



# **IDEA TO IMPACT:**

## **Guide to Introduction and Scale of Global Health Innovations**



## **Toolkit Overview**

v1.0, 2015

## Context/Disclaimer

These templates, examples, and tools have been compiled to provide some inspiration and guidance you move forward in the development of an introduction and scale plan. These are only meant to serve as references to consider as they may be useful in helping you think through or address many of the priority activities identified in *IDEA to IMPACT: A Guide to Introduction and Scale of Global Health Innovations*. They are not exhaustive.

This toolkit is intended to be continually updated and refined over time with more examples and templates. As such, we encourage your comments, new tools, and input at our website ([www.usaid.gov/cii](http://www.usaid.gov/cii)).

**Let us know how we can make this better and more useful!**

# This toolkit is intended to provide practical launch planning guidance to global health practitioners



## Goals

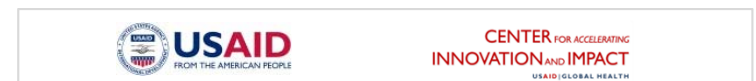
- *Strategic:* Provide a **broad overview** of the end-to-end process for managing introduction and scale of global health solutions
- *Tactical:* Provide a growing **set of tools** across this end-to-end to guide execution across the activities outlined in the accompanying Guide and Workbook

## The audience

- **Innovators, Social Entrepreneurs, USAID** and **other donors**, and **implementing partners** who oversee and plan **global** introduction and scale-up efforts
- **Medical Device** and **Pharmaceutical companies** developing products for emerging markets

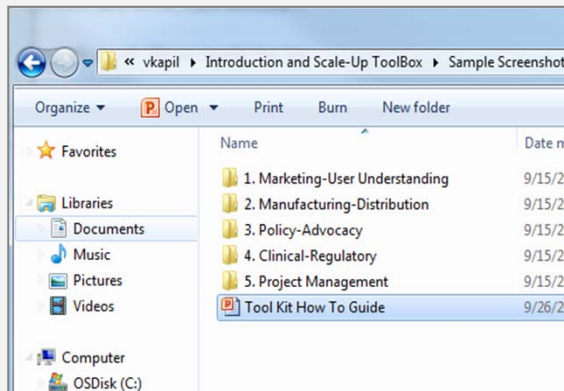
## How it was developed

- Built off of **private sector** principles and **public health best practices** outlining specific activities, tools, and templates to stimulate thinking
- Informed by private sector and global health interviews, approaches, and common best practices (some of them shown here)



# Navigation instructions

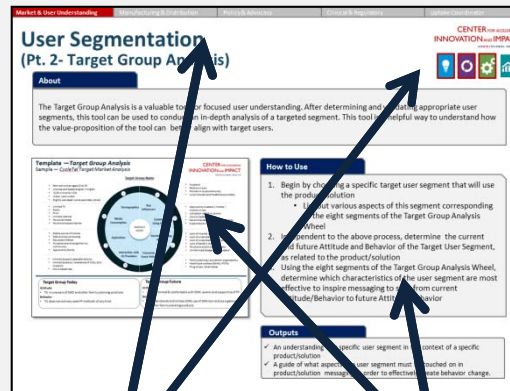
## 1. Download Zip File



Download the Toolkit Zip File from the CII website. Toolkit can be found under the Introduction and Scale-up Guide page.

[www.usaid.gov/cii](http://www.usaid.gov/cii)

## 2. Open How To Guide for Tool Profiles



Each tool is sorted by “Area of Relevance”. Profile also includes most relevant stage of scale-up process.






















Each tool includes a snapshot of the tool template and instructions/outcomes

## 3. Open Individual Tools for Templates



Open tools to work directly on the tool templates. Some tools are blank templates, some include completed examples.

# Table of Contents: Tools for various stages and activities

	 <b>STAGE 1</b> <b>Identify Needs and Design</b>	 <b>STAGE 2</b> <b>Begin R&amp;D</b>	 <b>STAGE 3</b> <b>Plan for Introduction</b> <small>(Complete R&amp;D)</small>	 <b>STAGE 4</b> <b>Introduce and Scale</b>
<b>Uptake Coordinator</b>	<ul style="list-style-type: none"> <li>Practitioner's Workbook </li> </ul>			
<b>Market &amp; User Understanding</b>		<ul style="list-style-type: none"> <li>Bottleneck Analysis* </li> <li>Benefits Ladder </li> <li>Competitive Product Analysis* </li> <li>Demand Generation Toolkit </li> <li>Human-Centered Design </li> <li>Knowledge Mapping* </li> <li>Market Overview* </li> <li>Market Sizing* </li> <li>Patient Treatment Journey </li> <li>User Segmentation </li> </ul>		<ul style="list-style-type: none"> <li>Mkt. Strategy &amp; Positioning </li> </ul>
<b>Manufacturing &amp; Distribution</b>	<ul style="list-style-type: none"> <li>Manufacturer Landscape Analysis </li> <li>Demand Forecasting </li> </ul>	<ul style="list-style-type: none"> <li>COGS Workbook </li> </ul>		
<b>Policy &amp; Advocacy</b>		<ul style="list-style-type: none"> <li>Advocacy Toolkit </li> </ul>		
<b>Clinical &amp; Regulatory</b>	<ul style="list-style-type: none"> <li>Target Product Profile (TPP) </li> </ul>			

Notes: Denotes some of the components of a Situation Assessment

# Practitioner's Workbook



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## About

The Practitioner's Workbook is a strategic planning and project management tool used by those coordinating various introduction and scale programs (i.e. Uptake Coordinators). These activities correspond to what is outlined in IDEA to IMPACT. As such, some activities may not be relevant to all users.

