WHO/HHS joint

Workshop on Business Planning and Partnership Development for Influenza Vaccine Manufacturing in Developing Countries

Washington, USA, November 2012

Claudia Nannei, World Health Organization
Background

- Theme identified during the Sustainable Influenza Vaccine Production Capacity Stakeholders’ Workshop, held in Washington D.C. in January 2010

- To inform discussion and provide update on implementation status of GAP-2 (WHO Global Pandemic Influenza Action Plan to Increase Vaccine Supply)
Why the business planning

- Support the creation or strengthening regionally based sustainable vaccine manufacturing capacity in developing countries

- How do we meet the national health security needs for influenza while being:
  - Sustainable
  - “Profitable” (impact on national budget, re-investment….)

  ➢ Preparing a rigorous long term business plan for production
How do you generate a rigorous business plan?

Classic Business Plan
for products and services

STAKEHOLDERS

MARKETING STRATEGY

MARKET ANALYSIS

FINANCIAL REQUIREMENTS

PRODUCTION PROCESS

CONSUMER'S ASSOCIATION

COMPANY MANAGEMENT AND STAFF

SHAREHOLDERS

INSTITUTIONAL INVESTORS

REGULATORY AGENCY
How do you generate a rigorous business plan?

For products and services

- Pricing strategy
- Market penetration
- Product distribution
- Product life cycle

MARKETING STRATEGY

MARKET ANALYSIS

FINANCIAL REQUIREMENTS

PRODUCTION PROCESS

- Potential and actual demand
- Competitors and market share
- National and international trade and regulations

- Know-How
- Technologies
- Goods and services
- Stocks
- Workforce

- Investments
- Cash Flow
- Capital requirements
- ROI
What about investing in health care interventions?

- Need for same “rigorous” business planning

  BUT

- Give the policy makers and the vaccine manufacturers a different paradigm and additional parameters to inform their business planning, that relies on good management practices and lessons learned from business management
How do you generate a rigorous business plan?

1/2
How do you generate a rigorous business plan?

PUBLIC HEALTH POLICY
- Right to health
- Population health = national security
- Better health = economic development
- Health-care services as common goods

Access
Affordability
Accessibility
Appropriateness

MARKETING STRATEGY
- Pricing strategy
- Market penetration
- Product distribution
- Product life cycle

MARKET ANALYSIS
- Potential and actual demand (and up-take)
- Strategic partnerships
- Competitors and market share
- National and international trade and regulations

FINANCIAL REQUIREMENTS
- ROI
- Investments
- Cash Flow
- Capital requirements

DEVELOPMENT AND PRODUCTION PROCESS
- Know-how
- Technologies
- Goods and services
- Stocks
- Workforce
WHAT RETURN ON INVESTMENT?

ROI

- Better health
- National security
- Population protection
- Economic development
- Reduction of hospital costs
- ........
Partnering with stakeholders

- Public-Private Partnership
- Product Development Partnership
- Other partnerships

Stakeholders:
- Public Sector
- Health Insurance Company
- Population
- Institutional Investors
- MoH
- HCW
- Patient’s and Consumer’s Association
- Donors
- Company Management and Staff
- Shareholders
- Regulatory Agency
Objectives of the workshop

- Provide a **forum for discussions** on strengthening planning capacity for (influenza) vaccine manufacturing
- Provide a forum for highlighting **best practices and effective models** for sustainable business planning
- Identify current knowledge **gaps and training needs** in vaccine manufacturing business planning
- Provide an **opportunity** for policymakers, vaccine manufacturers, the donor community and all the other stakeholders **to form new partnerships** and reinforce existing ones with the focus to sustain the vaccine production capacity
- Delineate **policy issues and options** for the short-, medium-, and long-term
Organization process and logistics

- Set up the organizing committee (policy makers, manufacturers associations, business consulting agencies, HCW associations etc.) for the agenda development and the identification of the participants
  
  **July 2012**

- Held in Washington, DC
  
  **28-30 November 2012**

- Hosted by WHO Office for the Americas, at AMRO/PAHO
Contacts

- For more information
  - Claudia Nannei nanneic@who.int
  - Alexandra Ganim Alexandra.Ganim@hhs.gov