

What are your principal managed market goals for the product? (select all that apply)

- a) Favorable formulary position
- b) Advantageous copay level
- c) Formulary access
- d) Equivalent formulary position v. competitors
- e) Reimbursement
- f) Reasonable/light Prior Authorization restrictions
- g) Acceptance of new indication(s)
- h) Visibility
- i) Lack of visibility (low profile)
- j) Collaboration on pull-through
- k) Sales growth
- l) Preparation for new entrant
- m) Preparation for patent loss by market incumbent
- n) Avoidance of large coinsurance requirements
- o) Other _____

What does your national formulary coverage look like?

- a) Commercial payers
- b) MA-PDPs
- c) PDPs
- d) Medicaid
- e) Other

Part II: Strategic Planning, Market Research, and Analysis

1. Product Differentiation

How does or will the message you use with your business customers (i.e. payers) differ from the one for professional customers (i.e. physicians and other health professionals)?

Which product attributes or associated use attributes represent the greatest sources of value for your managed care customers? (select all that apply)

- a) Improved efficacy v. competing treatment
- b) Improved safety v. competing treatment
- c) More attractive price (AWP/ASP/WAC) v. competing treatment
- d) Medical cost offsets or reduction in downstream costs
- e) Prophylaxis
- f) More attractive net price v. competing treatment
- g) Advantageous dosing frequency or schedule
- h) Mode of administration advantage v. competing treatment
- i) Unique or innovative mechanism of action
- j) Reimbursement support
- k) Disease management/patient adherence support
- l) Favorable HECON data v. other treatments
- m) Breadth of indications
- n) Advantageous QOL data
- o) Productivity benefit
- p) Ease of prescribing/use for physician
- q) Value-added programming
- r) Other

Which product attributes or associated use attributes represent the greatest sources of weakness for your product from the payer perspective? (select all that apply)

- a) Efficacy
- b) Safety
- c) Price (AWP/ASP/WAC)
- d) Net price
- e) System costs
- f) Dosing frequency or schedule
- g) Mode of administration
- h) Mechanism of action
- i) Lack of reimbursement support
- j) Lack of disease management/patient adherence support
- k) Opportunity for off-label use
- l) HECON data
- m) QOL data
- n) Productivity disadvantage
- o) Difficulty of prescribing/use for physician
- p) Lack of value-added programming
- q) Other

Which disease/therapeutic issues and problems relevant to your product might represent opportunities to assist your managed market customers in mutually beneficial ways? (Check all that apply)

- Under diagnosis/misdiagnosis of target condition
- Existing national treatment guidelines
- Poor patient adherence/persistence with prescribed therapy
- Compelling scientific literature favoring your product or therapeutic category
- HEDIS/NCQA/JCAHO requirements
- Lack of physician adherence to guidelines/protocols
- Lack of patient awareness of key issues
- Lack of patient adherence to prescribed therapy
- Lack of payor/purchaser appreciation of cost of condition/disease
- Generally low level of understanding of condition pathophysiology, progression, and related issues
- Under leveraged economic advantages that could be realized through co-promotion with MCOs
- Successful disease management programs that have resulted in increased use of your class of product
- Successful benefit design changes that have resulted in increased use of your class of product
- Patient Assistance Programs (PAP) for the commercial and Medicare beneficiaries

Have you conducted primary research to evaluate how customers value these (and other) attributes?

2. Market research and analysis

What primary market research have you conducted with managed care decision-makers (as opposed to physicians)? (select all that apply)

- a) Quantitative evaluation of product attributes
- b) Quantitative assessment of preferences (conjoint/discrete choice analysis)
- c) Brand identify audit and perceptual maps
- d) Pricing evaluation
- e) Qualitative assessment of current treatment practices
- f) Detailed market segmentation
- g) Advisory boards
- h) Assessment of payor satisfaction with manufacturer account managers

Key findings from primary market research

Key advisory board findings:

Other input:

Based on your market research and analysis, how do the different audiences listed below respond to your product? (These can include such factors as price, efficacy advantages or disadvantages, and contract offerings). Complete for all that apply to your product.

Audience	Perceived Product Benefits	Perceived Product Shortcomings	Key Concerns About Product	Likelihood of Acceptance
Medical Directors/ CMOs				
Pharmacy Directors				
MA-DPs				
PDPs				
State Medicaid Directors				
VA decision-makers				
Specialty Pharmacy distributors				
Consultant pharmacists				
GPOs				
Other:				

Based on this assessment, which audiences represent your greatest opportunities? Which represent the greatest barriers?

Based on research and/or advisory boards conducted, do your business customers understand and acknowledge your product's points of differentiation?

3. Managed Market Sector Strategies: How, if at all, does your strategy vary for each of the following customer sectors? Which of these sectors represents a critical determinant of your product's success? Why or why not? Which sectors represent the biggest threats? The biggest opportunities?

Commercial Health Plans (HMOs, PPOs, POS, etc.):

Medicare PDPs:

Medicare Advantage Plans:

Medicaid Plans:

PBMs:

Specialty Pharmacy Providers:

Employers:

Medicaid:

State Government Payers:

Long-Term Care Providers:

Others:

4. Account Segmentation and Targeting

Which accounts represent your strategic priorities for the coming year?

