Covid-19: Revising Your Business Growth Plan

Wednesday 29th April 2020
COVID-19: REVISING YOUR BUSINESS GROWTH PLAN

Inspiring people to deliver exceptional healthcare performance

April 2020
TODAY’S OBJECTIVES

1. How to analyse the changes in your external environment across customers, competitors and your changing market dynamics/purchase models
2. How to assess your internal capabilities and resources in order to be able to identify and activate new opportunities
3. How to map different scenarios based on the current global pandemic in relation to your industry and market
4. How to ideate and innovate your products and services in order to defend, re-organise and/or grow
5. How to build a clear tactical plan, engage your team and measure your success!
Uptake Strategies offers award-winning, industry leading consultancy to global healthcare companies across planning, capability and launch.
HERE’S HOW TO GET THE MOST OUT OF THIS WEBINAR

Use the chat function – send a message with your name and company!

Turn on your video when speaking

Go onto mute if you have background noise
1. Is your business or industry being disrupted – to a greater or lesser degree – by the global COVID-19 pandemic?

2. Have you assessed your external market, customers and competitors and the impact of COVID-19 on your business in a systematic way?

3. Have you ideated potential new services, channels and opportunities that you are uniquely positioned to deliver?
ASSESSING THE IMPACT OF COVID-19 ON YOUR BUSINESS

1. Has demand for your products/services changed?
2. Has your client base shifted? Have purchasing or ordering patterns shifted?
3. Have your revenues and profits increased, remained the same or decreased during March-April 2020?
4. Are you able to ensure continuity of supply through your team, suppliers at the right time and volume to meet changing demand?
5. Has your team been able to continue working remotely? Are they safe and healthy?
6. Can your critical business processes continue to be performed remotely?
7. Do you have enough IT hardware, software and support to operate effectively?
8. Has your distribution or delivery services been impacted?
9. Have you identified risks for future orders/business in the coming months?
10. How are your competitors responding to COVID-19?
WHAT ARE THE INGREDIENTS OF A BUSINESS PLAN?

- Situational Analysis
  - Internal
  - External
- Key assumptions
- SWOT
- Key issues and implications

- Business objectives
- Business strategy:
  - Segments
  - Products
  - Distribution
  - Promotion
  - Positioning and messaging and channels
  - Branding
  - Pricing
- Strategic imperatives for success
- Tactics over time
- Resources – people, money, partners
- KPIs/measures of success
- Financials
- Risks/uncertainties
FIVE FORCES ANALYSIS-PORTER

Source: Professor Michael Porter, Havard University

Porter’s five forces technique is used to analyse the competitive environment. It looks at areas that may affect the company or brand’s competitive position.

**Threat of New Entry**
- Number of customers
- Time and Cost of Entry
- Specialist Knowledge
- Economies of scale
- Cost Advantages
- Technology Protection
- Barrier to entry

**Competitive Rivalry**
- Number of competitors
- Quality / other differences
- Switching costs
- Customer Loyalty
- Costs of leaving market

**Bargaining Power of Buyers**
- Number of customers
- Size of each order
- Difference between competitors
- Price sensitivity
- Ability to substitute
- Cost of changing

**Supplier Power**
- Number of suppliers
- Size of suppliers
- Uniqueness of Service
- Your ability to substitute
- Cost of changing

**Threat of Substitution**
- Substitute performance
- Cost of change

**Rivalry Amongst Existing Competitors**
- Number of customers
- Time and Cost of Entry
- Specialist Knowledge
- Economies of scale
- Cost Advantages
- Technology Protection
- Barrier to entry

**Threat of New Entrants**
- Number of competitors
- Quality / other differences
- Switching costs
- Customer Loyalty
- Costs of leaving market

