

Brand Plan template

The following slides contain an overview for a brand planning process. They are not meant to cover all elements of a plan for all brands and should be seen as a starting point.



Process Overview

SITUATIONAL ANALYSIS



BRAND STRATEGY

COMMERCIAL PLAN

Environmental Analysis (1)

A PESTLE analysis is a useful model for understanding the environment in which an organisation is operating

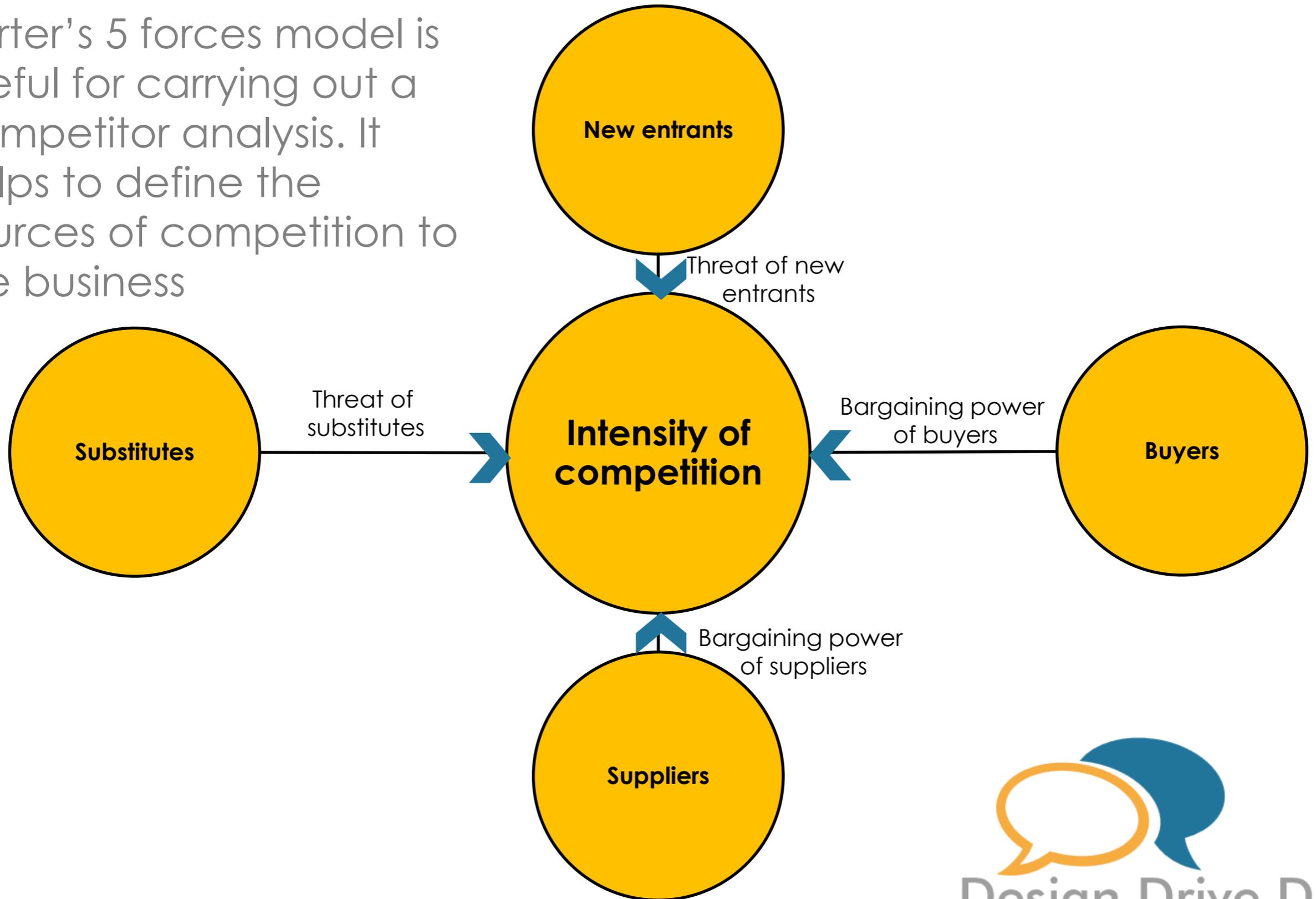
- P Political
- E Economic
- S Sociological
- T Technological
- L Legal/Regulatory
- E Environmental

It is important to focus on the factors most relevant to your business

When complete, select the key issues

Environmental Analysis (2)

Porter's 5 forces model is useful for carrying out a competitor analysis. It helps to define the sources of competition to the business



Disease Area

Questions and actions to consider:

- What is the epidemiology of the disease?
- What are current beliefs about the disease and its management?
- What is the patient pathway?
- What is the funding pathway?
- What is the decision-making pathway?
- What guidelines are in place?
- What clinical outcomes are expected?
- Outline the treatment options
- Commercial assessment - value and potential

Market Dynamics

Questions and actions to consider:

- Can the treatments be grouped together?
- What is the most effective market segmentation?
- Analyse market for drug and non-drug treatments
- Assess key trends
- What are the prices of treatments
- What is the market potential?
- Are there any guidelines or reviews planned that will affect treatment choice?