Which accounts represent your key contracting targets for the coming year?

What is the basis for this prioritization or assignment of strategic importance?

- a) Account size (# of lives)
- b) Ability to control utilization (restrictiveness: PA, utilization management tactics, co-pay/coinsurance, step edits, category narrowing, product preferences, etc.)
- c) Current sales volume
- d) Product formulary status
- e) Membership demographics
- f) Status of other company products
- g) Relationships
- h) Other (please identify)

Does your prioritization or segmentation approach capture differences in how accounts use your product, or assign value to its key attributes? Does it differentiate by indication?

5. Positioning

How will you position your product with each of these audiences or segments?

Audience/Segment	Key positioning elements/message
Medical Directors/ CMOs	
Pharmacy Directors	
Other MCO Commercial audiences	
Priority Accounts	
Other accounts	
Health Plans	
PBMs	
Specialty Pharmacy Providers	
Employers	
State Medicaid Programs	
Medicare PDPs	
Medicare MA-DPs	

How will you position your product against each of these competitors?

Competitor	Key positioning elements/message
Internal competitors (products marketed by your company targeting the same disease(s))	
Other drugs within the class	
Other drugs outside the class, within the category	
Non- pharmaceutical therapies	

6. Economic Positioning Message and Strategy

Summarize your brand's economic rationale? (select all that apply):

- a) Total cost savings v. standard treatment
- b) Greater cost-effectiveness v. standard treatment
- c) Medical cost offsets or reduced downstream costs
- d) Reduction of resource utilization
- e) Enhanced efficacy or slowed progression
- f) Enhanced patient productivity
- g) Reduced disability (including DALY analysis)
- h) Enhanced QOL (including QALY analysis)
- i) Lack of dose creep or less than competition
- j) Other

How would you summarize your product's economic rationale?

What are the key studies and/or models that support your economic message or rationale?

What are the major economic barriers your product faces in accomplishing your sales goals?

7. Reimbursement and Benefit Classification (for injectables and biologics)

Does product reimbursement represent a significant objective and/or challenge for your product?

Does patient access to the product and/or reimbursement vary with benefit classification (e.g. medical v. pharmacy)?

What % of accounts currently reimburse the product? What is your target % for the coming year?

What role do specialty pharmacy vendors play in access and/or reimbursement decisions?

Do managed care accounts seek to increase patient self-administration of injectable and/or biologic products? How does this affect your product?

To what extent does prior authorization represent a challenge for your product? How does your product fare in this regard v. competitors?

To what extent will increased patient cost-sharing for your category disadvantage your product relative to its direct competitors?

What percentage of your accounts anticipate moving to – or already have moved to – ASP-based reimbursement?

Are there any significant differences between competing products that will affect Medicare's coverage and/or maintenance of them (e.g. Part B v. Part D, assessment fees, etc.)?

Part III: Planned Marketing Tactics

1. Communication Tactics

What live (on-site, Web- or phone-based) programs are planned for the coming year to interact with managed care customers?

Program	Timing	Message	Purpose*
1.			
2.			
3.			
4.			
5.			
6.			

(* for Purpose, please select from the following: advisory, promotional, educational, or other)

Are you satisfied with your current advisory boards? Why or why not?

What is the brand's managed care/economic publication schedule for 2006?

Publication	Focus of Article	Written By
1.		
2.		
3.		
4.		

What formulary kit tools (including the AMCP Dossier) are used or planned to communicate your message?

- 1.
- 2.
- 3.

What electronic/new media channels (e.g. Web site, Internet newsletter, e-training) are in use or planned?

- 1.
- 2.
- 3.

What other communication tactics will support your managed market strategy?

- 1.
- 2.
- 3.
- 4.
- 5.

2. Pull-Through

What plans are there in the coming year to drive product pull-through in managed accounts?

How do the product's direct-to-consumer activities link with the managed market strategy?

What co-promotions are planned with major accounts?

Which electronic pull-through strategies are being used or planned?

3. Value-Added Programs

What value-added programs do you or will you offer to key managed market accounts? (Brand-specific or company-wide)

Program	Objectives
1.	
2.	
3.	

4. Training

What internal training resources/programs support or will be developed to support your product:
For Managed Care Marketing Managers?

For Field Representatives?

For Account Managers?

For Medical Science Liaisons/Medical Information Scientists?

5. Linkages With Internal Departments

How are your brand teams' managed market efforts linked with those of:
a. Customer/Health Systems Marketing?

b. Health Economics/Outcomes Research/Disease Management?

c. Account Management?

d. Field Sales?

e. Government Affairs?

f. Other?

6. Resources

What is the budget that has been allocated to accomplish your goals in the coming year?

How will you justify requests to the brand team for additional funding? What metrics will be used?

How will your team integrate into next year's planning cycle to earmark programs and funding?
Timing?

Part IV: Summary

Based on the questions and answers above, what are your product's principal strengths in managed markets? Its principal weaknesses? What are the product's primary opportunities with managed care customers? What are the principal threats?

Strengths	Weaknesses
Opportunities	Threats