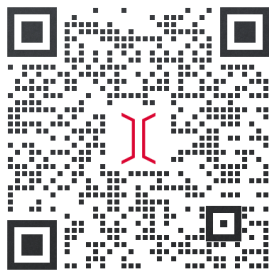


# 赢在起跑线 新产品上市中的得与失

Evan Zhou

意略明MEDX医药医疗咨询事业部总经理





扫码添加意略明小助手



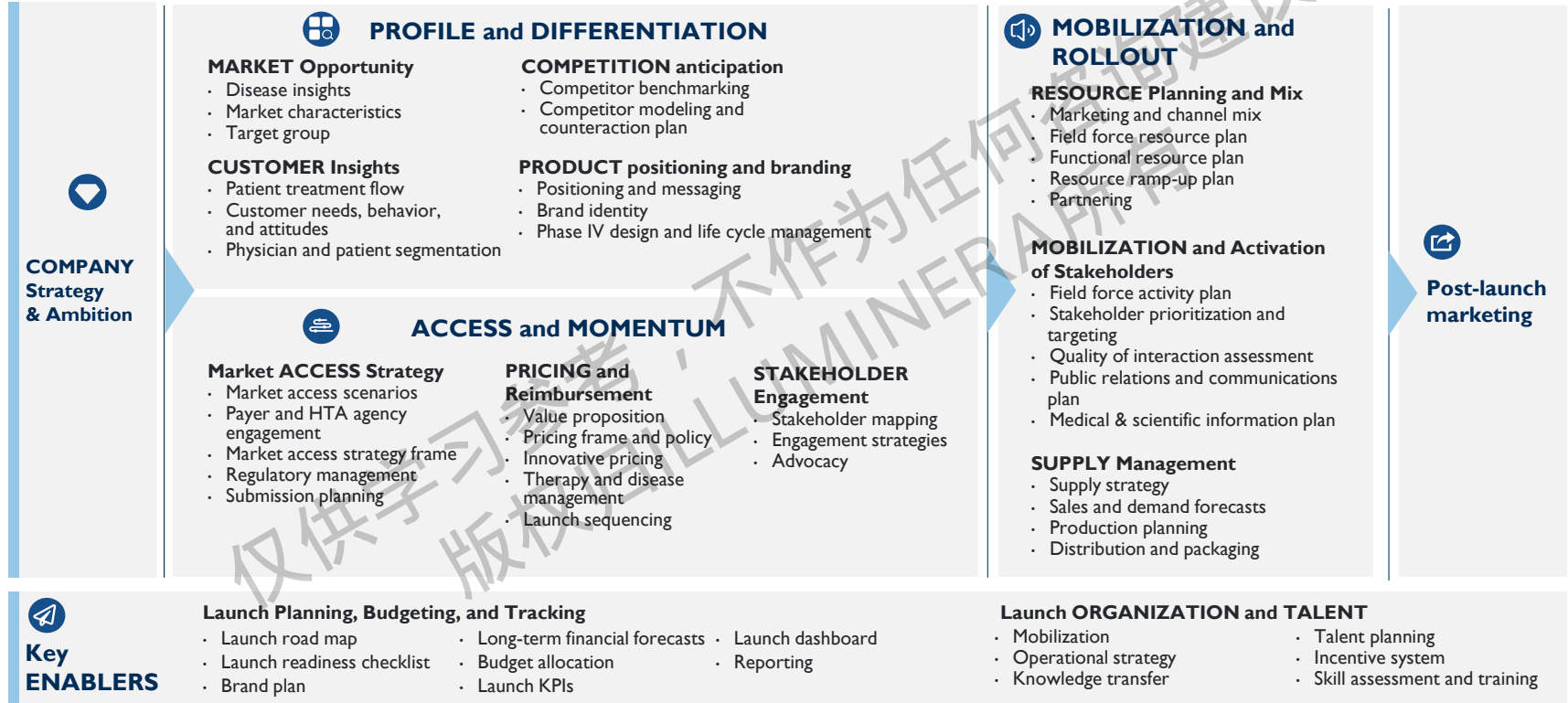
**Evan Zhou**

意略明  
MEDX医药医疗咨询  
事业部总经理

今天的新产品上市

早、快、准、敏

# NEW PRODUCT LAUNCH - CLEAVE



01

有力的  
医学策略

02

明确的  
品牌策略

03

优秀的  
定价策略

04

创新的  
商业模式

## 新上市产品的常见痛点

机制和技术的先进性与**市场需求**不匹配?

