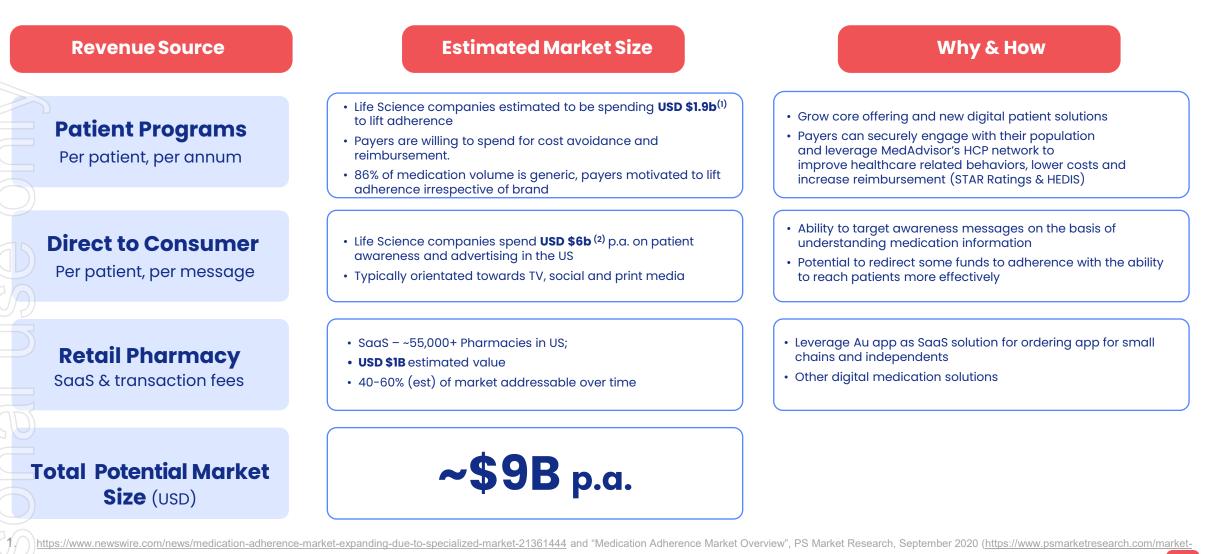


# **03 / US Overview**

"MedAdvisor has helped me get my HbAlc down from 9.7 to 6.1 by reminding me to take my insulin on time and check my blood glucose level during my busy day. It is so easy to use. This app has extended my life."

- Paul (Australia)

## US is the largest market with a significant profit pool



analysis/medical-adherence)

https://arstechnica.com/science/2019/01/healthcare-industry-spends-30b-on-marketing-most-of-it-goes-to-doctors

## Recap on why we bought Adheris

**The Opportunity:** at the time of the acquisition, Adheris had the largest patient reach in the US adherence market but revenue was declining due to under investment and a lack of digital capability. We saw an opportunity to introduce our proven Australian technology in order to introduce digital capability and achieve scale

**Trusted:** Operating for ~30 years, Adheris had become the industry standard for delivering adherence programs at scale, with precision measurement.

Scale: Adheris has unparalleled scale in the US

- ability to reach ~180m patients
- customer base of ~80% of top 25 life science companies
- deep relationships with 25k pharmacies including the major US pharmacy chains
- **Data Capability:** Adheris has developed and patented a sophisticated software engine that enables patient and prescription data to be leveraged to power programs



### US Strategy: digitalize the Adheris network and improve patient engagement and outcomes

Start with monetizing via health programs and DTC advertising, then rolling out SaaS solutions

Strategy	Priorities 2022	Status
Digitalize the Adheris pharmacy network	<ul> <li>Grow % of Adheris network digitally enabled</li> <li>Introduce new omni channel (Dynamic Engagement) patient centric model</li> <li>Upgrade existing in-pharmacy product to digital</li> </ul>	<ul> <li>✓ 30% of Adheris network agreed to run digital programs</li> <li>✓ Build is on track for CY22 delivery for Dynamic Engagement model</li> </ul>
Improve the Patient Experience	<ul> <li>Digital Adherence Programs</li> <li>Personalized programs through Dynamic Engagement</li> <li>Add patient focused digital solutions</li> </ul>	<ul> <li>✓ Low digital opt outs</li> <li>✓ Consistent click through rates</li> </ul>
Uplift Patient outcomes	<ul> <li>Leverage digital as an upgrade to in store solutions</li> <li>Digital Adherence Programs to be more widely used</li> </ul>	<ul> <li>Dynamic will allow tailored outreach to improve outcomes</li> <li>Digital will improve effectiveness based on Au experience</li> </ul>
Monetize and grow the network	<ul> <li>Increase sales and marketing team</li> <li>Dynamic Engagement model to increase revenue and margin</li> <li>Add more partners &amp; sponsors</li> <li>Grow direct to consumer digital awareness programs</li> </ul>	<ul> <li>✓ Doubled sales &amp; marketing team</li> <li>✓ Like-for-like revenue up 35%</li> <li>✓ 7 digital programs now live</li> <li>21</li> </ul>