Stage	Category	Priority	Activity	Description	Status	Owner/Responsible	Notes
1	Clinical/Regulatory	Y	Define Target Product Profile (TPP)	Clearly define ideal TPP based on market and design research. Can include intended usage, target user, rationale, and key value drivers			
2	Manufacturing/Distribution	Y	Perform initial manufacturability assessment and landscape	Roughly evaluate and major issues with manufacturing or distribution of any possible TPPs. This could include considerations of cost, cold chain, quality concerns, etc. Also, evaluate the quantity and capacity of existing manufacturing and where they are located to begin thinking through a manufacturing strategy.			
3	Manufacturing/Distribution	Y	Conduct Intellectual Property (IP) evaluation	Evaluate potential Intellectual Property (IP) concerns or design constraints. What's out there already? Can we protect our design?			
4	Marketing/User	Y	Develop initial value proposition	Connect attributes of the product or solution to emotional or self-expressive benefits the end-user wants			
5	Marketing/User	Y	Understand initial end-user needs through market and design research	Conduct design and market research to understand end-user and stakeholder needs. This can be human-centered design or other research to clearly define VOC (voice of customer)			
6	Marketing/User	Y	Conduct initial situation assessment	Define the problem, identify competitors and/or substitute products in the space, size the market, understand reimbursement/payment consideration, etc.			
7	Policy/Advocacy	Y	Evaluate global policy considerations	Identify any policy considerations for the product, including current protocols and/or standards related to the products targeted diseases or conditions. Policy considerations may inform several priority activities in Early Stage R&D such product design and bottleneck analysis.			
8	Project Management	Y	Select and empower uptake Coordinator	Select an individual or group (i.e. implementing partner) to oversee all activities and act as Uptake Coordinator throughout the course of the project and launch.			
9	Project Management	Y	Establish early project plan with stakeholders, timelines and budget	Highlight, at a high-level, rough timing for launch and the key milestones along the way.			
10	Clinical/Regulatory	Y	Conduct initial TPP review and associated regulatory implications	Initial review of the TPP for any global or regional regulatory implications that may limit or slow regulatory approvals			
11							

## How to Use/Considerations

- Select from a comprehensive list of activities by development/introduction stage and functional area
- Review activity descriptions
- Assign ownership/responsibility of tasks
- Track progress of activities through status updates and summary notes
- Note: not all activities may be relevant to a given product or introduction plan.

## Outputs

- ✓ Project plan: identification of what to do and when to do it
- ✓ Status: assignment and coordination of roles and responsibilities; progress reporting



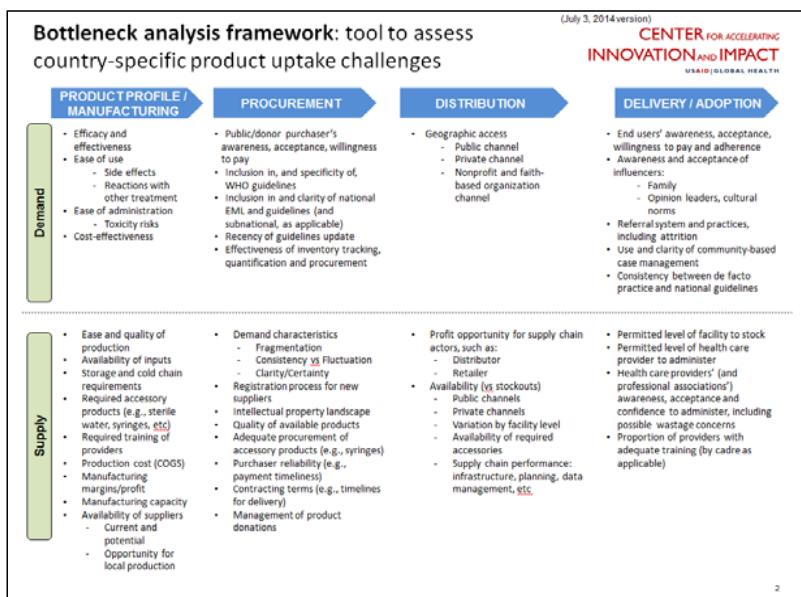
See section on Uptake Coordination in "IDEA to IMPACT"

# Bottleneck Analysis



## About

The Bottleneck Analysis organizes country-specific uptake challenges, assesses their relative importance, and prioritizes their corresponding interventions. It offers a value chain map of potential demand and supply issues related to manufacturing, distribution, procurement, service delivery, and user adoption. This map of potential issues can help identify critical bottlenecks and prioritize interventions by their likely impact and feasibility. The goal of this tool is to facilitate stakeholder decision-making on next steps to increase product uptake.



## How to Use/Considerations

- Analyze each issue and classify it as an advantage, a neutral/mixed issue, a challenge, a critical bottleneck, or unknown.
- Assess each critical bottleneck to recommend intervention, investigation, or referral to another stakeholder.
- Prioritize potential interventions by likely impact and feasibility.
- Discuss potential interventions (and investigations) with key stakeholders to decide on next steps.
- Note: initial analyses can be conducted through a desk review of country strategic plans and other available reports, followed by in-country vetting.