难以明确相对于现有竞品的**差异化优势**?

难以将差异化优势转化为**患者获益**和**实际销售表现**?

# 医学策略对于新产品卓越上市的影响



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01



02



03



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# 认知 → 策略 → 执行



## 认知

减少对市场的认知偏差



## 策略

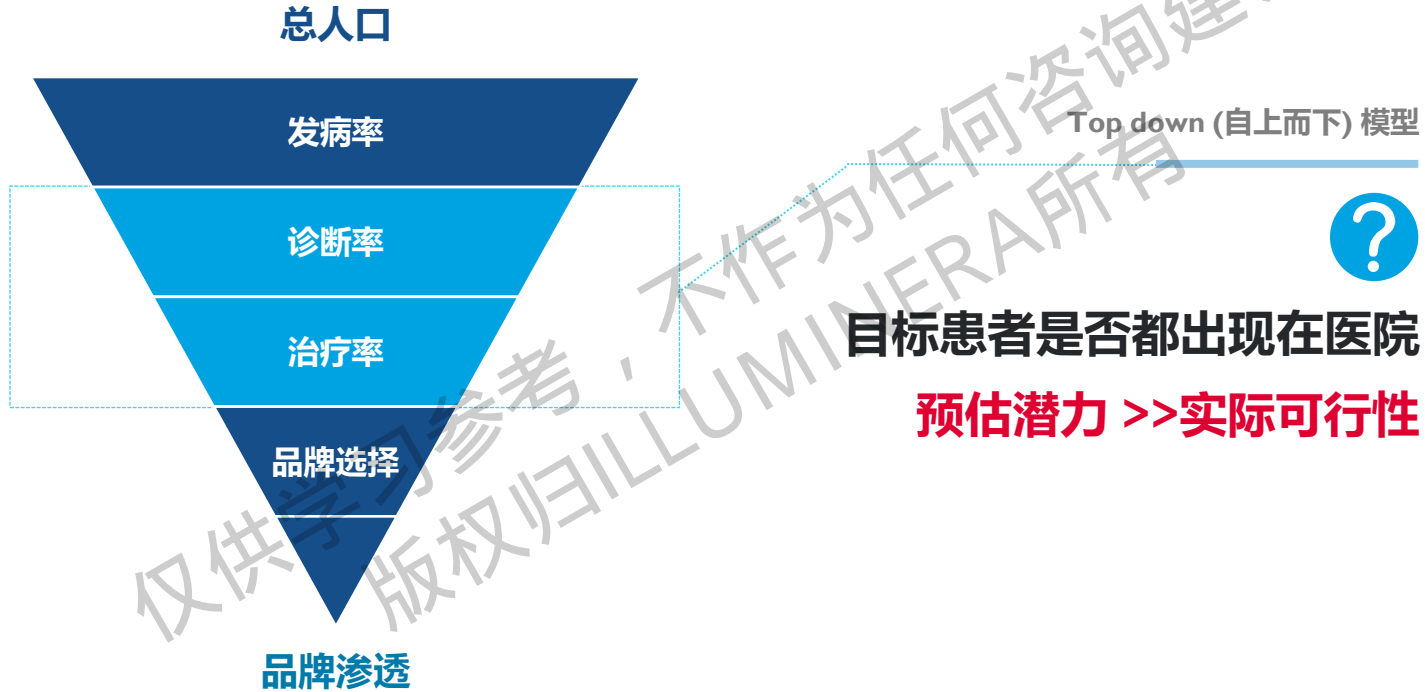
循序渐进搭建价值主张



## 执行

对齐策略，贯彻执行

# 市场潜力到底有多大？



## 需要注意以下问题

### 预估潜力 ≠ 实际可行性

01

#### 新患者

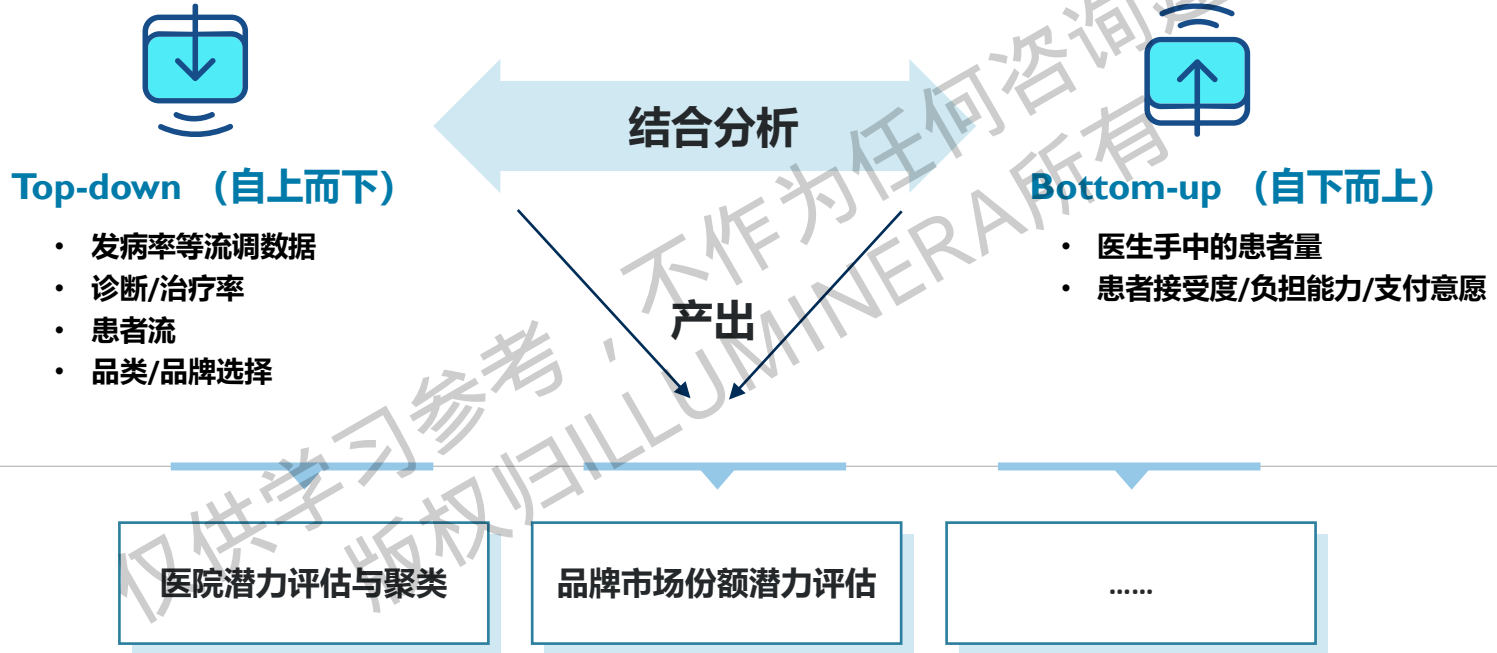
- 不一定出现在医院
- 不一定获得诊断
- 不一定开始治疗

02

#### 老患者

- 不一定在医院进行随访
- 不一定持续治疗
- 不一定调整用药方案

## 结合两种分析模型，以获取更为全面的评估



## 品牌价值主张如何搭建和实现?



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03



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# 基于价值的定价 Value-based Pricing



# Alter the price sensitivity curve to our advantage is the best pricing strategy





# 基于市场准入的定价

## Market-access-based Pricing



# Regulatory Environment in China



## Current Situation

- **HIB\* RDL threshold in recent negotiations**
  - ✓ Reference to the **global lowest price**
  - ✓ **Less impact** on the medical insurance total fund (医保基金)
  - ✓ **More than 60+%** price cut
- **More products/categories are covered in VBP**
- **CFDA approval of new products and new indications has been accelerated**