**Threat of Substitutes**
## BRAND & COMPETITOR ANALYSIS

<table>
<thead>
<tr>
<th></th>
<th>Brand</th>
<th>Competitor X: Company Name</th>
<th>Competitor Y: Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Positioning &amp; Key Messages</td>
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<tr>
<td>Current Target Customer Segments</td>
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<tr>
<td>Current Promotional Spend &amp; Programmes</td>
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<tr>
<td>Current Price, Discount</td>
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<tr>
<td>Sales Force Size &amp; Structure</td>
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<tr>
<td>Key Product &amp; Company Strengths and Weaknesses as perceived by customers</td>
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</tbody>
</table>

**Competitor Commentary**

Describe relevant qualitative insights.
# ENVIRONMENTAL (PESTLE) SUMMARY

<table>
<thead>
<tr>
<th>Key Factors</th>
<th>Likelihood to Occur (H/M/L)</th>
<th>Implication (H/M/L)</th>
<th>Driver or Barrier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political</td>
<td></td>
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<tr>
<td>Economic &amp; Access</td>
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<td></td>
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<tr>
<td>Social</td>
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<tr>
<td>Technological &amp; Medical</td>
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<tr>
<td>Legal &amp; Regulatory</td>
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</tr>
<tr>
<td>Environmental</td>
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The PESTLE analysis is an environmental scanning tool that helps provide insight into the macro external situation from many different angles.

- **Political factors** – impact of government policies, grants
- **Economic factors** – impact of economic trends, access, pricing, imports/exports, funding
- **Social factors** – impact of demographics, lifestyles, ethnic issues, media, wellbeing
- **Technological factors** or technology legislation
- **Legal & Regulatory factors** – impact of new or existing legislation on any part of the R&D process, supply chain or communication to stakeholders
- **Environmental factors** – impact of climate change or environmental regulations or trends
## SOURCES OF INFORMATION AND OBSERVATION

<table>
<thead>
<tr>
<th>Secondary data sources</th>
<th>Quantitative research</th>
<th>Qualitative research / face to face contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry reports</td>
<td>Quantification of stages in decision making journey</td>
<td>Focus groups/in depth interviews with target customer</td>
</tr>
<tr>
<td>Company reports</td>
<td>Segmentation studies</td>
<td>Expert panels</td>
</tr>
<tr>
<td>Market analyses</td>
<td>Brand health studies</td>
<td>Opinion leaders/innovators</td>
</tr>
<tr>
<td>Disease indications/treatments</td>
<td>U&amp;A studies/consumer panels</td>
<td>Consumer immersions</td>
</tr>
<tr>
<td>Medical journals/Drug trials</td>
<td>Shopper behaviour studies</td>
<td>Customer facing teams within business (sales, customer care lines)</td>
</tr>
<tr>
<td>Mega trends/Consumer trends</td>
<td>Concept tests</td>
<td>Accompanied shopping</td>
</tr>
<tr>
<td>Cultural studies</td>
<td>Product tests/conjoint analysis</td>
<td>Ethnography (spending time with the target market in their environment (workplace/home)</td>
</tr>
<tr>
<td>Competitor information</td>
<td>Pricing research (elasticity etc…)</td>
<td>Social media listening</td>
</tr>
<tr>
<td>Retailer information</td>
<td>Econometric modeling</td>
<td></td>
</tr>
<tr>
<td>Web sites</td>
<td>Other relevant ad hoc research</td>
<td></td>
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<tr>
<td>Newspapers/magazines</td>
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</tbody>
</table>

**Quantitative research**:
- Industry reports
- Disease indications/treatments
- Medical journals/Drug trials
- Mega trends/Consumer trends
- Cultural studies
- Competitor information
- Retailer information
- Web sites
- Newspapers/magazines

**Qualitative research / face to face contact**:
- Focus groups/in depth interviews with target customer
- Expert panels
- Opinion leaders/innovators
- Consumer immersions
- Customer facing teams within business (sales, customer care lines)
- Accompanied shopping
- Ethnography (spending time with the target market in their environment (workplace/home)
- Social media listening
## SWOT ANALYSIS