## Outputs

- ✓ Map of critical bottlenecks in the context of related advantages, neutral issues, other challenges and unknowns
- ✓ Prioritized set of interventions to facilitate decision-making



# Benefits Ladder

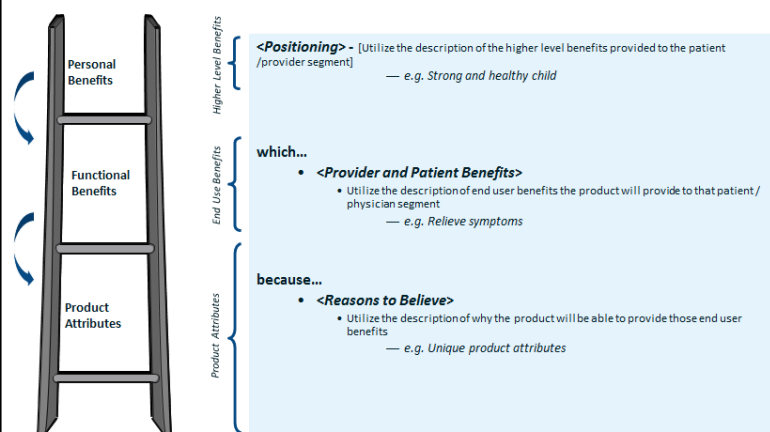


## About

The Benefits Ladder supports message development for a new product by linking emotions (personal benefits) to specific functional benefits and product characteristics or attributes. It can be a useful framing to connect a product to a user or stakeholder's needs.

## Template — Benefits Ladder

Target Market (Name)



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## How to Use/Considerations

Establish following product descriptors and lay out in matrix:

1. **Higher-level benefits** - a description of what the customer wants to experience by association with or use of the product (*e.g. ability to play with grandchildren*)
2. **What the product “does”** - a description of what the product does for the customer or what happens during use; often result of a number of product attributes (*e.g. relieves pain*)
3. **What the product is** - a description of specific measurable, functional / technical characteristics of product that will produce the desired benefits above

## Outputs

- ✓ A well-positioned product/solution message that connects features to benefits



# Competitive Product Analysis

(Pt. 1- Landscape)

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## About

A competitive product analysis allows practitioners to layout competitive products and relevant attributes. It can be a simple yet useful exercise in finding opportunities or challenges for uptake of a given new product.

### Template — Competitive Product Analysis (Pt. 1 – Product Landscape)

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Product	[Product 1]	[Product 2]	[Product 3]
Segmentation Strategy	<ul style="list-style-type: none"> <li>Physicians in urban/perl-urban areas</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>
Messaging	<ul style="list-style-type: none"> <li>Text</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>
Activities	<ul style="list-style-type: none"> <li>Product trials, marketing campaigns, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>
Pricing	<ul style="list-style-type: none"> <li>Text</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>	<ul style="list-style-type: none"> <li>Text</li> </ul>

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## How to Use/Considerations

**Identify all potential competitive/replacement products.** Then, layout:

- 1. Segmentation strategy** – which customer/user segment is the product targeting
- 2. Messaging** – what is their value proposition and communications strategy to their target users
- 3. Activities** – what are major activities underway (marketing, product enhancements, etc)
- 4. Pricing** – how is the product priced to users (or others in the supply chain)

## Outputs

- ✓ Landscape of all existing (and upcoming) competitive products

# Competitive Product Analysis

(Pt. 2- Portrait)

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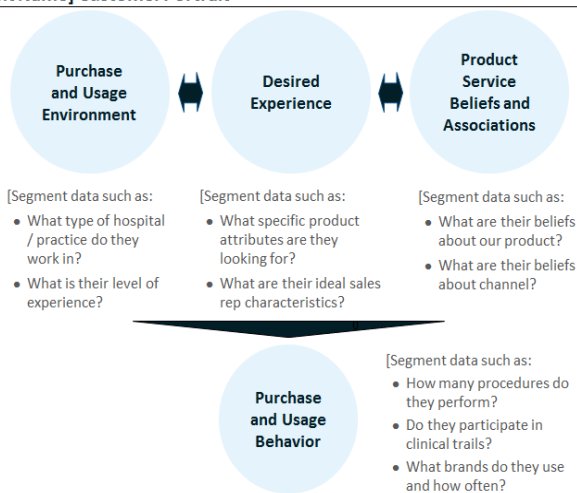
## About

For each competitive product, practitioners can also layout some other attributes that define their customers. This tool can help “dig a little deeper” into some of the needs of their target segment and highlight opportunities for product innovation, branding, or positioning strategies.

### Template — Competitive Product Analysis (Pt. 2- Portrait)

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[Segment Name] Customer Portrait



## How to Use/Considerations

For each competitive product and user segment, this tool could be used to highlight:

1. **Purchase and Usage Environment:** Where are the users located and what “eco-system” are they working in?
2. **Desired Experience:** What do these users want in a product? What will make them perform better and/or make their jobs easier?
3. **Product/Service Beliefs:** What are customer’s perceptions about the product. Perceptions can be different than reality and perceptions drive behavior.
4. **Purchase and Usage Behavior:** How often and how do they use existing products.

## Outputs

- ✓ A snapshot of customer perceptions, attributes, and behavior.