\* HIB; Health Insurance Bureau



## Consideration for Pricing Model Setting

- ❓ **Range of test price: wider**
- ❓ **Launch price setting:** Leave enough **room for RDL price cut**
- ❓ **Other pricing factors before entering RDL:** **PAP** can be an alternative way to boost both physicians' Rx experience & patients' usage

01



02



03



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# 患者为中心商业模式 赋能业务增长

Patient-centric Business  
Model Innovation

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## 患者需求会来自于更多方面

### “Diamond Cut” of Unmet Needs

#### Treatment

Incurable regimen  
Annoying side effects  
Poor quality of life  
... ..

#### Experience

Long-distance medical treatment  
Endless queuing  
Frequent hospital visit  
... ..

#### Information

Less communication with HCP  
Lack of disease knowledge  
Lack of drug knowledge  
... ..

#### Emotion

Stigma  
Lonely and Helpless  
... ..

#### Cost

Limited NRDL coverage  
Family financial burden  
... ..

# 新产品上市的“敏”

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# Key KPIs



## Post-launch Marketing



### SALES RESULT TRACKING

#### Sales Volume & Revenue

- By region
- By city tier
- By channel
- By hospital type
- By key hospital (top 10 sales contributors)
- By department

#### Sales Growth Rate

- Business source



### EXECUTION EXCELLENCE

#### Sales Force Effectiveness

- Sales reps coverage, frequency, detailing visits and social visits, etc.
- Message recall
- Sales visiting impact on future prescription
- Sales rep satisfaction & performance evaluation

#### Promotional Activities Effectiveness

- Marketing activity participation and frequency
- Activity satisfaction & performance evaluation
- Key message recall
- Preferred marketing activities and forms



### MARKET ACCESS EXCELLENCE

#### In-hospital Prescription and Usage

- Hospital listing progress
- Hospital coverage and feasibility of in-hospital usage



### MARKET MONITORING

#### PATIENT Classification & TREATMENT Behavior

- Patient flow & classification
- Therapy choice and brand choice
- Duration of treatment

#### DISEASE Understanding & TREATMENT Belief

- Disease knowledge
- Treatment goal
- Disease satisfaction level and unmet needs
- Treatment philosophy
- Key prescription criteria on therapy choice (onset speed, efficacy, sustained efficacy, etc.)
- Key prescription criteria on brand choice
- Perception towards categories & brand

#### TREATMENT Trend

- Policy impact ( RDL listing, VBP etc.) on treatment model and channels



### BRAND FOOTPRINT

#### Brand KPIs

- Market access
- Brand awareness
- Brand TOM (top-of-mind)
- Brand ever usage
- Brand PIM (past-1-month) usage

#### Brand Business Source

- Physician type
- Patient type
- Rx source
- Etc.

#### Brand Perception

- Performance on key factors
- Brand satisfaction

## Other KPIs



### CUSTOMER AFFINITY



### COMPETITION ANALYSIS

## Take away

### 01

#### 看清路 全盘掌握，提前布局

策略规划充分考虑产品生命周期和中国市场特色，在更早节点进行产品差异化策略布局



### 02

#### 早动身 赶早不赶晚

- 尽早启动产品上市策略规划
- 尽早启动市场教育和市场预热



### 03

#### 行得稳 扎实的长期策略

明确市场和生意本质，制定扎实稳固的核心策略并坚持落实



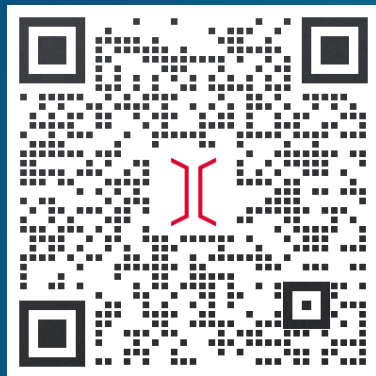
### 04

#### 走得远 持续优化

及时跟进市场、产品、竞品动态变化，持续优化执行策略







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