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tr>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
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</table>

**Key issues to address**
# Revising Your Assumptions and Creating Scenarios

Document your internal and external assumptions in a quantifiable way and track

<table>
<thead>
<tr>
<th>Internal Assumptions</th>
<th>External Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Size of workforce, sickness, furlough, holidays, contractors</td>
<td>• Economy, industry growth/decline</td>
</tr>
<tr>
<td>• Clients, purchases, orders, sales</td>
<td>• Competitor activity, promotion, products, pricing,</td>
</tr>
<tr>
<td>• Distribution, stock</td>
<td>distribution</td>
</tr>
<tr>
<td>• Pricing, promotion spend and activity</td>
<td>• Customer/client mix, behaviour, needs, use of channels</td>
</tr>
<tr>
<td>• Mix of products, services</td>
<td></td>
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</tbody>
</table>
SCENARIO PLANNING
What are the likely future scenarios for the economy, your industry and your business?

3 MONTHS
Scenario 1
Scenario 2
Scenario 3

6 MONTHS

12 MONTHS
THE UPTAKE STRATEGIES 4 STEP INNOVATION PROCESS: SAGE

- **Scope the innovation opportunities**
  - Customer experience maps, decision-making processes
  - Funding flows and purchase pathways
  - Influencer maps

- **Generate ideas**
  - Customer information query reports and complaints
  - Insight maps
  - Disruptive techniques
  - Sources of business innovation

- **Analyse insights**
  - Immersion
  - Edward de Bono’s six thinking hats
  - The Innovator’s Toolkit: David Silverstein

- **Evaluate and evolve**
THE INNOVATOR’S DNA – 5 DISCOVERY SKILLS YOU NEED

The six-year-long research into disruptive innovation by INSEAD professor Hal Gregersen, Jeffrey Dyer of Brigham Young University and Clayton Christensen of Harvard, outlines five ‘discovery’ skills you need.

- Associating
- Observing
- Experimenting
- Questioning
- Networking

https://knowledge.insead.edu/entrepreneurship-innovation/the-innovators-dna-1264
STRATEGIC OPTIONS FOR BUSINESS PLANNING

Ansoff Matrix

Customers

Products/Services

Existing

Modified

New

Existing

Modified

New

Market Penetration

Product Extension

Product Development

Market Expansion

Limited Diversification

Partial Diversification

Market Development

Partial Diversification

Diversification

Modified Ansoff Matrix
## STRATEGIC MARKETING MIX

<table>
<thead>
<tr>
<th>Marketing Mix</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products/Services</td>
<td></td>
<td></td>
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<tr>
<td>Promotion</td>
<td></td>
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<tr>
<td>Distribution</td>
<td></td>
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<tr>
<td>Pricing</td>
<td></td>
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<tr>
<td>Physical Evidence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People</td>
<td></td>
<td></td>
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<tr>
<td>Processes</td>
<td></td>
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</tbody>
</table>
TACTICAL PLANNING
Create clear decision points, tactics and financial forecasts for each scenario

Scenario 1

Tactics

Scenario 2

Tactics

Scenario 3

Tactics
VIRTUAL MEETINGS: BEST PRACTICE TIPS #1

- Present using headphones for clarity, with a neutral background
- A strong and stable Wi-Fi signal is needed, preferably connect to a router using an Ethernet cable
- Clearly outline the expectations of attendees at the beginning to encourage interactivity and engagement
- Feed the technology beforehand and resolve any technical issues
- Do not multi-task (do other work) whilst running virtual meetings
- Ensure everyone knows to mute and unmute for breakout discussions
- Check in with the meeting attendees regularly to ensure hit participation (even the quieter ones)
- Make a timed agenda to refer to, to help manage the time
- Speak slowly and clearly and summarise regularly - use an annotation pen for emphasis
- Turn on your video whenever possible and use positive body language

VIRTUAL MEETINGS: HOW TO BUILD A GREAT BRAND PLAN WITH A VIRTUAL TEAM

We are working with global and local brand teams to build strong healthcare brand plans using our proven modular approach.