## MedAdvisor's US model utilizes the pharmacy network to reach patients

#### Adheris allows life science companies to leverage the pharmacist to educate patients in store or in home

<5%

#### of Revenue from Pharmacy

education services

Pharmacies may pay for various patient outreach programs. This will grow over time

of revenue.



#### of Revenue from life science companies

Life science companies want to improve patient outcomes and pay fees to access MedAdvisor's patient network and adherence solutions

program



programs

Growing programs through enlarged network then introducing Australian technology and SaaS solutions will drive revenue growth

& reporting

22 🔍

# Phase 1 was to successfully extract Adheris and return to growth before digitalizing network as phase 2

Delivered 35% like-for-like revenue growth from core business. Positive customer reaction to innovation agenda

Phase 1: First 6 months Add sales and marketing resources to grow core

#### Initiative

- Separate from Syneos and integrate to MedAdvisor
- MedAdvisor US sales team plus new hires to join Adheris team (doubling sales team post-close)
  - Ramp investment in sales and marketing

Identify talent internally and externally to drive accelerated go-to-market operations

#### Status



**Phase 2: 12+ months** Digital Solutions to Adheris Network

#### Initiative

- → Sign pharmacies & connect data to enable digital programs
- → Build platform to enable Dynamic Engagement (omni channel) model
- → Sell Dynamic Engagement model to life science companies, from CY22
- → Introduce next generation Australian technology to open larger markets

#### Status

*On track to 35–40% digital active by December* 

*Dynamic Engagement on track and on budget.* 

Customer base responding well

Scoping to implement during CY22



## Digitalisation of the network is ahead of our initial plans

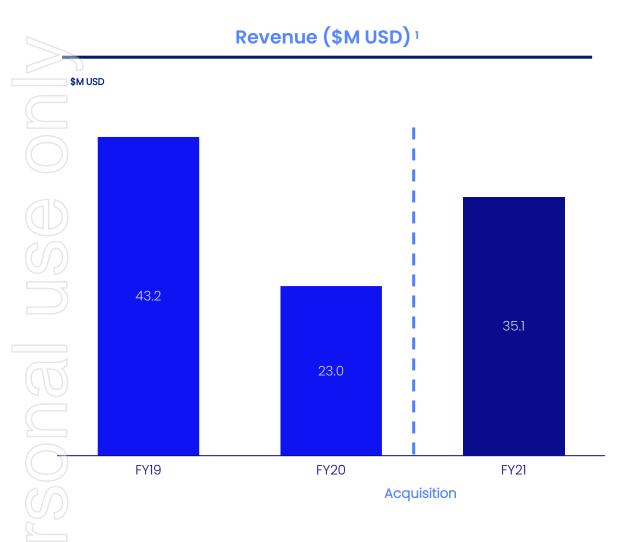
#### Expected to achieve 40m+ patients via digital by December 2021 accessible for health programs

	Now		Dec 31 2021		
	Pipeline Stage	Stores	Est. Digital Patient Reach	Stores	Est. Digital Patient Reach
	Full Adheris Network	25,000	126m	25,000	126m
01	Discussions	90%	113m	100%	126m
02	Verbal Agreement or Signed MSA	30%	( <b>43m</b> )	40%	50m
03	Active Data Flow	6%	5m	40%	50m
04	Programs Active	6%	<b>5m</b> 7 Live Programs	30%	<b>43m</b>
	<b>20x</b> The digital patients accessible than in Australia				

Patient engagement metrics have improved and are comparable with Australia

## Reversed revenue decline returned Adheris to growth in FY21 and beyond

Adheris turnaround to date due to health programs growth from investment in sales, marketing and product



#### History

- Underinvestment in business impacted trajectory of the Adheris business
- US revenue step down FY19 to FY20 due to patent expiration for several high-volume products and life science companies moving to digital initiatives

#### Outlook

Clear growth plan established and being executed

- 1. Increased effort to build revenue per program and introduce new clients
- 2. Digitization of network will drive higher patient engagement
- 3. Revenue per program and margin expansion



# **05 / UK Overview**

"Before I downloaded the app, I was always losing my scripts. I would place my scripts in a special spot and then I would forget where that special spot was. Now I can hit re-fill and my carer can pick up the scripts for me."