# Demand Generation Toolkit

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## About

The Demand Generation Toolkit is provided as a reference. It is a step-by-step guide to developing communication strategies to increase demand for commodities. It provides cross-cutting tools, guidance and adaptable content. The primary objective of the tool is to support country teams to develop commodity-specific messaging and activities, tailored to the country context utilizing country-specific data.



More info and examples can be found at:  
<http://sbccimplementationkits.org/demandrmnch/>

## How to Use/Considerations

The tool provides a step by step instruction for developing demand generation strategies:

1. Review background material and resources regarding the
2. Examine framework overview and six-step protocol
3. Engage “Core Resources” relating to each of the specific Commodities

*Chlorhexidine example found in our Toolkit. Other references and examples can be found at:*  
<http://sbccimplementationkits.org/demandrmnch/>

## Outputs

- ✓ Commodity specific messaging and activity sets that can be used to increase demand in the region of work

# Human Centered Design Toolkit

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## About

The HCD Toolkit was designed specifically for NGOs and social enterprises that work with impoverished communities in Africa, Asia, and Latin America. The free kit, available for download on the IDEO HCD website, walks users through the human-centered design process and supports them in activities such as building listening skills, running workshops, and implementing ideas.



## How to Use/Considerations

- Can be used independently or in concert with design firms to inform product / solution design
- Offers techniques, methods, tips and worksheets to support the process of problem identification and solution development
- Broken up into a set of tools, helps you pick and choose the right technique or method of evaluation for any context or situation

## Outputs

- ✓ A deeper connection to and understanding of the needs, preferences, beliefs and behaviors of constituents

The HCD Toolkit is available for purchase or free download at:  
<http://www.designkit.org/resources/1>

# The Case for Human-Centered Design in Development

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## About

This Dalberg report outlines the opportunities and key considerations in better leveraging Human-Centered Design (HCD) in International Development and Global Health.

DESIGN  
IMPACT  
GROUP

## MAKING THE CASE FOR DESIGN IN THE DEVELOPMENT SECTOR

## How to Use/Considerations

- This study can be read as a reference to provide more context to how practitioners can better leverage HCD and design thinking in their work.
- *"This report provides a snapshot of the potential value and the shortcomings of design for development as well as a set of pathways to increase its impact and sustainability as a meaningful contributor to program success and lasting outcomes."*

## Outputs

- ✓ A better understanding of opportunities to leverage HCD

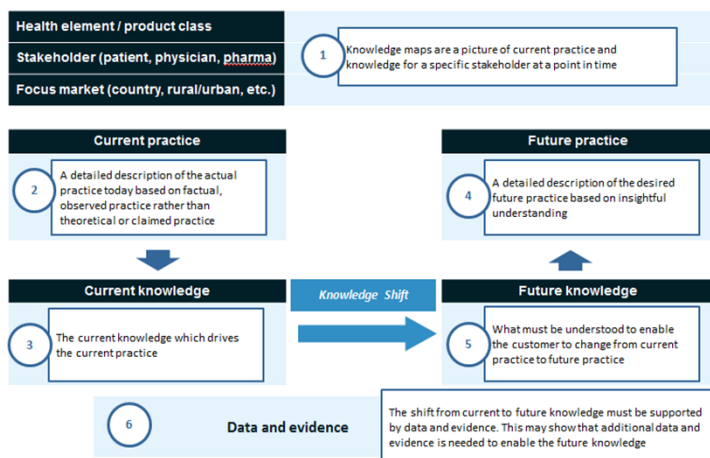
# Knowledge Mapping



## About

Knowledge Mapping is a technique that makes the link between knowledge and practice. It helps identify why a current practice is followed and what knowledge may be required to drive future practice. It can also help to identify data and evidence needed to achieve future goals.

## Template — Knowledge Mapping Tool



## How to Use/Considerations

- **Be Focused.** Knowledge Maps should be focused. Only include the knowledge that is most important in driving practice for customer.
- **Use Insight.** The map should be based on customer insight
- **Take the Customer's Perspective.** The map should reflect the customer's perspective and avoid using jargon.
- **Be Ambitious.** When describing future knowledge, consider the optimal practice and the knowledge and evidence needed to achieve this, not just what is possible given current evidence
- **Set Achievable Goals.** If all the evidence is not currently available, knowledge shifts may need to be broken into steps over time

## Outputs

- ✓ Summary statement of the current knowledge and practices of a target segment of the market (patients, physicians, etc.)
- ✓ Understanding of the data and evidence necessary to shift knowledge and future practice

# Market Overview

(Pt. 1- PESTLE Analysis)

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## About

PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis is a tool that can help assess macro-environmental factors affecting a given product or solution. The tool provides a framework and list of exploratory items to support the assessment of key issues and opportunities for a given product.