1. Convene your cross-functional brand team to agree roles and timelines
2. Collate all your sources of internal and external information and identify your key patient / payer / prescriber insights
3. Set up virtual working sessions for each key phase of the plan using a modular approach
4. Set out your key assumptions and do some scenario planning for 2020/21
5. Evaluate your mix of tactics carefully in the event of continued pressures on healthcare professionals and social distancing.

VIRTUAL MEETINGS: TOP TIPS FOR MAKING THE MOST OF YOUR Webcam

- Always test your camera before meetings
- Avoid sitting under overhead lighting
- Lights should come from in front and behind the webcam
- Make sure the camera is at a natural distance from your face
- Remove clutter and other distractions from the background
- Angle the lens so it is eye level
- Set the camera so you are proportioned nicely with a head and shoulders position - avoid cutting off your head
- Always pay attention to your body language - keep smiling and nodding encouragement
- Try to minimise background noise – other telephones, doors being shut etc.
- Engage with your colleagues via webcam; it brings everyone together

VIRTUAL MEETINGS: BEST PRACTICE STRUCTURE FOR WORKING SESSIONS AND WEBINARS

1. A clear introduction and welcome with camera on
2. Clearly outline the technology and get participants to test it (e.g. say hello in chat, use the icons etc)
3. Use a Poll up front to ask if people can hear, see etc.
4. Run through the agenda and clarify the structure will be mixed
5. Outline how you expect participants to interact
6. Run an ice-breaker to get them to practice using the features
7. Periodically stop for Q&A, pull to check understanding, poll to check energy levels and if a break is needed
8. Revise the agenda throughout so people know what is coming
9. Seek feedback at the end and celebrate the key outputs/successes

LINKEDIN COMMUNICATIONS 2020
VIRTUAL WORKING!

Supporting our clients in the virtual environment

Companies need to think and act across five horizons.

The five horizons

1. **Resolve**
   - Address the immediate challenges that COVID-19 represents to institution’s workforce, customers, technology, and business partners.

2. **Resilience**
   - Address near-term cash-management challenges and broader resiliency issues during virus-related shutdowns and economic knock-on effects.

3. **Return**
   - Create detailed plan to return business to scale quickly as COVID-19 situation evolves and knock-on effects become clearer.

4. **Reimagination**
   - Reimagine the next normal: what a discontinuous shift looks like and implications for how institutions should reinvent.

5. **Reform**
   - Be clear about how regulatory and competitive environments in industry may shift.

McKinsey & Company

Four key response areas

1. People and society
   - Employee safety
   - Employee management and duty of care
   - Flexible/remote working
   - Consider societal impact and contribution

2. Business continuity
   - Footprint
   - Logistics and distribution
   - Integrated planning, sales and operations
   - Supplier and commercial management
   - Workforce planning and governance
   - Revenue dynamics
   - Customer and brand protection
     to include digital adoption and virtualisation of customer acquisition, support and experience
   - Pivoting to new business and operating models
   - Fraud and cyber security

3. Financial viability
   - Cash control
   - Performance and cash flow scenario planning
   - Liquidity maximisation and preservation
   - Rapid cost reduction
   - Credit lines
   - Cash taxes
   - Pension commitments
   - Legal considerations
   - Accounting and audit
   - Access to government support

4. Situation management
   - Crisis management
   - Legal policy and guidelines
   - Stakeholder management
     - Employers
     - Government
   - Financial stakeholders
     - Pensions
   - Shareholders
   - Communications
RESOURCES AND REFERENCES

- www.uptakestrategies.com/insights
- https://www.greatplacetowork.co.uk/
THANK YOU

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