- Gail (Australia)

## MedAdvisor expanding into the UK

Founded in Australia and expanding to UK, similar market dynamics but 3x the Australian market

#### **UK Expansion Strategy** SaaS led, building network, then health programs

MedAdvisor's leading SaaS solution to a market 3x Au, with attractive market dynamics First UK customer, Day Lewis with a white label product

Supported by National Pharmacy Association which represents 6500 independent pharmacies

Integrated with NHS digital systems, producing highly automated workflows for patient and pharmacy

#### **Day Lewis Pharmacy**

**First client Day Lewis** 

270 Stores



#### \$300m TAM

\$83m medication adherence market for mobile apps<sup>(3)</sup>

Initial SaaS roll out Prior to build patient audience ~14,000

Pharmacies in the UK

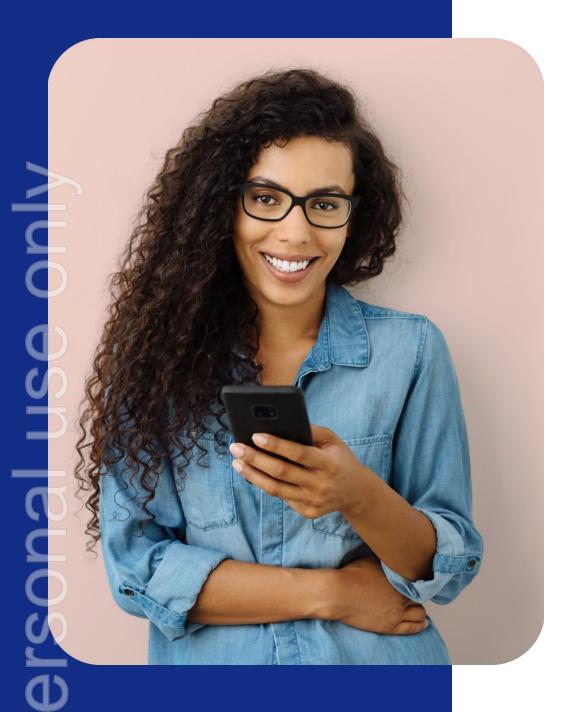
66m **UK population** 

\$66b Wholesale drug market

~11,700 England, https://pharmaceutical-journal.com/article/infographics/community-pharmacy-in-great-britain-2016-a-fragmented-market https://psnc.org.uk/services-commissioning/essential-facts-stats-and-quotesrelating-to-pharmacy-and-pharmacy-professionals/ 1250 Scotland https://www.gov.scot/policies/primary-care-\_ services/pharmacy/#:~:text=There%20are%20around%201250%20community%20pharmacies%20in%20Scotland. and 716 in Wales. (https://gov.wales/sites/default/files/statistics-and-research/2019-10/community- pharmacy-services-april-2018-march-2019-071.pdf) - translated to \$USD