## Template — PESTLE Environmental Scan

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FACTORS:	POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	LEGAL	ENVIRONMENTAL
DEFINITION:	how and to what degree a government intervenes in the economy. Specifically political factors include areas such as tax policy, labour law, environmental law, trade restrictions, tariffs and political stability	include economic growth, interest rates, exchange rates and the inflation rate	include the cultural aspects and include health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety	include ecological and environmental aspects such as R&D activity, automation, technology incentives and the rate of technological change	include discrimination law, consumer law, anti-trust law, employment law and health and safety law	include weather, climate and climate change
WHAT WE EXPECT TO FIND:	<ul style="list-style-type: none"> <li>• Health care policy</li> <li>• Tax implications</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to pay</li> <li>• Value chain</li> <li>• Competitive environment</li> </ul>	<ul style="list-style-type: none"> <li>• Attitudes towards healthcare</li> <li>• Changing patient base</li> </ul>	<ul style="list-style-type: none"> <li>• Device technology</li> <li>• R&amp;D advances</li> <li>• Information availability</li> </ul>	<ul style="list-style-type: none"> <li>• Health care regulation</li> <li>• Malpractice</li> <li>• Patients</li> </ul>	<ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Disease spread</li> </ul>

## How to Use/Considerations

When using the PESTLE Analysis:

- 1. Scan Broadly:** Review all possible internal and external factors
- 2. Focus Analysis:** Undertake more detailed analysis on important areas
- 3. Identify the most important issues:** Look for trends and connections that are likely to have the most impact on the business
- 4. Translate issues into opportunities:** Consider how issues can be addressed to become opportunities by leveraging assets or addressing potential challenges

## Outputs

- ✓ A high-level understanding of the broad macro-environmental factors affecting a product or solution



# Market Overview

(Pt. 2- Situation Scan)

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## About

Like the PESTLE analysis, a situation scan can help to identify issues and opportunities surrounding a product or business model. The tool provides an analytic framework and a list of questions for the rapid assessment of factors affecting a market opportunity (patients, competitors, healthcare professionals, etc.). In our template, we have listed a number of questions to consider.

### Situation Scan

Product & Organisation	Patient	Payer	HCP	Competitor	Other
<ul style="list-style-type: none"> <li>How does our brand perform against the most important product attributes in our therapy area?</li> <li>Does our data adequately support our positioning?</li> <li>Is our positioning clear, relevant and differentiated?</li> <li>Is our positioning effectively communicated and understood?</li> <li>How effectively have we engaged our sales force?</li> <li>What is the impact of our sales force?</li> <li>Do we have the right allocation of resource?</li> <li>How clear/effective is our HCP targeting?</li> </ul>	<ul style="list-style-type: none"> <li>Is there any change in patient dynamics?</li> <li>What factors or trends are contributing to the change in patient practice?</li> <li>What new patient insight data do we need/ do we have that could explain the change?</li> <li>Are patients becoming more influential in prescribing or market access decisions?</li> <li>What role do patient groups play in influencing patient practice?</li> </ul>	<ul style="list-style-type: none"> <li>Has the reimbursement status for our brand changed?</li> <li>Is this likely to change in the near future?</li> <li>How do different payers/payer stakeholders influence each other? Has this evolved?</li> <li>What healthcare reforms are expected in the future that could affect our brands?</li> <li>Is there any government guidance on selected therapeutic area/disease? Has this changed?</li> <li>Who are the key advisors for clinical/policy guidelines, recommendations and regulatory inclusion? Have they changed?</li> <li>How confident are we that we can achieve reimbursement with our data, are there any gaps?</li> <li>How robust is our Market Access Value Proposition?</li> </ul>	<ul style="list-style-type: none"> <li>Is there a change observed across all or specific HCP types or segments?</li> <li>What is driving prescription in the market?</li> <li>Does this vary by customer type or segment?</li> <li>What is the current knowledge and practice of target HCPs?</li> <li>What triggers decisions in the treatment pathway?</li> <li>Which stakeholders influence HCP practice?</li> <li>How concentrated are HCPs?</li> <li>How HCPs prefer to receive information? (has this changed?)</li> </ul>	<ul style="list-style-type: none"> <li>How are the competition investing in their brands?</li> <li>Which are their priority brands?</li> <li>What is their current and future company and brand strategy?</li> <li>What level of resourcing is expected in the next year?</li> <li>Which programmes and activities do they favour?</li> <li>What key events and activities do we anticipate in the next year?</li> </ul>	<ul style="list-style-type: none"> <li>Have there been any significant environmental changes (economic, societal or political)?</li> <li>Are there options within new distribution channels?</li> <li>Is the impact of generics in this therapy area changing?</li> <li>Is the distribution chain changing? Are buying or decision points?</li> <li>Are there any manufacturing or logistics issues?</li> <li>Are there any changes to terms of payments?</li> <li>How is our relationship with wholesalers, manufacturers, and salesforce?</li> <li>What is the role of the pharmacist in this therapy area, is that likely to change?</li> <li>What is the impact of other communications channels? (e.g. Digital)</li> </ul>

## How to Use/Considerations

To successfully complete a Situation Scan, complete each section of the tool, keeping the following guide in mind:

- Scan Broadly:** Review all possible internal and external factors
- Focus Analysis:** Undertake more detailed analysis on important areas
- Identify Most Important Issues:** Look for trends and connections that are likely to have the most impact on the business
- Translate Issues into Opportunities:** Consider how issues can be addressed to become opportunities by leveraging assets or addressing potential challenges

## Outputs

- ✓ High-level understanding of the market opportunity
- ✓ A summary of key findings identifying issues and opportunities warranting further examination

# Market Strategy and Positioning

(Pt. 1 of 2)

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## About

Understanding the end-user, whether a provider, administrator, or mother, is critical to designing the right product and generating demand. While very high-level and simplified, this tool can help practitioners lay-out specific target segments, messages that would resonate with each segment, and marketing channels and tools that could be leveraged to reach these users.