Customers

Questions and actions to consider:

- In order to identify customers and stakeholders it can help to map their interaction with the brand. What are the stages from identifying the need for a product/service through to purchase and recommendation ?
- Every attempt should be made to group customers according to a defined set of behaviours or needs
- Who are the opinion leaders and what is their attitude to the disease area and treatment options?
- How are the customer groups changing?
- What new customers might be important in the future?

Patients

Questions and actions to consider:

- What is the patient pathway and does it vary by locality?
- What is the patient experience of services and treatments?
- Are there any relevant patient demographics?
- What proportion of patients will proactively present to their doctor?
- Is a high level of carer support required?
- What communication channels do patients use?
- How effectively do patients self-manage their condition?
- Which patient groups represent the disease area?
- How are patient choices considered by service developers?

Competition

Questions and actions to consider:

- Understand license – patient population, dose, side effects etc.
- What is the brand image, positioning, clinical claims and value proposition?
- Assess the quality of the data
- Capture price information
- Which companies are investing?
- Assess relationships/reputation in the market
- What clinical trials are ongoing and planned?
- Understand company objectives

Key Issues & Competitive Insights

A situational analysis will generate a lot of information which constantly needs to be focused down to the key areas that the plan should address. Key Issues are challenges that should be addressed and overcome in the plan

Competitive Insights are key competitor activities that will obstruct implementation of the plan and achievement of objectives



Organisational Analysis

Questions and actions to consider:

- Where does the brand fit into the organisations priorities?
- What resources are available – monetary and non-monetary?
- What is the reputation of the organisation within the healthcare system, disease area
- What is coming through the R&D pipeline?

Brand Analysis

Questions and actions to consider:

- What is the likely/actual license indication and where are the gaps?
- How robust is the data? Is it in public domain? Where are the gaps?
- What are the best attributes of the brand?
- What messages differentiate the brand from its competitors?
- Do the messages exploit the best opportunities in the market?

Strengths, Weaknesses, Opportunities, Threats (SWOT)

SWOT analysis is a method for bringing together the analysis of a business, its resources, and its environment



Use your SWOT to support strategic decision making

- Match strengths with opportunities
- Identify possible solutions to your weaknesses

Consider what decisions need to be considered in the activity plan?

Critical Success Factors (CSFs)

- Based on your conclusions from the Situational analysis
- Identify the areas or factors that are key or critical to your business and must be addressed in the plan

Brand Position

- The product or brand position within the market can be difficult to change when established.
- For new brands careful consideration of the environmental analysis should be used to inform the launch position
- For established brands there may be a requirement to evolve the positioning.

Template for a Positioning Statement:

'For (target audience), (brand name) is the (frame of reference) that delivers (benefit/point of difference) because only (brand name) is (reason to believe)'.

Value Proposition

Questions and actions to consider:

- What are the strongest clinical messages when matched with the market opportunity?
- How does your brand contribute to the priorities of the health service?
- What are the patient benefits and how does your brand add value to the patient pathway?
- How can you quantify the benefits to the patient or healthcare system?
- Why should it be used instead of the drug and non-drug alternatives?
- What are the economic benefits?
- How will your messages be translated for each customer segment?
- Is there a role for a market access scheme?



Objectives (1)

- The objectives outline what the plan should try to achieve
- Ideally there should be 2/3 objectives
- It helps to prioritise the objectives to keep the focus clear
- Business objectives or goals can be quantitative and qualitative
- Objectives should always be SMART
- Consider what success looks like

Objectives (2)

- A sales forecast is often the first stage in setting quantitative objectives
- Sales are a result of a certain volume of product/service being sold at a certain price over time
- Deciding on a price for a new product can be complex.
Possible considerations:
 - Cost of manufacture
 - Cost of competitors
 - Reimbursement challenges
 - Potential market size
 - The extent to which customers equate price with quality
 - Costs of any support services
 - Whether the product is first to market or entering an established market

Customer Strategy

- What relevant groups do your customers segment into?
- What specific customer insight will influence the plan?
- If possible, rank each customers group according to their potential to use or buy the brand
- How will you define target customers?
- How should you approach each customer segment?

Aligned Tactical Plans

- All activities should be aligned with the strategy and objectives
- It is also important to consider the resources an organisation can commit. For example, a large customer education programme might deliver against all the CSFs but if the organisation can not afford to commit the resources a more viable activity should be chosen
- Try to rank all activities according to their ability to deliver against the CSFs
- Select the activities that will deliver the most CSFs and have the greatest impact on the business objectives
- Develop each activity into a fully costed project plan with clear timescale and accountability

Monitor for Success

- See the 'Dashboard template' for more details and suggestions
- Consider project plan milestones to check for a timely implementation of the activity plan within budget
- Consider where market research can support to validate the implementation of the strategy e.g. check positioning, key message communication