https://www.statista.com/topics/5056/pharmaceutical-industry-in-the-uk/

Medication Adherence Market, Prescient & Strategic Intelligence, 2020

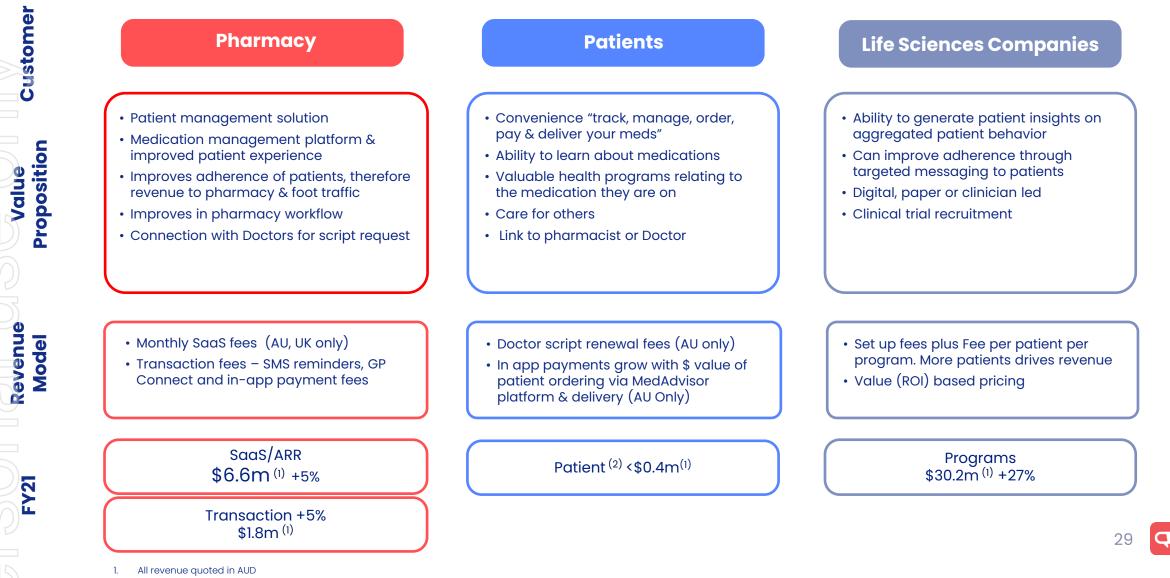


# **06 / Financial Opportunity**

"I have multiple prescriptions which are difficult to manage. MedAdvisor allows me to order all the outstanding items from home at any time...and communicate with the pharmacist for access to diabetes items like needles and strips. It makes it much easier for both myself and my pharmacist."

- Felicity (Australia)

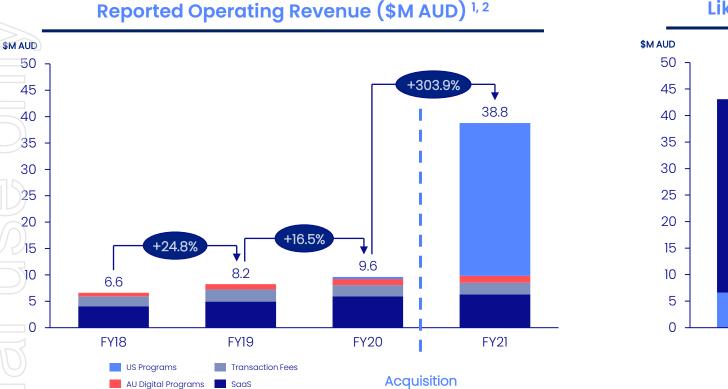
## MedAdvisor: a business with multiple customers & revenue streams<sup>(1)</sup>



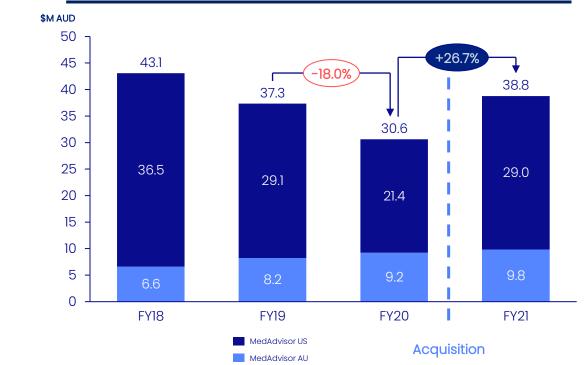
2. Patient revenue includes (PIA, GP link). Transaction revenue for this analysis includes SMS fees, GP Connect Fees.

## Overall operating revenue growth of 26.7%, in FY21

Adheris turnaround due to health program growth and investment in sales



Like-for-Like Operating Revenue (\$M AUD) 3,4



• US revenue step down FY19 to FY20 due to patent expiration for several high volume products

Recovery from FY20 to FY21 driven by introduction of new products under patent, investment in sales and business development resources in US
post-acquisition

All \$ in AUD and FY20 reported revenue of \$9.6m includes \$0.4m from one-off set up fees from US FY21 reported revenue of AUD\$38.8m, includes AUD\$29.0m contribution from Adheris for 7 ½ months (date of acquisition 17 Nov 2020) Like-for-Like revenue shows US revenue translated at a constant AUD/USD of \$0.75 from date of acquisition to 30 June for FY19 and FY20 Financial Year (FY) refers to the 12 months ended 30 June

2.

3

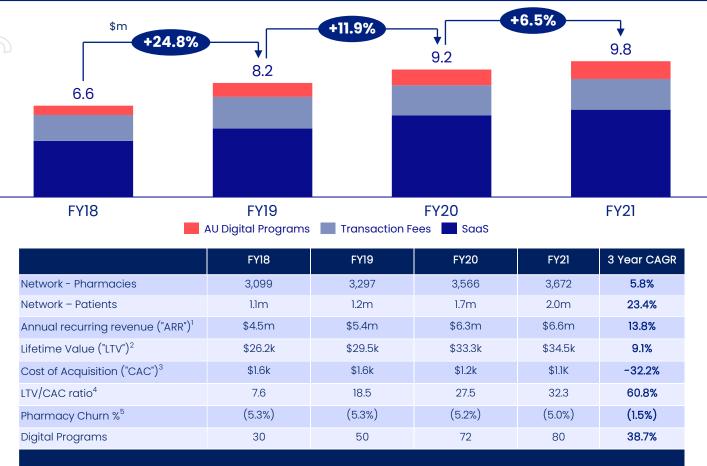
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## MedAdvisor Australian business had modest revenue growth