### Template — Marketing Strategy & Positioning (1 of 2)

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Target Customer Segment	Message	Marketing Mix
• Urban HCPs	• Enable HCPs to stay at the forefront of patient treatment	• Key Opinion Leaders • Direct Sales • Etc
• Rural Pharmacists	• Enable delivery of most effective treatment to their patients	• Radio
• Etc.	•	•

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## How to Use/Considerations

1. Leverage any market research or human-centered design to define your priority user segments
2. For each segment, layout any key messages that would resonate or influence behavior of those segments
3. Highlight and prioritize marketing channels that could be leveraged to reach the user-segment

## Outputs

- ✓ A high-level overview of segmentation and communications strategy

# Market Strategy and Positioning

(Pt. 2 of 2)

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## About

For each potential marketing channel, it may be useful to outline potential tools and tactics to communicate to users and influencers. This tool can help practitioners think through and prioritize the potential ways forward.

### Template — Marketing Strategy and Positioning (2 of 2)

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Marketing Channel	Tactic	Objective	Estimated Cost	Timing	Prioritization (H / M / L)
Sales Force	Product efficacy messaging	Generate awareness of product benefits	\$300,000	9 months	Medium
	Safety brochure				
Mass Media					
Events					

Click to add text

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## How to Use/Considerations

1. Again, utilize any market or human-centered design research
2. For each potential channel, outline tools and tactics that could be leveraged
3. For each, estimate budget requirements and timing
4. Given the importance of a given user or marketing channel, prioritize possible marketing mixes

## Outputs

- ✓ A landscape and prioritized list of potential marketing strategies for a given user segment and geography

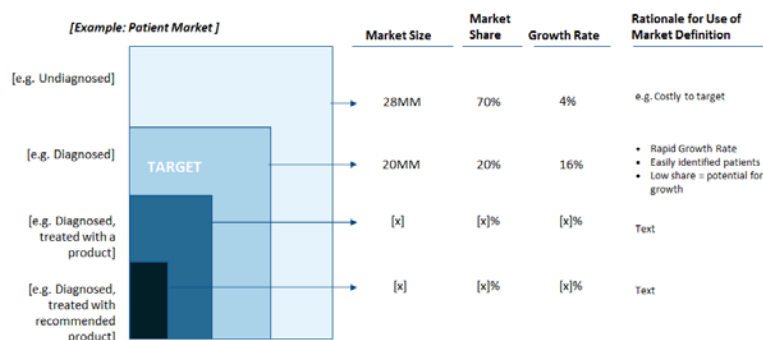
# Market Sizing



## About

The Market Sizing Tool is a valuable asset in determining the size of the target market (actual users) relative to the entire market. It can be useful when presenting to potential partners.

## Template- Market Sizing



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## How to Use/Considerations

1. Using this top-down approach, start with the entire market segment (as shown in example)
2. For each step/stage of user, make assumptions that further narrow your segment. For each step, outline rationale for any assumptions.
3. For each group, it may also be useful to highlight existing market share and market factors like growth rate

## Outputs

- ✓ A quantified total market and target market segment

# Patient Treatment Journey

(Pt. 1- Patient Treatment Journey)

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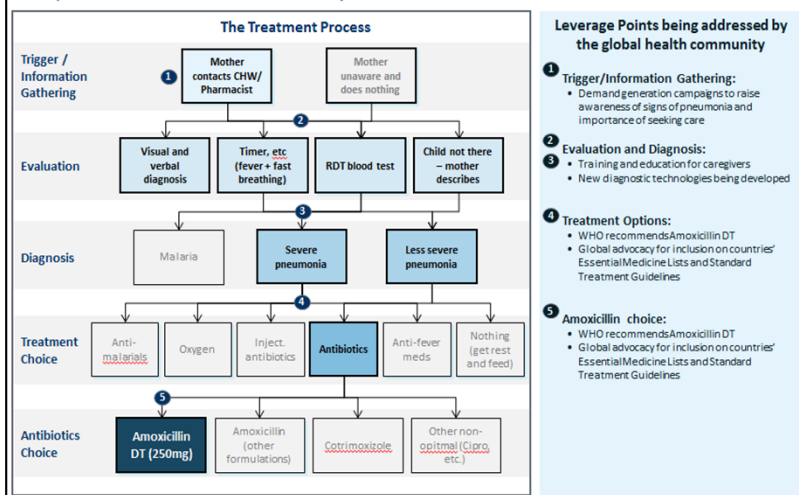


## About

The Patient Treatment Journey tool helps practitioners identify the critical decision points facing users and stakeholders along the treatment pathway. Identification of leverage points can help to remove bottlenecks and highlight opportunities to improve access.

### Template — Stakeholder Considerations (Pt. 1- Patient Treatment Journey)

Sample: Amoxicillin Treatment Journey



## How to Use/Considerations

Starting at the patient “Trigger/Information Gathering” stage, create a decision tree spanning the following four stages:

1. Evaluation
2. Diagnosis
3. Treatment Choice
4. Product Choice

At each “decision point” highlight key considerations or opportunities to influence the desired “decision” or behavior.

*See childhood pneumonia example in Toolkit*

## Outputs

- ✓ A decision tree of the elements affecting diagnosis and prescribing behaviour for a product or solution

# Patient Treatment Journey

## (Pt. 2- Decision Maker and Influencer Mapping)

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### About

Complementary to the Patient Treatment Journey Tool, the Decision-Maker and Influencer Mapping tool can allow users to crosswalk touch-points in the healthcare system and the various stages across the Patient Treatment Journey in which their products could play an influential role.