#### Foundations in pace for strong FY22 performance

#### MedAdvisor Australia Operating Revenue FY18 to FY21 (AUD \$M)



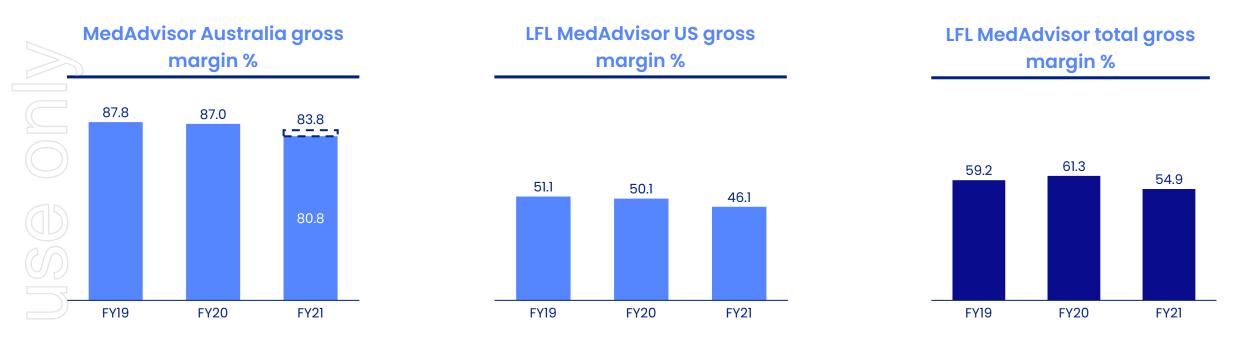
- Foundations for future revenue growth:
  - 1. New EGM Sales & Marketing enhancing capability for FY22
  - 2. Pricing new standard and premium SaaS pricing structure with base price increase June 2021; ability to leverage value through additional features
  - 3. Signed Priceline July 2021; approx. ~250 incremental pharmacies
  - 4. Programs opportunity additional resources invested; utilization of Adheris's expertise

- Annual recurring revenue represents the value of the total annual revenue from SaaS fees
- Lifetime value represents the net margin generated by pharmacies allowing for churn
- Cost of acquisition is calculated as the cost of acquiring pharmacies and includes marketing costs and certain people costs
- 4. LTV/CAC ratio shows the relationship of the lifetime value of pharmacies to the cost of acquiring
- 5. Pharmacy churn is calculated on a 12 month rolling basis



## Blended gross margin of 55% across Au & US

#### Gross margin expansion a priority for FY22



• FY21 MedAdvisor gross margin impacted by re-platforming to facilitate global expansion; FY22 GM % to revert to ~84%.

VFY21 MedAdvisor US gross profit margin of ~46%; will vary depending on product and channel mix. Typically, gross margin decreases as revenue increases due to volume being pushed to high abatement % pharmacy chains

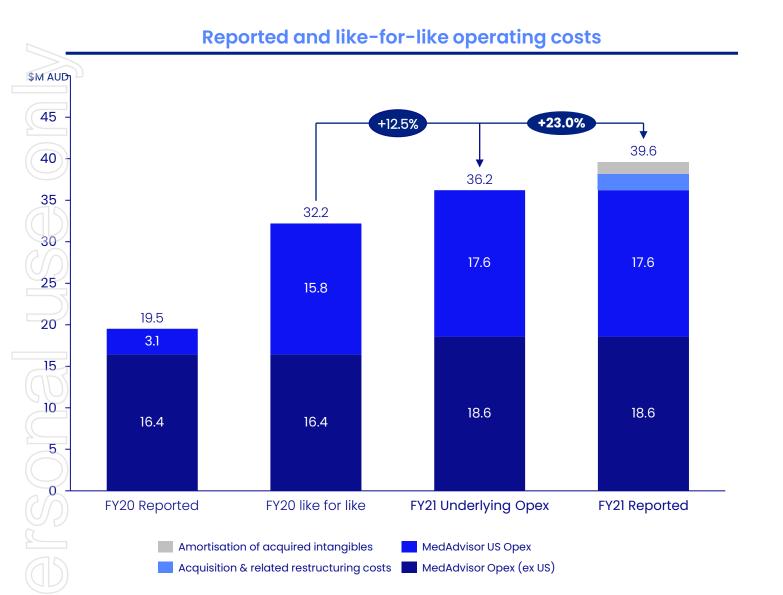
- Key strategies underway to drive gross margin expansion:
- 1. Introduction of Dynamic Engagement (US) in market in 2022
- 2. Digital adoption in US via Adheris network, including SaaS
- 3. Health insurer customers