Template — Mapping Influencers and Decision Makers (2 of 2)

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Patient Treatment Journey	Primary Care	Secondary Care	Clinic staff (Nurse)	Pharmacist	Medicine Vendor	CHW	Family/ Friends
Trigger / Information Gathering							
Diagnosis / Evaluation							
Treatment Choice							
Product/ Brand Choice							
Post-Treatment Evaluation							

☒ Decision Maker / Influencer plays a role at this stage ☐ Decision Maker / Influencer plays no role at this stage

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### How to Use/Considerations

After completing the Patient Treatment Journey Tool,

1. Identify up to seven patient influencers (ex: community healthcare workers, primary care physicians, family/friends, etc.)
2. Assess whether and when the target group plays a decision making or influencing role in the process.

### Outputs

- ✓ An understanding of who influences the patient treatment journey and when they play a role

# User Segmentation

(Pt. 1- User List, MIRAS Checklist)

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## About

The User Segmentation tool-set can be used to group customers that share similar characteristics. By deconstructing the market, user segmentation supports organizations in identifying unmet customer needs and underserved market segments. The User List enumerates this user segmentation, and quantifies each segment.

## Template — User Segmentation (Pt. 1- User List, MIRAS Checklist)

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Target Market Segment	Behavioral Objective	Criteria for Selection			
		Ability to Win (and Rationale)	Size of Opportunity (population)	% Reached	Prioritization (1 / 2 / 3 / 4)
• Provider (Public)	• Adopt our new product over outdated solution	Increased efficacy of solution	150K	12%	1
• Provider (Private)	• Adopt our new product over outdated solution	Increased efficacy of solution	50K	35%	1
• Pharmacist	• Increase awareness of solution to 60%	Segment prefers CMEs as an info channel	85K	10%	2
• Medicine Vendor	•				
• Community Health Worker	•				
• End-User	•				

MIRAS CHECKLIST

### Measurable

Can the segment be quantified?

### Identifiable

Does this group share specific characteristics that are identifiable and well differentiated from other groups?

### Responsive

Are customers actually likely to want, and therefore respond to, a tailored and targeted offer?

### Actionable

Can this group of people be reached with communication methods / techniques?

### Substantial

Is the segment big enough to be worth targeting and developing?

## How to Use/Considerations

- Parse the market into measurable target segments:
  - Determine the revenue and cost impacts of serving each segment
  - Identify areas to tailor product, service, marketing and distribution programs to match the needs of each target segment
  - Develop measurement for each segment and adjust the segmentation approach over time as market conditions change throughout the organization/project
- Validate target segments using the MIRAS checklist

## Outputs

- ✓ A matrix of various user segments that can be targeted, an understanding of their motivations and various criteria for pursuing each target.



# User Segmentation

## (Pt. 2- Target Group Analysis)

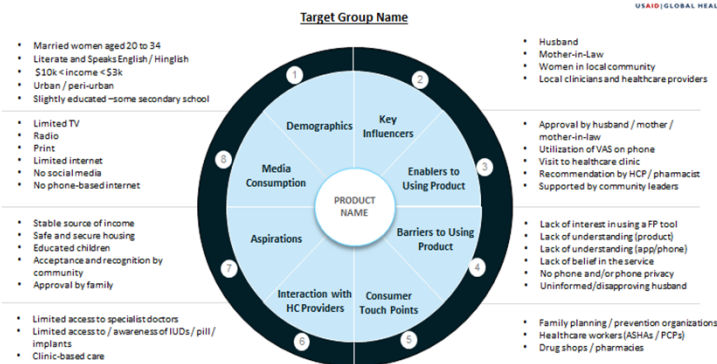


### About

The Target Group Analysis can offer insight and more focused user understanding. After determining and validating appropriate user segments, this tool can be used to conduct an in-depth analysis of a targeted segment. This tool is a helpful way to understand how the value-proposition of a given product can better align with target users.

### Template — Target Group Analysis

Sample — CycleTel Target Market Analysis



#### Target Group Today

- Attitude**
- TG is unaware of SMD and other family planning solutions
- Behavior**
- TG does not actively seek FP methods of any kind

#### Target Group Future

- Attitude**
- TG is informed & comfortable with SDM, aware and supportive of FP
- Behavior**
- TG understands and utilizes SDM; use of SMS-tool acts as a gateway for other family planning products

### How to Use/Considerations

1. Begin by choosing a specific target user segment that will use the product
  - List out various aspects of this segment corresponding to the eight segments of the Target Group Analysis Wheel
2. Independent to the above process, determine the current and future Attitude and Behavior of the Target User Segment, as related to the product/solution
3. Using the eight segments of the Target Group Analysis Wheel, determine which characteristics of the user segment are most appropriate for messaging that could shift from current Attitude/ Behavior to a desired future Attitude/ Behavior

### Outputs

- ✓ An understanding of a specific user segment in the context of a specific product/solution
- ✓ A guide of what aspects of a user segment must be touched on in product/solution messaging in order to effectively create behavior change.

# COGS Workbook



## About

The Cost of Goods Sold (COGS) Methodology (provided by the Bill & Melinda Gates Foundation) is an example that can be used to better understand the cost of a given product. This information can be shared with manufacturers and other relevant partners. While this example is for vaccines, many of the principles can be applied to other products.

### COGS Information Gathering Handbook

October 14, 2014

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## How to Use/Considerations

- Review the document to understand a methodology for developing COGS (for vaccines in this example).
- This guide includes information on:
  - Data gathering
  - Aggregating
  - Allocating cost components

## Outputs

- ✓ Determine cost of producing and selling a given product.

# Manufacturer Landscape Analysis



## About

Understanding the manufacturing landscape of a given product is an important part of determining whether a new product can leverage existing suppliers or if new capacity will be needed. This high-level framework could be a useful exercise to better define a manufacturing strategy.

### Template — *Manufacturer Landscape*

Product	[Manufacturer 1]	[Manufacturer 2]	[Manufacturer 3]
Market Coverage	• Text	• Text	• Text
Target Market	• Text	• Text	• Text
Procured and Distributed By	• Text	• Text	• Text
Pricing (per course of treatment)	• Text	• Text	• Text

DRAFT

## How to Use/Considerations

**For each manufacturer/producer/competitor, identify key qualities and characteristics, such as:**

1. Current market coverage (%)
2. Target market (type of customer targeted and any unique attributes)
3. Who procures and distributes this product
4. Pricing
5. Other

## Outputs

- ✓ An understanding of existing manufacturers, their capacities, and their capabilities.

# Demand Forecasting

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## About

The methodologies and guidelines presented by the Bill & Melinda Gates Foundation are intended for use when developing a demand forecast to support strategy development or major investment decision-making .

### Intervention Demand Forecasting

A BMGF Guide

BILL & MELINDA  
GATES foundation

## How to Use/Considerations

- There is no universal method for developing a demand forecast.
- This document should serve as an overview and companion guide for developing demand forecasts.
- Methods and content are presented by intervention type and are not specific to any particular disease or product.

## Outputs

- ✓ A quantification of the potential Demand that exists within a defined market.

# Advocacy Toolkit

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## About

This Advocacy Toolkit provides advocacy resources to raise awareness and engage stakeholders in addressing gaps in global and national plans, policies, and initiatives.

*It should be used as a reference and an example of advocacy strategies related to global health.*

## Scaling Up Lifesaving Commodities for Women, Children, and Newborns

An Advocacy Toolkit

## How to Use/Considerations

The Toolkit is divided into 4 sections:

1. "What you need to know"
2. "What you can do"
3. "What there is to say"
4. "Spotlight on Commodities"

## Outputs

- ✓ A series of strategies and/or recommendations on how to engage stakeholders.

Template available in PDF form at:

<http://www.path.org/publications/detail.php?i=2381>

# Target Product Profile (TPP)



## About

The Target Product Profile (TPP) “tool” provided here can be used as a simplified format for discussions throughout the product development process. It can be considered the “one-stop-shop” for information on the formulation and/or product characteristics, pre-clinical, and clinical studies.

## Template — Target Product Profile (TPP)

MILESTONE DEFINITION	DECISION CRITERIA	EXAMPLE DATA REQUIREMENTS	GATE REVIEW GUIDELINES
Target Product Profile initiated  (*The TPP is initiated prior to the LCS gate review and is updated & reviewed during development through to the DTF gate review)	<ul style="list-style-type: none"> <li>Product-specific content per BMGF TPP template requirements is provided; examples include:               <ul style="list-style-type: none"> <li>Drug need, use case, market, and impact on global health defined</li> <li>Product characteristics required to show benefit (Minimum TPP / Optimistic TPP), such as efficacy, safety, and duration of treatment outlined</li> <li>Aligned with disease-specific strategies of the BMGF and partner organizations (e.g., all product development co-partners, WHO, etc.)</li> </ul> </li> </ul> <p>Note: In portfolio grants, a TPP is initially disease area focused and is replaced by a product-specific TPP once a preclinical candidate has been selected</p>	<ul style="list-style-type: none"> <li>a) Indication, use case</li> <li>b) Target population</li> <li>c) Global health impact</li> <li>d) Proposed mechanism of action</li> <li>e) Primary endpoints and secondary endpoints (e.g., safety, efficacy, duration of treatment, etc.)</li> <li>f) Manufacturability</li> <li>g) Formulation, dosing, and stability</li> <li>h) Route of administration</li> <li>i) Shelf-life and storage</li> <li>j) Cost and delivery considerations driven by disease burden analysis (e.g., target countries, primary target, delivery channel)</li> <li>k) Product registration strategy</li> </ul>	<ul style="list-style-type: none"> <li>At early development stages, all variables may not be fully known; teams should develop TPP based on available information (i.e., draft TPP is sufficient at the LCS gate review)</li> <li>TPP will be updated as data are generated throughout the drug development process, the competitive landscape evolves, and new disease data emerge</li> <li>TPP updates and completion timing are product specific; specific data requirements and timelines should be developed at project initiation and monitored through milestone gate reviews</li> <li>TPP should be finalized prior to the DTF gate review (i.e., prior to registration)</li> </ul>

*A sample TPP for a pneumonia diagnostic device can also be found in the Toolkit.*

## How to Use/Considerations

- The TPP is organized according to the key sections in the project development process, enumerating specific concepts and activities intended for inclusion when considering the product as a whole.
- The TPP should begin with a statement of the overall intent of the product development program, and gives information about the product at a particular time in development, in a step-wise fashion.
- The TPP should be created with end goal in mind

## Outputs

- ✓ Dynamic summary of product development
- ✓ Broad goals to track progress of development