Gross margin of 54.9% on LFL expected to increase post FY22 with implementation of strategies; US long term target ~60%+

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## Medadvisor operating costs of \$36.2m adjusted for acquisition

#### YoY increase of 12.5% in underlying opex

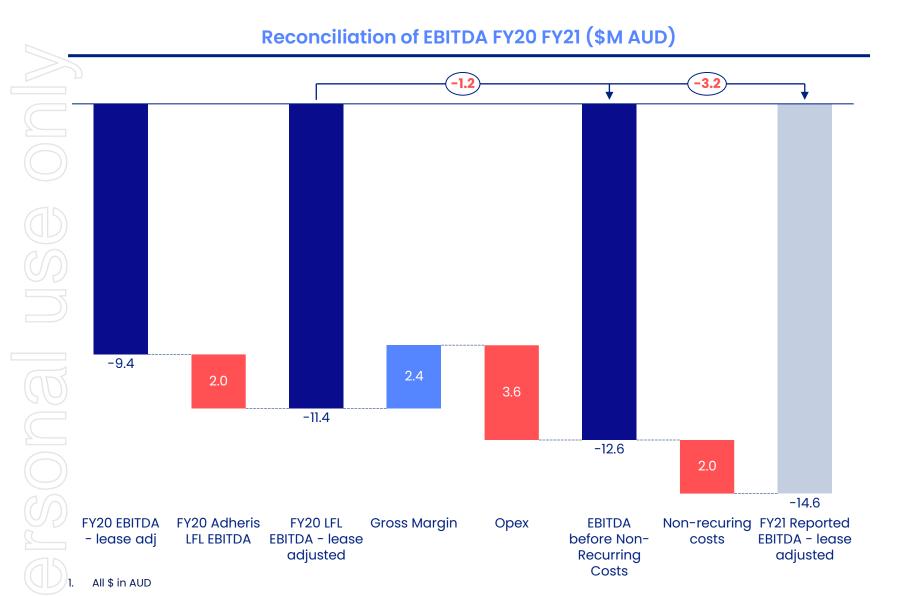


#### Comments:

- Operating costs on an underlying basis up 12.5% year-on-year
- Reported operating costs include:
  - \$2.0m for acquisition, integration and related one-off restructuring costs
  - \$1.4m for amortisation of acquired intangibles identified as part of the Adheris acquisition. Intangible assets include software, brand names, IP (trademarks and patents), customer and partner relationships. Annualised, the amortisation of acquired intangibles is \$2.3m
- MedAdvisor US opex includes Adheris, LLC and MedAdvisor US costs

## FY21 EBITDA group loss of \$12.6m<sup>1</sup> before non-recurring costs

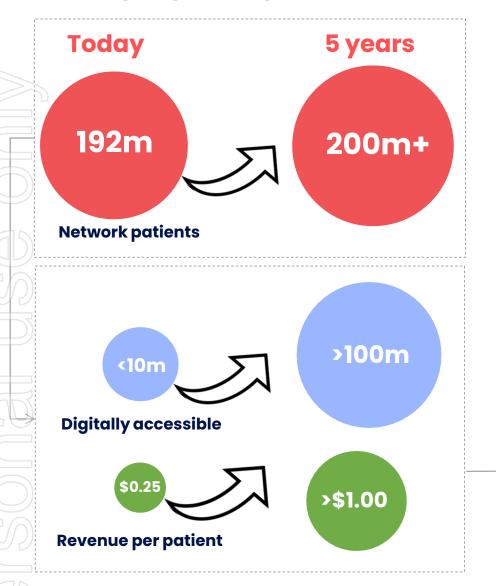
Identified opex efficiencies improvements and synergies for FY22



#### Comments:

- EBITDA adjusted for lease payments results in a loss of \$12.6m
- Gross margin uplift of \$2.4m reflects a margin of 55%
- Opex includes maintenance, global infrastructure and investment spend discussed above
- Non-recurring costs include acquisition costs of \$1.5m and restructuring costs of \$0.5m

## Leveraging our global reach to drive attractive commercial outcomes



#### How we will get there

- Revenue per program, per adherence patient up 100% via. Dynamic Engagement
- Patients that are digitally addressable increase from <5%% to 70% of the US Network
- Demonstrable increase in ROI (similar to AU) via digital programs, driving up value to pharma
- Increase network of Life Sciences Companies allowing more patients to be included in programs
- Increase share of wallet from existing customers. Take spend from DTC to Adherence

#### Target EBITDA = 35%+

## Management Team and Board of Directors

Over 70+ years of combined healthcare and technology experience





**John Ciccio CEO USA** 

AdherisHealth? a MedAdvisor company

Skipta 於



**Simon Glover** CFO

**Tabcorp** 





**Wayne Marinoff** EGM Sales & Marketing AU & UK arretex





**Ruba El Afifi** Chief Operating Officer ORACLE PPBADARON

QIC AAMI



**Jamal Butt CEO UK** 



LloydsPharmacy





**Chris Ridd** Non-Executive Chairman





**Peter Bennetto** Non-Executive Director





Sandra Hook Non-Executive Director





**Joshua Swinnerton Co-Founder & Executive** Director Oakton XDeskActive





**Jim Xenos** Non-Executive Director







**Lucas Merrow** Non-Executive Director AdherisHealth \*\* eliza. a MedAdvisor company Q ibot

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# Appendix

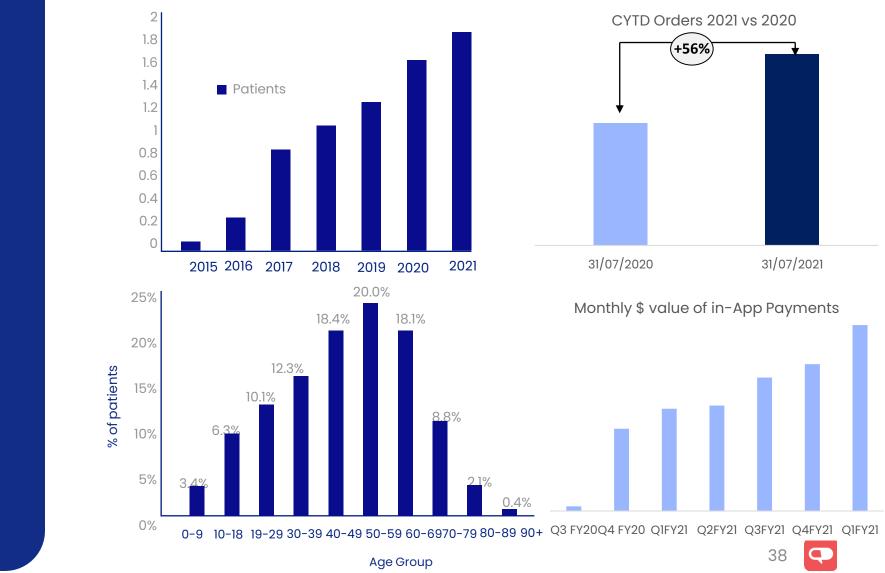
mymedadvisor.com

#### Australian Digital Patient Adoption, more patients, more active

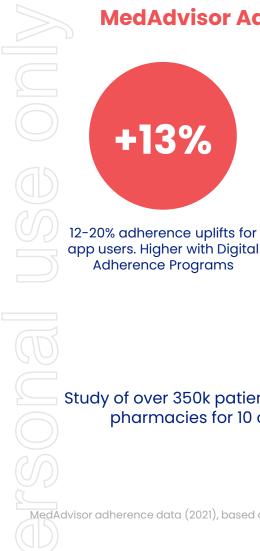


30% of app patients over 60yrs

Orders up 56%, patients up 23% (>1 order per patient p.a.)



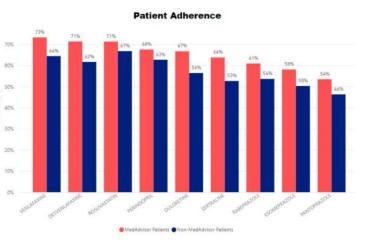
The combined effect of adherence and persistence improvements leads to significantly better outcomes



+13%

Adherence Programs

#### MedAdvisor Adherence impact (App only)



Adherence for 10 common medications

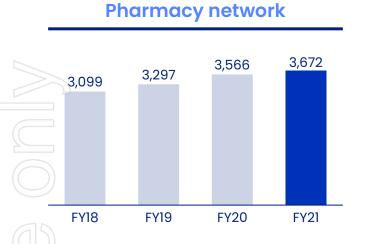
#### Study of over 350k patients and 2.8m not on MedAdvisor in the same pharmacies for 10 common chronic medications (2021)

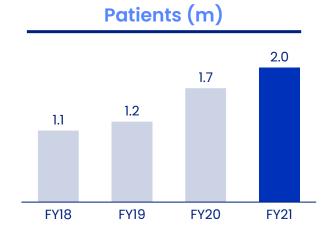
#### **Digital Adherence Program**

#### Example Digital Adherence Program (DAP) - June 2018 to June 2019



## FY21 MedAdvisor Australia performance providing foundation for growth

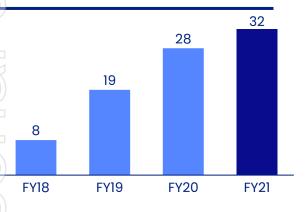




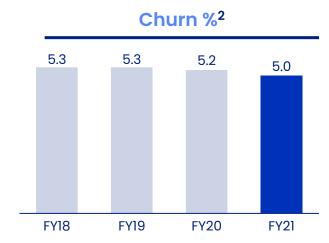




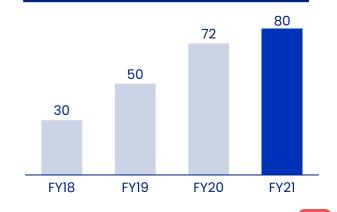
Lifetime Value/CAC<sup>1</sup>



2.



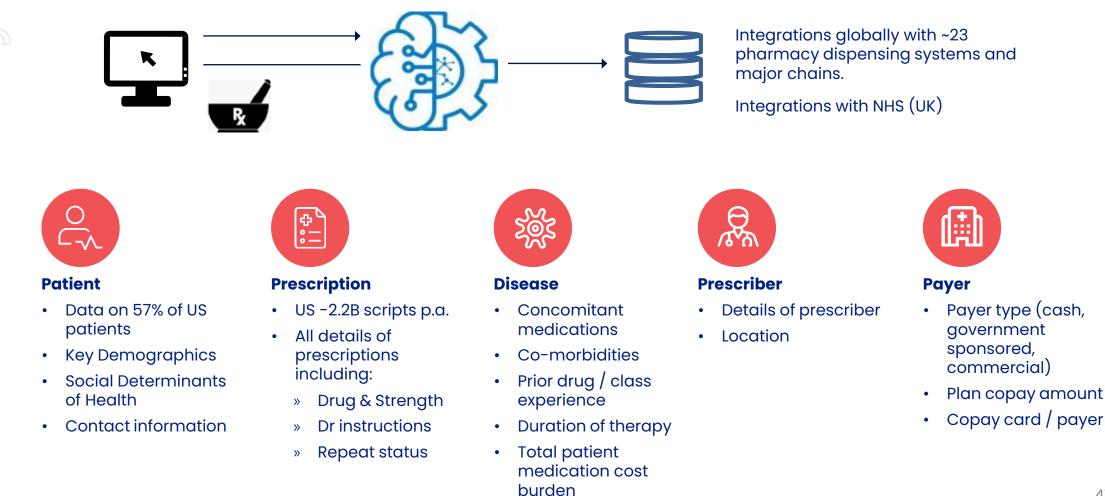
**Digital Programs** 



40

Lifetime value/CAC represents the ratio of lifetime value of pharmacies to the cost of acquisition of pharmacies Churn is calculated on a rolling 12-month basis

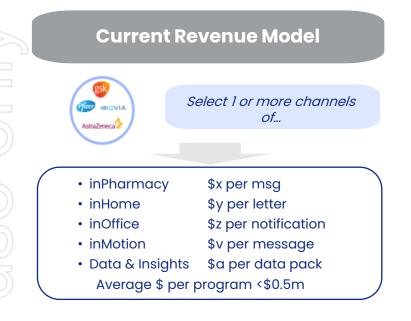
## Patient & Medication Data powers programs to improve patient outcomes



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## New revenue model and improved margins via Dynamic Engagement

Adheris predictive analytics combined with new digital channel is the catalyst to optimize patient messaging



#### Implication

- Pricing per program (channel) hard to move and well established. Often high ROIs for program sponsors, with Adheris not always being paid for performance
- Messaging channels not customised to patients
   resulting in reduced effectiveness

#### **Dynamic Engagement Model**



MedAdvisor to determine best channel mix and program by patient

- Omni channel, per patient per program revenue model irrespective of channel
- Customised and targeted messaging of patients based on profile, history and predictive algorithms
- Tailored to patient preference and response

#### Implication

- Increased revenue per patient for adherence programs; ~2x existing, but same ROI
- Increased margin (similar volume of messages, but more effectively used)
- Enhanced use of digital to lift engagement & ROI